



BLOOMBERG
LAWRENCE S. BLOOMBERG
FACULTY OF NURSING
UNIVERSITY OF TORONTO



CASN Leadership Management Policy Educator Interest Group: Program Inventory

**CASN Leadership, Management & Policy
Interest Group Virtual Forum
April 5, 2022**

Linda McGillis Hall RN, PhD. FCAHS, FCNEI, FAAN, FCAN

LMP Interest Group

- Began in late fall of 2020;
- Comprised of nurse educators from different schools across Canada interested in leadership, management and policy education for nurses.

Inventory Objective

- *CASN Leadership, Management & Policy Interest Group* wanted to gain an understanding of state of educational programs related to nursing leadership, management and policy in schools of nursing across Canada
- Focus on *graduate level programs* (Masters and/or Doctoral)

Method

- *On-line survey* conducted by CASN of 94 schools of nursing across Canada
- *Timeframe*: Nov 3, 2021 – Jan 5, 2022

Survey Questions

- 1) Does your school/faculty offer a *Masters degree in Nursing Leadership, Management and/or Policy?*
- 2) Is it a *generic MN* or *specialty program?*
- 3) *Program duration/length*

Survey Questions

- 4) *Program type* – course-based, thesis-based
- 5) *Relevant competency frameworks* informing programs
- 6) *Other (course details, student numbers, length program in place, etc.)*

Response Rates

- 87/94 (93%)
- Complete = 58 (67%)
- Incomplete = 29 (33%)

Masters Programs

- *Most offer Generic Masters* (includes some LMP courses in generic program)
- *Fewer offer Specialty Masters* of Nursing in Management, Leadership &/or Administration

Program Length

- *Program length* (years/months):
 - 2 years full-time
 - 3-5 years part-time (if PT is option)
- Many offer *both course-based and thesis-based* generic Masters programs; several 'project-based' (rather than thesis)
- Many appear to be on-line (?COVID)

THESIS BASED
MASTER'S

vs.

COURSE BASED
MASTER'S

Program Composition

- Models vary; *core set of courses* (2-4) (e.g., theory, philosophy, ethics, research, complex systems, KT, qualitative and quantitative research, statistics, evidence-based practice);
- Focused *courses on leadership* (number varies from 1- 5);
- Some offer option of student selecting an *advanced practice specialization in leadership* on entry.

Some Program Examples

Leadership
FOCUS

UBC
MHLP

Master of
Health Leadership
and Policy

WHERE
HEALTHCARE LEADERS
ARE MADE.

Advance your career with the
Master of Health Leadership and Policy
professional graduate degree.

Hybrid Model

- *UBC – Master of Health Leadership & Policy (MHLP)*
 - Combination of courses offered through School of Nursing & Business School;
 - 1 year (full-time; 2 years (part-time));
 - *Interdisciplinary* applicants;
 - Focus on: seniors care & clinical education;
 - Course-based only.

Specialty Models



Faculty of Medicine and Health Sciences

Ingram School of Nursing

Search



[Home](#) [About us](#) [Programs](#) [Apply](#) [Students](#) [Online & Continuing Education](#) [Research](#) [Equity](#) [Alumni](#) [News & Events](#)

[McGill.CA](#) / [INGRAM SCHOOL OF NURSING](#) / [Programs](#) / [Master Programs](#)

Bachelor Programs

Master Programs

Master of Science Applied -
Nursing

Master of Science Applied -
Advanced Nursing

Nursing Services Administration concentration

This concentration is offered to students to develop their capacity to assess the factors that affect and determine the nursing workforce. This will enable them to make strategic and effective decisions, and influence policy with regard to the planning and management of the nursing workforce.

Specialty Models

- *McGill Master of Science (Nursing Services Administration) - MSc (A)*
 - Courses offered through nursing;
 - 2 years (full-time; 3 or 4 years (part-time));
 - Fall term of core courses; Winter term begin specialization;
 - Clinical practice project courses x 2;
 - Course-based only.

Specialty Models



BLOOMBERG
LAWRENCE S. BLOOMBERG
FACULTY OF NURSING
UNIVERSITY OF TORONTO

[Donate Now](#)

[About](#) ▾

[Programs](#) ▾

[Future Students](#) ▾

[Current Students](#) ▾

[Centre for Professional Development](#)

[Faculty & Staff](#) ▾

[Alumni & Giving](#) ▾

[News & Events](#) ▾

Health Systems Leadership and Administration Program Requirements

The MN – Health Systems Leadership and Administration (HSLA) program is designed to prepare nurses for formal leadership roles in healthcare systems in Canada and internationally. Graduates are prepared for careers in health care administration, health policy, professional practice leadership, and other related roles.

Specialty Models

- *U of T Master of Nursing (Health Systems Leadership and Administration) – MN HSLA*
 - Courses offered through nursing;
 - 2 years (**full-time**; no part-time);
 - Fall term of core courses; winter term begin specialization;
 - Clinical practice in x 2 courses (1st yr with managers & 2nd yr with senior executives);
 - Course-based only.

Specialty Focus

[Arthur Labatt Family](#)
[School of Nursing](#)



[ABOUT](#) ▾

[UNDERGRADUATE PROGRAMS](#) ▾

[GRADUATE PROGRAMS](#) ▾

[RESEARCH](#) ▾

[ALUMNI](#) ▾

[100 YEARS](#) ▾

[Home](#) > [Graduate Programs](#) > [Course-Based Programs](#) > [Master of Nursing – Leadership in Professional Nursing Practice \(MN-LPNP\)](#)

[Graduate Studies](#)

[Course-Based Programs](#)

Master of Nursing – Leadership in Professional Nursing Practice

In the MN-Leadership program, students build on their undergraduate education and previous professional experiences to grow as nurse leaders. Graduates of this program are equipped with the necessary competencies, knowledge and judgement to advance nursing practice, and unleash the profession's capacity to lead public policy and systems transformation.

This program was founded on the conviction that nurses should lead the change toward more equitable and compassionate health care systems. In a rapidly changing health landscape, shaped by social, political and economic circumstances, regulatory changes and digital revolutions, nurses need the advanced knowledge to navigate these systems, recognize health challenges and advocate for best practices.

Specialty Focus

TRENT/FLEMING SCHOOL OF NURSING

WELCOME

THE
EXPERIENCE

THE TFSON
SIMULATION HUB

PROGRAM

[TRENTU.CA](https://www.trentu.ca) / [TRENT/FLEMING SCHOOL OF NURSING](#) / [PROGRAMS](#) / [GRADUATE](#) / [TRENT-ONTARIO TECH MASTER OF SCIENCE IN NURSING \(M.S.N.\)](#)

Trent-Ontario Tech Master of Science in Nursing (M.Sc.N.)

Focus on Professional Practice Leadership

An innovative joint program preparing new and experienced nursing professionals for emerging disciplines in healthcare

Specialty Focus



UNIVERSITY
OF ALBERTA

Faculty of Nursing

Students also select *one of four advanced focus areas of study* in the Master of Nursing program, comprised of 2 courses (6 credits).

Graduates of the Advanced Leadership Focus will be able to:

1. Design organizational transformation initiatives using advanced leadership concepts for health care organizations.
2. Apply knowledge of health system organization, health human resources, change processes, and financing to proposed solutions for improved health system outcomes.
3. Promote evidence-informed decision-making for policy assessment, development, and/or implementation for local, national, and global health issues.

Specialty Focus



University
of Victoria

Nursing

- Advanced Practice Leadership (APL)

The APL option is intended to prepare nurses for a wide variety of advanced practice roles in primary care, acute care, and/or community care, including clinical nursing specialist. APL is offered via distance learning (primarily web based asynchronous) full-time over two years or part time over 3-4 years. APL students do not need to live in British Columbia.

Master of Nursing, Advanced Practice Leadership (APL) ^

Our APL program is a course-based and practice-oriented degree option that will prepare you for a wide variety of roles. You will become a leader in different spheres of influence, from client interactions to health policies and systems. You will gain practical experience in many settings, including acute care, community, long-term, government, and primary care.

We offer either a capstone or research thesis that integrates theory into nursing practices.

Specialty Focus



University
of Windsor

FACULTY OF NURSING

Master of Science in Nursing Degree

The Master of Science in Nursing (MScN) (formerly called Master of Science (MSc)) is a thesis-based degree program, and has two specialization/field options listed below.

2) Nursing Leadership Field

In the Nursing Leadership field students will explore concepts of contemporary nursing leadership in management, research and education. Students will critically appraise and synthesize a variety of educational, environmental, and political issues that influence the Canadian health care system. Students will have the opportunity to develop skills necessary to impact policy and decision-making relevant to the profession of nursing, in particular, and the health care system in general.

Specialty Focus



 Faculty of Nursing

Master of Nursing

Leadership in advanced practice

Thesis/Report stream

The [Thesis/Report stream](#) prepares advanced practice nurses to conduct research and/or be in positions of leadership within the health care system.

Emerging Program



Search Calgary

FACULTY OF NURSING

Future Students

Current Students

Research

Teaching and Learning

Alumni & Donors

About

Contacts

MN/MBA

Master of Nursing / Master of Business Administration
(MN/MBA)

The program is currently under review and applications are not being accepting at this time.

The program is currently under review and applications are not being accepting at this time.

The MN/MBA combined degree program is for Registered Nurses or Registered Psychiatric Nurses interested in developing their ability to understand, analyze, develop and implement management and leadership practices in health-care settings.

Offered in partnership by the Faculty of Nursing and the [Haskayne School of Business](#), this course-based program integrates nursing knowledge with business concepts.

Graduates of the program are uniquely prepared to take on leadership and management roles in acute care settings, public and community health, private practice, government, pharmaceutical organizations and entrepreneurial ventures.

Types of Courses

NURS 5021H: Advancing Nursing Through Leadership

The purpose of this course is to prepare students for informal and formal leadership roles in a variety of healthcare contexts, including acute care, community, public health, mental health, and other settings. The focus is on knowledge, skills, abilities, and attitudes required to be an effective leader in today's complex and ever-changing health care system.

- **Leadership** - building expertise for current and future nursing leadership roles in the health sector
 - **NURS 568** Advanced Nursing Leadership in Health Systems (3 credits)
 - **NURS 569** Nursing Power and Policy in Health Care Leadership (3 credits)

Types of Courses

NUR1016H Health Systems, Policy and the Profession

Identify and critically examine health policy in Canada with specific attention to Ontario. The structure of the Canadian health care system, policy initiatives and relevant legislation are examined along with the role of the nurse, the nursing profession and other stakeholders in influencing the system.

NUR1152H Leading and Managing Effective Health Care Teams

NUR1152H introduces students to fundamental concepts necessary to engage in evidence-informed leadership and administrative practice in health services. Students develop skills in administrative analysis and decision-making, human resources management, and leadership of interprofessional teams and organizations, through exploration of relevant theoretical and empirical literature and guided application in practice settings. The course utilizes multiple asynchronous and synchronous education delivery approaches, including facilitated online learning activities and 30 hours of supervised practicum with an advanced practice nurse leader.

Types of Courses

Leadership in Nursing and Health (3)

NURS 512

MSN

PhD

This course is designed to introduce students' to contemporary leadership theories and practices in the context of complex, constantly changing health care environments. Key leadership competencies will be highlighted throughout the course. It is intended that the course will enhance students' leadership potential and prepare them as an emerging leader in various practice environments.

Administrative Leadership in Nursing (3)

NURS 520

MSN

PhD

This course is the study of organizational behavior, management methods, and administrative processes in health care. The purpose of NURS 520 is to help prepare nurses for leadership positions in a variety of healthcare facilities, including, acute care, community, public health, mental health, and other settings. The focus is on the knowledge, skills, abilities, and attitudes required to be an effective nurse leader in today's complex and dynamic health care system. In this course, leadership competencies of particular importance to front line and middle level nurse leadership positions that include administration responsibilities will be emphasized. Although not the focus of this course, we will also discuss executive leadership competencies during the term. Leadership development typically focuses on concepts organized according to: leading self; leading others; leading and managing change; and leading within complex healthcare systems. We will cover content related to these broad categories, and the learning goals for the course are associated with these categories.

Doctoral Programs



BLOOMBERG
LAWRENCE S. BLOOMBERG
FACULTY OF NURSING
UNIVERSITY OF TORONTO

▶ Doctor of Nursing (DN)

- Executive leadership roles in healthcare – Chief Executive Officers, Vice-Presidents of Nursing
- Mid and senior-level leadership roles in government, policy, professional associations
- Leadership roles in government, regulation, policy, quality and safety science
- Teaching roles in nursing education programs

Doctoral Programs

- More to come....



Graduate Calendar | 2022 - 2023

Welcome

[Graduate Studies Calendar 2022-2023](#) › [Program Descriptions](#) › [Nursing NURS](#) › [Doctor of Nursing \(DN\)](#)

Important Notice and
Disclaimer

Doctor of Nursing (DN) 🖨️

Guiding Frameworks

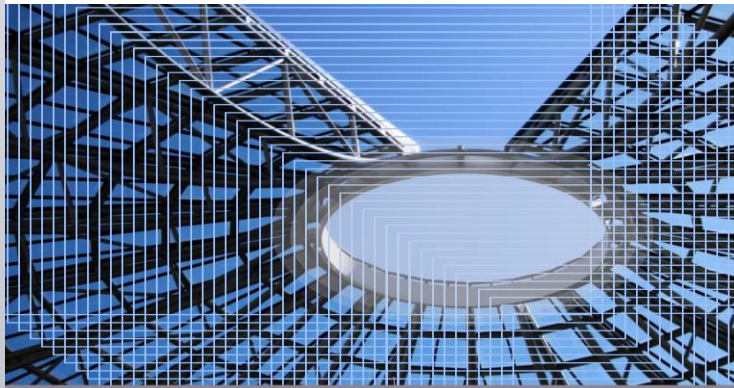
LEADS Canada



ADVANCED
PRACTICE
NURSING
A Pan-Canadian Framework



CANADIAN
NURSES
ASSOCIATION



NATIONAL NURSING
EDUCATION FRAMEWORK
FINAL REPORT

CASN
ACESI

 **AONL** | American Organization
for Nursing Leadership™

Summary

- *Strong interest* in LMP programming at graduate level for nursing education (*innovative program options*);
- *Doctoral-level* programs *emerging*;
- Several respondents commented on importance of *increasing LMP content in undergraduate programs*

Moving Forward

- LMP interest group plans to explore the area of *competencies* required in nursing management and leadership roles;
- CASN is currently updating educational *frameworks for Masters and Doctoral education* in which one of the domains is leadership.

Thank you

- CASN leadership and staff and the LMP interest group
- Schools who responded and completed the survey