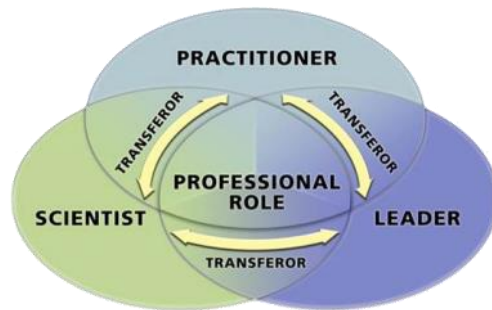


Charge Nurse Leadership Academy

Developing Front Line Leaders



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SPEAKERS DISCLOSURE

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Learner Objectives:

1. Describe the development, implementation, and evaluation of a charge nurse leadership program.
2. Identify two (2) implications for practice, education, and succession planning.

Disclosures:

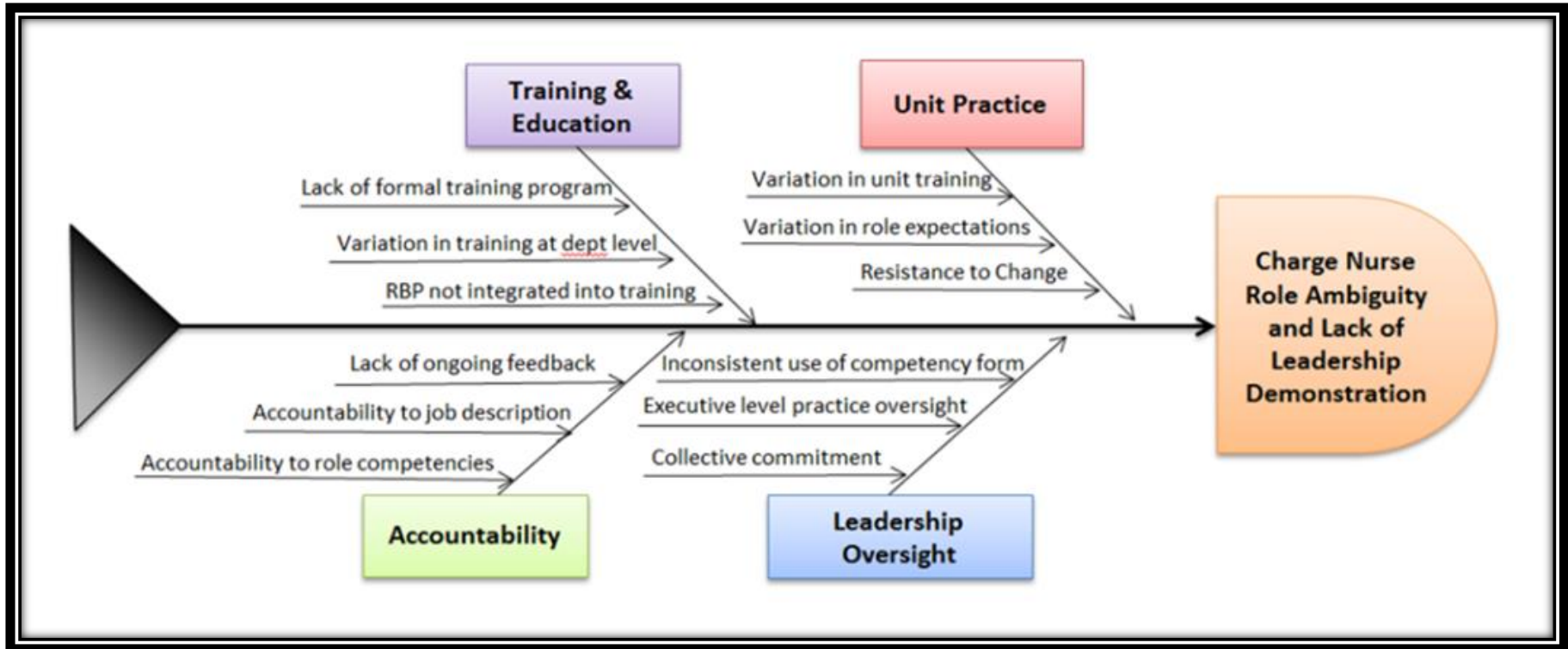
- ✓ We have no actual or potential conflict of interest in relation to this presentation.
- ✓ No Commercial Support
- ✓ No Sponsorship

BACKGROUND & SIGNIFICANCE

- ▶ Charge Nurses are an extension of management team
- ▶ Leadership an inherent part of their evolving roles and responsibilities
- ▶ Little or no education for the role
- ▶ Role clarity and clearly defined expectations are essential to success in role.
- ▶ Limited published literature about charge nurse leadership development programs

PROBLEM ANALYSIS

- Problem: Role Ambiguity and Unclear Expectations for the Charge Nurse role



PROGRAM OBJECTIVES

- ▶ **Long Term Goal:** To develop, implement, and evaluate an evidence-based charge nurse leadership development program.

- 1. Revise role description and competencies by December 31, 2013.
- 2. Redesign and implement a standardized leadership development curriculum by April 1, 2014.
- 3. Evaluate educational program effectiveness by end of program evaluation to achieve an overall score of 3.5 or higher.
- 4. Evaluate practice integration at 3, 6, 9, and 12 months post program implementation by self reporting survey with score of 4.0 (Almost every time) or higher in 50% of components. (1 = Never Used 5= Frequently Use)
- 5. Improve charge nurse leadership behavior perception pre and 6 months post program from advanced beginner to competent.

SETTING & PARTICIPANTS

- ▶ Stanford Health Care (SHC) is a non-profit academic medical center in Palo Alto, California.
 - 603 licensed inpatient beds,
 - 103 ambulatory care/outpatient clinics,
 - 25,000 admission/year
 - 58,000 emergency room visits/year
- Program participants included new charge nurses to the organization
- Charge nurses are staff nurses selected by the Patient Care Manager (PCM) to direct patient care and assume responsibility for the clinical management of a specified unit during an assigned shift
- Charge Nurse role is a flexible position

DESCRIPTION & PROCESS

Nurse Manager Learning Domain Framework



DESCRIPTION & PROCESS

▶ Charge Nurse Role Description & Competency Tool

1. 6 domains– Leader-Self Direction (SD), Leader-Decision Making (DM), Scientist, Transferor of Knowledge, Practitioner, and Caritas Leader
2. Online assessment, Likert scale score– Novice (1) to Expert (5)
 - ▶ pre-assessment prior to workshop
 - ▶ post program assessment at 6 months
3. Professional Development Plan in collaboration with Patient Care Manager

▶ Charge Nurse Leadership Development Program

1. Pre-workshop assignments (2 weeks prior to workshop)
2. Charge Nurse Leadership Development Workshop
 - ▶ Experiential, 1 paid 8 hr. day initial training
 - ▶ Agenda topics organized using AONE Nurse Manager Learning Domain Framework
3. Unit based Orientation – 3 shifts with experienced charge nurse and/or Assistant Patient Care Manager

AGENDA SAMPLE

The Leader Within: Creating a Caritas Leader in Yourself

- 8:00 am Program Overview – Why Leadership Development for Charge Nurses?
8:30 am The Leader Within: Self-Awareness, Authentic Presence, and Self-Reflection
9:15 am **SELF CARE BREAK (10 minutes)**

The Science: Managing the Business

- 9:25 am Healthcare Operations and Environment – Part I
10:00 am Creating Healing Work Environments & Expectations
10:30 am **SELF CARE BREAK (15 minutes)**
10:45 am Resource Management
12:15 pm **LUNCH ON YOUR OWN**

The Science: Managing the Business

- 1:00 pm Healthcare Operations and Environment – Part II
2:15 pm **SELF CARE BREAK (15 minutes)**

The Art: Leading People

- 2:30 pm Communication and Relationship Management
Creating Healing Work Environments & Expectations

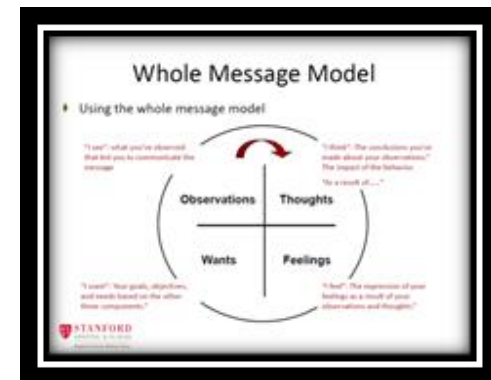
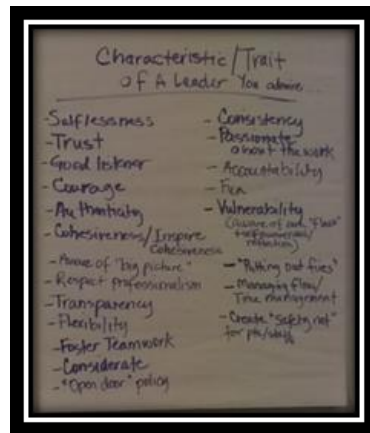
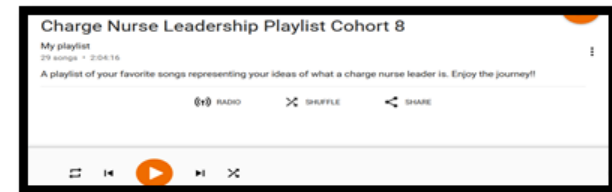
The Leader Within: Creating a Caritas Leader in Yourself

- 3:30 pm Professional Role Development, and Self-Renewal
4:30 pm Evaluation*/Adjourn

****Link to online course evaluation will be sent to participants via email and must be completed within one week of course completion.***

EXPERIENTIAL TEACHING/LEARNING ACTIVITIES

- Self Reflection Activities
- Sharing Circle Process
- Patient Satisfaction Survey Completion
- Staffing Matrix
- Leadership Music Playlist
- Characteristic/Traits of Leader Word Cloud
- Whole Message Model Role Play

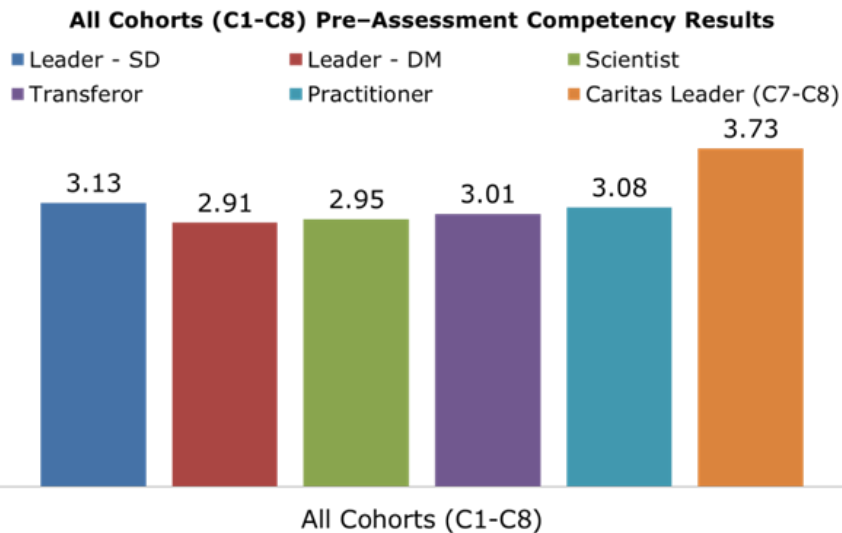


RESULTS

- Since January 31, 2014
 - 8 cohorts
 - 192 charge nurses participants
- Overall Program Evaluation all cohort
 - 3.94 (range 3.44 – 4.47)
- Overall Program Evaluation by Topics all cohorts
 - The Science: Managing the Business = 3.99
 - The Art: Leading People = 3.85
 - The Leader Within: Creating a Caritas Leader in Yourself = 3.84

Demographic Data	Results
Age	59% (25-34)
Gender	83% Female
# Years Nursing Experience	35% (3-5 yrs)
# Years Working at Stanford Health Care	51% (1-3 yrs)
Highest Level of Nursing Education	78% BSN
Nationally Board Certified	33% Yes
Average # shifts/week Worked	76% (3 shifts)
Average # shifts as charge nurse/week	32 % unknown
Prior Charge Nurse Experience	55% Yes
# Years Prior Charge Nurse Experience	50% (1-3 yrs)
Received Formal Charge Nurse Training	38% Yes
Type of Formal Training	27% Classroom 73% Unit Orientation

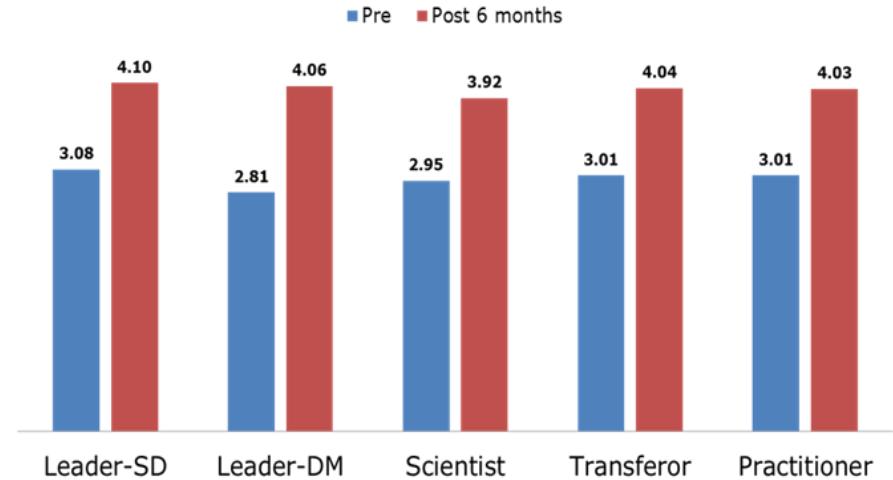
PRE/POST SELF-ASSESSMENT COMPETENCY RESULTS



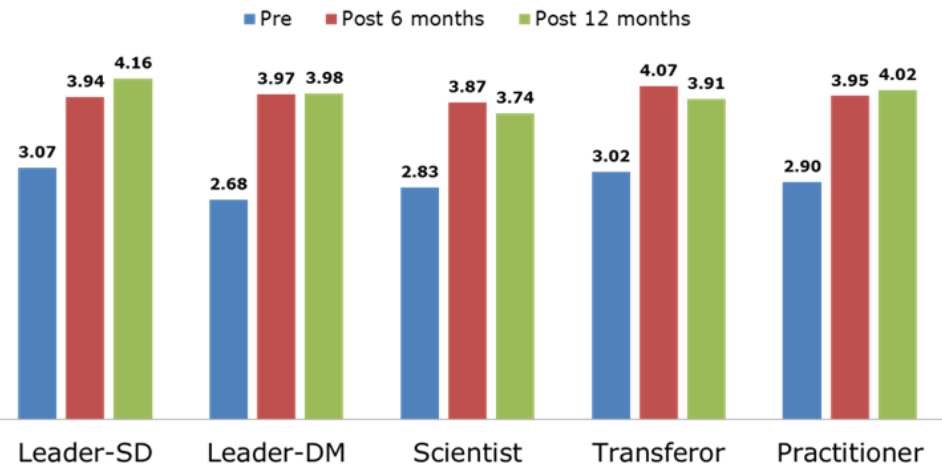
Competency Level Rating

1 = Novice 2 = Advanced Beginner 3 = Competent 4 = Proficient 5 = Expert

All Cohorts (C1-C4) Pre/Post-Assessment Results Comparison



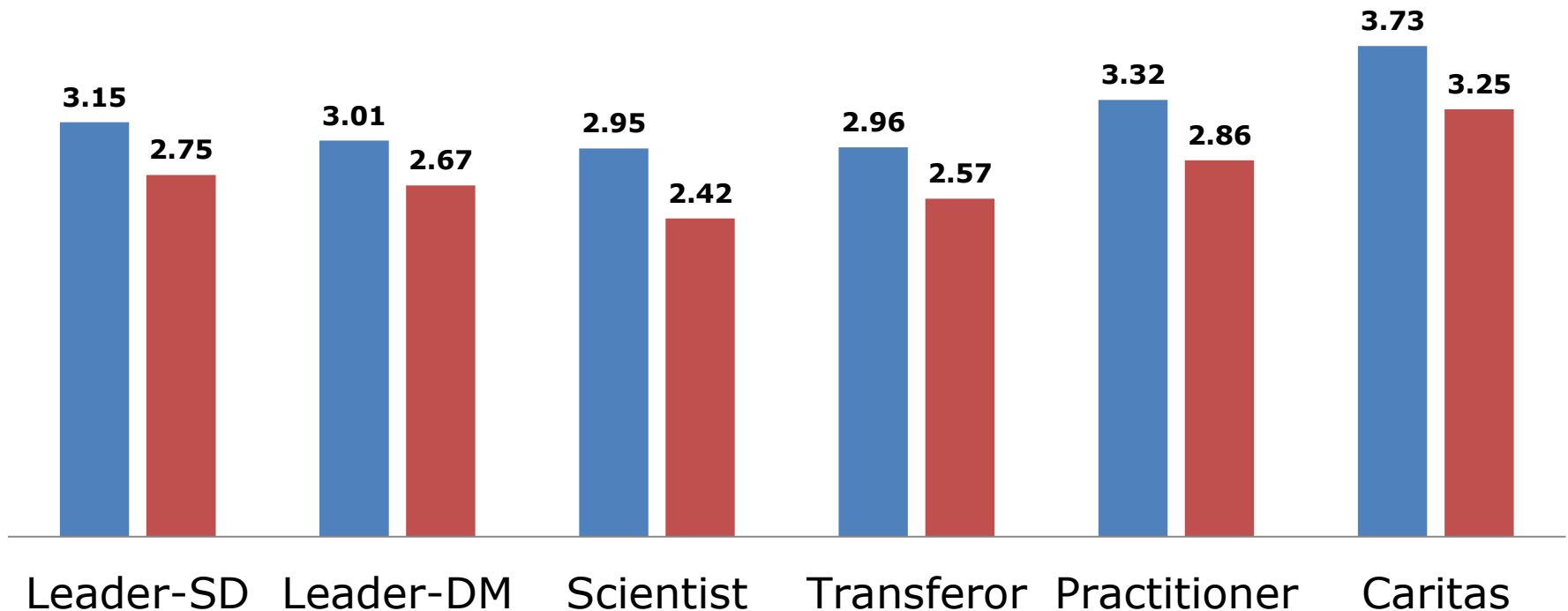
All Cohorts (C1-C2) Pre/Post-Assessment Results Comparison



PRE SELF/MANAGER-ASSESSMENT COMPETENCY RESULTS (COHORTS 7-8)

Cohorts 7-8 Pre-Assessment Competency Results Comparison

■ Pre-Self ■ Pre-Manager

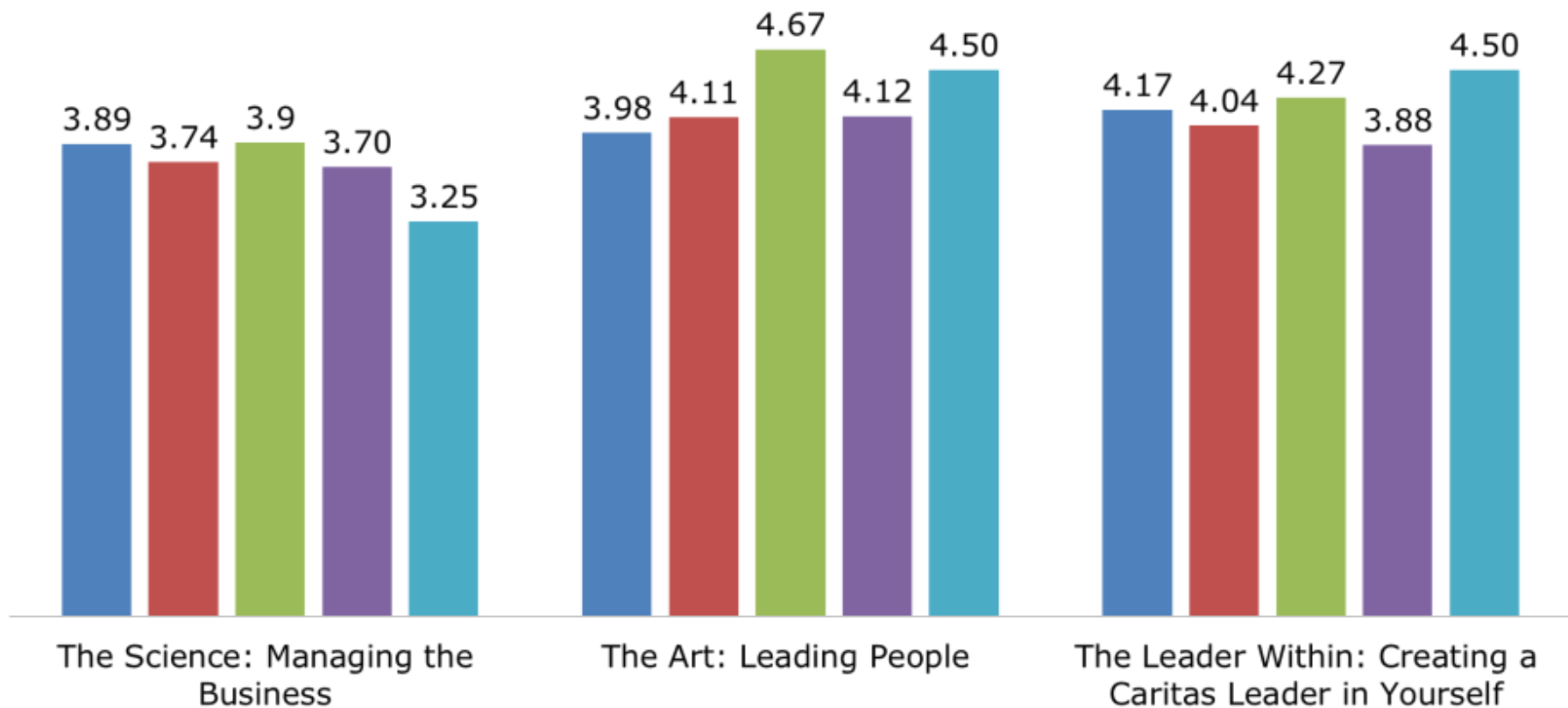


OVERALL POST PROGRAM PRACTICE INTEGRATION BY TOPICS

All Cohorts Post Program Practice Integration

Question: Since the completion of the Charge Nurse Leadership Program, how much have you integrated the following into your functional role as charge nurse

■ 3 months (C1-C6) ■ 6 months (C1-C4) ■ 9 months (C1-C3) ■ 12 months (C1-C2) ■ 15 months (C1)



Practice Integration Rating

1 = Never use 2 = Almost never 3 = Occasionally/Sometimes
4 = Almost every time 5 = Frequently use

CONCLUSION/FUTURE DIRECTIONS

- ▶ Revised competency assessment tool (Jan, 2015)
- ▶ Implemented Manager pre/post assessment online survey of charge nurse (Feb, 2015)
- ▶ Identifying Charge Nurse practice improvement best practices
- ▶ Added Charge Nurses as program faculty
- ▶ Formalize Charge Nurse mentor process
- ▶ Revise leadership development curriculum to integrate outpatient needs.
- ▶ Standardize Charge Nurse Unit Based Orientation
- ▶ Ongoing Support for Manager
- ▶ Creation of Stanford Charge Nurse Leadership Academy
 - Advanced Charge Nurse Leadership Development Series
 - Advanced Charge Nurse Leadership Development Certificate Program (2 year program)

THANK YOU



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