

Working With Senior Administrators & Politicians

This section describes various strategies for working with senior administrators, board members, politicians and other decision-makers. When considering political action, these individuals may be important to advancing your agenda. The strategies you use to engage with them are described as low, medium and high profile approaches. These activities range from writing a letter to picketing outside an office. The issue and your comfort level will inform the type of strategy used.

Approaching Senior Administrators, Board Members, Politicians and Other Decision Makers

“Political action” doesn’t only refer to efforts that target politicians and public policy – it refers to any action you take to effect change in an area that matters to you. One area where you may have suggestions for change is in your workplace. Here are some tips on how to get your ideas across to senior administrators and board members.

Get together

Gather a group of your co-workers who share your concern and are interested in bringing their ideas to the decision-makers within your organization. Ensure that you analyze the issue from multiple perspectives so you can respond to questions and maintain your focus on the long-term goal (Kosiorowski, 2014).

Focus the issue

Develop a problem statement that will outline the issue in one or two sentences. This will help you focus your efforts and will ensure that the administration clearly understands your concern. When appropriate, use examples from your work experience to support the reasons for your concern (while maintaining confidentiality).

Identify the influences underlying your concern

To do this, you may need to obtain background knowledge on the issue. Contact another colleague, mentor, RNAO, union, or someone else you respect and trust. Ask them for suggestions on how to tackle the issue you have concerns about.

Take time to write down what you want to say, clearly and precisely, with supporting facts. Contact your colleagues, mentors, or RNAO to check your statements and facts. We are here to help.

If you are advocating at an organizational level, ensure that you are not jeopardizing your employment. RNAO offers a Legal Assistance Program which you may be interested in. You can also connect with RNAO’s Nursing and Health Policy Department for guidance. A staff directory is available through myRNAO or you can send an email through RNAO’s Contact Us page: <http://RNAO.ca/contact>

Booking a meeting with the appropriate person/administrator

It is recommended that you first meet with the immediate manager of the unit/program to discuss your concerns before arranging a meeting with the Chief Nursing Officer or Vice-President of Nursing. Ensure that you present yourself in a professional manner.

Determining how you will frame your issue

It is also important to frame your issue for the meeting. Creating a frame helps decision makers prioritize their attention and resources (Sussman, 2007). Choose your language carefully and link your issue to broader values held by the public (Sussman, 2007). For example instead of emphasizing that you “need more staff”, frame your concern in terms of supporting “excellence in practice”, “patient safety” or “optimizing patient experience”.

Expressing yourself clearly and succinctly

At the meeting, present facts (research, data, etc.) that will help the administrator raise your concern at other venues. Offer to show them an example of the problem so they will have firsthand experience with your concern, as well as a context in which to place the issue. Relating your issue to a personal story also helps to humanize it. Try to keep on point – too much information turns people off. Nursing and health issues can be complex, ensure that you are explaining the issue in a clear comprehensible manner (Holyoke, Brown & LaPira, 2015). Always remain respectful of divergent opinions and be polite during the dialogue (Kosiorowski, 2014).

Suggesting solutions

Present your solutions with accompanying rationale. For example, explaining how each solution will assist in improving client care will lend support to your argument. Identify the risks associated with your proposed change, as well as the risks associated with not changing.

The key to successfully presenting to senior leaders is to always help them problem solve. Make suggestions on how the problem can be solved, and offer your assistance in further efforts.

Assessing and re-evaluating

If you are happy with the outcome, congratulate yourself and your colleagues. Celebrate and thank the administration for their belief in you. If not, consider why this might have occurred. Did you address issues of concern? Is it because of the cost associated with your proposed change? If you are unsure, ask! Then develop your next plan of action to address your concern. You can contact RNAO’s Nursing and Health Policy department for assistance. If after several attempts you have made no headway, you may need to ask yourself if you are facing moral and ethical concerns. While it may be difficult to confront your situation, you may need to ask yourself, “Can I continue here, or is it time to move on?” For example, your organization may be soliciting international patients to pay for medical services. While this may be an issue you are fundamentally against, you may not get support from your organization to put a stop to it. Some situations may warrant whistle-blowing or going public with an issue. Contact RNAO’s policy department if you believe your issue may require this strategy.

Success Stories – Pierre LaPlante (RN) Blowing the Whistle on Medical Tourism

Many of RNAO's political action efforts have been initiated by individual registered nurses, nurse practitioners or nursing students. In 2012, Pierre LaPlante contacted RNAO with concerns he had about his unit, which subsequently led to vast activities to stop medical tourism in Ontario.



Read the Full Story at: http://RNAO.ca/sites/rnao-ca/files/AnAppetiteforAdvocacy.RNJ-SeptOct2014_3.pdf

Identify your politician

Working with politicians is one of the most effective ways that you can influence change – whether at a community, municipal, provincial, or federal level. Entering into the political arena may seem like a big step, but it doesn't have to be. Remember, the job of any politician is to represent your concerns and interests as an Ontario citizen and voter. A key component of political advocacy is building relationships. You should invest this time with someone who can advance your agenda remembering that political relationships are based in reciprocity. Look for a legislator who is credible, has influence, and will champion your issue (Summers, 2012). You can do this by first developing an organisational chart outlining government departments and targeting the ones that may be able to influence your issue (Sussman, 2007). Then investigate which specific division within that department would be applicable to your issue before narrowing to specific individuals (Sussman, 2007). Also take time to learn more about that official; their backgrounds, histories, and priorities (Graham, 2010). To build an effective relationship you should also be able to offer the politician something as well such as informing them of important information, connecting them with other individuals or helping craft solutions.

You can find information about Members of Provincial Parliament and Committees at:
<http://www.ontla.on.ca/lao/en/committees/>

Identify your strategy

When planning strategies to work with politicians, it is important first of all to identify how high profile you wish your activities to be. Generally, it is advisable to start with low profile strategies and, if necessary and advisable, to gradually increase the profile. Choosing the appropriate strategy depends on a variety of issues. It is always more effective to be “in sync” with other members, so check with RNAO's Policy Department for recommended strategies and the latest information related to your issue.

Do not reverse from a high profile strategy to a low or medium strategy.

Low Profile Strategies

- Letter writing campaign
- In your letter to your elected representative, remember to:
 - State the problem
 - Explain the impact of the problem
 - If possible, include a personal story
 - Say what you want done about the problem
 - Give a recommended option as the solution
 - State the date/time by which you expect a response

Medium Profile Strategies

- Meet with relevant MPPs, MPs and/or government officials
- Arrange public meetings in the politician's riding
- Release briefs to the other political parties and/or Cabinet Ministers
 - Identify the benefits of/need for the policy change
 - Substantiate your arguments with local data, evidence, your experiences or those of other jurisdictions
 - Link to strategic direction or current government priorities
 - Respond to concerns raised by acknowledging them and providing evidence that supports your point

High Profile Strategies

- Follow up with written responses
- Picketing or leafleting the politician's riding
- Put up posters in the politician's riding
- Release briefs to the news media
- Have a news conference/news release
- Demonstrations/picketing at the Legislative Assembly, politician's riding office or outside relevant hospitals/health care settings
- Build alliances

If you are doing a high profile strategy such as picketing, ensure that it is peaceful and you are abiding by the law. Keep in mind the public's image of the nursing profession and the impact of your strategy on relationships.

For information on using the Legislative Assembly's ground for a protest refer to:
<http://www.ontla.on.ca/lao/en/getting-involved/use-of-assembly-grounds/>

For more information on preparing and presenting a petition refer to Legislative Assembly of Ontario's website: <http://www.ontla.on.ca/lao/en/getting-involved/petitions/>

Gaining Access to Politicians

Timing is important. Where possible:

- Try to schedule your meetings prior to budget preparations if funding is a factor
- If legislative change is a factor, schedule a meeting after a bill is introduced and before or while it is being debated and amended
- Raise your issue before elections, during minority governments or in the course of annual lobbying events

- Raise your issue in the context of current media stories, newly-released research findings, or government initiatives. The government of Ontario website lists current press releases at <http://news.ontario.ca/newsroom/en>

Setting up a meeting

- ✓ Call about three weeks ahead to book an appointment at the MPP's constituency office. Once a time has been scheduled, send a confirmation of the time, date and location. Include names of people attending (it's usually a good idea for at least two people to go), and a brief description of what you want to address.
- ✓ Have a planning session to map out how you want to handle the meeting: for example, who will ask questions, and who will take notes.
- ✓ Review your key messages and questions and focus on one or two issues only. Go armed with facts, figures and best of all, personal examples that relate to key messages.

Attending the meeting

- ✓ Try not to be overwhelmed. You are an expert in nursing care and highly knowledgeable about health-care issues. Speak from your own experience. Be friendly and to the point. Stress that health care is in the public's interest and use examples that support patient advocacy.
- ✓ Frame your issue and solution in a way that aligns with widespread social values.
- ✓ Explain your position on issues. Speak confidently and honestly. If questions come up that you aren't prepared to answer, promise to follow up with information by phone or email.
- ✓ If your MPP supports the issue, ask how she/he could concretely work with you on the issue. End the meeting promptly, summing up with a review of points of agreement.

After the meeting

- ✓ Send a thank-you letter, again summarizing your discussions and any action or commitments. You can also send a copy to RNAO's policy department.
- ✓ Now that you have established yourself as a valuable contact, keep in touch. Share useful information with your MPP and invite him/her to relevant events.

Getting the Attention of Senior Administrators, Board Members, Politicians and other Decision Makers Work Sheet

Focused Issue

Underlying Concerns

Frame for the issue and language used to describe it

Personal story to illustrate the issue

Preferred outcomes/suggested solutions

Strategy Type (circle one): Low Profile / Medium Profile / High Profile

Description of the plan

Picking Your Politician/Senior Leader

Relevant Departments	Relevant Divisions	Politicians/Senior Leaders

Targeted Politician/Senior Administrator: _____

Background	
History	
Priorities	
Other Information	

Success Stories – Medical Tourism

For over two years now RNAO has been advocating against medical tourism in Ontario. This advocacy has encompassed multiple strategies including action alerts, letters, editorials and meetings with MPPs. While Minister Hoskins asked hospitals to stop soliciting international patients, RNAO will continue to advocate for a full legislative ban.

Minister Hoskins hears RNAO and puts the brakes on medical tourism

Kudos to Minister of Health Eric Hoskins for listening to the voice of nurses. For nearly two years, RNAO has advocated against medical tourism in Ontario hospitals, and more than 4,000 of you have written to your provincial leaders demanding an end to this profit-driven practice.

Medical tourism refers to the practice -- prevalent in some Ontario hospitals -- of treating international patients locally on a pay-for-service basis.

In [a statement](#) Friday afternoon, Minister Hoskins announced he had asked all Ontario hospitals to stop soliciting and treating international patients, except for humanitarian work and activities related to existing contracts. In the interim, he has asked hospitals not to enter into new international consulting contracts that include the treatment of foreign nationals in Ontario.

A coalition formed by RNAO that includes Canadian Doctors for Medicare, the Association of Ontario Health Centres, and the Association of Ontario Midwives is pleased Minister Hoskins has listened to its concerns and put the brakes on medical tourism in the province by banning hospitals from soliciting international patients for pay and entering into new contracts, as well as committing to reviewing existing contracts. The coalition will continue to monitor the situation, and will work with Hoskins and the Ministry of Health to ensure our not-for-profit health-care system is not turned into a commodity.

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Message from the experts

RNAO's Past President David McNeil provides insight into political action at RNAO.



PRESIDENT'S VIEW WITH DAVID MCNEIL

Influencing healthy public policy through politics

ONE OF MY RESPONSIBILITIES AS president of RNAO is to act as moderator for our Annual Day at Queen's Park. This year's event was held on Feb. 3. For those of you who haven't had the opportunity to attend, it's an event that I believe truly reflects the association's influence and showcases the strength of its members. Politicians make time for it in their calendars. This year, members of the assembly, including board members and nursing students, heard from Minister of Health Deb Matthews as well as the leaders of the opposition. One might think that an event that runs for 12 consecutive years risks becoming routine.

This year was anything but routine. It's an election year and election fever has clearly started. Although none of the political parties was willing to share their platforms, the politicians did use the opportunity to test the waters on a few issues.

First, we heard PC leader Tim Hudak speak about some changes a Conservative government would bring; most notably cutting administrative costs within the Local Health Integration Networks so there's more money for front-line nursing. He also talked about a commitment to the sustainability of our public system. Minister Matthews challenged some of the assertions put forward by Hudak, and recommitted to many of the

initiatives that RNAO has championed including the Nursing Graduate Guarantee, and continuing the work on the poverty reduction strategy. NDP Leader Andrea Horwath challenged the status quo in favour of more fundamental changes in the structure of health and social programs to better address the social determinants of health.

"NURSES OCCUPY A UNIQUE PLACE IN THE HEALTH-CARE SYSTEM AND WE SHOULD TAKE EVERY OPPORTUNITY TO MAKE IT BETTER."

One of the highlights is the opportunity to meet directly with political leaders, cabinet ministers, MPPs or their senior staff in small groups. Nurses raised specific issues in RNAO's political platform and spoke to political leaders about the issues important to improving the health of Ontarians while highlighting the role that nursing can play in this process. These one-on-one sessions are important and they fast forward RNAO's political agenda. They also provide members with an opportunity to organize future meetings.

A wonderful new addition this year was a bookmark that we left with politicians. It outlined six key priorities of the RNAO election platform.

I took extras home with me and have since passed them around to anyone interested in listening. I have none left, which tells me people are interested in what nurses have to say.

Given this is an election year (Ontarians go to the polls on Oct. 6), there's another meaningful opportunity for you to engage with politicians

to help shape health, health care and nursing policy. Planning at home office is already underway for *Take Your MP/MPP to Work*. This event takes place during Nursing Week (May 9-15) but meetings can be organized anytime in May. Taking my MPP to work has been very rewarding. It's a great opportunity for MPPs to meet with you at your place of work and for you to share your ideas about how to improve patient care. It's also a wonderful opportunity to take our platform and relate it to the issues in your community.

Some nurses may struggle with the concept of political action. My view is that nurses occupy a unique place in the health-care system and we should take every opportunity

to make it better. RNAO's political platform is a comprehensive document that aims to improve the lives of all people across this province by dealing with the environmental and societal issues that lead to poor health. It also offers solutions to further strengthen publicly funded, not-for-profit Medicare. It articulates how RNs can contribute towards the goal of improving communities and addresses the issues important to the nursing profession to ensure that it's strong well into the future. If you have not had the opportunity to read the platform, I urge to do so when you have a few minutes. It is a superb, evidence-based piece of policy work.

Political action comes in many forms. For some, it is about marches and rallies. For others, it's about debating your point of view with others in a public forum. Still others prefer writing letters, a column in the newspaper, an email, having a telephone conversation, or filling out an action alert. These are all valued forms of influence and we encourage you to find what fits for you, and to be engaged. **RN**

DAVID MCNEIL, RN, BSCN, MHA, CHE, IS PRESIDENT OF RNAO.

For a copy of RNAO's bookmark, or for more on taking a politician to work, visit www.rnao.org/nursingweek.

REGISTERED NURSE JOURNAL 5

Guidelines for Writing a Submission

What is a submission or brief?

RNAO often responds to nursing and health-related issues through submissions. Submissions are documents that reflect the ideas and opinions of an individual or an organization. Submissions can be directed to the federal level, including Royal Commissions; the provincial level, including task forces and standing committees, or; the municipal level, including township councils. They can be submitted in writing and/or presented to a task force, committee or group. Individuals or small groups can prepare a submission on a topic of interest.

While writing a submission is a key medium profile political strategy, it is not necessarily an easy task and involves many steps before the final draft is completed. We strongly advise RNAO members who are interested in writing a submission to contact the RNAO Policy department:

To find out what briefs or submissions have already been prepared by RNAO
To ask for guidance. The Policy department has extensive experience in writing submissions and will be happy to help you.

Why do we present submission?

- To make our position known on the record
- To communicate directly with politicians

Writing a Submission

This section outlines the process that RNAO follows when writing a submission or brief. It is divided into the following sections:

- what a brief/submission is;
- what needs to be done before the brief/submission is written;
- writing the brief/submission; and,
- presenting the brief/submission.

Knowing your audience

It is important to know who your audience is before you write the submission.

Identifying your audience will help to determine how formal your submission has to be and how it should be "pitched". For help on identifying your audience contact RNAO's Nursing and Health Policy department through the staff directory listed on myRNAO or the Contact Us form located on the website: <http://RNAO.ca/contact>

Focusing on an issue

A submission should be clear, concise, and focus on a specific issue. This makes the submission easier to research, write, present, and more likely to get action. It is also likely to have more impact if the submission delivers a message that is aligned with what others within the association or the profession are saying – there is strength in numbers.

Compiling background information

When preparing a submission for RNAO, the Policy department starts with a scan of available and relevant resources. Previous submissions, legislation, reports, working papers, journal articles, and discussion papers may all provide either background information or support for recommended options, strategies, solutions, and alternatives. Whenever possible, RNAO draws on the expertise of our diverse membership, who often provide examples in clinical practice that strengthen the main points of the issue(s) and/or recommendations that are included in the submission.

Framing the issue

Submission issues are always framed in a way that speaks to the RNAO mandate: Speaking Out for Nursing, Speaking Out for Health. When it is a joint submission, all participating organizations' and groups' mandates, visions, and values must be taken into consideration.

What to include in the submission

When writing a submission, focus on three areas: defining the issue; supporting your argument with evidence; and proposing solutions. RNAO uses the following structure when writing submissions: title page, summary of recommendations, introduction, main body, and conclusion.

Structuring the Submission

Title Page

The title page includes the title of the submission and the subject that is being addressed. RNAO's name and logo are also included. If it is a joint submission, RNAO's name and logo and the name and logo of any other group or organization are included. The title page must also include the date of the submission and the name of the group who will receive the brief.

Summary of Recommendations

RNAO usually includes a one-page summary of recommendations. This is particularly helpful for public officials who want a quick summary of RNAO's position. Without a summary, there is a risk that others may summarize it for decision-makers, and will have a different focus.

Introduction

This section usually includes information about the organization or group writing the submission, the group's objective, and the content that will be addressed in the submission.

Objectives and issues that RNAO intends to address in the submission are explicitly stated in the introduction. The audience also needs to know why RNAO is interested in this topic. RNAO's mandate, mission, and vision provide direction to what issues are addressed and why the organization is interested in the topic that is presented in the submission. It is also important to provide a context for the main body of discussion in the submission. This usually includes a discussion of what is happening in the broader social, environmental, economic, and political contexts.

Main Body of the Submission

This is the informational part of the brief that becomes a permanent record of RNAO's position on this issue. Brevity and quality are the keys to a good main body. In this part of the submission, we describe the policy issue that is being addressed, and outline the evidence supporting our recommendations. It is always important to bring a nursing perspective to issues. Make your point quickly, clearly and concisely avoiding complicated words. The politician should be left with a clear message after reading your submission. To make your submission even more persuasive consider connecting it with the interests of the targeted politician. You should also ensure that your "asks" are clear, specific, attainable and directed to the appropriate audience (Sussman, 2007). For example, if you are writing to the public your ask may be to support a cause whereas if you are writing to a politician your ask may be to vote in favour or in opposition to a piece of legislature.

Conclusion

RNAO ends the submission with a couple of concluding statements. It is important to reiterate the main issue(s) and the key points from the recommended solutions to address the issue(s).



Example of a Written Submission



Executive Summary

The Registered Nurses' Association of Ontario (RNAO) welcomes the government's decision to develop a Seniors' Care Strategy, as Ontario's nurses have long advocated to ensure that every senior in Ontario has the opportunity to live in dignity as a respected and independent member of the community.

RNAO calls on government to implement a Seniors' Care Strategy that increases access to home care and support services to benefit seniors; most of whom would rather stay in their homes than be institutionalized. Moreover, RNAO urges that a broad focus be used to reinforce the underlying concepts embodied in the five identified priorities by government to maximize their impact. The focus on "doctors' house calls", should be reconsidered to embrace the desired outcome of 24/7 access to primary care for Ontario's seniors, where house calls are more appropriately and efficiently led by primary care Registered Nurses (RNs) and Nurse Practitioners (NPs) in collaboration with physicians and other members of the interprofessional team. Furthermore, simply encouraging seniors to eat well and exercise regularly will produce very little impact unless government addresses the overriding effects of social and environmental determinants of health and the day-to-day reality that many older persons live in poverty. Nurses know that "blaming the victim" policies are not only ineffective but also damage self-efficacy, resilience, and the sense of connectedness we all need with the broader community to experience social inclusion – a pivotal social determinant of health. Based on substantive evidence, RNAO cannot endorse a strategy that wrongly assumes every senior has equal access to nutritious food or the ability to access physical activity supports.

RNAO calls on government to take a comprehensive approach in developing an evidence-based and integrated Seniors' Care Strategy with the goal of improved mental, physical and social health outcomes, while leveraging existing resources, minimizing structural duplication and upholding a stronger publicly-funded, not-for-profit health system. Such a strategy needs to align with the following principles: Senior-centredness; integration and co-ordination across the health system; a strengthened publicly-funded and not-for profit health system; focus on health and wellness; social, environmental, economic and indigenous determinants of health; driven by evidence and best practices; equity and access to services; dignity, respect, independence and self-determination; cost-effective and appropriately resourced; and community and family orientation. These principles must inform a combination of system-level and multi-sectoral recommendations that prompt action from government to produce a Seniors' Care Strategy that maximizes health outcomes and health system cost-effectiveness.

RNAO, like many other organizations within the health system, is ready and eager to work with government to implement cost-neutral solutions that leverage the potential that already exists within the system. For example, full implementation of RNAO's ground-breaking provincial task force report, *Primary Solutions for Primary Care*¹ will ensure the full scope of practice utilization of RNs and RPNs in all primary care settings and significantly improve the capacity of Ontario's primary care sector to meet the complex needs of an aging population. Utilizing the competencies,

knowledge and skills of primary care RNs already in the system and maximizing/expanding inter-professional primary care models will result in cost-effective care co-ordination and improved health system navigation for Ontario's seniors.

Similarly, reducing role duplication by adopting RNAO's Enhancing Community Care for Ontarians (ECCO) model and transitioning the roles and functions of Community Care Access Centres (CCACs) to existing structures, such as LHINs, primary care, home health care, and hospital discharge planning, would advance system cost-effectiveness, while enhancing care co-ordination, system navigation, same day access to primary care and expanded home care services. This model offers comprehensive and continuous RN-led care co-ordination across the lifespan to all Ontarians and especially to those in greatest need, such as seniors living with complex chronic illness. Effective care co-ordination within primary care will support seniors' independence within the community by ensuring that the appropriate resources and supports are there at all times. If the time comes that living at home necessitates assistance, the ECCO model facilitates co-ordination of home health care services and when living at home is no longer possible, the ECCO model facilitates long-term care (LTC) placement in a way that increases efficiency and continuity while improving both resident and system-level outcomes.

The government's priority for evidence-based policies and practices, is also a long standing focus of RNAO -- since its renowned Best Practice Guideline program was created in 1998. The positive outcomes, at the patient, organizational and system levels are substantive. There is no question that the care provided to seniors across the health system must be aligned with best available evidence, and embedding RNAO's rigorously developed and effective Best Practice Guidelines as the cornerstone of an evidence-based Seniors' Care Strategy, is imperative if Ontario is to optimize results for its seniors. Examples of the impact of RNAO's evidence-based work include the Falls Prevention Program for LTC in partnership with the Canadian Patient Safety Institute (CPSI), RNAO's Prevention of Elder Abuse Program, and the widespread implementation of RNAO's Clinical BPGs relevant to the other adult, such as: Client Centred Care; Assessment and Management of Pain; Assessment and Management of Stage I – V pressure ulcers; Caregiving Strategies for Older Adults with Delirium, Dementia and Depression; Collaborative practice among nursing teams; Developing and sustaining nursing leadership; End of life care during the last days and hours; Oral health nursing assessment and intervention; Preventing and managing violence in the workplace; Prevention of Constipation in the older adult; Prevention of falls and fall injuries in the older adult; Promoting continence using prompted voiding; Promoting safety: Alternative approaches to the use of restraints; Risk assessment and prevention of pressure ulcers; Screening for delirium, dementia and depression in the older adult.

The solutions offered in this submission will significantly strengthen the development of a comprehensive and impactful Seniors' Care Strategy that nurses can fully support and lead, and RNAO is eager and ready to work with government to make it a reality.

See full submission at: <http://rnao.ca/policy/submissions/rnaos-submission-government-ontarios-senior-care-strategy>

Delivering the Submission

Prior to delivering the submission, you will have to attend to some administrative details. This includes how many copies are required, where to send them, to whom, by what date, and where and when you will present (if presentation is an option).

The responsibility of presenting the submission should be delegated to the best person for the job. Generally, one person will present although others may be available to answer questions. The presenter should have a good grasp of the topic at hand, and preferably work in or have clinical expertise in the area.

If you are presenting to a Ministry taskforce or committee, a specific amount of time will be allotted to each presentation. This allocated time needs to include time to answer questions and committees are often very strict.

Media coverage

There may be media present during the oral presentation of the submission. RNAO provides copies of submissions to the media, as the summary of recommendations gives them a complete synopsis of the submission, which they will find useful. The RNAO Policy and Communications departments work closely in preparing for media and press releases. Usually a spokesperson is identified to the press to answer questions. For further reading on media, refer to the Media Relations section of this toolkit.

References - Working with Senior Administrators & Politicians

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