Chief Nursing Executive / Chief Nursing Officer Roles and Responsibilities Framework

The following framework is intended to illustrate Chief Nursing Executive (CNE) and Chief Nursing Officer (CNO) roles and responsibilities in the context of membership and participation at the senior management and Board table. This framework assumes that the CNE/CNO is responsible for nursing activities throughout the organization and reports directly to the Chief Executive Officer or Medical Officer of Health/Senior Management Team as a senior member of executive-level, decision-making management. While it is acknowledged that CNEs and CNOs are involved in significant decisions dealing with the day-to-day operational management of the organization or institution, it is the purpose of this document to emphasize enhancements to governance and leadership functions of the Senior Nurse Executive role afforded by new legislation, specifically the passage of the *Excellent Care for All Act, 2010* and the formal designation of the CNO role in Ontario public health units.

To enhance the generalisability of this framework to senior nurse executives across health care sectors, it is the intention that the roles and responsibilities presented herein reflect broad nursing related areas of responsibility that comprise the CNE/CNO role rather than those functions which focus on accountabilities that may be related to a specific program area of responsibility. Furthermore, it is intended that the view of *client* is broadly applied to individuals, families, groups, communities, populations, or systems (Community Health Nurses of Canada, 2011, March). Similarly, *health care* may refer to any service provided within the continuum of health care delivery, including direct clinical care, health promotion, health teaching, and illness prevention (Community Health Nurses of Canada).

Role / Responsibility	Governance	Leadership	Practice
Strategic Visioning, Organizational Decision Making & Practice Innovation	Participate as an active member of the Board/Senior Management Team

Identify relevant emerging local, regional (e.g., Local Integrated Health Network), provincial, and national issues and draw these to the attention of the Board/Senior Management Team

Contribute to a vision for the delivery of client care/service, including a statement of values, mission, standards of practice, and outcomes

Contribute to organizational decision making that is consistent with the values, vision, mission and standards of practice and quality outcomes

Be committed to and encourage practice innovation to advance and improve client outcomes

Contribute to the development and discussion of the organization's goals, objectives, forecasts, and risks, and question risks and challenges as they arise | Disseminate the strategic vision for the delivery of client care/service within and across the community of practice/ organization/constituency

Inspire new levels of creativity and innovation within the organization to positively impact client/service outcomes

Participate in the planning and implementation of programs and services by establishing a clear sense of service priorities to pursue and the necessary resources to fulfill those priorities

Participate in the evaluation of programs and services by identifying relevant quality improvement indicators for client/service outcomes, nursing practice, and organizational structure

Ensure that a forum exists for decision making for nursing professional practice (e.g., | Guide practice based on the shared vision across the facility/organization /community

Lead the nursing research agenda focusing on research conduct, research utilization, and research capacity building in partnership with relevant stakeholders

Foster and sustain academic partnerships to advance nursing research for quality client care / service

Identify, appraise, and apply evidence to understand and participate in clinical and management decision making

Create and promote evidence-based nursing practice |

Role / Responsibility	Governance	Leadership	Practice
	Ensure respect for nursing services is conveyed in the strategic plan and Board/ Senior Management Team operations Commit to nursing health human resources succession planning and management Understand, develop, and exercise political acumen in Board deliberations, decision making, and relationships with the Board members and internal and external stakeholders to advance the safety and quality agenda	Nursing Professional Practice Council) with strong engagement from direct care nurses Understand, develop, and exercise political acumen in internal and external relationships to strengthen the contribution of nursing in the organization and system	
Quality Care and Client Safety	Participate as an active, voting member of the Board Quality Council Advocate for senior nurse executive representation on and contribution to the Operational Quality Committee Participate as an active member of the Medical Advisory Committee/ Interprofessional Advisory Committee Advocate that the organization's vision, mission, and values reflect a commitment to safety and quality improvement	Propose, lead, and direct strategies to improve quality outcomes and advance evidence-based care Oversee and report on risk management strategies, including identification and monitoring of nursing-sensitive quality and safety indicators Participate on task forces/ad-hoc/ working quality and safety committees as necessary and appropriate	Role-model vigilance in ensuring high quality care Assess variability in nursing practice within the organization to determine areas in which to improve client care/ service outcomes, quality, or efficiency Evaluate nursing practice and client care/service excellence from a structure, process and outcomes framework. Select and monitor evidence-based nursing-sensitive client

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Role / Responsibility	Governance	Leadership	Practice
	Champion policies and protocols that promote effective health care delivery, evidence-based practice, and service quality	Establish and utilize a network to provide ongoing support and guidance for client care/service initiatives and improvements	care/service, provider, and system outcomes, and measure progress toward organizational health care delivery goals
	Assume accountability for meeting quality and safety performance targets set by the Board in accordance with ECFAA	Ensure a practice environment that enables the implementation of evidence-based nursing best practices that are consistent throughout the organization and aligned with the organization's broader quality improvement plan	Implement information management and communication technologies to generate, manage, process, and disseminate nursing data
	Provide recommendations regarding quality improvement initiatives by translating information from quality-related reports into knowledge development	Establish implementation, uptake, and integration of clinical and healthy work environment best practice guidelines in the organization	Develop and establish mechanisms for continuous monitoring of organizational processes and change, including evaluation of the impact of clinical and healthy work environment best practice guidelines on client/service outcomes and nursing practice
	Advocate for the inclusion of structure, process and nursing-sensitive outcome indicators in the quality improvement plan of the organization	Identify and monitor the relationship between work environments and nursing-sensitive provider, client, and organizational outcomes	Ensure sustained use and spread of nursing best practice guidelines within the organization
	Identify and communicate the link between nursing work environments and nurse, client, and organizational outcomes to the Board/Senior Management Team	Develop and implement data collection, measurement, and analysis tools and strategies for structure, process, and nursing-sensitive outcome quality	
	Monitor data collection on nursing-sensitive indicators and interpret this information for senior leaders at the Board/Senior Management Team		

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	Provide input and assessment of the organization's quality improvement plan based on nursing-sensitive indicators	indicators Ensure the effective use of informatics in nursing practice by assessing and evaluating information systems in management and practice settings	
Collaboration	Develop and maintain collaborative relationships with senior nurse executive colleagues within and across organizations, sectors, and regions to collectively advance the nursing governance and leadership agenda Encourage the Board/Senior Management Team to work towards common service improvement goals Promote inter-organizational, cross-sectoral, and regional synergy to optimize client care/service across the continuum of care Promote an interdisciplinary approach to client care/service and the coordination of care/service across health disciplines Identify and collaborate with key	Unite health professionals from across the system by using shared vision, values, and understanding to build mutual respect, bridge territories, and unify agendas Demonstrate commitment to and respect for the profession of nursing, its values, knowledge, contributions, and achievements Represent the nursing profession externally by maintaining membership and active participation in relevant regulatory and professional nursing organizations Develop and implement stakeholder engagement	Champion interprofessional collaboration among nursing, medical, and allied health professionals to achieve optimal client care/service outcomes and effective integration of care Role model interprofessional relations for quality care and management practices Support, coach, and mentor others to succeed with change Establish tools and processes for communicating and collaborating with direct care nurses

Role / Responsibility	Governance	Leadership	Practice
	stakeholders to complement current health services and to assist with developing new client and community services

Establish credibility with the senior executive team as the expert on nursing and nursing-related matters for the organization | initiatives to ensure collective advancement of the quality agenda

Ensure that there is a system for collaboration with schools of nursing to facilitate appropriate clinical placements and shape curriculum and effective teaching/learning experiences for nursing students and staff | |
| **Professional Accountability** | Assume accountability for obtaining and implementing leadership skills and knowledge for effective participation on the Board/Senior Management Team

Assume accountability for obtaining knowledge of how legislated governance and management requirements (e.g., ECFAA, Ontario Public Health Accountability Standards) impact and support Board/Senior Management work generally, nursing services in particular

Bring forward to the senior executive team the nursing perspective, and provide expertise on the nursing practice environment | Establish a vision for nursing practice and client care/service that complies with ethical standards and values

Champion models of care delivery and nursing practice, work environments, and staffing standards that are consistent with current research evidence, professional standards, and with the mission, vision, and values of the organization

Identify and leverage key initiatives to enable enhanced nursing practice and work environment outcomes | Champion safety, quality care, and evidence-based nursing practice

Promote evidence-based models of nursing care delivery

Promote clinical/service and front-line management decisions that are client-centred

Monitor nursing outcomes related to nursing leadership, practice, education, and research

Ensure consistency in the standard of nursing practice across health care settings consistent with College of Nursing of Ontario standards and |

Role / Responsibility	Governance	Leadership	Practice
	Advocate for nursing practices that enhance the delivery of client care/services, including healthy work environments	Evaluate nursing services against evidence-based standards set by Administration, Human Resources, Nursing and Department policies and procedures	evidence-based practice guidelines
	Create shared understanding of both current and anticipated demands for clinical and program/service performance	Champion a Nursing Professional Practice Council and ensure that it is positioned for influence and success	Develop and support the Nursing Professional Practice Council (or other nursing decision-making forums) to communicate, interpret, and assist with the application of professional standards, competencies, expectations, and other legislative and regulatory requirements of nurses
	Advance priority initiatives while maintaining other valued initiatives and perspectives	Foster opportunities throughout the organization for staff to develop, enhance, and profile their nursing leadership skills and contributions	Support the Nursing Professional Practice Council (or other nursing decision-making forums) to implement and monitor the impact of clinical and healthy work environment best practices
	Accept responsibility for accountability of specific targets agreed upon by the Board that are within the direct nursing portfolio	Develop strategies to promote nursing recruitment and retention and recognition of excellence in nursing	Create, support, and sustain a safe and healthy work environment in which nurses can provide quality care
	Monitor, interpret, and report performance of nursing service delivery against nursing-sensitive quality and safety indicators and broader organizational indicators		Promote and inspire management practices that support nurses' health, safety, and well-being
	Profile examples of nursing leadership within the organization to senior leaders of the Board/Senior Management Team		Promote and achieve excellence in nursing care, education, and

Role / Responsibility	Governance	Leadership	Practice
			research through the identification of success measures and reporting mechanisms that capture these successes Ensure a supportive environment and system for regular performance review and establish metrics to determine success in deliverables
Professional Development	Maintain awareness of the ever-changing health care environment and its potential impact on the organization's mission, vision, and values Assume confidence and competence in communicating the strategic vision to the Board/Senior Management Team Demonstrate a clear commitment to advancing excellence and innovation in nursing practice Conduct ongoing self-assessment of effectiveness as a Board/ Senior Management Team member	Demonstrate active and visible leadership within the organization Conduct ongoing self-assessment of effectiveness as a nursing leader for the organization Request, accept, and learn from feedback provided by supervisors and direct reports Assume responsibility for learning and professional development by seeking mentors and opportunities for growth Encourage, support, and	Provide mentorship and guidance Create and support a professional learning environment to mobilize and enhance the clinical expertise of staff Optimize nurses' opportunities for autonomy and personal and professional growth Facilitate nurses' access to and use of support, feedback, and guidance from superiors, peers, and subordinates Enhance the meaningfulness of nursing work by facilitating nurses' participation in decision making

Role Responsibility	Governance	Leadership	Practice
		enable staff to pursue professional development opportunities to enhance skills, develop expertise, and advance their roles Facilitate rewarding and enriching teaching/learning experiences for nursing students by encouraging staff-student partnerships, rewarding staff involvement in student education, and recognizing student contributions to care	Role model professional development and life-long learning

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