

Professional Development Framework

Implementation Team Chronicles



Day 3: Implementation Team: Down to work... and it's working!

Past the preliminaries and well into literature review & benchmarking, the Implementation Team determined early that a successful Day 3 would mean substantive discussion of issues and practical decisions. Work timeframes aimed for completion of all plans by October 31. This aggressive schedule allows all UMHS nurses to prepare to make the Framework come alive on its contractual date, July 1, 2006. By the end of this planning day, the Team had met and surpassed its own requirements.

Part of the success of the work of these 41 staff and management representatives of UMHS nursing as a whole can be attributed to the continual between-meeting follow up of a core lead team that supports the larger group. Based on the actual experience and the lessons learned on Days 1 & 2, subgroups merged today to take advantage of the synergy possible among those responsible for Framework aspects that overlap, such as education, coaching, and mentoring. For today, multiple subgroups reconfigured to four, releasing energy that resulted in in-depth discussions described by one as challenging, yet respectful, about the myriad details under construction.

One new composite team considered what might go into the application that any nurse may submit to initiate a move to another classification level. Among possibilities, how might a nurse working in any area indicate a depth of professionalism of clinical practice-and how could nursing at UMHS achieve a consistent consensus among all other nurses about that? Who could comprise the Central Committee to which a nurse would apply; might there be additional smaller review groups? When and how often would they meet (and at what intervals could a nurse apply)? How will equal access be guaranteed for evening and night shifts? Most of all, how could every qualified nurse be offered the opportunity? This Framework, after all, is a model of abundance--of opportunity--having been analyzed thoroughly prior to contractual agreement for its fiscal viability.

What support could be--indeed, must be--available to any nurse who wants take such initiative? How can managers and fellow staff play a coaching role to help any deserving nurse to prepare, and ultimately to succeed, in advancement? What qualities fulfill the role? Among the many who might be needed and who would be capable coaches, how best might they be supported? All this builds on the education that will be necessary for all nursing staff prior to the July 1, 2006 implementation.

How will nurses and UMHS Nursing be able tell just how well the Framework & its implementation are working and successful? What measures are currently known that could be baseline, and what else would help make the judgments even more definitive, to allow ongoing improvements? Still another group addressed communication--i.e., how to get the word out over time, with consistency, for everyone's understanding, through multiple avenues & creative strategies.

By the end of the day, there was relief and renewed confidence--along with tangible, detailed work timeframes--that this diverse yet increasingly collegial assembly of nurses had found that they have the ability, a sufficient amount of time, and the resources they need to accomplish this enormous body of work.

Reported by Lynn Hamilton, MSN, RN, BC