



TL7 – Advocacy and Influence

TL7: Choose three of the following (one example must be from ambulatory care setting, if applicable):

TL7d: Provide one example, with supporting evidence, of succession planning activities for the CNO role.

Introduction

Within the Nursing Affairs structure, the Executive Director, Nursing Affairs (ED, NA) role is the most senior nursing role at KFSHRC-J. The responsibility for succession planning is inherent in the ED, NAs job description as expressed in responsibilities #5 and #11 as follows:

- *“Supports the professional development of nurses throughout the organization and ensures the proper planning for training on the identified needs across NA, ...”;*
- *“Ensures retention of high quality nursing staff, and the recruitment of well-qualified and experienced staff.”*

The Deputy Executive Director, Nursing Affairs (DED, NA) is the second most senior nursing position. Currently, Wadea Beheri, PhD RN, holds this position. The example below provides evidence of his succession planning activities for the ED, NA role.

Example TL7d: Succession Plan for Wadea Beheri, PhD RN, from Deputy Executive Director, Nursing Affairs (DED, NA) to Executive Director, Nursing Affairs (ED, NA)

Kathy Sienko O.B.E., BSN (Hon) RN, MSc, FInstLM, was recruited as the Executive Director, Nursing Affairs, in June 2020. She was appointed to this position for three years, with the option to extend by mutual agreement. When Sandra Lovering, DHSc RN, CTN-A, FAAN, Executive Director, Nursing Affairs, retired on January 20, 2020, until Kathy's arrival, she appointed Dr. Beheri to assume delegated responsibility for the ED, NA role as part of his succession planning activities. This provided him with an opportunity to have oversight for the entire Nursing Affairs function and be involved in a range of activities and at a level of detail that would typically be within the purview of the ED, NA.

A Three Year Succession Plan for DED, NA to ED, NA, 2021-2024

As part of Dr. Beheri's 2020 annual performance appraisal review process in January 2021, the professional development needs of the DED, NA for succession planning into the ED, NA role was identified. In February 2021, a three-year succession plan was developed for the ED, NA role, from 2021 to 2024, between Dr. Beheri and Kathy. This plan is based on the ED, NA job description, and the Association of Nurse Executives Competencies Assessment Tool. The plan was implemented as part of Dr. Beheri's personal professional development goal in 2021 and will continue over the next three years. **Evidence TL7d.1 Dr. Beheri's Employee Performance Appraisal 2020; Succession Plan 2021-2024**

To date, Dr. Beheri has been able to achieve the following components of the ED, NA succession plan:

Personal and professional interest in the ED, NA role, and networking and collaboration:

- Develops and executes a 12-month career/professional development plan.
- Develops/expands professional networks outside KFSHRC General Organization that advance the reputation and standing of KFSHRC Nursing Affairs in healthcare.

From November 29 to December 03, 2021, Dr. Beheri represented KFSHRC-J at the "Criminal Investigation and Responsibility for Drug and Counterfeit Medication Workshop" in Paris, France. As a result of his attendance, Dr. Beheri had the opportunity to network with a range of healthcare and public sector employees from Saudi Arabia and France on the subject of combating crimes involving drugs and counterfeit medicines through laws and agreements. The learning from this conference was disseminated to the Nursing Leadership Team at their weekly meeting on January 16, 2022. **Evidence TL7d.2 Business Leave Request and Approval; Minutes of NLT Meeting, January 16, 2022**

Patient and public protection and safety:

Kathy is the chair of the KFSHRC-J Patient Experience Committee. Together with Dr. Beheri, they identify and lead the patient experience strategy and agenda within Nursing Affairs and monitor effectiveness through goal-achievement, which is an ongoing process. Thus, in the role of DED, NA, Dr. Beheri leads the Operational Team, which consists of the Program Directors of Ambulatory Care Services, Nursing General Services, Nursing Specialty Services, the Nursing Supervisors, and Support Services to review daily needs for excellent patient care delivery. This team ensures that Nursing Affairs meets and exceeds its agreed patient experience metrics every quarter through these daily reviews and weekly meetings.

These aspects of the succession plan have been expressed and monitored through Dr. Beheri's operational goals achievements which are reviewed at the *Planning, Mid-Year,*

and Annual phases of evaluation. In addition, developing and implementing new services to maintain patient and public safety during the COVID-19 pandemic has been a key organizational priority for KFSHRC-J. Under the ED, NA's leadership, Dr. Beheri has assumed the operational leadership for implementing a range of services that meet the organization's safety goals and support service continuity, e.g., implementing the COVID-19 Vaccine Strategy for Nursing Affairs and the COVID-19 Vaccine Clinic.

Developing and implementing strategic priorities for the organization and Nursing Affairs:

Dr. Beheri leads organizational strategic projects that elevate the profile above the current DED, NA role. In 2021 and 2022, Dr. Beheri was assigned leadership for two projects within the KFSHRC-J strategic plan: the 2021 project related to waste reduction and the 2022 project related to the reduction of Hospital Acquired Pressure Injury (HAPI), which are both important organizational key performance indicators (KPIs). **Evidence TL7d.3 Operational Goals for 2021 with Dr. Beheri assignment; Strategic Project Assigned to DED, NA in 2021 and 2022 plans**

Support to attend the American Organization for Nursing Leadership (AONL) Nurse Executive Fellowship Program:

Another opportunity for ED, NA development is attending the AONL Nurse Executive Fellowship Program, which provides opportunities to develop the critical competencies required for success in the CNO role and inspire the nursing workforce and others. Kathy discussed this option with Dr. Beheri on January 11, 2022, and encouraged him to apply. This was also discussed on January 16, 2022, with Nasser Mahdi M.D., General Manager, who is supportive of this request for further succession planning. A proposal to support Dr. Beheri to attend the program in the United States of America has been developed based on the General Manager's approval. **Evidence TL7d.4 Memo Request and Approval to Attend AONL Nurse Executive Fellowship Program 2022**

Conclusion

This example demonstrates succession planning activities for the CNO role. The information above shows that a three-year succession plan has been developed for Dr. Beheri for the ED, NA role at KFSHRC-J and is being implemented. Supporting documents have been provided as evidence of this plan and its execution.