

**Chief Nursing Executive / Chief Nursing Officer Governance and  
Leadership Initiative  
Advisory Committee**

**Terms of Reference**

**Purpose:**

The Advisory Committee will provide advice and direction to the Registered Nurses' Association of Ontario (RNAO) on matters related to the RNAO's Chief Nursing Executive (CNE)/ Chief Nursing Officer (CNO) Governance and Leadership Initiative. Specifically, the Advisory Committee will provide a senior nurse executive perspective to the development and implementation of a CNE/CNO Governance and Leadership Toolkit and the dissemination of the Toolkit and related resources through various means including a learning Academy.

**Background:**

On January 1, 2011, legislative changes related to Bill 46, *The Excellent Care for All Act, 2010*, came into effect regulating that the Chief Nursing Executive (CNE) be seated on their hospital's Board of Directors and be a member of the hospital's Quality Committee. In the Public Health Sector, the Ontario Public Health Organizational Standards requires each of Ontario's 36 health units to officially designate a Chief Nursing Officer (CNO), by January 1, 2013.

In response to these legislated changes, RNAO was approached by the CNE/CNO community to facilitate an initiative defining best practices for these roles. In March, 2010, RNAO struck a CNE/CNO Leadership and Governance Advisory Committee with the purpose of planning the development of resources and strategies that would support CNEs and CNOs enact their role on the Board/Senior Management Team. Since that time, the CNE/CNO community has identified a need for information and support addressing nursing executive leadership issues beyond those pertaining strictly to Board/Senior Management Team membership. As such, the objectives of the Advisory Committee have evolved to include a broader focus on CNE/CNO leadership as it impacts nursing practice, management decision-making, and organizational governance.

## **Membership:**

The Advisory Committee shall be composed of representatives from associations of, or including CNE's and senior executive nurses from, hospitals and public health settings in Ontario, including:

- Council of Academic Hospitals of Ontario
- Association of Nursing Directors and Supervisors in Official Health Agencies in Ontario
- Nursing Leadership Network
- Community Health Nurses' Initiatives Group
- Registered Nurses' Association of Ontario (RNAO)

The Advisory Committee will be chaired by Irmajean Bajnok, Director, Centre for Professional Nursing Excellence / International Affairs and Best Practice Guidelines program, RNAO. The chair will be responsible for:

- Convening and facilitating meetings
- Developing meeting agendas, providing meeting minutes, and distributing meeting materials
- Providing regular updates on the initiative

The RNAO will provide secretariat support for the committee.

## **Objectives and Scope**

The Advisory Committee shall advise the RNAO on:

1. Development of relevant Leadership and Governance resources including a CNE/CNO Governance and Leadership Toolkit;
2. Methods and strategies that may be used to solicit, transfer, or disseminate information and resources;
3. Planning and conduct of CNE/CNO Knowledge Exchange (KE) teleconferences related to information sharing and exchange with the broader group of senior nurse executives; and
4. Any other CNE/CNO leadership and governance initiative-related issue or query forwarded by the RNAO.

## **Member Accountability**

The Advisory Committee assists the RNAO by advising, reviewing, and making comments and suggestions of interest to the Initiative, including the Toolkit, Academy, and KE teleconferences.

Advisory Committee members are accountable for:

1. Sustaining a senior nurse executive 'subject matter expert' perspective to fulfill the Terms of Reference and to provide proactive and solution-driven support to the RNAO initiative;
2. Ensuring effective input into and sharing of information with the initiative by bringing forward issues, questions, and concerns which may affect CNE/CNO leadership or governance;
3. Respecting any confidentiality requirements requested by the participants;
4. Championing the initiative and related evidence-informed efforts to advance and build nursing leadership capacity in Ontario; and
5. Assessing the contribution of the Advisory Committee to the overall purpose and objectives.

## **Meetings**

- The Advisory Committee generally meets on the 4<sup>th</sup> Monday of each month from 5pm – 6:30pm
- Location is at RNAO head office (158 Pearl Street) in Toronto, Ontario
- Advisory Committee members may attend by teleconference or in-person
- Meeting agenda, minutes, and discussion materials will be distributed to members a week prior to the meeting

## **Agenda Items**

- Items for discussion will be listed on the agenda, prioritized by the Chair
- Advisory Committee members may suggest agenda items to the Chair
- Where possible, all communication material including agendas will be circulated electronically
- An opportunity will be provided at the beginning of a meeting to raise last-minute agenda items