

# CITY OF HAMILTON

## PUBLIC HEALTH SERVICES (OFFICE OF THE MEDICAL OFFICER OF HEALTH - LOCATION – TO BE DETERMINED)

### NURSING PRACTICE ADVISOR

#### SUMMARY OF DUTIES

Reports to the Chief Nursing Officer (CNO), providing leadership and direction to all public health nurses, registered nurses, and registered practical nurses in Public Health Services (PHS). Supports the CNO as the principal lead and resource for nursing practice and professional issues; develops and implements processes to manage quality assurance and improvement activities related to nursing practice. Contributes to organizational effectiveness through individual performance assessment of nursing practice. Assists in developing a vision of excellence in public health nursing practice, which facilitates evidence-based services and quality health outcomes in the public health context. Advances recruitment and retention of qualified, competent public health nursing staff and enables quality public health nursing practice. Advances a nursing perspective to support organizational effectiveness to meet the Ontario Public Health Standards and Public Health Organizational Standards through contributions to organizational strategic planning. Assesses the provision of public health nursing services within the framework of the relevant provincial guidelines, legislation and policies and procedures of the Board of Health. Provides nursing leadership in assigned area under the Incident Management System (IMS) model focused on public health nursing practice issues and assists in the coordination of nursing services with other City Departments, community agencies, and provincial responders during emergencies.

The candidate must be innovative, flexible, motivated and able to inspire others. The candidate must be able to work in and foster a collaborative work environment, and excel in learning from experience, fostering relationships and creating linkages.

#### GENERAL DUTIES

1. **Planning** - Participate as an innovative and motivated member of the Department, contributing to overall planning, coordination, policy development, decision-making and responsible administration of human, financial and material resources.
  - a. **Divisional/Departmental Operational Plan** – participate in development of Divisional and Departmental operational plans as required, incorporate objectives into annual Program plans, working collaboratively across programs and divisions as required. Advance a nursing perspective in support of, and to further, organizational effectiveness to meet the Ontario Public Health Standards and Public Health Organizational Standards through contributions to organizational strategic planning; contribute to development of PHS Strategic Business Plan and PHS Priority Plan as required.
  - b. **Nursing Practice Operational Plan** – co-lead development of annual Departmental Nursing Practice Operational Plan with the Chief Nursing Officer, and in collaboration with other Managers' and Directors' programs, divisions and departments as required. Develop and execute action plans to accomplish objectives. Present Nursing Practice Department Operational Plan to Chief Nursing Officer and MOH for approval. Review and comment on other Program/Divisional operational plans. Monitor implementation of Nursing Practice Operational Plan regularly, and inform Chief Nursing Officer and MOH of progress.
  - c. **Budget** - Facilitate planning for public health nursing professional development, including securing and managing resources for training and education, and professional development resources and tools; Develop annual budget for the Nursing Practice Operational Plan according to Council budget guidelines and direction from City Manager, MOH, Chief Nursing Officer and provincial agencies overseeing the Division's Programs. Submit budget to Chief Nursing Officer for decision by MOH as coordinated by the PHS Manager of Finance and Administration, and subsequent submission to Council and funders.

## 2. Program Delivery, Resource Management and Continuous Improvement

- a. **Policies and Procedures**
  - i. Participate in development and review of relevant Divisional and Departmental policies and procedures.
  - ii. Develop policies and procedures related to public health nursing practice
  - iii. Ensure compliance with all corporate, departmental, divisional and program administrative and operational policies.
- b. Provide **fiscal management and control** through responsible administration of budget allocations.
  - i. Purchase services and supplies for the Program in keeping with the Purchasing Policy.
  - ii. Regularly monitor implementation of annual budget plan and Program expenditures to ensure implemented in accordance with the Council approved budget and policies and procedures.
  - iii. Identify any budget variances in a timely manner and inform Chief Nursing Officer. Prepare budget exception report as required by Council and the MOH.
- c. **Program Performance Monitoring** – monitor implementation of operational plan and compliance with provincial and other standards on a regular basis. Inform Chief Nursing Officer and MOH implementation of nursing practice initiatives progress regularly.
- d. **Program Evaluation and Continuous Improvement** – With the Chief Nursing Officer, evaluate nursing practice initiatives regularly to ensure implementation in accordance with identified Program, Divisional, and Departmental plans, objectives, and outcomes.
  - i. Prioritize nursing practice initiative needs for the Department with the Chief Nursing Officer and MOH.
  - ii. Monitor health issues and outcomes of the community at individual, group and population levels and impact within Hamilton, in collaboration with government, community partners and others, to provide evidence and needs assessment for nursing practice initiatives development and evaluation and to support mandated reporting on community health status.
  - iii. Develop, with the Chief Nursing Officer and MOH, evaluation process/plan and changes to nursing practice initiatives based on results of the evaluation.
  - iv. Participate in nursing practice audits. Ensure implementation of recommendations.
- e. **Board of Health and other Committees of Council** – Prepare reports as required for the Department. Arrange for delegations related to the reports as agreed to by the MOH, and prepare presentation of reports with any necessary visual aids, in accordance with good practices. Attend meetings of the Board of Health, Council and other committees that are deemed appropriate and/or where attendance is requested by the MOH.
- f. **Policy Analysis** - Undertake policy analysis and develop policy options relevant to public health nursing programs within Divisions and across the Department the programs of the Division and/or Public Health Services, for the consideration of the Chief Nursing Officer and MOH.
- g. **Case Consultation; Difficult/Controversial Issues; Reputation and Risk Issues** (financial, legal, political) – working with the Chief Nursing Officer and MOH, provide solution-oriented and strategic consultation to staff on areas of work relevant to the Program. Inform the Chief Nursing Officer and MOH of all controversial issues, including all unusual or high profile health issues, all significant HR, health and safety and risk management issues, any budget or policy infractions and other areas in keeping with corporate policies and procedures.
- h. **Communication** - Contribute to a positive corporate image by working with public health nurses to develop and implement strategic communication plans for the Department such as: regarding their contributions to:
  - i. Identifying the role(s) of public health nurses in health protection; health surveillance; population health assessment; health promotion; illness and injury prevention; emergency preparedness and response; and the health of individuals, communities and populations by addressing the social determinants of health.
  - ii. Acting as spokesperson on nursing issues as delegated by the Chief Nursing Officer and MOH, and ensure compliance with the PHS Media policy.
  - iii. Developing regular communication regarding to all public health nurses regarding nursing practice, professional issues, quality assurance related to nursing practice etc.

- iv. Ensuring communication of decisions, corporate and departmental information and initiatives, and other relevant information to all nurses in consultation with CNO.
  - i. **Research** – contribute to the advancement of public health nursing practice by initiating, facilitating and participating in research activities relevant to the work of the Department, in collaboration with partner agencies.
  - j. **Partnership Development and Management** – Foster relationships with local agencies, federal and provincial authorities, consultants, the public and others to advance the goals of the City and Public Health Services. Contribute the perspective of public health nursing to multi-sectoral planning groups, organizations and governmental committees within and beyond the public health sector. Engage and collaborate with the inter-professional teams on public health practice issues representing the nursing perspective and promoting inter-professional public health practice. Serve on provincial committees and planning bodies and participate in relevant activities of professional and public health nursing associations to advance the business of the Department or City.
  - k. **Advocacy** – Undertake advocacy relevant to public health nursing services within Programs, Divisions and the Department in keeping with PHS policy on advocacy. Liaise with, and participate as an active member in nursing and public health organizations.
  - l. **Accommodations** – Participate in development and execution of PHS accommodation strategy related to the delivery of public health nursing services. Provide recommendations for changes to Chief Nursing Officer for approval.
  - m. Ensure **accessibility** of public health nursing services through relevant consultation to PHS managers and Chief Nursing Officer in accordance provincial, Council or other mandates.
  - n. Provide for **emergency public health service coverage and leadership** as required by the needs and standards of the Department and City.
3. **People Management and Development** – Work with other PHS managers who supervise nurses to recruit, train, motivate and evaluate nurses in order to accomplish Program responsibilities. Identify and manage human resource requirements necessary to plan, implement and monitor nursing practice initiatives. Measure nursing performance, determine staff strengths and needs and identify goals to achieve and maintain optimal performance.
- a. **Hiring** – Make recommendations to Chief Nursing Officer, and MOH on number and nature of nursing positions necessary to plan, implement and monitor the services of the Department. Recruit high performing individuals to fill the approved number and type of positions.
  - b. **Collective Agreements** (negotiation) – Participate in preparations for negotiations with collective bargaining agents, and participate in negotiations as required. Make recommendations for proposals to be considered by bargaining teams, MOH and BOH/Council.
  - c. **Grievance Management** – Work with Chief Nursing Officer, other Directors, Managers and Labour Relations to resolve ONA grievances related to nursing practice issues.
  - d. **Staff Performance Management** :
    - i. Supervision, Mentorship and Support – Work with direct reports to acquire the core competencies of public health and the specific competencies relevant to the work of the Department. Provide short term intensive coaching and mentorship to public health nurses when there are significant learning needs re public health nursing core clinical competencies. Promoting and consulting on on-going evaluation of public health nursing practices, services and programs.
    - ii. Contribute to the resolution of issues respecting the quality of nursing practice for nurses employed by the organization and ensuring nursing practice requirements are met.
    - iii. Public Health Nursing Training and Development - Identify training and development needs to achieve and maintain optimal performance re public health nursing core competencies.
    - iv. Discipline and Appraisals – Assist managers in assessing clinical performance of public health nurses when there are significant concerns regarding ability to provide safe and competent service to clients. Conduct comprehensive assessment including direct observations and chart audits. Identify performance issues and work with employee to restore optimal performance. Provide correction where necessary, with progressive discipline as required, in partnership with

- the manager and consultation with the Chief Nursing Officer/Director. Develops written performance assessment and recommendation
- v. Terminations – Make recommendations to the Manager, Director and /or Chief Nursing Officer regarding the termination of any employee.
  - e. **Occupational Health and Safety** – Work in accordance with the provisions of applicable Health and Safety Legislation and all corporate and departmental policies and procedures related to Occupational Health and Safety. Promotes the full utilization of public health nursing capacity and practice competencies within a healthy work environment, which contributes to nursing job satisfaction
  - f. **Education of Learners** – contribute to the education of nursing students by facilitating educational opportunities between PHS and academic partners.
    - i. Work with designated public health nursing staff to coordinate and support quality student placements, orientation and learning in public and community health nursing practice.
    - ii. Consult in the development of public health nursing curriculum.
    - iii. Develop inter-professional, multi-disciplinary learning opportunities.
    - iv. Liaise with academic bodies and community partners to support learning in public health, including inter-disciplinary learning opportunities.

#### 4. Organizational Effectiveness

- a. **Organizational Structure** – Participate in the identification of optimal organizational structure for the Department and Division in order to most efficiently and effectively provide the services of the Program and Division.
- b. **Change Management** – Proactively manage change within the Department, using evidence based practices, to optimize implementation of changes at the Division, Department or City levels. Represents public health nursing to community and organizational stakeholders.
- c. **Leadership Development** – Participate in leadership development activities to maintain up to date leadership skills. Encourage and mentor development of future nursing leaders. Provide leadership to the Nursing Practice Councils (Nursing Professional Advisory Committee and Nursing Practice Development Committee)
- d. **Team Development** – Ensure the development of effective Nursing Practice Councils, and participate in relevant team development at the Departmental and City levels. Promotes professionalism by implementing and supporting evidence-informed leadership and professional practice standards.

Participates in all Divisional Management team meetings as required and assists the Chief Nursing Officer and/or Medical Officer of Health as requested.

Ensure that employees are provided with and use the appropriate equipment, material and/or procedures required to perform the assigned duties. Ensure that all employees perform work in accordance with applicable Health and Safety legislation and all City of Hamilton corporate and departmental policies and procedures. Ensure that appropriate action is recommended for those employees who do not work in compliance with legislation, policies and procedures.

Work in accordance with the provisions of applicable Health and Safety legislation and all City of Hamilton corporate and departmental policies and procedures related to Occupational Health and Safety.

Perform other duties as assigned which are directly related to the responsibilities of the position.

#### QUALIFICATIONS

1. Registered Nurse with the College of Nurses of Ontario; Baccalaureate degree in nursing; Masters degree from a recognized university with a focus on public health or nursing, or a relevant academic equivalent preferred.

2. Extensive knowledge (normally acquired through a combination of degree-certified health professional training and a graduate degree from a recognized university preferably) and experience gained in a public health nursing setting in the following areas: public health nursing practice roles, standards, and competencies; public health mandate, programs and services; staff development, clinical practice assessment, performance management, and staff education; continuous quality improvement methods and analysis; performance measurement, data analysis, research methodologies, and program evaluation; program planning; nursing leadership; communications; policy analysis; information management; health safety and wellness; financial management; policies and procedures.
3. Minimum of 5 years public health nursing experience. Community Health Nursing Certification or willingness to obtain with 12 months.
4. Previous public health nursing leadership or management experience an asset.
5. Proven ability to foster staff, work teams and organizational development towards excellence in service delivery. Possess a demonstrated record of strong leadership and guidance, customer focus, innovation/creativity, team advocacy, staff delegation, empowerment, staff development and results orientation.
6. Ability to facilitate the application of standards, best practice guidelines, legislation, regulations, competencies and trends of public health nursing practice (e.g., Ontario Public Health Standards, College of Nurses of Ontario and Canadian Community Health Nursing Standards of Practice, Public Health and Public Health Nursing Core Competencies) towards quality public health practice.
7. Ability to assess the quality of nursing practice for public health nurses employed by PHS and ensure core nursing practice requirements are met. Ability to assess and evaluate the practice of individual public health nurses when significant performance issues are raised.
8. Ability to promote a shared vision and purpose to drive action, linking today's work with long range plans. Ability to provide nursing leadership within multidisciplinary models of service delivery including in a unionized environment, utilizing proactive management skills. Ability to undertake long-term visioning and strategic planning related to public health nursing practice.
9. Ability to contribute to the consistency of public health nursing practice within the organization through policy development, advocacy and evidence informed decision-making.
10. Ability to influence government policy regarding nursing practice standards and regulations.
11. Competency in the management of individuals, ability to set performance objectives, assess performance, and communicate effectively including brokering conflict.
12. Ability to make decisions in critical situations in the absence of complete information, with support from the CNO and/or Medical Officer of Health. Ability to assess potential risks to the health of the public and recommend steps necessary to reduce or eliminate that risk, including under tight timelines and in emergency conditions.
13. Ability to contribute to the consistency of public health nursing practice within the organization through policy development, advocacy and evidence informed decision-making.
14. Excellent interpersonal and facilitation skills and ability to build relationships with governing bodies, management, front-line staff, and community partners. Excellent verbal, written communication skills and ability to present ideas to governing bodies and through the media.

15. Competency as educator, developer and translator of public health knowledge, the maintenance and improvement of their own expertise in public health practice, and ethical conduct. Possess a high level of personal integrity and sound judgment.
16. Effective organizational skills.
17. Thorough knowledge and ability to apply the Health Protection and Promotion Act, MFIPPA, PHIPA and all other statutes, regulations and by-laws affecting the Program's services.
18. Demonstrated knowledge of the Health and Safety Act and applicable regulations as it relates to the position.
19. Working knowledge of common computer software applications including Outlook, Excel, Word, Powerpoint.
20. Eligibility for an academic appointment with the School of Nursing Faculty, McMaster University or other academic partner relevant to the work of Public Health Services is an asset.

**NOTE:**

The successful candidate will be required to provide immunization records, which may include TB testing prior to the start of employment to meet the requirements of the Staff Immunization and Surveillance Policy and Procedure