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Measuring Improved Knowledge: The Charge Nurse Leadership Cohort

Authentic Leadership - Will the Real Charge Nurse Please Stand Up

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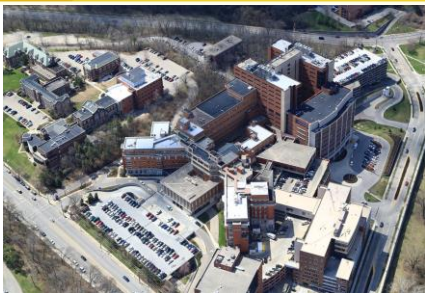
Why?

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.

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Topics

The education topics included:

- Leadership
- Conflict Management
- Communication Styles
- Coaching and Development
- Healthcare Finance
- Change Management

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If nothing ever changed there would be no butterflies.

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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

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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?

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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.

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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.

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Transformational Leadership

Brainstorming

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

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"No matter what your lot in life you can choose to build something beautiful on it."

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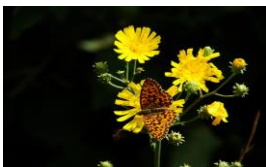
Self-Awareness/Reflection

- 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?

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Emotional Intelligence

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

Self- vs Ego
Esteem

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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

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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

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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?

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State My Path

- **S**hare your facts
- **T**ell your story
- **A**sk for Other's Paths
- **T**alk Tentatively
- **E**ncourage Testing

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What matters most is how you see yourself

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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

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OUTCOMES

Pre-Intervention Timeframe: August 2013 (prior to start of each session)

Pre-Intervention Baseline Data: Topic Area Mean Scores (1-6 Likert scale with 6 being highest)

	Leadership	Conflict Management	Communication Styles	Coaching & Development	Healthcare Finance	Change Management
August 2013 *(Prior to Class)*	3.92	3.34	3.79	4.15	3.53	3.69

Intervention Timeframe: August 14th 2013 – May 1st 2014

Post-Intervention Timeframe: May 2014 (at conclusion of last class), October 2014 (5 months post class), March 2015 (10 months post class)

Post-Intervention Data: Topic Mean Area Scores (1-6 Likert scale with 6 being the highest)

	Leadership	Conflict Management	Communication Styles	Coaching & Development	Healthcare Finance	Change Management
May 2014 *(End of Classes)*	4.98	4.77	5.05	4.94	4.99	4.88
October 2014 *(5-Months Post)*	4.87	4.67	4.9	4.84	4.79	4.82
March 2015 *(10-Months Post)*	5.06	4.79	5.02	5.02	4.86	4.98

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OUTCOMES

CN Cohort Knowledge Attainment & Sustainment

	August 2013 (Prior to Class)	May 2014 (Conclusion of Class)	October 2014 (5-Months Post)	March 2015 (10-Months Post)
Leadership	3.92	4.98	4.87	5.06
Conflict Mgmt	3.34	4.77	4.67	4.79
Communication	3.79	5.05	4.9	5.02
Coaching & Development	4.15	4.94	4.84	5.02
Healthcare Finance	3.53	4.99	4.79	4.86
Change Mgmt	3.69	4.88	4.82	4.98

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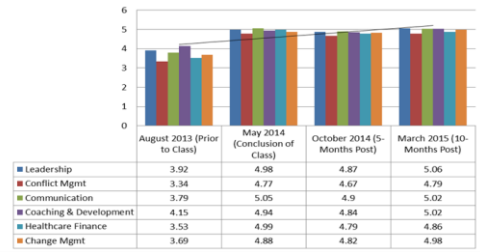
NEXT STEPS

• Cohort Networking

• Ongoing CN Education

• New CN Education

• Q & A

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Resources

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