Leadership @ ACN

Advancing nurse leadership
“...a good leader does not have to be in a management role in order to have vision and drive change.”
Leadership @ ACN

To support current and future nurse leaders ACN has developed Leadership @ ACN, a series of leadership development opportunities, forums and leadership practice standards aimed at building leadership capability within the nursing workforce.

Leadership development opportunities

Leadership FIRST Series for early and mid-career nurses
The Leadership FIRST Series enables participants to build their confidence as leaders and further develop their leadership skills. Participants will have the opportunity to develop a leadership portfolio, which will form the basis of their professional development in the future.

Graduate Certificate in Leadership and Management for early and mid-career nurses
The course aims to develop knowledge, skills and attitudes relevant to clinical leadership and management incorporating human resource management, financial management and quality processes.

ASTUTE Management Series for mid-career nurses
Commencing in late 2015, the ASTUTE Management Series will complement the Leadership FIRST Series and will provide mid-career nurses with the essential knowledge and skills to effectively manage a ward or unit. The series will focus on resource management, staff management and negotiating the system.

Leadership MASTER Series for nurse executives
The Leadership MASTER Series is tailored for nurse executives, and those aspiring to an executive level role. This series will inspire participants to think critically about health care leadership, network, and find their ‘strategic voice’ as a key health executive.

The National Nursing Forum
The ACN National Nursing Forum will become a key annual event showcasing the contribution of nursing leadership to health care. It will enable delegates to share achievements, new ideas and continue to enhance leadership capability within the nursing profession.

Executive study tour
A study tour to the US, for nurse executives, is planned for 2017. It will involve tours of key hospitals and health services, meetings with nursing leaders and attendance to the annual AONE conference. The tour will enable executive nurse leaders to discuss and observe how senior nurses function in a system that requires and expects high level business skills.

Leadership standards for practice
ACN will be developing practice standards for nursing leadership and management in health care. Once the standards are finalised a certification framework will be implemented that will indicate that a nurse has achieved at a level that enables them to use the description Certified Nurse Leader or Certified Nurse Manager.
Leadership stages

As a nurse moves through the various stages of their career, they are influenced by their peers, their manager and the community, in addition to the organisation they work for, the organisation’s culture, strategies and policies. Depending on where they are in their career development, the scope of an early or mid-career nurse’s focus may be narrow; mostly concerned with individual performance and relationships with their co-workers and patients. While they are influenced by many aspects of the workplace their own influence is often indirect and limited.

The scope of executive nurses focus tends to be broad, they are mostly concerned with the strategic and political environment they face and the macro delivery of health care. They are able to directly influence practically all areas of the organisation they work for, while they themselves respond to influence from the community and from within the organisation.

Taking into account these factors, ACN has developed three core nurse leader groups to focus activities and educational opportunities on:

- Early-career nurse
- Mid-career nurse
- Executive nurse

Early-career nurse

Focus

Their main focus is their individual performance and their relationship with patients and co-workers.

Influence

While they are influenced by the workplace culture and organisation, they are unlikely to have a direct influence on either.
**Mid-career nurse**

**Focus**
They are mainly focused on the team, the culture and the organisation.

**Influence**
Their main influence is at the organisational level with a weak influence on high level strategy and the community. They have the capacity to strongly influence organisations and team culture and practice.

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**Executive nurse**

**Focus**
Their scope includes high level strategic and political issues but their main focus is responding to politics, policy imperatives and communities of interest.

**Influence**
They strongly influence strategy, policy and culture and the decisions they make also influence people within the organisation.
## Three year plan – Leadership @ ACN

### Leadership for early-career nurses

<table>
<thead>
<tr>
<th>Year</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Leadership FIRST Series targeted at early to mid-career nurses, offered in all states and territories.</td>
</tr>
<tr>
<td></td>
<td>ENL Program: last cohort commences in current model prior to integration with broader Leadership @ ACN program and Leadership FIRST Series.</td>
</tr>
<tr>
<td>2016</td>
<td>Additional programs for early career nurses specifically drawing on some of the programs offered in the Emerging Nurse Leader (ENL) Program and 3LP.</td>
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<tr>
<td></td>
<td>Revised ENL Program commences.</td>
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<tr>
<td>2017</td>
<td>Additional workshops on:</td>
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<tr>
<td></td>
<td>- Inspirational nurses</td>
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<tr>
<td></td>
<td>- Developing as a team leader</td>
</tr>
<tr>
<td></td>
<td>- Developing as a clinical leader and building networks.</td>
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<tr>
<td></td>
<td>Graduate Certificate in Leadership and Management offered twice a year.</td>
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</tbody>
</table>

### Leadership for mid-career nurses

<table>
<thead>
<tr>
<th>Year</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Leadership FIRST Series targeted at early to mid-career nurses, offered in all states and territories.</td>
</tr>
<tr>
<td></td>
<td>Development of ASTUTE Management Series in late 2015.</td>
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<tr>
<td>2016</td>
<td>Five day Leadership FIRST program offered.</td>
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<tr>
<td></td>
<td>Five day ASTUTE Management Series commences.</td>
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<tr>
<td>2017</td>
<td>Implementation of strategies to support Nursing Leadership and Management Standards of Practice.</td>
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<tr>
<td></td>
<td>Professional development programs continued.</td>
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<tr>
<td></td>
<td>Continuation of ASTUTE Management Series.</td>
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<tr>
<td></td>
<td>Graduate Certificate in Leadership and Management offered twice a year.</td>
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</table>

### Leadership for executive nurses

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<tr>
<th>Year</th>
<th>Activities</th>
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</thead>
<tbody>
<tr>
<td>2015</td>
<td>Leadership MASTER Series, one-day inspirational leadership program to be offered in all jurisdictions.</td>
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<tr>
<td></td>
<td>Meet with key nurse executives to discuss the development of a national nurse executive retreat to be convened by ACN.</td>
</tr>
<tr>
<td>2016</td>
<td>Selected master classes will commence in each state and territory.</td>
</tr>
<tr>
<td></td>
<td>Leadership MASTER Series to continue.</td>
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<tr>
<td>2017</td>
<td>Master classes and Leadership MASTER Series continue.</td>
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<td></td>
<td>National nurse executive retreat held.</td>
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<td></td>
<td>First study tour to the United States and AONE conference.</td>
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<tr>
<td></td>
<td>Development of Leadership Standards for Practice.</td>
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</table>

### Leadership standards for practice

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<th>Activities</th>
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<td>2015</td>
<td>Development of Leadership Standards for Practice.</td>
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<tr>
<td>2016</td>
<td>Implementation of Leadership Standards for Practice.</td>
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Advancing nurse leadership

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