



TL7 – Advocacy and Influence

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

TL7c: Provide one example, with supporting evidence, of succession-planning activities for the AVP/nurse director role.

Example TL7c: Succession Plan for Shahinaz Ashrou, BSN RN from Head Nurse in Medical Surgical Intensive Care Unit (MSICU) to Program Director

Shahinaz Ashrou, BSN RN, Head Nurse, MSICU, joined KFSHRC-J as a nursing intern in 2006. In 2018, she was promoted to Head Nurse of MSICU.

Development of a Program Director Succession Plan

The Executive Director of Nursing Affairs is responsible for workforce planning and development, including meeting the Saudization KPIs. The Head Nurse role is Grade 10, and the Program Director role is Grade 12, with no roles in-between. There are a small number of Program Director roles, and these rarely become available, which makes it challenging for Head Nurses to step up to the Program Director role. In reviewing the existing Nursing Executive team, Kathy Sienko O.B.E, BSN (Hon) RN, MSc, FInstLM, Executive Director, Nursing Affairs, identified the need to develop a leadership pipeline that would provide opportunities for professional growth of existing Head Nurses and be a source of retention and leadership continuity in the event of resignations or other untoward occurrences. Kathy discussed the idea of a development plan with Dr. Beheri and the existing Program Directors, and all were in agreement to create Program Director succession planning opportunities.

Twelve Month Program Director Development Opportunity

In March 2021, Kathy announced at the Head Nurse Management Meeting that a succession planning opportunity would be implemented later that year. She urged all Head Nurses interested to meet with her to discuss the opportunity. Formal communication about the opportunity was sent to all Head Nurses on March 28, 2021, with a closing date of April 10, 2021. Four candidates applied for the role and were interviewed by a multidisciplinary panel from Nursing Affairs and Human Resources, with

Shahinaz being selected. **Evidence TL7c.1 Posting for Succession Planning Opportunity**

Kathy announced Shahinaz's selection for the opportunity to Nursing Affairs on June 03, 2021. Following discussion with Dr. Beheri and Mohammed Qabajah, BSN RN, Program Director, Nursing Specialty Services, responsible for MSICU, the agreed period of the succession plan would be from July 01, 2021, till June 30, 2022. **Evidence TL7c.2 Memo Shahinaz Appointment**

A development plan was devised in conjunction with Shahinaz, Mohammed, Dr. Beheri, and Kathy. It set out the activities and goals to be accomplished during the 12 months. The plan was based on operational needs and incorporated the Association of Nurse Executives competencies used when evaluating the organization's Program Directors. The 12-month development plan would monitor and guide Shahinaz's progress for the duration of the succession planning. **Evidence TL7c.3 Shahinaz Development Plan**

Shahinaz met and continues to meet weekly with Kathy to review her progress and adjust her plan as needed. These sessions are also used for coaching, mentoring, and reflective practice. Shahinaz also meets daily with Dr. Beheri and the operational Program Directors. To date, Shahinaz has met requirements in all areas of her succession plan, which is ongoing. She is on target to complete her development plan by June 2022. A summary is provided in the section that follows.

Develop a theoretical understanding of the Program Director role and develop self through reflective practice and participation in leadership and performance coaching:

Shahinaz has achieved this through weekly leadership, coaching, and reflective practice meetings with Kathy. She attends daily operational meetings with Dr. Beheri alongside the operational Program Directors. She has attended the Medical Advisory Committee and the Operations and Strategy Meeting alongside Kathy. These two meetings included senior executives across KFSHRC-J and involved decision-making that impacted organizational outcomes. Following attendance at these meetings, there is a discussion about the key learning points and the impact that this knowledge has and will have on her thinking and practice.

The organization fully sponsored Shahinaz to attend the American Nurses Credentialing Center Magnet Conference, November 10-13, 2021, which included conference registration, attending the International Forum, paying for flights, and *per diem* payments for hotels and food, a total of 25,922 SAR.

Shahinaz attended several meetings with Kathy and other CNOs, as part of her leadership development. Thus, Shahinaz gained a broad perspective on the key issues

and debates within nursing, a broader perspective of the CNO role and responsibilities, and built her confidence in interacting with senior nurse executives. **Evidence TL7c.4 Magnet Conference Business Leave Approval**

Gain practical experience through shadowing of, and coverage and substitution for the operational and non-operational Program Directors, and the ED, NA:

Shahinaz has gained insight into the Program Director role and responsibility and decision making competence as she has been assigned delegated responsibility of the Program Director role in the absence of the operational Program Directors during their planned vacations as below:

- Delegated authority for Mohammed Qabajah BSN RN (Program Director, Nursing Specialty Services) from July 15 to September 02, 2021.
- Delegated authority for Alanoud Abualsaud, MSN RN, (Program Director Nursing General Services) January 26-27, 2022, and from March 01, 2021, onwards.
- Delegated authority for Janis Bruyns, BSN RN, MA (Program Director, Ambulatory Care Nursing) from February 13-26, 2022.

Building relationships and confidence in interacting with an extended group of executive stakeholders; attendance at executive meetings, and contributing to organizational strategy:

Shahinaz has been given opportunities for leadership development through attendance at executive rounds and strategic planning events. Nasser Mahdi M.D. General Manager and executives at KFSHRC-J conduct rounds weekly.

Initially, Shahinaz was invited to shadow Kathy on these rounds. As time progressed, she has represented Kathy during her absence on several occasions. Since Kathy and Dr. Nasser usually round together, this has enabled Shahinaz to become visible to Dr. Nasser and to communicate and problem-solve directly with him and other senior executives within the wider rounding team and during the rounding de-briefs.

In November 2021, Shahinaz was invited to participate in the KFSHRC-J strategic planning retreats to be held on December 12-13, 2021. This activity would not have been accessible to her in her role as a Head Nurse. Through this, Shahinaz engaged with senior hospital executives to develop the strategy and build operational plans for 2022 and beyond for the organization.

Building practical competencies through (but not limited to) activities such as developing and writing proposals, leading and managing projects, and assuming operational responsibility for clinical units:

In addition to daily operational projects inherent in the Program Director role, Shahinaz has been assigned to develop the scope for a Call Centre, a nursing project for 2022. In preparation for this project, Shahinaz met with Kathy to discuss the basic principles of

project management. Through this, Shahinaz has identified the need for a project management qualification and is currently undertaking her Project Management Professional certification. **Evidence TL7c.5 Invitation to Strategic Planning Event, Assignment to Scope of Service for Call Centre**

Conclusion

This example demonstrates the succession planning activities for the nurse director (Program Director) role. The information above shows that a 12-month succession plan has been developed and implemented.