DOC/ADOC Leadership Certificate Program – Learning Competencies

The following learning competencies reflect the skills, knowledge, abilities and other characteristics essential for the success of the Director of Care (DOC) and Assistant Director of Care (ADOC) working in long term care. The competencies were determined through initial feedback from the Program Advisory Committee and a Province-Wide Survey (2011). Ongoing refinements to the learning competencies are based on assessment of program and session evaluations, as well as Participant and Home Advisor pre and post program assessments and feedback. Silver Meridian Principals, with over 50 years combined long term care experience, acted as subject matter experts. Program Instructors also provided their expertise for recommendations, based on session delivery outcomes.

Participants in the DOC/ADOC Certificate Program will achieve competency in the following areas:

Personal Leadership
1. Using the DISC model, participants will identify their personality and behaviour to better understand themselves and adapt their behaviours with others
2. Select and apply two leadership strategies/goals over the program period, and assess outcomes

Professional Leadership
3. Discuss strategies for build trusting and respectful staff relationships and explain the importance of empowering and collaborating with others
4. Identify leadership styles and the use and implications of each style
5. Discuss accountabilities relative to the lines of communication within their long term care home
6. Plan, propose, develop, implement and evaluate a professional, comprehensive leadership project within the participant's organization, that will be of significant benefit to the nursing department

Team Building
7. Discuss team building practices that develop and support teams within the nursing department, as well as team facilitation techniques
8. Evaluate personal and team members' behaviours and roles that contribute to effective teamwork

Organizational Dynamics
9. Relate having both a personal and organization vision to inspiring commitment in others and reinforcing positive employee behaviours

Communication
10. Describe communication processes and challenges within the nursing department and communication skills required to promote trust, cooperation and understanding.
11. Apply public speaking skills to enhance presentation confidence.

Conflict Management
12. Discuss the dynamics of conflict management, including identifying personal conflict style preference(s), the levels of conflict and effective management strategies within each level, and skills to deal with common conflict behaviours

Human Resource Management

13. Discuss the role of the DOC/ADOC in labour management, including employee and managerial rights, negotiation strategies, the grievance process and the impact on operational decision making and workplace culture (in a union/non-unionized workplace)
14. Describe strategies the DOC/ADOC can utilize to hiring competent and committed staff and the importance of effective orientation, compensation and performance management programs
15. Discuss how staff commitment and engagement relates to employee retention, attendance, performance and attitude and contributes to a positive workplace culture and dealing with change
16. Describe the fundamentals of a Human Resource Plan relative to organizational coordination, policy development and accommodation

Financial Management

17. Describe the complexities of the funding system in long term care and related budget implications

Expectations, Regulations, Current Realities and Future Trends

18. Describe the MOHLTC Compliance process, including inspections and enforcement, and the importance of the regulations relative to risk management and resident safety
19. Compare different evidence-based best practices utilized in long term care homes
20. Recognize current and emerging trends and concerns in long term care, as well as future initiatives

Administrative Functions

21. Discuss DOC/ADOC administrative functions relative to policy writing and staffing plans