

## Introduction

**Charge Nurse Leadership Fundamentals** is a four-hour continuing education course designed for front line nursing leaders. The course is structured to provide participants with the foundation of leadership development, beginning with understanding the multifaceted role. During the course, participants examine and discuss the following concepts:

- ❖ Transitioning to a leadership role
- ❖ Overcoming challenges and maximizing opportunities within the unit
- ❖ Modeling successful leadership
- ❖ Understanding the impact of Hospital Value-Based Purchasing (VBP)
- ❖ Focusing on HCAHPS and promoting a quality patient experience

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## Course Learning Objectives

- ❖ Integrate drivers of the rapidly evolving healthcare landscape into teammate discussions in the workplace.
- ❖ Accurately interpret teammates' individual responses to change in the work environment.
- ❖ Implement strategies to improve staff productivity by facilitating change-related transitions
- ❖ Collaborate with staff to improve change-related transitions that impact quality of care.

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## Course Summary

Often, nurses assume the role of charge nurse without a clear understanding of role expectations. They are clinical experts but may not have received the training and tools needed for successful leadership. In **Charge Nurse Leadership Fundamentals**, participants are introduced to various leadership functions and responsibilities associated with the charge nurse role.

Participants explore the real-world challenges and opportunities of their new role while learning of winning strategies to apply to common workplace scenarios. Participants are also given an overview of Hospital Value-Based Purchasing to discuss the ways in which they can promote quality improvements in their role as a leader.

## The Role of the Manager

As the supervisor of course participants, your role is integral in ensuring that classroom concepts are successfully applied to workplace scenarios. This document provides exercises that reinforce the use of classroom concepts within the workplace.

Successful supervisors:

- Create appointments with their employees to discuss their learning.
- Complete one or more exercise in this coaching guide to reinforce the application of course content to the work environment. Provide insight and feedback to help the participants accelerate their application of skills to the workplace.

## Choose Your Activity

**The three activities below reinforce course content and encourage participants to apply course concepts to workplace scenarios. Select the activities that work best in your situation.**



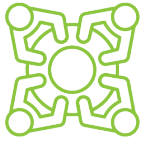
**ACTIVITY A**  
Discuss Workbook Activities and Action Plan



**ACTIVITY B**  
Identify a New Assignment or Project to Promote Skill Practice



**ACTIVITY C**  
Post-It Note Pep Talk



## ACTIVITY A

### Discuss Workbook Activities and Action Plan

#### Instructions:

1. Schedule an appointment with the participant to discuss the course. Focus on the Personal Application and Action Plan activities (see below). **Ask employee to bring the Participant Workbook to this meeting.**
2. Ask the employee if they would like your input and offer additional ideas you may have.
3. Set a follow-up date to discuss successes or obstacles they experience on the job.

#### Discussion Questions

**See *Personal Application Activity on page 10 of the Participant Workbook.***

1. What is **one challenge** you are currently facing as a leader?
  - a. What are two strategies you can use to overcome this challenge?
  - b. How can I, as your manager, provide support as you work on overcoming this challenge?
  - c. Define a plan and schedule for addressing this challenge.
2. What is **one opportunity** you currently have as a leader?
  - a. What is one step you will take in the next thirty days to make the most of this opportunity?
  - b. How can I, as your manager, provide support as you work on overcoming this challenge?
  - c. Define a plan and schedule for addressing this challenge.

**See *Personal Application Activity on page 27 of the Participant Workbook.***

1. What is one known opportunity for improvement (OFI) in your unit related to patient experience?
2. What are **two strategies** that could improve performance of this indicator in your unit?
  - a. Define a plan and schedule for working on this OFI.

**See *“Catch All” Review Activity on page 28 of the Participant Workbook.***

1. What is one leadership skill or behavior you are committed to improving right away?
2. How can I, as your manager, support you as you work on this professional development?



## ACTIVITY B

### Identify a New Assignment or Project to Promote Skill Practice

#### Instructions:

1. Review the employee's performance goals and consider current challenges in the unit.
2. Identify an assignment that will require the participant to apply to the workplace the skills they learned from the course. Projects related to team leadership, improving patient safety, reducing hospital-acquired conditions, or utilizing nursing quality dashboards are all relevant.
3. Set an appointment with the participant to discuss how they will apply the course concepts to the completion of the task.
4. Monitor progress and meet regularly to check-in during the project.
5. At the completion of the project, schedule a date and time to discuss what went well, the challenges encountered, and what the employee learned from this experience.

**ASSIGNMENT / PROJECT PLAN:** \_\_\_\_\_

**ISSUE TO BE ADDRESSED:** \_\_\_\_\_

**CURRENT SITUATION:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**DESIRED OUTCOME:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**KEY PEOPLE AND/OR DEPARTMENTS TO INVOLVE:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## ACTIVITY C

### Post-It Note Pep Talk

#### Instructions:

1. Schedule time to discuss **Topic 5** with the participant. Discuss what they learned regarding the key driver of patient satisfaction and the impact of HCAHPS scores. Then, request the employee go to [www.medicare.gov/hospitalcompare](http://www.medicare.gov/hospitalcompare) to compare your hospital with 1 or 2 others. Have the participant gather results related to nursing communication survey items and prepare to present the information to the team. Suggest additional detail related to your hospital's HCAHPS scores may also be obtained from the Quality Department, or other similar department within the organization.
  - a. Notify team members that they're invited to a meeting where they'll learn about HCAHPS and patient satisfaction followed by an open discussion.
  - b. Make copies of the results from the Hospital Compare website to share with team members.
  - c. During the discussion, distribute two post-it notes to each team member and have them write two ways in which they can improve patient satisfaction within their unit. Make the notes encouraging and post them in the break area as a reminder.
2. Discuss the time needed for the presentation then set the date and time. Typically, 15 to 30 minutes will provide enough time to teach a key learning point for this topic.
3. Follow up by asking the employee for feedback about how the presentation was received by others.

#### PLANNING A COMMUNICATION STYLES PRESENTATION

KEY LEARNING POINTS: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

TIME NEEDED TO PRESENT: \_\_\_\_\_

DATE TO BE COMPLETED: \_\_\_\_\_