



Canadian Association of Schools of Nursing  
Association canadienne des écoles de sciences infirmières

## Leadership, Management and Policy Virtual Forum

### Zoom Chat

**Date:** Tuesday, April 5, 2022

**Time:** 11:00 a.m. to 3:45 p.m. EST (Ontario/Quebec)

**Theme:** Developing leadership and management in nursing: innovations, experiences, empirics, and experts

11:20:42 From Kimberley O'Donovan to Everyone: Jeff, very inspiring! thank you.

11:20:43 From Jodie Steffan to Everyone: Great share Jeff!

11:21:06 From Sarah Pirani to Everyone: Thank you Jeff!

11:21:08 From rebecca\_clifford to Everyone: Excellent presentation and such critical perspective Jeff!

11:21:14 From Adam Brandt to Everyone: Thanks Jeff!

11:21:46 From Leasa Knechtel (She/her) to Everyone: Thanks Jeff

11:33:12 From Sheema Inayatulla to Everyone: We apologize for the technical issues this morning.

11:33:25 From Jeff LeBrun to Everyone: Thanks, Alex!

11:48:35 From Jennifer DeBuen to Everyone: Thanks Alex!

11:48:36 From Jeff LeBrun to Everyone: 🍌

11:48:51 From Jodie Steffan to Everyone: Great insights Alex!

11:48:54 From Sarah Pirani to Everyone: Great presentation! Thank you Alex!

11:49:09 From Dr. Tammy O'Rourke, NP to Everyone: Excellent insights, thanks for sharing.

11:49:18 From light chiotu to Everyone: Great presentation! Thanks Alex!

11:49:22 From Kimberley O'Donovan to Everyone: Thank you, Alex - excellent insights

11:49:44 From Susan Bookey-Bassett to Everyone: Great comments Alex. Your comments resonate with some of our recent study findings!

11:49:51 From hinaniazi to Everyone: Thank you... and very interesting point about self-care and resiliency

11:49:58 From Sophia De Paola (she/her) to Everyone: Thanks Alex - really good piece on relationships and, the book reco - thank you amazon prime. Looking forward to this read!

11:51:01 From Maura MacPhee (she/her/hers) to Everyone: I use lots of IHI resources-free to faculty and students

11:51:12 From Kim Mitchell to Everyone: Alex can you type in the book recommendation? Thanks

11:51:26 From Annie Rioux-Dubois to Everyone: Unfortunately, I could not access the first presentation (Zoom access problem), would it be made available after? Thanks!

11:51:36 From rebecca\_clifford to Everyone: "Pebbles out of staffs shoes" LOVE THAT

11:51:43 From Sheema Inayatulla to Everyone: Yes - it was being recorded and will be made available.

11:51:48 From Alex Harris to Everyone: <http://www.ihl.org/Topics/Joy-In-Work/Pages/default.aspx>

11:53:21 From Lisa Jang to Everyone: Looking forward to using this resource. Thank you.

12:04:59 From Alex Harris to Everyone: @kim - here's the book link: <https://www.amazon.ca/Taking-Control-Your-Nursing-Career/dp/0920513492>

12:15:10 From Lisa Jang to Everyone: So beautifully said Susan. Thank you for your presentation and visualizations to tie it all together.

12:16:13 From Kim Mitchell to Everyone: Thank you Susan for hitting all the buttons of my many teaching soap boxes.

12:16:44 From light chiotu to Everyone: Thanks, Susan. I really enjoyed your presentation

12:17:00 From Alex Harris to Everyone: Well said, Jeff!

12:18:19 From hinaniazi to Everyone: Thank you Susan. Quick question: how do we integrate the strategies of AI and SIMS learning with soft skills such as communication?

12:21:00 From Jodie Steffan to Everyone: We incorporate more self-care teaching in the undergraduate program at the University of Calgary starting in term 3. More than I ever experienced in my training.

12:21:09 From Kristy Rowsom Term 9 to Everyone: I am trying to attach a document that I was given in grad school (which was in 2020) but can't seem to so here is a link with it embedded in it

12:21:11 From Kristy Rowsom Term 9 to Everyone:

<http://www.ihl.org/resources/Pages/Tools/psychological-PPE-promote-health-care-workforce-mental-health-and-well-being.aspx>

12:21:21 From Lisa Jang to Everyone: Thank you

12:21:47 From Kristy Rowsom Term 9 to Everyone: I share this with my students and peers as there are a lot of resources in the document

12:23:58 From Maura MacPhee (she/her/hers) to Everyone: Indigenous leaders discuss interconnectedness and nature-based learning. It's important to integrate Indigenous leaders and Indigenous ways of knowing in our curricula. I also love Indigenous "sense of place."

12:27:20 From Sheema Inayatulla to Everyone: Thank you everyone. We will take a break and reconvene at 12:35 p.m. EST. (Ottawa time)

12:27:39 From Susan Drouin to Everyone: Great question, not one I think I have an answer for at this time. I am just starting to work with another prof on how to do this work, so it's too premature for me to answer you at this time. Sorry.....

12:32:31 From Lovepreet Kaur's iPhone to Everyone: I appreciated the comment re nursing - stepping away from families or going backwards or just giving families the bare minimum lip service by Susan- it actually has been particularly difficult in mental health setting; patients completely being isolated during their mental health crisis from their families during the pandemic due to strict infection control measures. Especially during first break psychosis - it was truly heart wrenching to watch patients trying to go through the system by themselves without their families by their side... I feel now staff are more accustomed to engaging less with family and it is an area that we once again need to focus on.

12:57:29 From Lisa Jang (she/her/hers) to Everyone: Thank you Christina

12:57:42 From light chiotu to Everyone: Thanks, Christina!

12:57:48 From Dr. Tammy O'Rourke, NP to Everyone: That was a fantastic example of how leadership in action can work!

12:57:59 From hinaniazi to Everyone: Thank you Christina

12:58:07 From Stacey Roques to Everyone: Thank you Christina! Your presentation has really got me thinking!

12:59:18 From Lisa Jang (she/her/hers) to Everyone: Really enjoyed learning your approach to address the gaps and re-instill nursing values and ignite relationships.

13:02:18 From hinaniazi to Everyone: I agree what Lisa Jang said. Also, I am now interested in learning more about the alignment of models for learning, practice, and leadership.

13:12:22 From Lisa Jang (she/her/hers) to Everyone: thank you.

13:12:36 From hinaniazi to Everyone: Thank you very much

13:15:02 From light chiotu to Everyone: thanks

13:15:52 From Christina Clausen to Everyone: Love the idea of talk show teaching!

13:16:28 From iPhone de Julie to Everyone: The power of stories!

13:20:11 From Jeff LeBrun to Everyone: Confirmed!

13:22:52 From Elísabet Brynjarsdóttir to Everyone: I missed that title of the book Maura recommended, did anyone catch it and can share it here?

13:23:21 From Susan Bookey-Bassett to Everyone: Reinventing organizations

13:23:26 From Elísabet Brynjarsdóttir to Everyone: Thank you!

13:24:03 From hinaniazi to Everyone: <https://www.reinventingorganizations.com/>

13:24:05 From hinaniazi to Everyone: I think...

13:24:31 From Kristy Rowsom to Everyone: we did an online 'speed dating' session on zoom which I loved (as a student). However, I have not had to facilitate this type of session so can't speak to how easy it is to set this up but I remember we were in charge of going room to room, but I suppose the facilitator had to allow us privileges to do that part

13:24:50 From Maura MacPhee (she/her/hers) to Everyone: I'll have references available through this presentation

13:24:57 From Michele Power to Everyone: In our undergrad professional development course, we invite a new graduate (usually 1-2 years' experience) to discuss some of the concepts and exemplars in our course and how they use them in their clinical practice. Students rate this very highly. They can see how use these concepts and exemplars right from the beginning of their nursing practice.

13:26:26 From Lisa Jang (she/her/hers) to Everyone: Blended Learning - Flipped classroom approach. Has been an interesting approach in scaffolding adult learning to support in-class discussions, social learning and building communication skills using multiple platforms.

13:27:12 From Lisa Jang (she/her/hers) to Everyone: @Kristy - that could be really engaging. What topics would you be thinking to use?

13:28:17 From Lisa Jang (she/her/hers) to Everyone: @Michele - Great point! Having the concepts and understanding how they're applicable would be very useful!

13:28:59 From Kristy Rowsom to Everyone: @Lisa-I did it in a course in grad school that was focused on clinical education and if I remember correctly, we summarized the readings we had done to our peers who read a different article.

13:29:31 From MCiPhone to Everyone: Are there concerns with charging tuition when the course content includes vetted modules from other organizations

13:29:41 From hinaniazi to Everyone: Thank you Maura and Sheri

13:29:55 From Lisa Jang (she/her/hers) to Everyone: Thank you!

13:29:58 From Lori Rietze to Everyone: Maura, can you describe the wobble room?

13:30:18 From hinaniazi to Everyone: Yes please... I am not familiar with the Wobble room.

13:31:00 From Maura MacPhee (she/her/hers) to Everyone: Lara Gurney

13:31:05 From Susan Bookey-Bassett to Everyone: Great ideas Sheri and Maura!

13:31:58 From Jodie Steffan to Everyone: Could you post the name of the book again? Thanks!

13:32:04 From Lisa Jang (she/her/hers) to Everyone: That's incredible

13:32:14 From Jocelyn T. to Everyone: I worked with her in ER and staff found it helpful during the pandemic

13:32:22 From Lisa Jang (she/her/hers) to Everyone: Book "Reinventing Organizations"

13:32:32 From Jodie Steffan to Everyone: Thanks!

13:32:33 From Sarah Pirani to Everyone: Very innovative idea of using talk show host style in teaching! Thank you, Sheri & Maura!

13:36:02 From Maura MacPhee (she/her/hers) to Everyone: Thanks everyone!

14:37:47 From lizhang to Everyone: Please closer to the micro-phone because your voice is too faint to hear

14:52:31 From Lisa Jang (she/her/hers) to Everyone: Thank you Sonia

14:52:38 From Maura MacPhee (she/her/hers) to Everyone: Canada has one of the only national standards on psychological health and well-being-lots of great, free resources available:  
<https://mentalhealthcommission.ca/national-standard/>

14:52:51 From Dr. Tammy O'Rourke, NP to Everyone: Thanks Sonia, compassion and feeling valued in my work really resonate with my work.

14:53:07 From Light Chiotu to Everyone: Thanks Sonia. What an interesting data

14:53:38 From Lisa Jang (she/her/hers) to Everyone: Thanks Maura

14:54:14 From hinaniazi to Everyone: Thank you Sonia. Increased Leadership presence and visibility was something I experienced at my unit and it was very much appreciated during these difficult times.

15:10:51 From Light Chiotu to Everyone: Amazing! Thank you so much, Greta!

15:11:54 From Amelie Ladouceur to Everyone: I would like to have the complete reference of the 2 articles that Greta Cummings published. Is it possible? The one in 2018 and 2021?

15:12:02 From Elísabet Brynjarsdóttir to Everyone: Thank you Greta! I'm Elísabet, a student at UBC and an international nurse from Iceland here to broaden my horizon. What you just concluded your presentation with resonated with me and I wanted to add: this is a global issue and we can find strength beyond borders with each other. We can also find strength beyond professions! Lets nurture our young.

15:14:21 From hinaniazi to Everyone: Thank you very much.

15:15:46 From Ellison Chung (he/him) to Everyone: That is the program I'm in!

15:15:59 From hinaniazi to Everyone: Me too!

15:19:03 From Greta Cummings to Everyone: Hello Amelia, here are the two references. Cummings GG, Lee S, Tate K, Penconek T, Micaroni SPM, Paananen T, Chatterjee GE. (2021). The essentials of nursing leadership: A systematic review of factors and educational interventions influencing nursing leadership. International Journal of Nursing Studies, 115:Epub. doi: 10.1016/j.ijnurstu.2020.103842

Cummings GG, Tate K, Lee S, Wong CA, Paananen T, Micaroni SPM, Chatterjee GE. (2018). Leadership styles and outcome patterns for the nursing workforce and work environment: A systematic review update. *International Journal of Nursing Studies*, 85, 19-60. doi: 10.1016/j.ijnurstu.2018.04.016

15:19:28 From Amelie Ladouceur to Everyone: Thank you so much.

15:22:18 From Greta Cummings to Everyone: The patient mortality paper I mentioned.

15:22:25 From Greta Cummings to Everyone: Cummings GG, Midodzi W, Wong CA, Estabrooks CA. (2010). The contribution of hospital nursing leadership styles to 30-day patient mortality. *Nursing Research*, 59(5): 331-9.

15:23:41 From Tracie Risling to Everyone: First intake January 2023 for UCal DN program!

15:23:57 From Dr. Tammy O'Rourke, NP to Everyone: Congratulations Tracie!

15:24:38 From Amelie Ladouceur to Everyone: @Greta Cummings. Perfect. I will read your articles with great interest. Thank you.

15:27:30 From Lori Rietze to Everyone: Thank you Linda, this was so helpful. Do you have a sense of programs for nurse educators to focus on how to best educate undergraduate nursing students in developing their leadership skills as novice clinicians?

15:28:19 From Light Chiotu to Everyone: Thank you so much, Linda! That was very informative

15:28:23 From Jodie Steffan to Everyone: Thank you everyone! Great information on leadership and very helpful to my own teaching :)

15:28:27 From hinaniazi to Everyone: Thank you... do we know why there is a gap in programs when it comes to more focus on Leadership/Management and not so much on Policy?

15:33:24 From Sara Lankshear to Everyone: Great series of presentations today. Many thanks to all the presenters.

15:34:05 From Jennifer DeBuen to Everyone: Thanks so much, some great work being done and yet to do!

15:34:10 From Lisa Jang (she/her/hers) to Everyone: "Soft skills" are such an important aspect of what we do. It's come to my attention recently that they should be referred as "core skills" as it encompasses so much more.

15:34:27 From MCiPhone to Everyone: It seems that the complexity of healthcare systems requires a combination of different leadership styles and the ability to adapt leadership skills to emerging contexts. I am wondering about the speakers thoughts on this and if the LEADS framework addresses this need.

15:37:12 From Kristy Rowsom to Everyone: the course I teach (in preceptorship) has an assignment that discusses nursing agency which I feel plays into one of the reasons nurses aren't given a seat at the table (or at least this is happening now but very recently)

15:37:44 From Kristy Rowsom to Everyone: I wonder if maybe this is something that should be introduced earlier in the program, so they develop their voice throughout their program, rather than at the end in their final term

15:38:39 From Lisa Jang (she/her/hers) to Everyone: Good point Kristy. It's a type of advocacy and a core part of nursing. Earlier introduction could be beneficial.

15:39:28 From Dr. Tammy O'Rourke, NP to Everyone: Yes, the sooner they get the content, the sooner they can start to use it in their studies and practical experiences. Its seen as integral to their education as opposed to an add-on at the end.

15:39:50 From Diana McMillan to Everyone: Great presentations everyone! Very informative!

15:40:34 From Fairouz Jiwa (She/Her) to Everyone: Thank you everyone

15:40:34 From Susan Prendergast (she/her) UVic to Everyone: Thank you everyone, excellent presentations and discussions. The fact that we are struggling to end our discussion(s) today demonstrates how important this work is.

15:40:36 From Greta Cummings to Everyone: Some colleagues in the Netherlands have just completed a study on nursing voice in public, and policy forums.

15:41:00 From Susan Bookey-Bassett to Everyone: I have taught undergraduate leadership for the past 6 years at Ryerson. I am focusing on creating "real life" scenarios for new graduate nurses informed by nurse managers and nurse educators in the practice settings. This seems to make the concepts more meaningful to the students.

15:41:08 From Lori Rietze to Everyone: Greta do you know if it has been published?

15:41:14 From Greta Cummings to Everyone: Lalleman PC, Cummings GG, van Wijk M, Engel J. (2022). Opinion leadership in nursing practice: A Rogerian concept analysis. Policy, Politics, & Nursing Practice.Feb;23(1):67-79. doi: 10.1177/15271544211071099

15:41:17 From Shaliza Jetha (She/her) to Everyone: Thank you all it's been super informative and has us wanting more!! This dialogue can continue for hours!

15:41:17 From Light Chiotu to Everyone: Amazing forum and presentation! Thanks everyone

15:41:38 From Pallavi Patel(She/her)\_UBC to Everyone: Thank you everyone.

15:42:07 From Barbara Rose-Lovett (she/her) to Everyone: Wonderful presentations and discussions. Thank you

15:42:09 From Elísabet Brynjarsdóttir to Everyone: MacDonnell, Judith;Buck-McFadyen, EllenContested Practice: Political Activism in Nursing and Implications for Nursing Education

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15:42:10 From Sophia De Paola (she/her) to Everyone: This was a fabulous forum! Thank-you all.

15:42:15 From Adam Brandt to Everyone: Thanks to all the speakers for a great day!

15:42:16 From Elísabet Brynjarsdóttir to Everyone: Highly recommend this one as well!

15:42:32 From Elísabet Brynjarsdóttir to Everyone: Thank you everyone.

15:42:42 From Teri Healy to Everyone: Thank you for sharing your knowledge with us

15:42:55 From Lori Rietze to Everyone: Thank you everyone

15:43:17 From Sarah Pirani to Everyone: Thank you so much!

15:43:18 From Manal Kleib to Everyone: Excellent forum, thank you!

15:43:21 From Lisa Jang (she/her/hers) to Everyone: Thank you for your time

15:43:22 From Amelie Ladouceur to Everyone: Merci de parler en anglais et français

15:43:22 From Christina Clausen to Everyone: Thank you for such stimulating content and discussions!

15:43:24 From catherineshepherd-finlin to Everyone: Thank you!

15:43:25 From Jodie Steffan to Everyone: Thank you

15:43:31 From Annie Rioux-Dubois to Everyone: Merci à vous! Thanks very much!

15:43:32 From Kristy Rowsom to Everyone: thank you!

15:43:34 From Lisa Picco to Everyone: thank you

15:43:47 From Kristy Rowsom to Everyone: will we be emailed the recording?