

# PHI and Massachusetts General Hospital Guide Nursing Leadership Exchange Program in Qatar

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The Knight Nursing Center for Clinical & Professional Development at Massachusetts General Hospital (Mass General) and Partners HealthCare International<sup>®</sup> (PHI) concluded a three month Nursing Program in Leadership Exchange and Development (LEAD) with Hamad Medical Corporation (HMC), a leading hospital network in Doha, Qatar. A total of 240 nurse leaders, comprising head nurses and directors of nursing across HMC, participated in various interactive workshops.

“The program is part of a significant investment in professional development that is underway in support of HMC’s Nursing Strategy which aims to build the foundations of a world-class nursing service by articulating the link between nursing practice, education, leadership and research,” said Professor Ann-Marie Cannaby, Executive Director of Corporate Nursing at HMC.

PHI Director of Global Nursing Programs, Elizabeth Brown, RN, MSN, MBA, noted the leadership work is just one of a few recommendations that came out of the initial assessment PHI and Mass General conducted for HMC last year. Last November, Brown and Marianne Ditomassi, RN, DNP, co-leader of the program and executive director of Patient Care Services Operations, focused on a second assessment specifically addressing how the LEAD program would be tailored to address HMC objectives, head nurse competency development, and match key faculty with program needs.

“The Head Nurses were engaged, eager to learn and committed to translating their new skill and knowledge into practice,” said Ditomassi. “Concepts that appeared to resonate most with the participants were relationship-based care, communication skills and interdisciplinary teamwork.”

The course was built on two critical domains designed to help participants gain a better understanding of one’s own leadership development goals and apply the experiences from the program back in the work setting, managing staff nurses and participating in organizational projects.

The first domain, a one-day module aimed at self discovery, encouraged participants to identify key strengths and goals for leadership development through individual and group work exercises. The second domain, a five-day interactive workshop focused on leadership and management, gave the participants the opportunity to learn about and practice core leadership and management skills through the practice of self reflection, didactic teaching sessions, case studies and experiential and interactive learning.

“I will take all the ideas learned from this program to my leadership. I will try to build an effective team in shared relationship care and enhance the safe and quality care to achieve the HMC vision,” one course participant said.

Upon completion of the program, participants will receive continuing education unit (CEU) credits from the American Nurses Credentialing Center, the world’s largest nurse credentialing organization. Gino Chisari, RN, DNP, director of the Knight Center, and his team were instrumental in providing the CEU credits for the course, as well as helping design the curriculum and identifying faculty.

“One of the most critical elements for ensuring success of this program was embedding the curriculum with a philosophy of nursing excellence that any one of the head nurses could accept, see value in and adopt it for themselves,” Chisari said.

Mary Ellin Smith, RN, MS, professional development manager in the Institute for Patient Care, also reflected positively on the experience, relating it to past nursing leadership programs she has helped with overseas. “I always learn so much from any time I spend with nurses internationally. We all deal with the same issues – I always walk away enriched by the experience,” Smith said.

“Our focus on collaborating with nurse leaders worldwide to drive change in their own systems is exemplified through the LEAD program. We’re looking forward to continuing this work in years to come,” noted the faculty leaders, Brown and Ditomassi.

The faculty team had 11 team members who participated in this year’s program — nine from Mass General and two from PHI.