



Newsletter Summer 2010



What's new about us?

10 years and going strong

In May 2010 we welcomed 96 keen participants to our second combined Nursing and Health Leaders Institute. As always, their evaluations were very positive, and we enjoyed working with them immensely.

Thanks to your continued support, we are delighted to report that we will be offering another combined program in May 2011. This will mark the 10th anniversary of the Nursing Leadership Institute and the 6th anniversary of Health Leaders Institute!

[View and download the 2011 brochure, register and hold spots here](#), or contact First Stage Enterprises at info@dwnli.ca, web: DWNLI.ca.

Updated website

We have made significant changes to our **website** at DWNLI.ca. There's lots of interesting information there. Julia, Judy and Bev blog from time to time about things that we find interesting and informative. If you have ideas about other things you'd like to see on the site, or if you'd like to send us a blog of your own on a leadership topic, please let us know. If you haven't visited the website in a while, take a look!

We have also updated the [project database](#) and it is now available on the website in two versions: the full list and an abbreviated one, which only contains projects since 2005. Both files are now in PDF format, which appears small on your screen, but directions are provided for enlarging the font, and for searching in it. We encourage you to go the database any time you are starting a new project at your organization. The odds are good that some other DMW or HLI alumni will have already done something similar, and would be pleased to share their experience and lessons learned with you.

On a related topic, many people have kindly told us that they use the Change Leadership Framework for projects they are involved with. Some have asked for a link to the paper we

published not too long ago about leading change in healthcare organizations. It might be a useful addition to your toolkit. Enjoy!

<http://www.longwoods.com/product.php?productid=19277&cat=511&page=1>

Julia shares her experience as a Wharton participant

When I was presented with the opportunity to attend the Wharton Nurse Executive Fellowship Program in Pennsylvania in June 2010, I jumped at it. After all these years of facilitating at the Leadership Institute I was eager to experience life as a participant. First hurdle was the pre-work as there were several on line assessments and exercises as well as some pre- readings. I wondered with my busy schedule whether I should be taking the time away from work and family but I decided that I would do this for myself, and persevered. I was also worried about the amount of work during the course as I had heard it was heavy. Finally I was worried about fitting in. Would I have anything in common with my fellow participants?

The Wharton program has some similarities to the Leadership Institutes – but also some differences. First of all the program is 3 weeks long. We introduced ourselves to our colleagues twice, first personally, and second professionally. The curriculum consists of a number of interwoven themes – leading change in complex systems, emotional intelligence & resilience and financial management. We had to form a group, and during the 3 weeks we worked on several projects together. I was surprised by how quickly I became close to 6 other individuals in my group – two Canadians (including Donna Rothwell, CNO from Niagara Health System who is also a DWNLI alum), one Australian and three Americans (two from the US Navy). Although diverse in backgrounds and geography we shared similar issues and had similar goals. The schedule was heavy – believe it or not, we had less free time than we provide at the Dorothy Wylie and Health Leaders Institutes! While I enjoyed all of the sessions, it was wonderful to have the time to reflect on my personal leadership. The instructors were very clear that in order to be effective in this crazy stressful health care environment we live in, we need to care for ourselves and use strategies such as mindfulness, hope & optimism and compassion (for self and for others) in order to renew and sustain ourselves and our relationships at home and work. I came back reenergized with a project to complete, a stack of books to read – and some ideas for our DWNHLLI program!

Bev and Judith's note: CONGRATULATIONS, Julia!

Bev's is honoured with an RNAO Honorary Life Membership

We are proud to tell you that Bev Simpson was the recipient of this year's Registered Nurses' Association of Ontario Honorary Life Membership Award. This is a very prestigious award that is only presented to one or two individuals per year, and recipients must have made significant

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contributions to the profession in many areas. Some of the “leadership” accomplishments from Bev’s award nomination included the following:

As one of the originators of the DWNLI: Bev “had a vision that all nurses deserved access to specialized development typically only available to senior level individuals within healthcare. She believed, before it was popular—that leadership is found in all roles, positions and levels.

Bev’s commitment to leadership goes beyond her work; it is how she engages with the world. I can’t imagine a better mentor or a more engaged and inspiring leader than her.”

We know that you all agree. CONGRATULATIONS, Bev!

Spotlight on a Speaker

We thought you might like to know a little more about some of our speakers.



In this issue we are featuring **Rick Lash**, who leads our session on Emotional Intelligence. You will know from his introduction at the EI session that Rick is the Hay Group Director of the Canadian Leadership and Talent Practice, that he holds a doctorate in Psychology from the University of Toronto, that he is a registered psychologist and a certified executive coach, and that he is an expert developing emotional intelligence.

Some things that you may not know include:

- Rick has delivered successful business solutions for leading organizations in Canada, the United States and the European Union, including Life Sciences, Financial Services, Technology, Manufacturing, Agra-chemical, Health Care and various federal and provincial government ministries;
- Rick is co-author of “Achieving Strategy through People: Integrated Competency-Based Human Resources Management” in the book *Reinventing HR: Changing Roles in the High-Performance Organization*. He has also published “Emotional Intelligence and Leadership” in *Business the Ultimate Resource* and “Top Leadership: Taking the Inner Journey”, and “Change from the Inside” for the *Ivey Business Journal*, and has written several feature articles for the Globe and Mail’s Careers section; or
- Rick’s two daughters (about whom he speaks so fondly) are now 13 and 16. This is the first summer where they’re both at camp for the whole summer, giving Rick and his wife Liz some nice together time. They have just recently returned from a great trip to Turkey where Rick fulfilled his dream of visiting one of the great archaeological sites in the world (Ephesus).

Ripples in a pond

From time to time, we get messages from you sharing ways in which you and your organizations have benefitted from your attendance at the institutes. Here's one from Janet McIntyre (Hamilton Health Sciences) received this past May that made our 'hearts sing', and we couldn't resist sharing it with you.

I can't help thinking with the long weekend here that you are getting ready for the Dorothy Wylie Nursing & Health Leaders Institute. I thought you might like to hear what we have been up to. Last year I attended with my manager Pam Westover from the ICU at the Henderson Hospital, Hamilton Health Sciences. Our project was to prepare the staff to move from our present hospital the Henderson to the new Juravinski Hospital. Last fall my poster board was the Inukshuk on a path.

I was so impressed with Mr. Posner's Leadership Challenge that I based my entire project on his framework. I started with a logo, a slogan, Critical CareOn The Path, with an Inukshuk, as the mascot (inspiring a vision). The Inukshuk was built with 6 stones to reflect our four corporate values and we will name the other two stones to reflect our unit values (modeling the way). Next, it led to a newsletter, "Our Journey" and a Journey Board as a communication tool. We are working on a "Passport", an education tool to assist staff with their learning needs for the new area (challenge the process). We have had small focus groups and I have engaged some of the nurses working on their degrees to work on the hands on learning mock set-up room, for a project for school (enable others to act). We are getting all the disciplines engaged; it's crazy, about 115 staff. On April 23, Pam and I were asked to speak at the Hamilton Health Sciences Leadership Forum on "Sharing Our Success". We did a 10 minute slide presentation then showed a video clip that we filmed in our ICU and CCU, to 270 leaders, CEO, VP's directors, managers. We got a standing ovation. When we came off the stage the CEO and the key note speaker, Don Alison from "Mark of a Leader" came to greet us and congratulate us on an "amazing presentation". We were certainly overwhelmed with the response.

This week we launched the entire project with two staff luncheons, food, what's ahead and T shirts for every staff member. The shirt has the logo on the front and the back says..Critical Care Rocks...(ROCK stands for our ROCK awards, Recognising Outstanding Care and Kindness (Encourage the Heart), Be Part Of The Journey (encourage the heart).

This week our CEO is coming to meet the staff as he was so impressed with our project. We move to the new hospital on August 1, but the project will continue as the McMaster adult ICU will move next April with their staff. Pam has been a great support to me as well.

This has been an amazing ride, I can't thank the three of you enough for the knowledge and encouragement I took away from the 2009 Institute that I never knew I had. Over the last year I have grown so much from the experience, it has simply

been amazing! If you are interested in hearing more about how we are doing, please let me know.

On this path, I have learned so much about the “Leadership Challenge”. Leadership really is.....

***Inspiring a shared vision** when everything is clear as mud*

***Modeling the way** when everyone is going in the opposite direction*

***Challenging the process** when that mountain seems too high to climb*

***Enabling others to act** when you can't find them.... and*

***Encourage the heart** when it has stopped beating*

But within myself I have discovered..... “Follow your dreams...they will take you to new beginnings and adventures!”

Janet MacIntyre RN

Downstream Research Project

In our last newsletter we told you about our participation in an research project being conducted by the Centre for Health Leadership and Research at Royal Roads University, Victoria, British Columbia. This research focuses on the “downstream” experiences of individuals who have received leadership development opportunities within the last few months. The study looked at the impact of several different leadership development programs on participants’ leadership behaviour after they return to their place of work, how their leadership activities are received, or taken up by, the home organization, and ultimately what impact those actions may actually have at an organizational level.

We are very pleased with how our institutes showed in this study. The report is now out, and you can find it on our website: [Downstream Research Project](#).

Update on our Strategic Alliance with CCHSE

Congratulations to the following alumni who successfully completed their Certified Health Executive (CHE) through our strategic alliance with CCHSE this year: Mary Townend (Sudbury Regional Hospital, HLI-2); Kim Warner (Winnipeg Regional Health Authority, HLI-3) and Kimberly Storey (Royal Victoria Hospital, Barrie, Student DMW-NLI 8).

They join several other alumni who took advantage of this program previously.

We know that several more alumni are 'in progress' towards their CHE, and look forward to celebrating their success in the future. For more information about how you too can get involved, please link here: [DWNLI Strategic Alliance with CCHSE](#).

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Role Changes

We often receive messages from you telling us of changes or accomplishments, and it is always a delight to hear what you are doing. For example, Raquel Meyer (who was a student at an early Nursing Institute) just recently completed her PhD at the University of Toronto; Barbara Mildon (who assisted in a number of nursing research presentations at the earlier Nursing Institutes) has been elected President-Elect for the Canadian Nurses' Association; Claire Mallette (who was one of the students on our very first DMW and an alumni coach for many projects over the last several years has just been appointed Director of Nursing at York University. Congratulations all!

A Special Thanks to our Sponsors



Johnson & Johnson Medical Products has been a steadfast supporter of the Dorothy Wylie Nursing Leadership Institute and the Health Leaders Institute for the last 8 years providing a generous donation that enables participation in the Institutes by Graduate students and by small hospitals and agencies with modest education budgets. We are delighted to tell you that they have continued this support for 2010!

Other information of interest

"In house" Leadership Development

In the past year, Bev, Julia and Judith have been involved in organizationally based leadership development work at St. Joseph's Health Care in Toronto, and at Headwaters Health Care Centre in Orangeville, in Bathurst, New Brunswick and in public health in London, Ontario. While the interventions differed somewhat, both programs have involved organizational leaders in workshops, projects and coaching experiences customized to their specific leadership development needs.

We believe strongly that there are ways in which your organization can benefit from its investment in sending people to the DMW-NLI and HLI, beyond just the growth of the individual leaders. If you are interested in talking more about this, please contact Bev or Judith.

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BC Nursing Leadership Institute

We thought you might like to know a little about the British Columbia Nursing Leadership Institute (BC-NLI), which began approximately five years ago. BC-NLI is a program that was conceived, funded, delivered and evaluated through collaboration among executive-level nurse leaders, the government, the nursing union, and nursing faculty from UBC. It is a 4-day residential workshop – funded by the BC Ministry of Health – in which participants are nominated to attend by their chief nursing officers. Overall, more than 400 nurse leaders have participated in the program.

Many of BC-NLI's features are similar to the DMW-NLI, but there are also some differences. The program has four major components: (a) a 4-day residential workshop (which includes both leadership and management topics); (b) mentor and organizational support; (c) a year-long leadership project; and (d) an online knowledge network. Here is an article that tells you more about it:

McPhee, M., Bouthillette, F. (2008), Developing leadership in nurse managers: The British Columbia Nursing Leadership Institute. *Nursing Leadership*, 21(3), 64-75.

A comprehensive evaluation is being conducted on the effects of BC-NLI, funded by the Canadian Health Services Research Foundation (CHSRF). Judith is on the advisory committee for the evaluation, and is involved in writing an article about the qualitative data obtained from workshop participants. We'll let you know when the evaluation results are out, and the article is published.

Leadership Resources

1. In August, Barry Posner and Jim Kouzes have a new book coming out, entitled ***The Truth about Leadership***. We have been lucky enough to have a preview, and think many of you will enjoy it. Watch for it in stores, or look for it on the [Wiley website](#) or the [Leadership Challenge website](#).
2. Bushe, G. R. (2009). *Clear leadership: Sustaining real collaboration and partnership at work*. Mountain View, CA: Davies-Black Publishing. Judith thinks you will find the discussion about 'organizational mush' particularly interesting.
3. McKee, Boyatzis and Johnston (2008). *Becoming a Resonant Leader*. Harvard Business School Press. This is one of Julia's recommendations from Wharton. She says, "It is a great read, with exercises and tools you can use to apply to your own life".
4. Many of you will know the great work of Gail Donner and Mary Wheeler, who specialize in career development, coaching and mentoring. Their company **donnerwheeler** is a founding member of the newly formed **Center for Applied Coaching**. We thought you might

be interested in their first offering: ***The Certificate in Applied Coaching for Health Care Professionals***. Here is Mary and Gail’s message to you about this program:

*Do you want to learn new ways to transform working relationships, enhance careers or help people achieve their personal health goals? **The Certificate in Applied Coaching for Health Care Professionals**[™] program gives you the confidence, competence and proven tools to apply powerful coaching skills at work.*

This action-learning online program is designed specifically for health care professionals. It blends the best of live instruction and collaborative group learning in a virtual classroom you can access from anywhere in the world. In it, you will acquire practical coaching skills applied to leadership, career development and patient centered care.

Presented by The Center for Applied Coaching, the Certificate was developed in accordance with coach-specific training criteria required by the International Coach Federation's portfolio track for professional coaches. All instructors are certified coaches with expertise in the application of coaching in health care.

Curious? Join us for a free one hour “taste” on one of the following Wednesdays: August 18, September 15, or October 13, from 12 noon to 1 p.m. EST. Program begins October 26. Visit www.appliedcoachingcenter.com for more information.

We hope that you have a safe and happy summer; please keep your notes and updates coming in.

Judith, Julia, Bev

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