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COME TOGETHER:
Utilizing the Nursing Retention Toolkit as a pan-Canadian health workforce strategy

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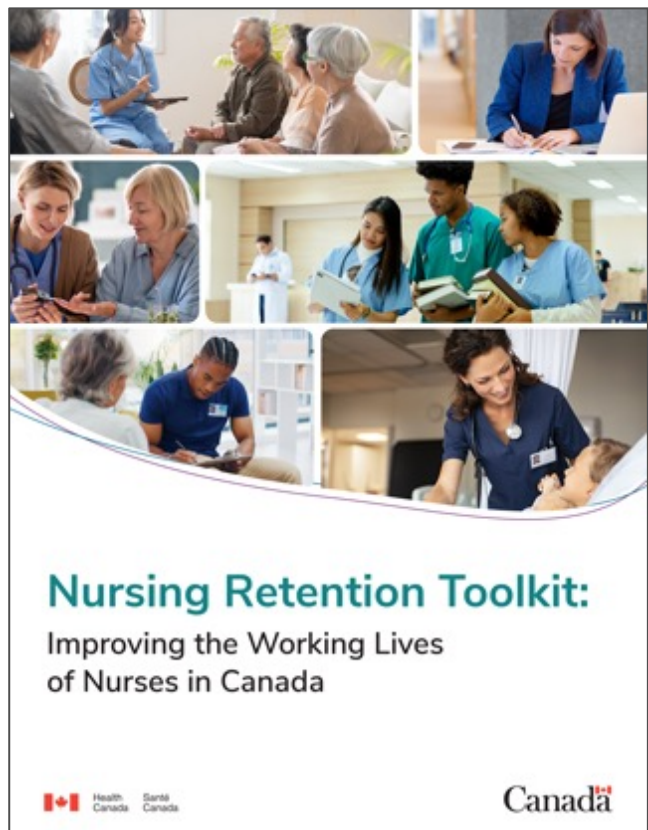RN, PhD | inf. aut., Ph. D.
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Outline

- **Overview of the *Nursing Retention Toolkit***
- **Guiding Principles**
- **Structure – Themes, Goals and Initiatives**
- **Dissemination**
- **Conclusion**

Overview of the Toolkit

Nursing Retention Toolkit:
Improving the Working Lives
of Nurses in Canada

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Canada.ca/NursingToolkit

- The toolkit is the result of a pan-Canadian collaboration in partnership with the Canadian nursing community.

- It was co-created by a diverse group of nurses brought together in June 2023 at the Nursing Retention Forum. The group was comprised of nursing experts including point-of-care nurses, nurse-employers, decision-makers, nursing regulators, union representatives and others.

- As a resource created *by nurses and for nurses,* it draws on evidence-based practice, lived and living experiences of point-of-care nurses, and insights from nursing professionals at all career stages, including nursing students.

- The aim of the toolkit is to provide Canadian nurse-employers, health authorities and health care organizations with practical strategies and tools to improve the retention of nurses.

Guiding Principles

- Several guiding principles were utilized when selecting the tools, including:

Actionable

Tools must be within the scope of nurse-employers, implementable in the short term and yield benefits immediately or in the near term.

Values-based

Tools are underpinned by the values of respect, anti-racism and anti-oppression, transparency and accountability.

High-impact

Tools address systemic challenges at the organizational level faced by nurses in their career phases and positions.

Organization-focused

Tools should be developed at the organization and health-system level for implementation rather than for the individual nurse to adopt.

Future-focused

Where appropriate, tools should leverage and advance the use of technology to improve nurses' experience.

Structure

For each theme:

- A goal statement
- 3 Initiatives (except 2 for Safe Staffing Practices)

For each initiative:

- Description
- Intended outcome
- Target nursing population
- Stakeholder involvement/ roles of nurses
- Reference resources and examples

When we *COME TOGETHER,* we can foster sustainable change!

Themes

- The toolkit focuses on eight core themes that impact a nurses' day-to-day working life in the domain of clinical care.
- Each of the core themes are underpinned by the values of respect, transparency, anti-racism and anti-oppression, and accountability.

THEME	GOAL	INITIATIVE
Inspired Leadership	Empower nurses of all levels, roles, and settings to experience fulfilment in their work and become leaders within their organizations.	• Cultural Change • Leadership Competencies • Emerging Nursing Leaders
Flexible and Balanced Ways of Working	Promote nurse autonomy and flexibility in scheduling and career progression.	• Flexible Work Design • Scheduling Systems • Workplace Resources and Amenities
Organizational Mental Health and Wellness Supports	Increase timely and fulsome access to appropriate and effective preventative and acute health and wellness supports, with an urgency and focus on mental health supports.	• Zero-Tolerance for Violence, Bullying, and Racism • Moral Distress/Injury Care • Best Practices for Vacation and Time Off
Professional Development and Mentorship	Provide options for nurses across the entire career span options to enhance their skills and pursue their career goals.	• Transition Programs • Mentorship Programs • Career Pathways and Bridging Programs
Reduced Administrative Burden	Free up nurses to focus on the tasks and care that they are uniquely skilled to provide.	• Work Re-design • Digital Preparedness • Documentation Requirements
Strong Management and Communication	Promote cultures of transparent leadership and mutual respect between management and point-of-care nurses.	• Nursing Management Competencies • Supporting Nursing Leaders • Nurse Engagement and Listening
Clinical Governance and Infrastructure	Ensure that supportive clinical governance and infrastructure is in place to ensure that nurses have a core role in decision-making and are at the forefront of driving the development of a sustainable health system.	• Structured Participatory Governance • Nursing Shared Governance • Nurse-led Models of Care, Initiatives, and Practice Standards
Safe Staffing Practices	Support physically safe and psychologically brave workplaces by implementing staffinwg practices (e.g., nurse-patient ratios) that reflect factors like patient acuity, nurse experience, and work-life balance.	• Clinical Supports • Safe Staffing Framework and Tools

Inspired Leadership

GOAL STATEMENT

Empower nurses of all levels, roles, and settings to experience fulfilment in their work and become leaders within their organizations.

CULTURAL CHANGE

Nursing Councils in Quebec	Sinai Health Magnet Designation
Dedicated to the quality of care and are independent from management. Elected bodies that have direct access to the Board of Directors of an organization, so issues can be escalated when needed. In Quebec, all health care institutions must have a Nursing Council.	This designation is a testament to nursing excellence and requires meeting exemplary standards in clinical outcomes, patient satisfaction and staff satisfaction. The program engages nurses and provides a roadmap to nursing excellence, including excellence in nursing leader roles.

Let's empower all nurses to be leaders! *ALL TOGETHER NOW*

LEADERSHIP COMPETENCIES

Inspire Nursing

A LEADS-based Nursing Leadership Program from the Canadian College of Health Leaders (CCHL)/Canadian Nurses Association (CAN) developed by nurses, for nurses, looking to explore and develop nursing leadership capabilities and influence change.

Canadian Association of Schools of Nursing (CASN) National Nursing Education Framework

National framework (which includes leadership) outlining core expectations for baccalaureate, master's, and doctoral programs in nursing education.

Sigma Global Nursing Leadership competency Framework

A framework with 10 key competencies identified through collaboration with global nurses, which can be used as a tool to develop leadership programs.

EMERGING NURSING LEADERS

Michael Garron Hospital's Emerging Leaders Program

A year-long hospital-wide leadership development program that provides staff and credentialed clinicians with opportunities to develop their leadership skills through hands-on experiences customized to their interests and goals.

University of New Brunswick's Certificate in Nursing Leadership and Management

A certificate program, including courses on communication, change leadership, human resources, quality management, and financial stewardship specifically for nurses.

McGill Leadership Program for Nurse Managers

A three-module online course that aims to help organizations make leadership more concrete for nurse managers.

Flexible and Balanced Ways of Working

GOAL STATEMENT
Promote nurse autonomy and flexibility in scheduling and career progression.

FLEXIBLE WORK DESIGN	SCHEDULING SYSTEMS	WORKPLACE RESOURCES AND AMENITIES
Manitoba Provincial Nursing Float Pool A provincial nursing float pool was negotiated between Shared Health and the Manitoba Nurses Union; the collective agreement provides nurses a premium wherein they agree to an assignment away from their home site to support staffing needs across Manitoba.	**Newfoundland and Labrador Provincial Self-Scheduling Guidelines** Guidelines support employers and point-of-care nurses when organizations deploy self-scheduling services.	**SickKids Housing for Staff** SickKids in Ontario offers rental housing accommodations for nurses and other employees coming from across Canada and abroad.

Nurses can't work *EIGHT DAYS A WEEK*…

Organizational Mental Health and Wellness Supports

GOAL STATEMENT

Increase timely and fulsome access to appropriate and effective preventative and acute health and wellness supports, with an urgency and focus on mental health supports.

ZERO-TOLERANCE FOR VIOLENCE, BULLYING, AND RACISM	MORAL DISTRESS AND INJURY CARE	BEST PRACTICES FOR VACATION AND TIME OFF
Nursing Declaration Against Anti-Black Racism in Nursing and Health Care Nurse associations from across Canada joined together to create this nursing declaration, which can be referenced by health care organizations.	**Health PEI third-party mental health support** Health PEI paired with MindBeacon to provide third-party mental health support for employees, including nurses. Uptake was higher in in-house EAP supports.	**Undergraduate Nurse Employee Program in Alberta** Students in the nursing program are eligible to work as employees and can provide support for vacation relief, especially in the summer months.

Providing *HELP!* along the way

Professional Development and Mentorship

GOAL STATEMENT

Provide nurses across the entire career span options to enhance their skills and pursue their career goals.

TRANSITION PROGRAMS

McGill University Health Centre Genesis Nurse Residency Program	Nova Scotia's International Community of Health Workers Engagement Program	Saskatchewan Association of Nurse Practitioners Mentorship Program
Program designed to support new graduate nurses in their transition to professional practice by providing a structured curriculum, mentorship, and clinical experiences.	Provides integration support through education, training, and supervision to internationally educated health professionals entering the health care system.	Mentors provide guidance and advice on career transition, clinical resources, work-life balance and more to new Nurse Practitioners.

Anything is possible *WITH A LITTLE HELP FROM MY FRIENDS*

MENTORSHIP PROGRAMS

Ontario's Clinical Scholar Program

This program pairs an experienced nurse as a mentor with newly graduated nurses, IENs, and nurses wanting to upskill to ensure that they have the support they need to confidently transition.

UBC's Mentorship Program

Connects senior nursing students with program alumni as they enter the workforce.

Alberta Health Services Nursing Mentorship Network

This system-wide network provides mentorship opportunities and monthly community of practice sessions to listen and learn from one another.

CAREER PATHWAYS AND BRIDGING PROGRAMS

New Brunswick's Step Up to Nursing Initiative

Combines work and education by providing salary and tuition support for Personal Support Workers to bridge to Licensed Practical Nurse, or Licensed Practical Nurse to Registered Nurse.

Vancouver Community College Nursing Advanced Entry

Practicing Licensed Practical Nurses will receive advanced standing into term 5 of the BScN program following completion of admission requirements and the 4 required Bridging Licensed Practical Nurse to BScN courses.

Micro-credentialing with the Michener Institute of Education at UHN

This institute offers a wide variety of courses and certificate programs for health professionals to refresh skills, and gain micro-credentials (e.g., critical care nursing, clinical research).

Reduced Administrative Burden

GOAL STATEMENT
Free up nurses to focus on the tasks and care that they are uniquely skilled to provide.

WORK RE-DESIGN	DIGITAL PREPAREDNESS	DOCUMENTATION REQUIREMENTS
RNAO Guidelines for Developing and Sustaining Interprofessional Health Care Guidelines for developing and sustaining an interprofessional health care environment can be leveraged by individual organizations.	**Canadian Nursing Association and Canadian Nursing Informatics Association CNIO Role Overview** CNA and CNIA have developed a sample CNIO role overview, and description, and provides a summary of the value of a CNIO in an organization.	**Horizon Health's Forms Committee** A Forms Committee oversees the creation of new forms, evaluate if existing hospital forms can serve the purpose, aiming to streamline processes.

After a *HARD DAY'S NIGHT* no one wants to chart…

Strong Management and Communication

GOAL STATEMENT
Promote cultures of transparent leadership and mutual respect between management and point-of-care nurses.

NURSING MANAGEMENT COMPETENCIES

American Organization of Nursing Leadership (AONL) – Nurse Leader Core Competencies The AONL has developed a framework of leadership skills associated with effective nursing leadership.	**Canadian College of Health Leaders resources** These resources can be references for the enhancement of creation of organization-specific programs.	**McGill's Strength Based Nursing and Health Care Program** This innovative online program has 6 days of training and 6 months of mentorship to strengthen leadership skills.

Management, *DON'T LET ME DOWN*

SUPPORTING NURSING LEADERS

Healthcare Excellence Canada Innovation Challenge

This outcome-based challenge aims to improve workforce retention and support, which includes expert coaching supports, evidence-informed tools, and support for team tracking.

SickKids Performance Management Tools and Systems for Nurses

Tools and systems provided by SickKids for nursing managers are closely tied to regulatory requirements and leading practice research.

IWK Nova Scotia's 90 Second Nurse

Developed as a retention initiative to provide psychological support for nurses and help promote well-being and resiliency. A brief weekly health letter designed for nurses is delivered by email and is based on best scientific evidence to support and improve the well-being of various stakeholder groups including nurses.

NURSE ENGAGEMENT AND LISTENING

Canadian Mental Health Association's Your Health Space

CMHA provides a free workplace mental health service for Ontario's health care organizations that includes facilitation of challenging conversations around mental health.

College of Nurses of Ontario (CNO) Conflict Prevention and Management Practice Guideline

This practice guideline includes information on the key factors, prevention, and management of conflict with colleagues in the workplace.

Accreditation Canada Simulated Survey

A simulated survey is provided by Accreditation Canada to help providers meet global standards, and surveys can be leveraged to gather nurse sentiment.

Clinical Governance & Infrastructure

GOAL STATEMENT

Ensure that supportive clinical governance and infrastructure is in place to ensure that nurses have a core role in decision-making and are at the forefront of driving the development of a sustainable health system.

STRUCTURED PARTICIPATORY GOVERNANCE	NURSING SHARED GOVERNANCE	NURSE-LED MODELS OF CARE, INITIATIVES, AND PRACTICE STANDARDS
The Ottawa Hospital Corporate Nursing Clinical Practice Committee A forum for clinical nurses representing 60-70 units across the organization to participate in discussion and decision-making that impacts nursing practice.	**Alberta Health Services (AHS) CoACT Collaborative Care** AHS has developed a framework for collaborative care and delivers an introductory course for Unit Leads, including nursing leaders, to support their involvement in implementing and sustaining collaborative care and quality improvement in their practice environments.	**Winnipeg Regional Health Authority Professional Committee** Comprised of roles such as allied health and nursing leadership councils, medical advisory committee, and long-term care representatives to advise the local board of directors on policy issues related to interprofessional clinical practice.

Together *WE CAN WORK IT OUT*

Safe Staffing Practices

GOAL STATEMENT

Support physically safe and psychologically brave workplaces by implementing staffing practices that reflect factors like patient acuity, nurse experience, and work-life balance.

CLINICAL SUPPORTS	SAFE STAFFING FRAMEWORK AND TOOLS
Prairie Mountain Health (PMH) Emergency Department New Graduate Program In this program, new graduates are supernumeraries and buddied with an experienced nurse for 6 weeks of extended training specific to the emergency department.	**CNA/CFNU Evidence-based Safe Nurse Staffing Toolkit** This toolkit includes tools related to Real-Time Assessments of Patient Needs, Nursing Workload and its Management, Professional Responsibility Concerns, Staff Mix Decisions, and Nursing Care Delivery Models to promote safe nurse staffing practices.

*ALL YOU NEED IS LOVE*…and safe staffing practices

Dissemination

- **For the toolkit to have an impact on retention, employers, organizations, and health system administrators are encouraged to:**
  - Share the toolkit through social media, emails, staff meetings, and with colleagues and other health care organizations
  - Connect with facilities and organizations throughout Canada that are highlighted in the toolkit as best practice initiatives
  - Adopt and implement the best practice initiatives by focusing on the themes that have the most value for your organization or health authority
  - Utilize the toolkit for benchmarking and planning for health human resources
  - Collaborate and share implementation approaches that can be scaled and spread

- **The success of the toolkit is dependent on its dissemination and promotion, and implementation among employers and health authorities**

When we *COME TOGETHER,* we can foster sustainable change!

Conclusion

- Ensuring a robust and sustainable workforce is foundational to supporting retention in the profession.

- The *Nursing Retention Toolkit* will help foster positive change.

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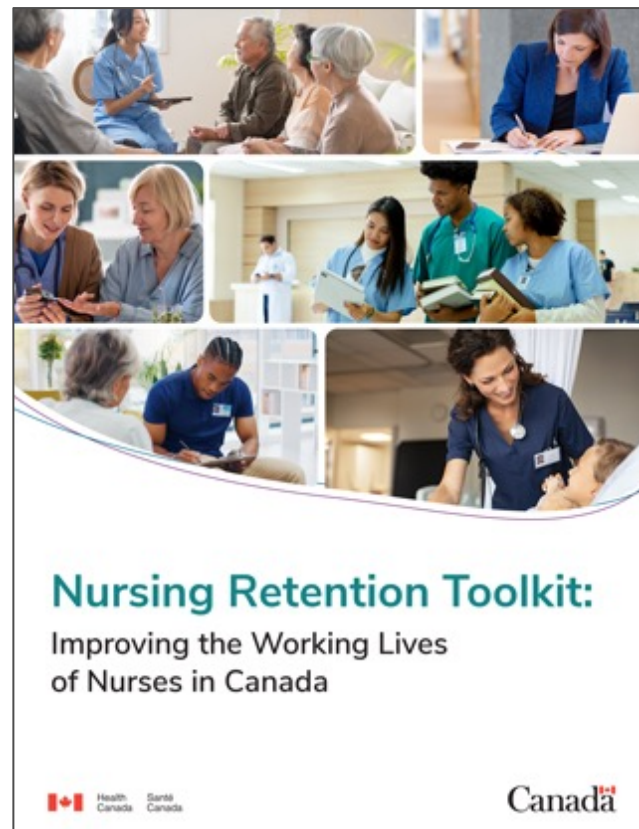
Afterall, nursing retention is a
LONG AND WINDING ROAD…

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