

# Empowered Emergency Nurse Leadership Program

## Course Guide



دائرة الصحة  
DEPARTMENT OF HEALTH



Alfred Emergency  
Academic Centre

MONASH  
University

AlfredHealth

The Empowered Emergency Nurse Leadership (EENL) program is one element of the Collaborative Advancements in Emergency Care initiative, a collaboration between the Department of Health Abu Dhabi, Alfred Health Emergency, and Monash University Australia. These organisations come together to develop and deliver a program that supports the ongoing development of emergency care as a specialty in Abu Dhabi.

### PROGRAM

The Empowered Emergency Nurse Leadership Program is a six-week, bespoke learning opportunity. It is designed to prepare a competitively selected group of participants for the complex transition from emergency clinician to emergency leader: strengthening the professionalisation of emergency nursing in Abu Dhabi.

Participants will learn how to guide and support their service and colleagues, and to lead or develop a department that enables exemplary patient care. The program involves:

- Seven weeks of interactive and self-directed online learning (average 4 hours per week)
- One, two-day virtual workshop
- Two virtual tutorials
- Two written assessments
- One oral presentation
- One two-day, in-person intensive workshop in Abu Dhabi

**DATES:** 30 October – 7 December 2023

**COST:** Scholarships will be funded by the Department of Health, Abu Dhabi.

**PLACES:** Strictly limited to 20 students

**ELIGIBILITY:** Applications are open to nurses who are employed in the healthcare sector in the Emirate of Abu Dhabi.

### SCHOLARSHIPS

Participation in the program will be via the awarding of a prestigious scholarship to emergency nurses who demonstrate a commitment to the field of emergency nursing, and exemplify the attributes of a formal or emerging leader. Scholarships will be funded by the Department of Health, Abu Dhabi and limited to 20 participants. Scholarship recipients will be provided with:

- Upon completion, a Certificate of Empowered Emergency Nurse Leadership awarded by Alfred Health and Monash University in collaboration with the Department of Health Abu Dhabi.
- An international learning mentor to support their program success.
- Acknowledgement by government and clinical bodies in Abu Dhabi of their selection for and completion of this prestigious program.
- Global recognition of their certification and commitment to emergency nursing via a graduation ceremony which will be held as part of a Global Summit on emergency nursing. The summit will be hosted in Abu Dhabi in parallel with the Emirates Society of Emergency Medicine Conference on 7 December 2023.
- Priority attendance to the emergency nursing summit with an esteemed list of global senior leaders in emergency care, by invitation only: Strengthening Emergency Nursing Globally: Explore, Empower, Engage.

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## PROGRAM OVERVIEW

Week	Topic	Learning Objectives (On completion of this topic, learners will be able to:)	Hours	Delivery method
1	<b>Fundamental principles of leadership &amp; followership</b>	<ul style="list-style-type: none"> <li>Define the fundamental principles of effective leadership and followership.</li> <li>Explain the difference between leadership and management.</li> <li>Examine their own leadership styles and intentions.</li> <li>Describe how leadership and followership function within a team structure.</li> </ul>	4	2-hour virtual tutorial  2 hours online content
2	<b>Leading projects and work programs and sustainability in emergency care</b>	<ul style="list-style-type: none"> <li>Explain the value of formal project management in the healthcare setting.</li> <li>Define and apply common project management terms and techniques.</li> <li>Describe the triple constraints.</li> <li>Articulate activities and documentation required of the project leaders through the project cycle.</li> <li>Identify the direct and indirect impacts of climate change on health outcomes.</li> <li>Articulate how, and where healthcare contributes to climate change.</li> <li>Describe how sustainable development can be applied in the health care environment.</li> </ul>	4	Online module
4	<b>Driving human performance and optimising communication</b>	<ul style="list-style-type: none"> <li>Summarise key Human Resource Management principles.</li> <li>Explore evidence-based theories and concepts that support leaders to create and enable of high performing teams.</li> <li>Identify practical tools to support leaders with conflict resolution, holding feedback conversations, and developing a culture of accountability and engagement.</li> <li>Describe how effective communication provides the basis for team and patient safety and optimal clinical care.</li> <li>Identify available communication streams and tools for operational communications within your work unit.</li> <li>Exploring best practice verbal and non-verbal communication techniques.</li> <li>Consider the use of social media and collaboration tools for workplace communication purposes.</li> </ul>	5	2-hour virtual tutorial  3 hours online content
4	<b>Evidence-based nursing in emergency</b>	<ul style="list-style-type: none"> <li>Describe the correlation between data capture and clinical practice, and the importance of robust research programs including outcomes registries</li> <li>Identify strategies for stimulating academic activity in your service.</li> <li>Discuss the principles of running an effective and efficient in-service education program.</li> <li>Understand the fundamental elements of clinical research and the pathway to begin a research project.</li> </ul>	12	2-day virtual workshop
5	<b>Managing change</b>	<ul style="list-style-type: none"> <li>Justify the application of formal change management.</li> <li>Draw links between change management, project management, internal communications and other leadership functions.</li> <li>Apply Change Management theories and supporting mechanisms in professional settings.</li> </ul>	4	Online module
6	<b>Two-day workshop</b>	<ul style="list-style-type: none"> <li>Deep practical exploration of tools for emergency nurse leaders</li> </ul>	16	In-person, Abu Dhabi

# Empowered Emergency Nurse Leadership Program



## FACULTY

Taught by globally recognised leaders in emergency care.



### EMMA SADDINGTON

Emma is a critical care trained registered nurse and holds a Bachelor of Science, a Bachelor of Nursing, a Masters in Nursing (Emergency Care), Masters of Public Health, and Masters of Health Administration. Emma has spent the last two decades working in the emergency department setting and has held multiple and diverse leadership positions including Nurse Manager of Sandringham Hospital Emergency Department, Clinical Service Director at Alfred Health, and now Partnership Program Manager for Alfred Health's complex and large-scale collaborations with regional health services in the state of Victoria.

Emma is a champion for professional emergency nursing and has particular interests in workforce health and development, and collaborative, interdisciplinary leadership. She is currently leading substantial research programs exploring workforce sustainability and engagement.



### JULIA MORPHET

Professor Julia Morphet has held leadership roles in emergency nursing for more than a decade. She is currently Head of the Monash University School of Nursing and Midwifery which was ranked 15th globally in the 2023 QS World University Rankings. She is the Immediate Past President of the College of Emergency Nursing Australasia (CENA) and currently holds the positions of Chair of the CENA Research Committee and Chair of the CENA National ICEN Committee.

Julia is a Registered Nurse and holds a Master of Nursing (Education), Graduate Certificate in Health Professional Education, a Graduate Diploma in Emergency Nursing, and she completed her PhD in 2015. Her academic achievements integrate with her leadership and experience to inform her current research which is focused on the health workforce (particularly preparation for practice, transition to practice); and the patient experience in the emergency department.

In 2021, Julia was awarded the Julie Finucane OAM Medal for Leadership in Emergency Nursing, the highest honour of the College of Emergency Nursing Australasia, bestowed upon an emergency nurse who demonstrates an outstanding commitment to the leadership of the profession and discipline of emergency nursing.



### JESSICA HOCKING

Jessica is an educationalist and operational manager. Having commenced her career in the private sector, she has been working in public health for over 13 years with roles in Australia and the Middle East. She holds a Bachelor of Education and Master of Business Administration, is a Certified Professional Project Manager, a Fellow of the Association for Tertiary Education Management, and a graduate of the Women in Leadership Australia program.

Jessica has been instrumental in the design, development, and delivery of multiple emergency care projects, programs, and services across the globe. Some of her larger-scale projects include the development of multi-year clinical Fellowships and Masters programs (Monash University), a state-wide education program for nurses working in urgent (emergency) care, and the development of multiple internationally recognised specialty training programs for emergency care clinicians. Jessica has particular interests in optimising workforce experience and creating engaging, flexible and therefore high-performing workplaces.

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## FACULTY



### **SARAH JENKINS**

Sarah is a highly experienced critical care trained nurse who has worked in several major Australian Hospitals. She holds a Bachelor of Nursing, a postgraduate Diploma in Cancer and palliative care, and a postgraduate Diploma in Emergency Care. For more than a decade she has worked in the Emergency and Trauma Centre at The Alfred hospital in Melbourne, Victoria occupying a range of clinical and leadership positions, most recently as Nurse Manager, Education and Research. Sarah is passionate about fostering collaboration across multidisciplinary teams and developing programs and opportunities to help the nursing workforce achieve the highest levels of professional skill and patient centred care.



### **LISA BRAITHWAITE**

Lisa Braithwaite was endorsed an Emergency Nurse Practitioner in 2016 and has over 20 years emergency nursing experience. Lisa has worked in several clinical, leadership and education roles including leading the Masters of Emergency Nursing degree with university partners and developing local education programs to support new nurses in emergency nursing.

Lisa has an interest in developing others and enjoys mentoring medical and nursing colleagues in clinical skills and leadership capabilities. She is also involved in strategic planning for Alfred Health's nursing capability framework and leadership development pathways for the nursing workforce.



### **PROFESSOR DEV MITRA**

Professor Dev Mitra is a Consultant Emergency Physician and Director of Emergency Medicine Research at Alfred Health. Following completion of his Bachelor of Medicine & Bachelor of Surgery from the University of Melbourne, he completed a Masters in Health Services Management (Monash University) and PhD on acute traumatic coagulopathy (Monash University). Prof. Mitra is a member of the Clinical and Consumer Reference Group for The National Blood Authority, Australia and a member of the Australian Red Cross Lifeblood advisory committee.



### **PROFESSOR PETER CAMERON**

Professor Peter Cameron is Academic Director of Alfred Health Emergency, and Professor of Emergency, and Precinct Lead of the Alfred-Monash Research and Education Precinct. He is Past President of the Australasian College for Emergency Medicine and the International Federation for Emergency Medicine. He has also just completed his term as the Clinical Lead for the Emergency Clinical Care Network for Victoria, Australia.