



DOC/ADOC Leadership Certificate Program

*Embracing the opportunity
to make a difference*

6 Days

November 27 – November 30, 2011

January 22 – 23, 2012

Crowne Plaza Hotel (Toronto Airport)

Sponsored by Medical Mart with support from Attends Health Care

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The DOC/ADOC Leadership Certificate Program

Embracing the Opportunity to Make a Difference

This intensive and comprehensive 6-day leadership certificate program addresses the key leadership concerns faced by every senior nurse leader within the LTC setting. The program will inspire and challenge nurse managers to reach out and “embrace the opportunity to make a difference” in both their personal and workplace leadership excellence.

Unique Aspects of Program

Measured Outcomes

Pre and post online assessments measure knowledge gain and leadership behaviour change– completed by participant and their manager

Individualized Leadership Action Plans (LAPs)

Self-directed action plans that relate directly to identified workplace and personal leadership goals

Peer Learning Partnerships

Formal peer partners who encourage and support leadership growth during class, between sessions and throughout the implementation and evaluation period of leadership action plans (LAPs)

Special Interest Evening Group Discussions

Offering an informal learning environment for feedback and personal mentoring

Home Advisor – Senior manager in home assesses participant progress, and provides support and coaching in the workplace. (Certificate of recognition to Home Advisor presented by MedicalMart and Silver Meridian)

Faculty Mentor – Providing feedback and guidance during and after the program

Web-based Course Coordination

On-line course management system to coordinate registration, conduct assessments, distribute material, enhance communication, submit and grade assignments

Interactive Presentations

Computerized audience response system to instantly engage participants and evaluate learning

Integrated Learning

Topic-to-topic continuity and linkage

Target Audience

The program is appropriate for current DOCs and ADOCs or registered nurses who aspire to and are being groomed for such a position. Long term care experience preferred.

Participant Selection Criteria

Potential registrants must submit a formal application, including Home Advisor endorsement, prior to acceptance into the program. Applications will be reviewed on a case-by-case basis.

For program application go to
www.silvermeridian.com



The DOC/ADOC Leadership Certificate Program

Topical Areas

The program covers the full range of competencies required of the DOC/ADOC, including advanced leadership, management and human resource functions and responsibilities.

Topical Areas include:

Regulations, Ministry Standards and Quality Management - MOHLTC Act, Regulations and the Compliance Inspection Program; RAI-MDS; LHINs; risk management and quality systems – accreditation, OHQC and the Residents First Program; leading clinical change e.g. RAO Best Practice Guidelines

Human Resource Management – Performance management; organizational effectiveness; mentoring; recruitment, retention and succession planning; hiring for the right fit; labour and employee relations – working within a unionized and non-unionized environment (staff and managers); Employment law (e.g. employment standards, human rights, Ontario health and safety); WSIB; diversity; employee disability management

Team Development and Communication – Departmental and interdepartmental relationships and interactions - includes senior management, across the organization and the broader community

Personal and Professional Leadership – Leadership and personal styles; interpersonal communication; empowerment; relationships; accountabilities; collaborative problem solving; time management; mission, vision and values; inspiring and coaching others

Conflict Management – Prevent, resolve, contain – win-win outcomes

Dealing with Change – Positively respond with clarity, tact, inspiration and vision to changing demands in care, organizational and technological expectations; priority setting/strategic planning; accumulative change impact

Administrative Functions – Policy development, immediate and broad implications and implementation; meeting facilitation; report writing; staff scheduling; organizational coordination

Financial Management – Establishing and managing a budget, including monthly reconciliation and getting back on track; resource organization to maximize efficiency; MOHLTC funding parameters

Future Vision – LTC big picture perspective; personal and organizational strategies and implications

Leadership Action Plans (LAPs)

Individualized and practical

LAP#1 – Addressing identified personal leadership goals – developed and submitted during program

LAP #2 – Departmental focus, developed during session and implemented in the home post program

Approved and evaluated



Key Program Themes

Integrated throughout each program section for continuity and consistency

- Customer Service
- Personal Wellness & Healthy Workplace Environment
- Time Management
- Future Vision

The DOC/ADOC Leadership Certificate Program

Program Outline & Schedule

Pre-Program Work & Training Session “A”

Pre Program	Personal Reflection & Assessment; Identification of Best Practice Example; Leadership Style Assessment; Mini department review; Home Advisor Leadership Assessment
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Day	Time	Morning	Afternoon	Evening
Session A Day 1 Sunday November 27		Travel Time	1:00 – 2:45 Welcome & orientation Sharing of Best Practices 3:00 – 5:30 DIScovering Your Leadership Potential! Assess personality style and gain insights as a leader.	6:30 – 7:45 Leader styles, DISC & Learning Partnerships 8:00 – 9:00 Personal Leadership Action Plan (LAP #1) - Learning Partners
Session A Day 2* Monday November 28		8:30 – 10:30 MOHLTC Act, Regulations & Compliance 10:45 – 12:30 Risk Management & Quality Systems	1:00 – 2:30 Current Topics - RAI-MDS, LHINS & Funding 2:45 – 4:30 Budget Preparation and Management	5:30 – 8:30 MedicalMart Sponsor Evening Hor d’oeuvres, Dinner, Social
Session A Day 3* Tuesday November 29		8:30 – 12:30 Becoming a Leader – Earning the Title: Styles; building relationships; empowerment; delegation; collaboration; accountabilities; time management	1:00 – 5:00 Hiring and Keeping Competent People: Organizational structure; equitable compensation; hiring practices, introduction to workplace; performance management systems	6:30 – 7:45 Group Mentor Sessions 8:00 – 9:00 LAP #1 Development - Learning Partners
Session A Day 4* Wednesday November 30		8:30 – 11:30 Keeping Them Committed or Engaged: Feedback systems & surveys; policy development; strategic planning; organizational coordination; cumulative change impact	12:00 – 4:30 Communicating Beyond Words: The What, How and When of verbal, written and physical communication; overcoming the fear of presenting	Travel Time

*Breakfast at 8:00

The DOC/ADOC Leadership Certificate Program

Program Outline & Schedule Continued

Training Session “B” & Post-Program Work

Interim Period	Implement Personal Leadership Action Plan (LAP#1) guidance and support by Home Advisor, submit at Session B; on-line Forum – During December engage with participants and faculty in on-line discussion and sharing; on-line Webinar – (date to be announced), reviewing LAP#1 progress and sharing LAP#2 project ideas; confirm LAP#2 with Home Advisor (complete department environmental scan, develop preliminary departmental action plan and confirm with Home Advisor), bring preliminary plan to Session B
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Time	Day	Morning	Afternoon	Evening
Session B Day 5 Sunday January 22		Travel Time	1:00 – 3:15 Inspiring Teamwork: Team dynamics; facilitating team meetings; countering negativity; mentoring & coaching; recognition 3:30 – 5:45 Managing Unionized & Non-Unionized Homes: Application of laws, rights and agreements; negotiations and grievances; applying constructive discipline	7:00 – 8:00 Group Mentor Sessions 8:00 – 9:00 LAP #2 Development - Learning Partners
Session B Day 6* Monday January 23		8:30 – 11:30 Managing Conflict With Confidence: Managing emotions; recognizing behavioural responses; countering negativity & resistance to change; reaching win-win outcomes	12:00 – 4:30 Group Sharing of LAP #2	Travel Time

Post Program (3 Months)	Implement LAP#2 (Departmental Action Plan) – three month application, submit report to Silver Meridian for approval; Personal Reflection & Assessment – Complete personal reflections and assessment on-line following completion of LAP#2; Home Advisor Leadership Assessment – Completed by Home Advisor on-line upon completion of LAP#2
Program Completion	Review and approval of LAP #2 by Silver Meridian; Awarding of Certificates

*Breakfast at 8:00

The DOC/ADOC Leadership Certificate Program

Key Learning Principles

A full range of adult learning principles are utilized and participants are expected to be fully engaged in an accepting but challenging learning environment.

The program is developmental in nature, with participants building skills and knowledge on a progressive, integrated basis from one day to the next.

Various combinations of individual, team and large group processes are incorporated into the program to reinforce and embed learning.

The program includes many opportunities for group sharing and discussions, and recognizes the richness of relevant knowledge and experience that participants bring to the program.

Self reflection and peer-to-peer and facilitator feedback also encourage growth and enhance learning.

Home Advisors provide support and guidance in the workplace throughout the program.

Faculty & Presenters

Professional faculty and guest speakers with a breadth of experience and diverse backgrounds provide practical strategies essential to senior nurse leader success

(View faculty & presenter profiles at www.silvermeridian.com)



Program Fees* & Amenities	With Room**	Without Room
Early Bird (Oct 14)	\$2,400	\$2,100
Regular	\$2,600	\$2,300
Fees include: Accommodation**, 6 training days; meals & refreshments; course materials; delegate bag & program case; parking; faculty mentors; webinar; on-line support		
Fees do not include: Transportation to and from program; hotel incidentals		

*Plus HST

A portion of the course fee may qualify for a refund through the RAO Education Initiative

The DOC/ADOC Leadership Certificate Program

Intensive Training & Development Design

Pre-Program Requirements

- Personal leadership style assessment*
- Mini Departmental review*
- Self and Home Advisor assessments*
- Best practice example from Home

* available on-line

Training Session "A"

- 4 back-to-back training days (Nov. 27 – 30)
- Peer Learning Partnerships
- Evening special interest group discussions
- Small group session with faculty mentor
- LAP # 1 development planning session (Personal Leadership Plan)

Interim Program Requirements

- Implement LAP #1
- Complete department environmental scan
- Develop preliminary Departmental Action Plan and confirm with Home Advisor

On-line participant Support

- On-line discussion Forum (December)
- On-line Webinar session - date to be announced.

Training Session "B"

- 2 back-to-back training days (Jan. 22-23)
- Development and approval of LAP #2 (Departmental Action Plan)

Post Program Requirements

- Implement LAP #2 (Departmental Action Plan - 3 months)
- Submission of LAP #2
- Post program self and Home Advisor on-line assessment of leadership competencies

Program Completion

- Approval of LAP #2
- Awarding of Certificate

Peer and Facilitator Feedback and Support

Participant-to-participant and facilitator-to-participant support during training sessions, and on-line support between training sessions

The DOC/ADOC Leadership Certificate Program

Program Benefits

Whether currently in a senior nurse leadership role, or being groomed for such a position, the DOC/ADOC Leadership Certificate Program provides real and lasting benefits for growing and aspiring leaders.

- Facilitate succession planning
- Smooth transition into senior management role
- Enhanced family and resident relations
- Deal confidently with fiscal requirements
- Acknowledgement as a progressive, responsive leader by staff
- Positioned for future advancement to more senior nurse leadership roles
- Recognition as valued member of management team
- Equipped to deal with managerial challenges
- Confidently respond to staff-union issues

For program application go to www.silvermeridian.com

Program Development

A Shared Process

The development of the DOC/ADOC Program was a province-wide initiative. Spearheaded by Silver Meridian, a preliminary Steering Group identified fundamental program parameters for consideration, followed by input on content and focus by a formal Program Advisory Committee made up of respected professionals from both the for-profit and not-for-profit sectors. A province-wide survey of all long term care homes was conducted, providing the Program Advisory Committee with further guidance relative to the Program focus.

Much of the credit for The DOC/ADOC Certificate Program is extended to the following Program Advisory Committee members: Vala Belter: *Administrator, Algonquin Nursing Home, Mattawa*; Heather Campbell: *Director of Care – The Wynfield, Oshawa*; Candace Chartier: *Chief Operating Officer, OMNI Health Care*; Gwen Chiu: *Past Director of Care – Belmont House, Toronto*; Shawn Gadsby: *Director of Care – St. Joseph's Villa, Dundas*; Sandra Kuchmak: *Director of Clinical Services, Leisureworld*; Donna Locke: *Acting Director of Care – Belmont House, Toronto*; Cathy Oulton: *Director of Care – Garry J. Armstrong LTC Home, Ottawa*; Maureen Shantz: *Senior Manager of Resident Care for the Region of Niagara*; Holly Tesselaar: *Director of Care, Twin Lakes Terrace, Sarnia.*

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