Rising Stars: Succession Planning for Nurses

Maureen Cava
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Objectives

- To describe the planning process and the role of the advisory committee

- To provide an overview of the learning opportunities

- To describe the selection process for the rising stars

- To share evaluation results

Background

⭐ Impending shortage of nurses in leadership positions

⭐ Aging nursing workforce

⭐ Average age for nurse managers is 46.5 years with the highest % between 45-55 years.
(44% in Public Health; 74% in Hospitals)

⭐ Average age for staff nurses is 46 years with 9% in the community and 67% in long-term care over 55 years of age.

Ontario Nursing Plan Report 2007

Organizational Benefits

⭐ Development of future leaders

⭐ Retention of staff

⭐ Enhanced recruitment

⭐ Advancement of principles of a learning organization

Literature Support

★ Need for continued commitment to and investment in nursing leadership development – for executives, managers and front line staff or the future of our healthcare organizations are at risk. (O'Neil, et al, 2008)

★ Succession planning is a process of identifying and nurturing a pool of potential candidates for leadership positions by moving through different levels and opportunities in order to develop the range of knowledge and skills required. (CNA, 2003).

★ Effective succession planning requires detailed preparation with budgeted time and resource commitment for ongoing growth and development of staff (Patrick & Laschinger, 2006).

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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.

A very unique partnership!

Advisory Committee

- ⭐ Project proposal development

- ⭐ Representation from Nursing leadership and Human Resources

- ⭐ Selection of rising stars

- ⭐ Accountable for overall program development

- ⭐ Active participation in the orientation, stretch opportunities and mentoring of the rising stars

- ⭐ Monitor the overall progress of the project

- ⭐ Ensure project evaluation is completed

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Program Components

⭐ Customized leadership development program developed in consultation with Schulich Executive Education Centre, York University

⭐ Stretch opportunities within and across the three organizations

⭐ Participation in a web-based community of practice

⭐ Formal mentorship

Identification of Key Competencies / Program Components

⭐ Review of the literature and professional standards of practice

⭐ Review of existing role descriptions within the partnership organizations

⭐ Brainstorm list of key competencies

⭐ Determine competencies / content areas best met through formalized learning vs. Stretch opportunities

Course Components

⭐ Leadership Skills : Developing rising stars for succession

⭐ Developing business cases

⭐ Project management

⭐ Change management

⭐ Mentors coaching

Developing Rising Stars for Succession

⭐ Effective goal setting

⭐ Transformational leadership

⭐ People management skills

⭐ Measures and performance

⭐ Performance management

Developing Business Cases

⭐ Learn how to create meaning from a mass of ambiguous data

⭐ Understand how to think in a structured and systematic fashion

⭐ Learn how to use cross-cutting tools and frameworks that yield innovative ideas

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Project Management

- Provide a comprehensive view of project management
- Understand the value and purpose of the project charter
- Understand how to plan, execute, monitor, control and close a project
- Learn about a number of tools and techniques that are invaluable to effective project managers

Change Management

- ⭐ Learn to examine the underlying nature and experience of change

- ⭐ Understand the impact of change on people

- ⭐ Learn to examine change at organizational, team and individual level

- ⭐ Learn to identify the benefit of the change

- ⭐ Learn how to develop a change vision

- ⭐ Learn to uncover and manage resistance

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Mentors Coaching Session

★ Identify mentors preferred coaching style and evaluate its appropriateness

★ Learn new ways of coaching people to achieve improved performance

★ Set challenging goals with the future stars

★ Recognize achievement appropriately

★ Deal professionally when expectations are not met

★ Create customized learning plans with mentee

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WebEx Community of Practice

⭐ Flexible and accessible system which enables partners in different geographical locations to connect

⭐ Provides a forum for ongoing sharing between rising stars and mentors

⭐ Offers opportunities for all members to learn from each other

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Stretch Opportunities

⭐ Situations which enable individual learning and challenges

⭐ Organizational knowledge is gained

⭐ Opportunity to apply learning

⭐ Exposure to corporate processes and systems

⭐ Provides an understanding of the "big picture" perspective

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Types of Stretch Opportunities

- ⭐ Shadow a Director/Manager

- ⭐ Participate/attend senior management meetings

- ⭐ Participate on special projects or committees at the organizational level

- ⭐ Attend meetings, symposiums, workshops that meet learning plan objectives

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Mentorship Component

- Rising star selects mentor based on learning plan objectives

- Consistent source of contact and guidance throughout the project

- Willingness to share information

- Guides & supports the mentees' learning plan

- Meets with the mentee at least monthly

Selection Process

⭐ Application including resume, written submission addressing interest, leadership competencies they possess & want to develop and career goals

⭐ Specific criteria to meet each organizations policies (unionized environment)

⭐ Independent committee selection followed by ranking

⭐ Offered debrief session for unsuccessful applicants

Evaluation

- ⭐ Overall satisfaction

- ⭐ Change in leadership competencies

- ⭐ Impact of mentorship

- ⭐ Application of course content to practice

- ⭐ Impact on leadership succession planning

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Evaluation Methods

⭐ Content analysis of learning plans

⭐ Web-based survey

⭐ Schulich course evaluations

Results

⭐ Significant number of learning gals from the learning plans were achieved

⭐ Formal learning from Schulich School of Business was extremely beneficial in terms of content, facilitators and resources

⭐ Stretch opportunities were very worthwhile to address specific learning needs

⭐ High degree of satisfaction with all program components
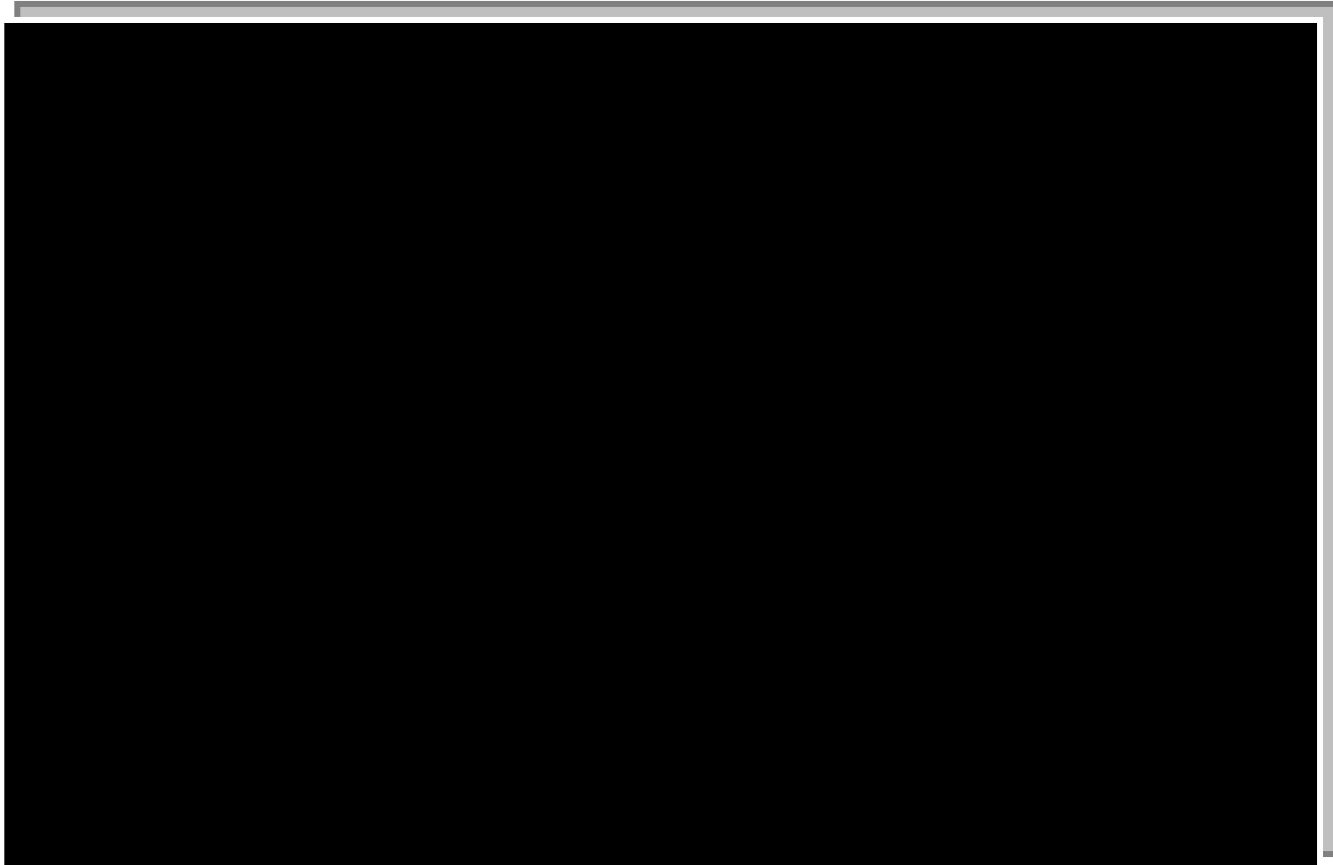
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Results cont'd

- 10 Rising Stars have secured leadership positions

- Individual rising stars presentations were powerful in sharing insights from the program

- Individualized career coaching was seen as very beneficial for determining goals and next steps

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VIDEO: Rising Stars Program
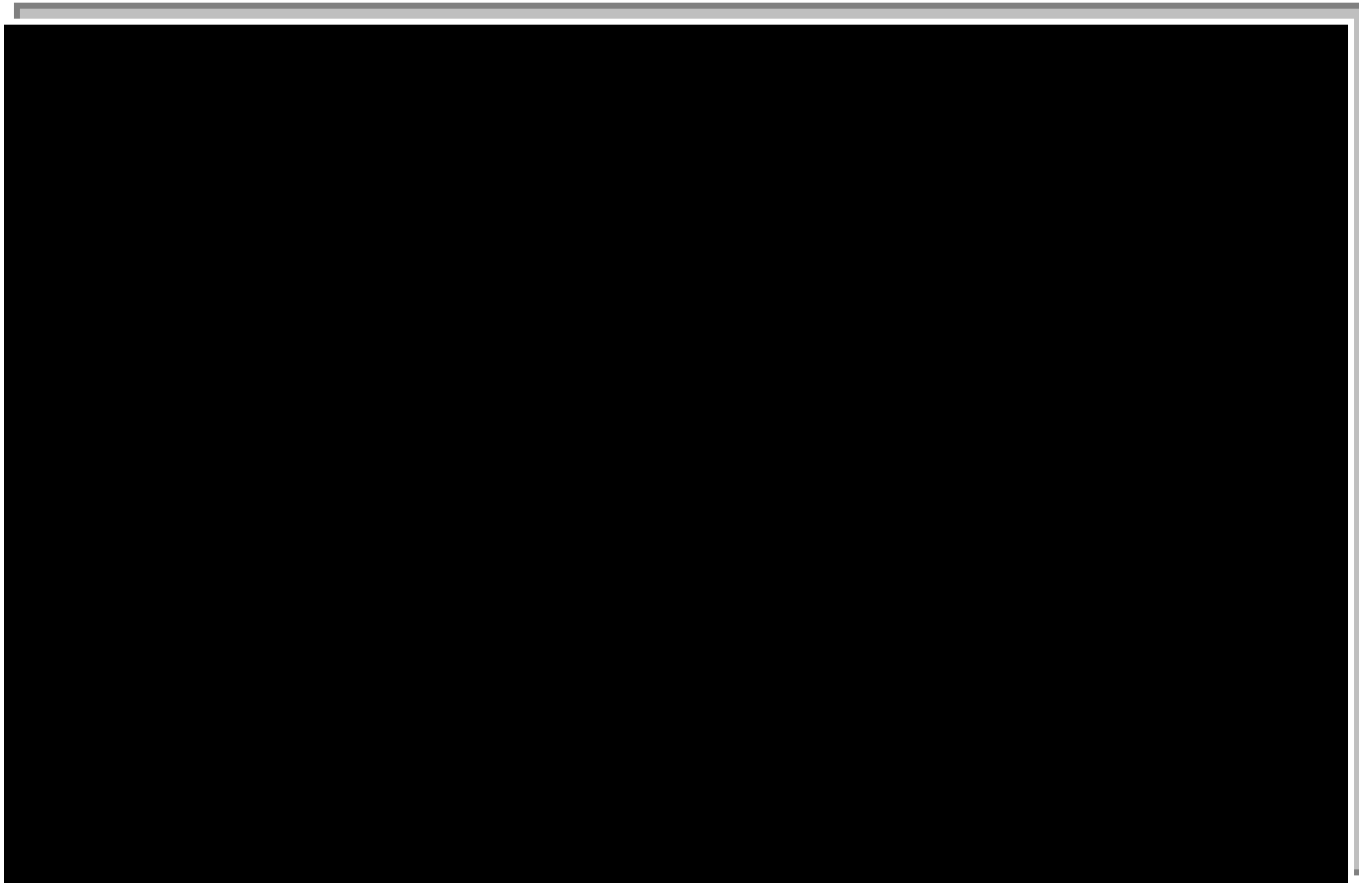
VIDEO: Zaheeda Daya (Rising Stars)

Contact:

Maureen Cava
Manager, Professional Practice
Toronto Public Health
mcava@toronto.ca