Measuring Improved Knowledge: The Charge Nurse Leadership Cohort

Authentic Leadership - Will the Real Charge Nurse Please Stand Up

Rosemary Brown RN
Charge Nurse Behavioral Health Services
Good Samaritan Hospital

Stefanie Newman, MSN, RN, NEA-BC
Vice President Chief Nursing Officer
Bethesda North Hospital

Patti Watson BSN, RN, BC
Charge Nurse 2T300
Bethesda North Hospital

Bethesda North Hospital

Good Samaritan Hospital
Why?

We wanted to create a foundation of Leadership principles and skills for the charge nurse.

Challenges
• Lack of Clarity in role
• Management of negativity and decreased morale
• Lack of knowledge about unit operations to include staffing and budget

Goal
• Increase Charge Nurse leadership skills by providing education that would be critical to their success.

Topics

The education topics included:
• Leadership
• Conflict Management
• Communication Styles
• Coaching and Development
• Healthcare Finance
• Change Management

If nothing ever changed there would be no butterflies.
Embracing Change & Celebrating the Future

- Opportunity to examine personal feelings regarding change
- Exploring others reactions to change
- Identifying ways to effectively support others through change
- Empowering charge nurses to assist staff through change

Successful Leadership

- What does it mean to be a leader?
- What is the role of the charge nurse?
- What makes it difficult to be a charge nurse?
- What can I do to be a successful leader?

Successful Leadership

- Exploring the many roles of a charge nurse
  - Mentor
  - Coach
  - Partner
  - Resource

- Identifying characteristics of a great charge nurse.
- Networking to impact best practices.
Structural Empowerment

- Charge nurses, where do we fit?
- Understanding the dollars and sense.
- Revenue how does it impact me?
- Roadmap to success.
- Partnering for success.

Transformational Leadership

Brainstorming

- Where do we go from here?
- Path to success
- Renewed vision

“No matter what your lot in life you can choose to build something beautiful on it.”
Self-Awareness/Reflection

• How do I think others experience me as a leader?
• What is my communication style as a charge nurse?
• Does my communication style have a positive effect on the people I lead?
• How does my communication style negatively effect the people I lead?

Emotional Intelligence

The ability to manage ourselves and our relationships effectively
• Self-Awareness
• Self-Management
• Self Awareness
• Social Skills

Paradoxes as Charge Nurse

• Balance human interaction and health care as a business
• Responsible for what others do
• Maintaining Focus
• Develop and evaluate the nursing staff
• Facilitator of a team and the individuals on the team
Paradoxes as Charge Nurse

- Focus on today and tomorrow
- Execute and innovate
- Making difficult choices for the greater good sometimes causes perceived harm
- Feedback verses Criticism

Tough Conversations

Make it Safe: Ask for Permission

- Can we talk about something that’s been on my mind?
- Do you have a few minutes to discuss something that’s been bothering me?
- Can I share something with you that I’ve started to notice?

State My Path

- Share your facts
- Tell your story
- Ask for Other’s Paths
- Talk Tentatively
- Encourage Testing
What matters most is how you see yourself

The Design

- Current knowledge base was measured
- At the start of the first CN cohort baseline knowledge assessment was completed
- Another was completed after the last session
- Five months after the last session and then again
- 10 months after the last session
- A Self Assessment Likert questionnaire that measured competency in areas of:
  - Leadership
  - Conflict Management
  - Communication Styles
  - Coaching and Development
  - Healthcare Finance
  - Change Management

OUTCOMES
OUTCOMES

CN Cohort Knowledge Attainment & Sustainment

NEXT STEPS

• Cohort Networking
• Ongoing CN Education
• New CN Education
• Q & A

Resources

• Johnson, S., Rea, R. “Workplace Bullying Concerns for Nurse Leaders”, JONA, 39, 11.2. 84-90
• Sherman, R. “The business of caring: What every nurse should know about cutting costs”, America Nurse Today 7:11,32-34.