



# Saint Elizabeth



**Creating Leadership Today for Tomorrow:  
An Innovative Approach to Succession Planning  
“The Lived Experience”**

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# Project Rationale

- ★ Aging Workforce
- ★ Average Age
- ★ Talent Shortage
  - ★ Aging population
  - ★ Increased demand for care
  - ★ RNs 46.1 years
  - ★ RPNs 44.7 years

Source: College of Nurses of Ontario 2007,2008



# Project Rationale

- ★ Evolving health care system
  - ★ New challenges, new perspective, new solutions
- ★ Creative approaches are needed to sustain leadership throughout the health care system



Succession planning is necessary in order to *stay ahead of the curve*, as this approach is not about job placement and filling current vacancies, but about skill development and developing a pool of talent to draw from.





# Project Overview

- ★ A unique partnership to support leadership succession planning in the Community, Public Health and Ambulatory Care sectors
- ★ Pilot Project: April 2008 to February 2009
- ★ Funding from HealthForce Ontario
- ★ Evaluation and renewal 2009 to 2010
- ★ Relunched 2010

# Project Partners; Advisory Committee

- ★ Saint Elizabeth, Toronto Public Health, Women's College Hospital
- ★ Role of Advisory Committee
  - ★ Develop project proposal
  - ★ Develop leadership competencies and course work in collaboration with education institutes and facilitators
  - ★ Select participants
  - ★ Participate in orientation, stretch opportunities and mentoring
  - ★ Monitor overall progress of the project
  - ★ Ensure project evaluation is completed
  - ★ Determine future of program



# Program Design Objectives

- ★ Select 30 participants – 10 from each organization
- ★ Offer “stretch opportunities” in a variety of contexts and areas of practice
- ★ Provide dedicated time for learning and formal development opportunities
- ★ Provide mentoring opportunities
- ★ Create an online community of practice
- ★ Offer Mentors coaching session
- ★ Offer Talent management/succession planning workshop for leaders within each organization



# The Lived Experience

- ★ Application Process
- ★ Factors Influencing the Selection Process
- ★ Application





# Rules of Engagement

- ★ Have fun!
- ★ Be fully engaged
- ★ Maintain a work-life balance
- ★ Provide feedback and evaluation throughout the program
- ★ Communicate with your manager



# Participant Experience

- ★ Assessment
  - ★ Leader Survey Inventory (LSI)
- ★ Customized Curriculum based on defined leadership competencies
  - ★ Leadership
  - ★ Developing Business Cases
  - ★ Project Management
  - ★ Change Management
- ★ Mentorship
  - ★ Mentors selected based on mentees learning plan objectives
  - ★ Consistent contact and guidance



# Participant Experience

- ★ Stretch opportunities
  - ★ Best learning opportunities
  - ★ Exposure to corporate processes and systems
  - ★ Opportunities to apply learning
    - ★ Shadow a Director/Manager
    - ★ Participate/attend senior tm meetings
    - ★ Participate in special projects
- ★ Online Community of Practice
- ★ One to one coaching session



# Participant Experience

## ★ Benefits

- ★ Increase in skills and confidence
- ★ Career development planning
- ★ Greater knowledge base around business development



# Participant Experience

## ★ Opportunities

- ★ Leadership promotions, team leadership positions, supervisory roles – approx 65% of candidates took on new leadership roles

# Participant Experience

## ★ Evaluation

- ★ Increased capacity for human resource planning
- ★ Comprehensive planned approach for assessing and developing leadership talent
- ★ Tool kit of best practices

# Thank You!!

★ To Learn More.....

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