CNE/CNO Governance and Leadership Self-Assessment

The RNAO Governance and Leadership Self-Assessment is presented as a tool for Chief Nursing Executives (CNEs) and Chief Nursing Officers (CNOs) to use in identifying personal areas of strength and potential areas for growth. It is intended for personal use. The behaviours are derived from the CNE/CNO Governance and Leadership Roles and Responsibilities Framework. Behaviours are grouped by major responsibilities in the framework and are further categorized by governance, leadership, and practice domains of the CNE/CNO role. Although not an exhaustive list, the behaviours are intended to reflect common responsibilities of senior nurse executives in governance positions who are members of the executive-level, decision-making management team.

This tool is designed to assist your self-assessment according to the constructs of competency, confidence, and consistency. Think about your competence (how knowledgeable and skilled you are) in relation to the behavior, your confidence in performing this behavior (how certain you are of your ability), and your consistency in demonstrating this behavior (how often you demonstrate it when it is called for). Please rate your governance knowledge and leadership behaviours using the rating scales below for each of these constructs.

For each behavior, use a 5-point scale to rate yourself as follows:

Competence (How knowledgeable and skilled are you in the behaviour?):

1	2	3	4	5
Novice	Advanced Beginner	Competent	Proficient	Expert

Confidence (How certain are you of your ability to perform the behaviour?):

1	2	3	4	5
No or low confidence	Somewhat confident	Confident	Very confident	Fully confident

Consistency (How often do you demonstrate the behaviour when it's required?):

1	2	3	4	5
Never	Sometimes	Often	Very Often	Always

STRATEGIC VISIONING, ORGANIZATIONAL DECISION MAKING, AND PRACTICE INNOVATION

Governance	*Competence*	*Confidence*	*Consistency*
I participate actively and effectively on the Board/Senior Management Team: • I question and advocate for issues with assertiveness and diplomacy			
• I express my need for more information or evidence and share concerns with the senior executive team			
• I actively participate and effectively contribute to the strategic planning and review process			
• I observe conflict of interest guidelines according to my organization's policies and procedures			
I identify and use relevant emerging local, regional, provincial, and national issues impacting health care to inform my contributions to the Board/Senior Management Team			
I contribute to a vision for the delivery of client care/service, including a statement of values, mission, standards of practice, and outcomes			
I contribute to organizational decision making that is consistent with the values, vision, mission, and standards of practice and quality outcomes			
I encourage practice innovation to advance and improve client outcomes			
I contribute to the development and discussion of the organization's goals, objectives, forecasts, and risks, and question risks and challenges as they arise			
I ensure that respect for nursing services is conveyed in the strategic plan and Board/Senior Management Team operations: • I inform and educate Board/Senior Management Team members regarding the contribution of nursing care/service within the organization			
• I share and report key data from a nursing perspective at the Board or senior management table			

Governance	Competence	Confidence	Consistency
• I translate data into cogent and persuasive arguments to address quality nursing care and service delivery issues and improvements			
I demonstrate a commitment to nursing health human resources succession planning and management			
I exercise political acumen in deliberations with internal and external stakeholders to reinforce nursing's impact on the quality and safety agenda			

Leadership	Competence	Confidence	Consistency
I advise on and demonstrate how the strategic vision can be realized for the delivery of client care/service within and across the community of practice/organization/constituency			
I inspire new levels of creativity within the organization to positively impact client/service outcomes			
I actively 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			
I actively participate in the evaluation of programs and services by identifying relevant quality improvement indicators for client/service outcomes, nursing practice, and organizational structure			
I enable strong engagement from direct care nurses in decision-making forums for nursing professional practice			

Practice	Competence	Confidence	Consistency
I guide nursing practice based on the shared vision			
I lead the nursing research agenda: • I promote research utilization			
• I promote research capacity building			
• I promote partnered research with relevant stakeholders			

Practice	Competence	Confidence	Consistency
I foster and sustain partnerships with academic institutions to advance nursing research for quality client care / service			
I identify, appraise, and apply evidence to understand and participate in clinical and management decision making			
I create and promote evidence-based nursing practice			
Comments:			
Priority Area(s) for Growth:			

QUALITY OF CARE AND CLIENT SAFETY

Governance	Competence	Confidence	Consistency
I provide ongoing input into the organization's vision, mission, and values such that they reflect a commitment to safety and quality improvement			
I champion policies and protocols that promote effective health care delivery, evidence-based practice, and service quality			
I hold myself accountable for meeting quality and safety performance targets			
I provide recommendations regarding quality improvement initiatives by translating information from quality-related reports into knowledge development			
I advocate for the inclusion of structure, process, and nursing-sensitive outcome indicators in the quality improvement plan of the organization			
I identify and communicate the link between nursing work environments and nurse, client, and organizational outcomes to the Board/Senior Management Team			
I monitor data collection on nursing-sensitive indicators			
I interpret data on nursing-sensitive indicators for senior leaders at the Board/Senior Management Team			

QUALITY OF CARE AND CLIENT SAFETY

Leadership	Competence	Confidence	Consistency
I propose strategies to improve quality outcomes and advance evidence-based care			
I lead and direct strategies to improve quality outcomes and advance evidence-based care			
I oversee risk management strategies			
I report on risk management strategies			
I participate on task forces/ad-hoc/working quality and safety committees			
I establish and utilize a network to provide ongoing support and guidance			
I ensure a practice environment that enables the implementation of evidence-based nursing best practices			
I establish implementation, uptake, and integration of clinical and health work environment best practice guidelines in the organization			
I identify and monitor the relationship between work environments and nursing-sensitive provider, client, and organizational outcomes			
I develop and implement data collection, measurement, and analysis tools and strategies for structure, process, and nursing-sensitive outcome quality indicators			
I ensure the effective use of informatics in nursing practice to support evidence-based management and practice decision making			
I evaluate information systems in management and practice settings			

Practice	Competence	Confidence	Consistency
I role-model vigilance in ensuring high-quality care			
I demonstrate critical thinking			
I assess variability in nursing practice within the organization to determine areas in which to improve client care/service outcomes, quality, or efficiency			
I evaluate nursing practice and client care/service excellence from a structure, process and outcomes framework			

QUALITY OF CARE AND CLIENT SAFETY

Practice	Competence	Confidence	Consistency
I select and monitor evidence-based nursing-sensitive client care/service, provider, and system outcomes and measure progress toward organizational health care delivery goals			
I implement information management and communication technologies to generate, manage, process, and disseminate nursing data			
I develop and establish mechanisms for continuous monitoring of organizational processes and changes			
I develop and establish mechanisms for evaluating the impact of clinical and healthy work environment best practice guidelines on client/service outcomes and nursing practice			
I ensure sustained use and spread of nursing best practice guidelines within the organization			
Comments:			
Priority Area(s) for Growth:			

COLLABORATION

Governance	Competence	Confidence	Consistency
I develop and maintain collaborative relationships with other senior nurse executive colleagues			
I encourage the Board/Senior Management Team to work towards common service improvement goals			
I promote inter-organizational, cross-sectoral, and regional synergy to optimize client care/service			
I promote an interdisciplinary approach to client care/service and the coordination of care across health disciplines			
I identify and collaborate with key stakeholders to complement current health services and to assist with developing new services			
I establish credibility with the senior executive team as the expert on nursing and nursing-related matters for the organization			

Registered Nurses' Association of Ontario
L'Association des infirmières et infirmiers
autorisés de l'Ontario

RNAO

Speaking out for nursing. Speaking out for health.

COLLABORATION

Leadership	*Competence*	*Confidence*	*Consistency*
I unite health professionals from across the system by using shared vision, values, and understanding to build mutual respect, bridge territories, and unify agendas			
I positively, proudly, and publicly demonstrate commitment to and respect for the profession of nursing, its values, knowledge, contributions, and achievements			
I actively participate in regulatory and professional nursing organizations			
I develop and implement stakeholder engagement initiatives to ensure collective advancement of the quality agenda			
I ensure that there is a system of collaboration with schools of nursing to facilitate appropriate clinical placements			
I shape curriculum and effective teaching/learning experiences for nursing students and staff			
I demonstrate effective interpersonal relations: • I demonstrate and model integrity and fairness			
• I demonstrate care, respect, and personal concern for others			
• I foster an environment of mutual trust			
• I manage conflict and grievances effectively			

Practice	*Competence*	*Confidence*	*Consistency*
I champion interprofessional collaboration among nursing, medical, and allied health professionals			
I role model interprofessional relations for quality care and management practices			
I support, coach, and mentor others to succeed with change			
I establish tools and process for communicating and collaborating with direct care nurses			
Comments:			
Priority Area(s) for Growth:			

PROFESSIONAL ACCOUNTABILITY

Governance	Competence	Confidence	Consistency
I hold myself accountable for obtaining and implementing leadership skills and knowledge for effective Board/Senior Management Team membership			
I hold myself accountable for obtaining knowledge of how legislated governance and management requirements impact and support Board/Senior Management work generally, nursing services in particular			
I bring forward to the senior executive team the nursing perspective and provide expertise on the nursing practice environment			
I advocate for nursing practice that enhances the delivery of client care/services organization			
I advocate for healthy work environments			
I create shared understanding of both current and anticipated demands for clinical and program/service performance			
I employ strategies to advance priority initiatives while maintaining other valued initiatives and perspectives			
I hold myself accountable for meeting specific targets agreed upon by the Board that are within the direct nursing care portfolio I monitor performance of nursing service delivery against nursing-sensitive quality and safety indicators and broader organizational indicators			
I interpret and report performance of nursing service delivery against nursing-sensitive quality and safety indicators and broader organizational indicators			
I profile examples of nursing leadership within the organization to senior leaders of the Board/Senior Management Team			

Leadership	Competence	Confidence	Consistency
I establish a vision for nursing practice and client care/service that complies with ethical standards and values			

![RNAO logo] Registered Nurses' Association of Ontario
L'Association des infirmières et infirmiers
autorisés de l'Ontario

Speaking out for nursing. Speaking out for health.

PROFESSIONAL ACCOUNTABILITY

Leadership	*Competence*	*Confidence*	*Consistency*
I identify and apply current research, evidence and professional standards to ensure effective models of care delivery, nursing practice, work environments, and staffing			
I reflect the mission, vision, and values of the organization in models of care delivery, nursing practice, work environments, and staffing standards for nursing care			
I leverage key initiatives to enable enhanced nursing practice and work environment outcomes			
I evaluate nursing services against evidence-based standards set by Administration, Human Resources, Nursing and Department policies and procedures			
I champion a Nursing Professional Practice Council and ensure it is positioned for influence and success			
I foster opportunities for staff to develop, enhance, and profile their nursing leadership skills and contributions			
I develop strategies to promote the recruitment, retention, and recognition of excellence in nursing			

Practice	*Competence*	*Confidence*	*Consistency*
I champion safety, quality care, and evidence-based nursing practice			
I promote evidence-based models of nursing care delivery			
I promote clinical/service and front-line management decisions that are client-centred			
I monitor nursing outcomes related to nursing leadership, practice, education, and research			
I apply College of Nurses of Ontario standards and evidence-based practice guidelines to ensure consistency in the standard of nursing practice across health care settings			

Registered Nurses' Association of Ontario
L'Association des infirmières et infirmiers
autorisés de l'Ontario

RNAO

Speaking out for nursing. Speaking out for health.

PROFESSIONAL ACCOUNTABILITY

Practice	*Competence*	*Confidence*	*Consistency*
I 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			
I 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			
I create and support safe and healthy work environments in which nurses can provide quality care			
I sustain safe and healthy work environments in which nurses can provide quality care			
I promote and inspire management practices that support nurses' health, safety, and well-being			
I promote and achieve excellence in nursing care, education, and research through the identification of success measures and reporting mechanisms that capture these successes			
I ensure a supportive work environment: • I establish metrics to determine performance success in achieving deliverables • I create and foster a system for regular performance review			
Comments:			
Priority Area(s) for Growth:			

PROFESSIONAL DEVELOPMENT

Governance	*Competence*	*Confidence*	*Consistency*
I maintain awareness of the ever-changing health care environment and its potential impact on the organization's mission, vision, and values			
I communicate the strategic vision to the Board/Senior Management Team			
I demonstrate a clear commitment to advancing excellence and innovation in nursing practice			
I conduct ongoing self-assessment of effectiveness as a Board/Senior Management Team member			

Leadership	*Competence*	*Confidence*	*Consistency*
I demonstrate active and visible leadership within the organization			
I conduct ongoing self-assessment of my effectiveness as a nursing leader for the organization			
I request, accept, and learn from feedback provided by supervisors and direct reports			
I assume responsibility for my own learning and development as a leader by seeking mentors and opportunities for growth			
I encourage, support, and enable staff to pursue professional development opportunities			
I facilitate rewarding and enriching teaching/learning experiences for nursing students: • I encourage staff-student partnerships			
• I reward staff involvement in student education			
• I recognize student contributions to care			

Practice	*Competence*	*Confidence*	*Consistency*
I provide mentorship and guidance			
I understand and practice the concepts and principles of empowering behaviours			
I create and support a professional learning environment to mobilize and enhance the clinical expertise of staff			

PROFESSIONAL DEVELOPMENT

Practice	*Competence*	*Confidence*	*Consistency*
I create the conditions for nurses to access and use support, feedback, and guidance from superiors, peers, and subordinates			
I enhance the meaningfulness of nursing work			
I facilitate others' participation in decision making			
I role model continuous professional development and life-long learning			
Comments:			
Priority Area(s) for Growth:			

References

Baker, G.R., Denis, J., Pomey, M., & MacIntosh-Murray, A. Effective governance for quality and patient safety in Canadian healthcare organizations: A report to the Canadian Health Services Research Foundation and the Canadian Patient Safety Institute. Retrieved May 9, 2011 from http://www.chsrf.ca/publicationsandresources/researchreports/commissionedresearch/10-01-01/702d7f3f-df42-4cf4-8da6-fb11144b12da.aspx

Caroselli, C. (2010). Evolutionary emergent: Chief Nurse Executive as Chief Vision Officer. *Nursing Science Quarterly, 23,* 72-76.

Community Health Nurses of Canada. (2011, March). *Canadian community health nursing: Professional practice model & standards of practice.* Retrieved September 7, 2011, from http://chnc.ca/documents/CHNC-ProfessionalPracticeModel-EN/index.html#

Disch, J., Dreher, M., & Davidson, P. (2011). The role of the Chief Nurse Officer in ensuring patient safety and quality. *The Journal of Nursing Administration, 41*, 179-185.

Englebright, J., & Perlin, J. (2008). The Chief Nurse Executive role in large healthcare systems. *Nurs Admin Q, 32,* 188-194.

George, V., Farrell, M., & Brukwitzki, G. (2002). Performance competencies of the Chief Nurse Executive in an organized delivery system. *Nurs Admin Q, 26,* 34-43.

Gilmartin, M. (1996). Creating the vision: The role of the Chief Nurse Executive in bringing innovations to client service delivery. *Nurs Admin Q, 21,* 14-23.

Hemman, E. A. (2000). Leadership profiles of senior nurse executives. *Nursing Leadership, 13*, 21-30.

Herbert, M. (1999). *National Nursing Informatics Project Discussion Paper.* Ottawa: Canadian Nurses Association. Retrieved August 10, 2011 from http://nursing-informatics.com/kwantlen/nrsg1121.html

Kirk, H. (2008). Nurse executive director effectiveness: A systematic review of the literature. *Journal of Nursing Management, 16*:374-381.

Kirk, H. (2009). Factors identified by Nurse Executive Directors as important to their success. *Journal of Nursing Management, 17,* 956-964.

Ontario Hospital Association. (n.d.). *Quality & patient safety governance toolkit for hospital boards in Ontario.* Retrieved May 9, 2011, from http://www.oha.com/EDUCATION/GCE/QPSGT/Pages/Default.aspx

Ontario Hospital Association. (2009, November). *Health care governance in volatile economic times: Don't waste a crisis.* Retrieved May 9, 2011 from http://www.deloitte.com/view/en_CA/ca/services/enterpriserisk/governance/3c2c9578f1208210VgnVCM200000bb42f00aRCRD.htm

Porter-O'Grady, T. (2009). Creating a context for excellence and innovation: Comparing Chief Nurse Executive leadership practices in magnet and non-magnet hospitals. *Nurs Admin Q, 33,* 198-204.

Sorrells-Jones, J. (1999). The role of the Chief Nurse Executive in the knowledge-intense organization of the future. *Nurs Admin Q, 23,* 17-25.

Valentine, N. (2000). The evolving role of the Chief Nurse Executive in the Veterans Health Administration: Policy and leadership lessons. *Policy, Politics, & Nursing Practice, 1,* 36-46.

Wong, C., Laschinger, H., Cummings, G., Vincent, L., & O'Conner, P. (2010). Decisional involvement of senior nurse leaders in Canadian acute care hospitals. *Journal of Nursing Management, 18,* 122-133.

Wright, K., Rowitz, L., Merkle, A., Reid, W.M., Robinson, G, Herzog, B., et al. (2000). Competency development in public health leadership. *American Journal of Public Health, 90*, 1202-1207.