



The *Professional Standards* document provides an overall framework for nursing practice, and links with the College's other practice standards, guidelines and competencies.

*Professional Standards* includes seven broad standards. Leadership is one of the standards.

## Leadership

### Standard statement

Each nurse shows leadership by providing, facilitating, and promoting the best possible care to the public.



Each nurse shows leadership by providing, facilitating, and promoting the best possible care to the public. All nurses regardless of their position, have opportunities for leadership.

Leadership requires self-knowledge. How do your personal beliefs, values and behaviour affect others? True leaders behave in a way that produces respect and trust. Good communication skills and an understanding of developments in your profession and health care field are key to being perceived as a leader.

## Indicators For All Nurses

- model professional values, beliefs and attributes; and
- provide direction to, collaborate with and share knowledge with students, novices and UCPs.

[Click here to read \*Supporting Learners\*](#)

Nurses are in an ideal position to assume leadership roles within today's health care system. As self-regulated health professionals, Ontario nurses have a professional expectation to show initiative and leadership when providing care to clients. Often, leadership is considered a quality for administrators. This is a narrow view of what leadership is and how it is expressed. Every day and in every practice setting nurses have an opportunity to develop and utilize their leadership skills.

This standard outlines how all nurses demonstrate leadership attributes, by taking the initiative to: model professional values, beliefs and attributes, such as demonstrating respect, trustworthiness, integrity and professionalism; acting as a role model and mentor to novices, students and unregulated health professionals; and collaborating with clients and the health care team to provide professional practice that respects the rights of clients.

## Indicators For All Nurses

- provide leadership through informal and formal roles;
- take action to resolve conflict; and
- advocate for clients, workplace and profession.

*Click here to access a CNO article titled: [Mastering Communication](#)*

All nurses are expected to demonstrate leadership through informal and formal roles. As well, they should take action to resolve conflict and advocate for the client, the workplace and the profession.

It is easy to quietly allow an unsafe situation to continue, it's more difficult to speak up or intervene. Real leadership is displayed when you take action to intervene in situations where the quality of client care is at risk of being compromised. It means speaking out when you or your nursing colleagues do not have the support necessary for meeting professional practice standards. It means using your professional knowledge, skill and judgement to seek workable solutions and resolution to conflict.

## Scenario

Joseph and his family tell Diana, the nurse, that some health care staff have prevented the family from visiting Joseph due to his infection, and that they are not receiving regular updates on his condition. After listening to the concerns, Diana researches appropriate infection control measures, addresses the issues with the health care team and develops solutions involving all parties. Diana suggests that Holly, a novice nurse, assist her with the communication between the health care team and the family.

Read scenario and answer the question that follows this slide.

**From the list below chose the leadership indicators Diana demonstrated.**

- A) Collaborate with clients and the health care team using communication skills
- B) Provide leadership through role-modelling and mentoring
- C) Advocate for the client
- D) Develop solutions to practice issues and take action to resolve conflict

## Question Discussion

All the answers are correct as Diana met all indicators listed. She listened and respected the concerns of the family and spoke up on behalf of the client. Diana researched options and developed solutions involving all parties and she recognized an opportunity to mentor and encourage another nurse's development skills.

Read the following question discussion notes.

## Leadership

Your score	{score}
Max score	{max-score}
Number of quiz attempts	{total-attempts}

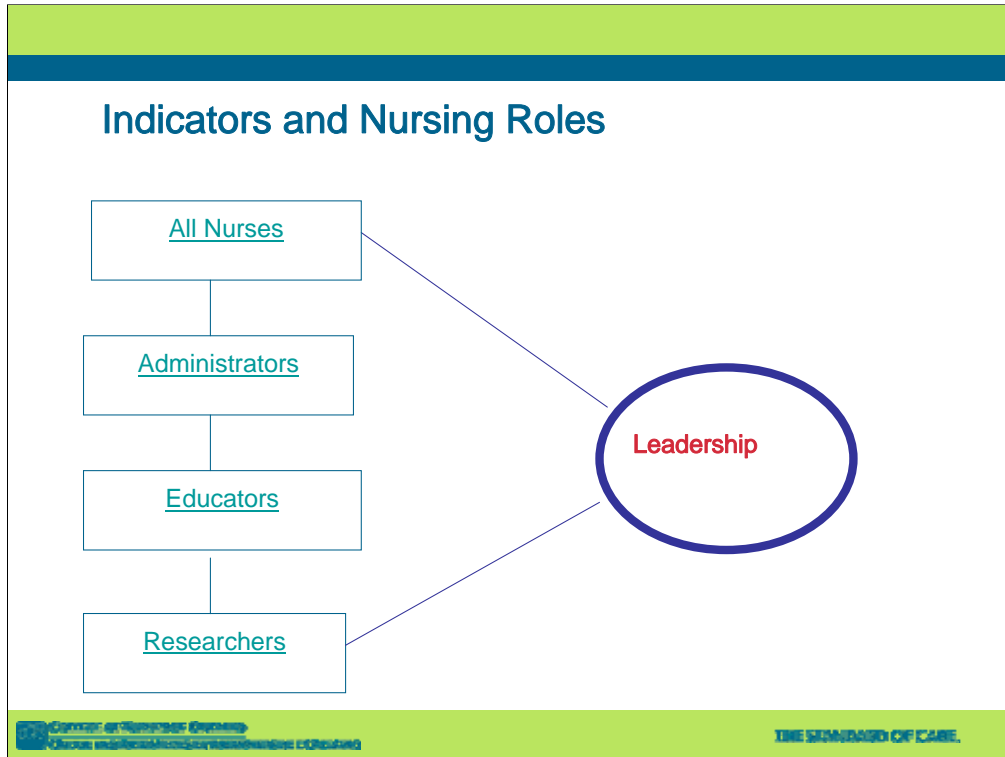


## In Addition, RNs Must

- coordinate care for complex clients and demonstrate leadership when collaborating with care providers.



In addition to the indicators described, RNs, due to the depth and breadth of the foundational knowledge, are expected to coordinate care for complex clients and demonstrate leadership when collaborating with care providers.



Nurses work in a variety of roles. Some nurses provide direct client care, while others practice in the administrator, educator or researcher role. The indicators on the following slides illustrate how the standard may be demonstrated by nurses working in different roles.

Nurses in the administrator, educator and researcher role have additional indicators, therefore they should review the All Nurses section and the specific section matching their role. To review this presentation by specific roles, use your mouse and click on your choice.

## Indicators For The Administrator Role

- guide/coach nursing projects;
- provide feedback and support to staff about nursing issues;
- create opportunities for nurses to assume various leadership roles; and
- involve nursing staff in decisions that affect their practice.



In addition to the indicators for all nurses, nurse administrators have additional expectations.

Nurse administrators: coordinate and supervise the development of client programs and services; they guide and coach nursing projects; they provide feedback and support to staff about nursing issues at an individual and organizational level; they create opportunities for nurses to assume various leadership roles (such as creating mentoring opportunities and by encouraging staff involvement on committees); and involve nursing staff in decisions that affect their practice.

## Indicators For The Educator Role

- role model the development of expertise and leadership qualities;
- enable others to develop expertise and confidence; and
- provide professional and educational advice to teams.



In addition to the indicators for all nurses, nurses in the educator role have additional expectations.

Nurses in the educator role meet the standards by role-modelling the development of expertise and leadership qualities, and enabling others to develop expertise and confidence in their abilities. Nurses in the educator role are also expected to take on formal and informal leadership opportunities, specifically providing professional and educational advice to committees and teams.

## Indicators For The Researcher Role

- communicate/support/educate staff about research;
- promote nursing through research; and
- advocate for nursing representation on research committees.



In addition to the indicators listed for all nurses, nurses in the researcher role are expected to: promote, research and communicate research findings to nurses and other team members; promote nursing through research that improves or validates professional practice; educate staff about the research process; and advocate for nursing representation on research review committees.

## Professional Standards

Accountability  
Continuing Competency  
Ethics  
Knowledge  
Knowledge Application  
Leadership  
Relationship



To work through another chapter from *Professional Standards*, close the presentation and return to the Learning Centre.