Let’s Get Growing

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Session Objective

The purpose of this presentation is to share an approach and lessons learned from a large academic hospital, London Health Sciences Centre (LHSC), to grow clinical nurses for frontline management positions through an evolving Emerging Leader Program.
London Health Sciences Centre

- One of Canada’s largest acute care academic health centres
- Provides care for the most medically complex and critically ill patients across Southwestern Ontario
London Health Sciences

- Has nearly 15,000 staff, physicians, scientists, students and volunteers
- More than 1 million patient visits each year
National Picture
New Leader Study (Laschinger & Wong et al., 2012)

Key messages:

1. 24% of nurses surveyed expressed interest in frontline leadership roles.

2. The number of nurse managers approaching retirement has created a need for improved recruitment strategies to make management positions appealing to staff nurses.
Strategies to make positions more appealing:

a) Identify and develop promising candidates for future management roles.

b) Provide access to future leadership development opportunities.

c) Provide support for advanced educational preparation.

d) Create reasonable workload and role responsibilities for nurse managers.

e) Demonstrate clear and consistent support for nurse managers.

Leadership Age Demographic

<table>
<thead>
<tr>
<th></th>
<th>&lt;40</th>
<th>≥40, &lt;50</th>
<th>≥50, &lt;55</th>
<th>≥55, &lt;60</th>
<th>≥60</th>
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</thead>
<tbody>
<tr>
<td>Coordinator</td>
<td>41</td>
<td>64</td>
<td>26</td>
<td>36</td>
<td>6</td>
</tr>
<tr>
<td>Manager</td>
<td>10</td>
<td>41</td>
<td>21</td>
<td>15</td>
<td>4</td>
</tr>
<tr>
<td>Director</td>
<td>7</td>
<td>6</td>
<td>4</td>
<td>10</td>
<td>8</td>
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<tr>
<td>CEO/VP</td>
<td>0</td>
<td>5</td>
<td>2</td>
<td>4</td>
<td>4</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>58</td>
<td>116</td>
<td>53</td>
<td>65</td>
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</table>

Average Leadership Age: 48.4

- 30% of leaders new to management in the last 2 years
  - 46% of coordinators and 22% of managers
- Retirement rate of 2.5% – 3% in each of last 3 years
- Over 50% of Directors are able to retire today
Emerging Leader Program:

*Exploring the Path to Management*
Feedback:

- “The ELP has made my transition to a leadership role easier. I came in with a realistic perspective of leadership… the good, the bad and the ugly so I wasn’t surprised or disappointed.”

- “I have learned so much about myself and how I need to focus on who I am, as a way of becoming a more effective leader.”

- “I was unsure if leadership was for me. After the sessions, and doing a job shadow, I’m more convinced than ever that I can do the job and that I’ll be supported in my learning curve! Thank you!”
Lessons Learned:

Start, Evaluate, Evolve
Next Steps Emerging Leader Program:

- Introduced an application/sponsorship
- Mentoring, support and coaching
- Screen for emotional intelligence and learning agility
- Targeted leadership opportunities (projects)
- Focused recruit into leadership roles and transitioning support
- New program for Advanced Leadership Development
“Just because you cannot see clearly the end of the road, that is no reason for not setting out on the essential journey.”

J. F. Kennedy

Questions and Comments