



“Radiating Excellence in Nursing Practice in the Non-Acute Care Environment”

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May 6, 2007

Catholic Health Care Convention



Providence Continuing Care Centre (PCCC) ...

- Provides compassionate care and excellence in Complex Continuing Care, Long Term Care (LTC), Mental Health, Palliative Care, Specialized Geriatrics, and Rehabilitation services for the population of Southeastern Ontario
- As a teaching centre we work collaboratively with our regional community to provide and advocate for wellness, innovation and excellence in delivery of care, education and research



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Quality at PCCC ...

- Strong organizational commitment to “Quality of Care” – quality is woven throughout the organization (as with other Catholic Care Providers)
- Extremely values driven and human centered
- As the Board chair states: “We are in the Quality of Life Business at PCCC”
- Strive to be high performers in delivery of quality patient centered care

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Background ...

- Organizations are experiencing change faster than ever before
- This change impacts the nursing workforce
- With an increasing emphasis on strong leadership, accountability and innovation one must facilitate and create sustainable processes to survive in today’s complex health care environments

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The focus of today's presentation...

- Illustrate the value of nursing leadership as a driver for quality care
- Share how our infrastructure facilitated professional growth for the nursing staff
- Shed light on the role nursing plays with the larger interdisciplinary team in creating collaborative partnerships and fostering spirit in times of chaos
- Highlight the value of nursing leadership in creating healthy work environments

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Why Change at PCCC?

- To ensure accountability and sustainability through the development of processes that support quality patient centered care delivery
- Heighten our awareness regarding the impact of healthy working environments on patient care
- Align professional practice with day to day operational roles within the organization so that the value of a practice infrastructure was enhanced

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The challenges...

- Changing from hierarchical organizational structures into Program Management
- Moving beyond status quo
- Introducing new leadership into new roles
- Enhancing the value of professional practice
- Challenging the traditions that existed for many decades and preventing resistance
- Supporting and sustaining the new “landscape”

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Why Nursing Leadership?

- Nursing leadership is integral to delivering quality care in the non-acute care sector
- Although we have a limited number of nursing leaders we still want vibrant, competent, skilled and dedicated leaders to influence health care legislation and policy, enable and connect staff with patients and their families
- We expect our senior nursing leaders to be competent, skilled and perceptive stars – they should radiate excellence

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Guiding Principles ...

- Nursing plays an integral role in maintaining and sustaining the caring culture at PCCC
- Nursing is renowned for innovative professional nursing practice, blending compassion with innovation
- Nursing has a commitment to professionalism, life long learning, education and research
- Nursing influences patient and staff safety, clinical outcomes and patient and staff satisfaction

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Principles continued ...

- Within a shared governance model nursing staff at all levels have opportunities for decision making to influence nursing practice
- Nursing has voice at the nursing practice council and professional practice council
- Nursing continues to attract and retain expert nurses to foster excellence
- Nursing staff have opportunities for Career Development, coaching, mentoring, precepting

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Our core purpose ...

- *To make a difference in the unique lives we touch through professional, expert, and compassionate care on a daily basis*
- *To strive for quality, individualized patient care, with an appreciation of the entire being: body, mind and spirit*

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The issue ...

- How to have a strategic and integrated approach to nursing professional practice in order to ensure the design and delivery of quality, safe health care and to meet our operational responsibilities
- How to ensure nursing staff were held accountable for delivery of their care and engaged in decision making

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The impact ...

- Without clearly defined accountabilities there is a risk to the health of the organization
- Silos can exist and become less functional
- Systems are seen to be too complex
- Patient satisfaction is less than optimal
- Staff satisfaction is poor
- Toxicity exists in the environment

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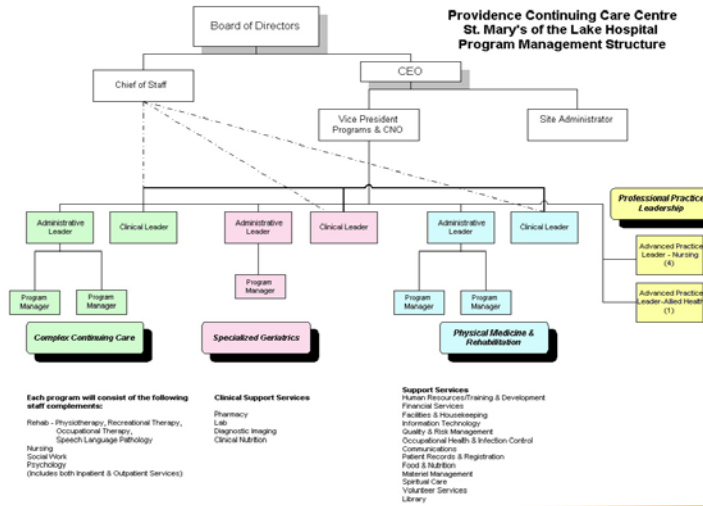
The proposed solution ...

- Introduce a new organizational design for the clinical areas -- three program streams within our Program Management Structure
- Hired 6 strong Administrative and Clinical Leaders
- Utilized Kouzes and Posner's Leadership Framework to guide our change
- Build leadership capacity within Nursing

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The new Organizational Chart ...



Each program ...

- Represents a unique jurisdiction
- The yellow portfolio, which is all Professional Practice, are the players who work across 3 program streams, present solutions, tackle problems, facilitate dialogue – ultimately they are multi-jurisdictional facilitators
- Each Administrative Leader is required to lead their own program stream but also be able to collaborate with their colleagues in other programs and make decisions across programs



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For Professional Practice...

- They are responsive to the needs of all programs and multiple people
- They are enablers, engagers and motivators
- They collaborate with the Administrative Leaders to lead change and hold people accountable for the delivery of quality patient centered care as we shift the culture at PCCC
- They provide the infrastructure so often missing in the development of new clinical structures

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Shifting culture entails ...

- Creating alternatives to the status quo
- Testing the alternatives
- Engaging the employees to feel excited by change
- Listening to those we serve – patients, employees, volunteers, physicians
- Communicating plus, plus, plus

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Were we ready for this?

- To develop agreement on the aim for improvement is no small matter
- As an organizational leader I had to recognize where we were and where we wanted to go
- It was vital to listen and communicate
- With any proposed improvement in a complex system comes competing ideas for other improvements

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It is important to note ...

- All improvements are change, but not all change is an improvement
- In health care at PCCC we recognized the unprecedented opportunity to improve and move forward with more change to increase integration, autonomy, leadership and engagement
- We were ready to take a risk in the name of “quality patient centered care” and create the healthy work environment we all desired!

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The Leadership Challenge ...

- How to mobilize others to get things done
- Create a way for people to contribute to making something extraordinary happen
- Kouzes and Posner's five practices were utilized:
 - model the way*
 - inspire a shared vision*
 - challenge the process*
 - enable others to act*
 - encourage the heart*

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Model the way ...

- Our actions were aligned with the shared values of the employees, organization and leaders
- Much consultation occurred in development of the new structure
- As roles were posted, staff were encouraged to reflect and decide if they chose to apply for new roles
- Staff to consider if their values were aligned with our new structure

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Inspire a shared vision ...

- We encouraged everyone to be part of our new vision and see the endless possibilities
- Anyone applying for a leadership role was asked to consider if they could maintain a vision, engage others and keep the momentum up
- Did they have conviction and sincerity?
- Were they driven to succeed?
- Could they demonstrate evidence of being “Human Centered?”

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Challenge the process ...

- At PCCC there was much complacency; life was stable; change was not required
- With the hiring of the VP Programs came “CHANGE”
- New leadership meant ambiguity, uncertainty, adversity, disruption, transformation, transition, new beginnings and disturbance of the status quo
- As a new leader, I took charge and responsibility for the challenges of the change process/paradigm

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Challenges continued ...

- As a leader I had to:
 - seize the initiative
 - make the challenges meaningful
 - innovate and create
 - look outward for fresh ideas
- It was time for an adventure, a journey
- It was time to question the status quo, grow and have fun!

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Enable others to act ...

- As a leader I knew others need to be engaged – one cannot do everything by themselves (only the lone ranger) – teamwork brings the best of results
- Teamwork meant crossing jurisdictions – that meant new problem resolution processes needed to incur
- We all knew that collaboration improved performance, but were not used to working across programs

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Enabling continued ...

- This entailed creating a climate of trust, facilitating positive interdependence, developing new leadership competencies, being cognizant of the multiple constituencies and diverse and conflicting interests
- New roles needed to be supported – resources were to be shared; leadership was everyone's responsibility, all were accountable for their actions and the quality of patient centered care needed to improve

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Fostering accountability ...

- With the MOH expectation for accountability we needed to foster accountability through their interdependence with others (by crossing the multiple jurisdictions)
- The interconnectedness takes on increasing importance in the workplace
- Individual accountability is a critical element of every collaborative effort

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Encourage the heart ...

- As exemplary leaders we needed to:
 - focus on clear standards
 - expect the best
 - pay attention
 - personalize the recognition of others
- These four essentials were put into practice to enable leaders to stimulate and motivate the internal drive within each employee
- Any opportunity to celebrate our success was welcomed

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In summary ...

- Shifting the culture at PCCC has created a new way of “caring” -- working across programs is an expectation
- We are all accountable for our actions and our leaders are to be cognizant of the other program’s strategic directions, goals, and objectives
- We focus on ensuring that the health of the organization is **Healthy** and one where our employees want to be employed and deliver quality care

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We strive for ...

- Quality patient centered care
- Enhanced patient and staff satisfaction
- A highly motivated work force
- High performing interdisciplinary teams
- Problem resolution processes that entail transparency, respect, open and honest communication, integrity across jurisdictions
- Leaders at all levels of the organization to espouse and believe in Kouzes and Posner's framework

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For Nursing...

- They are the experts in providing compassionate care
- They are accountable and empowered for patient advocacy and performance improvement
- They deliver care with the understanding that each person's health reflects a balance of mind, body and spirit

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For Nursing continued...

- They engage their patients and their families
- Nurses are accountable for their own professional development and their unique contribution to the care they provide
- Nurses ensure their communication skills are the cornerstone for collaboration, collegiality, and professionalism

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Lessons learned to date ...

- Nursing Leaders take initiative to do what needs to be done
- Nursing Leaders are passionate and build strong commitment through involvement (across jurisdictions), through the creation of problem resolution processes and ownership
- Leaders lead with heart and rouse their team spirit
- Leaders grow their team through strong coaching
- Leaders energize, inspire and mobilize others!

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As A Nursing leader at PCCC...

- We recognize the growth and development of our team is the highest calling of “leadership”
- The difference between playing to win and playing not to lose is the difference between success and mediocrity
- Continued success is a result of continued improvement
- We strive to radiate “*excellence*”

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dignity...respect...compassion...

Questions?



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many paths
one mission