



Special Edition

# Nursing

March 2007

N E W S

## The Clinical Manager Work Group and Forum

The Clinical Manager Work Group (CMWG) Executive Committee is a Nursing Professional Practice focused committee with a core membership of ten Clinical Managers who have been selected by their peers to represent their Program/Portfolio at the CMWG Executive Committee. The CMWG also has representation from Clinical Directors, the Director of Clinical Practice and the VP, Professional Practice and Chief Nursing Executive. The mandate of the Clinical Manager Work Group is to support TOH Clinical Managers in promoting a professional environment that is patient-centred and that



### The Clinical Manager Work Group Executive Committee

Front (l-r): Shirley Gay, Clinical Director Representative, Barb Crawford Nexton, Co-Chair CMWG, Perioperative Program, Carolyn Welch, Co-Chair CMWG, Ambulatory Care, Dr. Ginette Lemire-Rodger, VP, Professional Practice and Chief Nursing Executive.

Back (l-r): Evelyn Kerr, Director of Clinical Practice, Mary-Anne Borduas, Rehab, Jennifer Smylie, Cancer Centre, Robin Morash, Geriatrics and Family Medicine, Marilyn Kendall, Medicine and Jan Leahy, Surgery.

Absent from photo: Julia Watson-Blasioli, Birthing Unit, Nancy Tee, Heart Institute, Johanne Bédard, Critical Care and Janet Hanson, Geriatrics and Family Medicine (echo will be replacing R. Morash).

promotes autonomy, accountability, knowledge, leadership of nurses and collaboration with other health professionals. The CMWG Executive Committee will plan and coordinate the CMWG Forum three times per year for all Corporate Clinical Managers at The Ottawa Hospital.

The purpose of the Clinical Manager Work Group and Forum is to provide a venue for:

- Advising on issues related to Professional Practice
- Professional peer support
- Updates and/or feedback on corporate initiatives/committees/rollouts
- Professional development

- Linking with other departments within the institution

### 2006–07 Clinical Manager Work Group Objectives:

- Promote Visibility of the Clinical Manager Work Group and Forum within TOH.
- Promote and support Unit Councils within TOH.
- Support completion of the four Clinical Manager priorities established by the CMWG Committees from 2005–06.

### Inside this issue...

- ▶ Clinical Manager Span of Control: The Ottawa Hospital Experience
- ▶ What Leaders Really Do?
- ▶ March 28, 2007 CMWG & Forum Agenda

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# From the desk of the VP, Professional Practice and Chief Nursing Executive

The Clinical Managers' Work Group was formed in 2000 at the request of Clinical Managers, and since then has made a significant contribution to enhance The Ottawa Hospital's professional practice environment. The group has taken on several projects such as the revision of the position description of Clinical Managers and its requirement, the development of a span of control tool, the first in the literature, projects to increase the autonomy, accountability, knowledge and leadership of clinical nurses and clinical managers.

Recently the new executive has reorganized the Work Group, and reenergized the group to look at the next set of challenges, and I commend them. As we all know, Clinical Managers have a strategic and important role in an organization. The role demands a good knowledge

of the patient population, the team members and all the clinical, administrative and educational processes to ensure the delivery of quality service that is safe. It is a tall order, and these colleagues play a central role in the organization of the professional practice environment in their respective services as well as corporately.

This special edition is to help everyone understand some of the Clinical Managers' contribution to the hospital. I take this opportunity to express my gratitude to all of these colleagues for their hard work, dedication and commitment to make TOH a great place to work!

Thank you,

*Professionally yours,  
Dr. Ginette L. Rodger, RN  
VP, Professional Practice and  
Chief Nursing Executive*

**“Clinical Managers have a strategic and important role in an organization”**

## What Leaders Really Do?

Management is about dealing with complexity; it brings order and predictability to a situation. But that is no longer enough—to succeed, organizations must be able to adapt to change. Leadership then is about learning how to cope with rapid change.

**How does this distinction play out?**

- Management involves planning and budgeting. Leadership involves setting direction.
- Management involves organizing and staffing. Leadership involves aligning people.
- Management provides control and solves problems. Leadership provides motivation. Management and leadership both involve doing what needs to be done, creating networks of people to accomplish the agenda, and ensuring the work actually gets done. Their work is complementary, but each system of action goes about the tasks in a different way. Leadership and management are two distinctive and complementary systems of action. Both are necessary for success in an increasingly complex and volatile environment.

*(Reference: Kotter, J.P., What Leaders Really Do?)*

# The New Format of the Clinical Manager Work Group and Forum



Clinical Managers are critical to The Ottawa Hospital and it is essential for managers to have adequate representation and visibility at all levels in order to maintain constant links within the organization and to provide a venue for dialogue and feedback with the Corporate Clinical Manager Work Group (CMWG). In addition, the CMWG Executive is now structured to have representation of one manager rep per Program/Portfolio which allows for representation of Clinical Managers across TOH, on one committee.

## The CMWG Executive:

- The first level of Clinical Manager representation is at the CMWG Executive level and this committee will provide a venue for dialogue, feedback and consultation with a core group of Clinical Manager Representatives of The Ottawa Hospital. The CMWG agenda has been structured to encourage peer support, professional growth, dialogue and manager consultation on initiatives that impact all Clinical Managers across TOH. Therefore, if an individual or group within TOH would like consultation, feedback or direction on a particular initiative from the Corporate Clinical Manager level, the appropriate venue would be requesting an invitation to consult or pres-

ent at the CMWG Executive Committee, which consists of one Clinical Manager Rep per Program/Portfolio across TOH. The CMWG Executive Meetings are held five times per year, inclusive of the CMWG Forums.

## The CMWG Forum:

- The second level of Clinical Manager Representation will be at the CMWG Forum level and this meeting will provide a venue for communication, consultation and feedback from all Clinical Managers across The Ottawa Hospital. The CMWG Forum agenda has been structured to encourage peer support, professional growth, dialogue and communication on initia-

tives that impact Managers across TOH. Therefore, if a group would like to communicate a new initiative or rollout, the appropriate venue would be requesting an invitation to consult or present to the larger Clinical Manager Forum group which includes all Clinical Managers at TOH. The CMWG Forum meets approximately three times per year. The new format of the CMWG Forum will also include a guest speaker.

For individuals or groups requesting an invitation to consult or present to the CMWG Executive Committee or Clinical Manager Forum please contact Co-Chair(s): Barb Crawford Newton (78438) or Carolyn Welch (72597).

## The 8 “T”s of Empowering or Motivating Others (Jim Cathcart)

Ask:

1. **Target:** Does s/he understand and accept the purpose or goal?
2. **Tools:** Does s/he have the tools or information needed to do the job?
3. **Training:** Has there been enough training in how to use the tools well?
4. **Time:** Have they had enough time for the training to take effect?
5. **Truth:** Does s/he know how all of this fits together?
6. **Tracking:** Am I providing the feedback needed for them to stay on track?
7. **Touch:** Is there enough support and encouragement? (the human touch)
8. **Trust:** Do I trust them appropriately for their skill and mastery level?

## Work Group (CMWG) and Forum

Nursing Leaders Committed to Excellence



**The purpose of the Clinical Manager Work Group and Forum is to provide a venue for:**

- Advising on issues related to Professional Practice
- Professional peer support
- Updates and/or feedback on corporate initiatives/committees/rollouts
- Professional development
- Linking with other departments within the institution

The next **Clinical Manager Forum for all Managers** is on  
March 28, 2007, Royal Room General Campus.

### **CMWG Executive Membership (one rep per portfolio)**

Perioperative Program	Barb Crawford Newton, Co-Chair (78438)
Ambulatory Care/Mental Health	Carolyn Welch, Co-Chair (72597)
Obstetrics	Julia Watson-Blasioli
Surgery	Jan Leahy
Heart Institute	Nancy Tee
Medicine	Marilyn Kendall
Critical Care	Johanne Bedard/Francois Lemaire (alternate)
Rehab	Mary-Anne Borduas
Cancer Program	Jennifer Smylie
Geriatrics & Family Medicine	Janet Hanson
Director Representative	Shirley Gay
NPPD Representative	Evelyn Kerr
Ex Officio	Dr. Ginette Lemire Rodger

*If your actions inspire others to dream more, learn more, do more and  
become more....you are a Leader!*

John Quincy Adams

**Together we will make the difference!**



# Clinical Manager Span of Control: The Ottawa Hospital Experience

The merger of hospitals to form The Ottawa Hospital brought together different organizational structures, systems and cultures. The need for standardization, evidence-based practice changes and assessments of the roles and responsibilities of the entire nursing professional group became a priority for the new organization (Morash, Brintnell & Rodgers, 2005).

As a component of the review of nursing clinical practice, the role for the Clinical Manager was addressed. An extensive literature review was conducted but no tools were found in the health care literature to help define levels of span of control that clinical managers were dealing with to manage their units. The Clinical Manager Work Group embarked on developing a tool to describe and measure the factors that impact on clinical manager roles, responsibilities and span of control.

Span of Control has been defined in a variety of settings as the number of people who report to one manager (Gray, 1995). Additional elements that are included are the scope of responsibility, size and number of units, number of sites, presence of managerial assistance, budgetary responsibility, similarity and complexity of functions, degree of coordination required and complexity of planning for the work (Stieglitz, 1962).

“The Ottawa Hospital Span of Control Decision-Making Indicators” tool was developed in consultation with TOH Clinical Managers. It was comprised of three decision-making categories (unit, staff and program focused) that classified eight indicators (complexity, material management, volume of staff, skill level/autonomy of staff, staffing stability, diversity of staff, diversity of program and budget/statistical indicators). The tool was field-tested with a small number of clinical managers representing each program. Revisions were made and it was then completed by the clinical managers across the organization.

The span of control review helped contribute to changes to the scope and role of a number of Clinical Managers within the organization. The tool represented a starting point for managers to assess their individual spans of control. The development of the tool also allowed the managers to understand the variety of roles and responsibilities within the group as a whole. Although this new tool was helpful in allowing the definition of clinical manager roles, it now needs to go through the validation process.

*Robin Morash*  
APN, Regional Cancer Surgery  
(formerly Clinical Manager Geriatrics)



## Nursing News

Edited and Coordinated  
by the Nursing Communication  
Work Group

The Nursing News is a quarterly corporate newsletter written by nurses for nurses at The Ottawa Hospital to:

- ▶ inform nurses of new programs and processes, upcoming events, and new trends in Nursing in regards to patient care, education and research
- ▶ recognize individual nurses or groups of nurses for specific accomplishments including quality improvement initiatives, research projects, educational achievements, publications as well as presentations at internal and external conferences
- ▶ promote camaraderie amongst nurses throughout The Ottawa Hospital
- ▶ provide a venue for feedback on issues as appropriate.

### For information contact Chair

Sue Eggleton – ext 71546

### Members:

Karen Charron  
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Iman Mousa  
Alex Power (Community Rep)  
Ursula Reichert  
Gillian Reid  
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Thank you to Diane Ladisa,  
Communications

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# Clinical Manager WG and Forum

**Nursing Professional Practice**  
"Committed to Patient/Family Centered Care  
 through Nursing Excellence"

March 28, 2007, Royal Room, General Campus, 1:30 p.m.–4:30 p.m.

Agenda	Lead	
1:30–1:35	<ul style="list-style-type: none"> <li>▪ Welcome and Introductions</li> <li>▪ Adoption of Minutes from previous meeting</li> <li>▪ Additions to agenda</li> </ul>	5 minutes (Co-Chairs)
1:35–1:45	<b>Business Arising</b> <ul style="list-style-type: none"> <li>▪ Manager Support Document</li> <li>▪ Proactive Bed Management Issues/Barriers/Solutions</li> <li>▪ Library Link</li> </ul>	5 minutes each Carolyn Welch Barb Crawford Newton Sue Draper
1:45–2:10	<b>Manager Subgroup Updates</b> <ul style="list-style-type: none"> <li>▪ Clinical Manager Task Force</li> <li>▪ Manager Visibility</li> <li>▪ Unit Councils</li> </ul>	5 minutes each (Max 25 minutes) Mario DaPonte/ Julia Watson-Blasioli Jan Leahy/Barb Crawford Newton Co-Chairs
2:10–2:30	<b>Updates and Discussion</b> <ul style="list-style-type: none"> <li>▪ NPPD</li> <li>▪ Program</li> <li>▪ Corporate/Corporate Committees</li> </ul>	10 minutes each item (max 30)
2:30–3:15	<b>Manager Consultation Agenda Items</b> <ul style="list-style-type: none"> <li>▪ Learning and Development Presentation and Learning needs assessment for the development of Manager in-services on “How to manage email effectively”.</li> </ul> <b>Pathology and Laboratory Medicine</b> <ul style="list-style-type: none"> <li>▪ Specimen labelling</li> </ul>	Robin Berrea (30 mins)  Marg Maddock (15 mins)
3:15–4:15	<b>Professional Development</b> <b>Guest Speaker:</b> <b>Dr. Chris Carruthers</b> – Chief of Staff Topic: Disrespectful Behaviour	60 minutes
4:15–4:30	<b>Closing</b> Next CMWG Forum Thursday, May 17, 2007 1:30–3 p.m., Riverside Amphitheatre Guest Speakers at Next Forum: <b>Dr. Jack Kitts:</b> The Leadership Academy <b>Evelyn Kerr:</b> CNO Complaint and Reporting	Co-Chairs

## Seven Principles of Good Communication

1. Keep it simple
  2. Use metaphors and analogy
  3. Use many different forums to spread the word
  4. Repeat, repeat, repeat
  5. Lead by example
  6. Explicitly address inconsistencies
  7. Listen and be listened to
- John P. Kotter, “Leading Change”

