Charge Nurse Leadership Academy
Developing Front Line Leaders

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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
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**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00 am</td>
<td>Program Overview – Why Leadership Development for Charge Nurses?</td>
</tr>
<tr>
<td>8:30 am</td>
<td>The Leader Within: Self-Awareness, Authentic Presence, and Self-Reflection</td>
</tr>
<tr>
<td>9:15 am</td>
<td><strong>SELF CARE BREAK (10 minutes)</strong></td>
</tr>
</tbody>
</table>

**The Science: Managing the Business**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:25 am</td>
<td>Healthcare Operations and Environment – Part I</td>
</tr>
<tr>
<td>10:00 am</td>
<td>Creating Healing Work Environments &amp; Expectations</td>
</tr>
<tr>
<td>10:30 am</td>
<td><strong>SELF CARE BREAK (15 minutes)</strong></td>
</tr>
<tr>
<td>10:45 am</td>
<td>Resource Management</td>
</tr>
<tr>
<td>12:15 pm</td>
<td><strong>LUNCH ON YOUR OWN</strong></td>
</tr>
</tbody>
</table>

**The Science: Managing the Business**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>1:00 pm</td>
<td>Healthcare Operations and Environment – Part II</td>
</tr>
<tr>
<td>2:15 pm</td>
<td><strong>SELF CARE BREAK (15 minutes)</strong></td>
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</tbody>
</table>

**The Art: Leading People**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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</thead>
<tbody>
<tr>
<td>2:30 pm</td>
<td>Communication and Relationship Management</td>
</tr>
<tr>
<td></td>
<td>Creating Healing Work Environments &amp; Expectations</td>
</tr>
</tbody>
</table>

**The Leader Within: Creating a Caritas Leader in Yourself**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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</thead>
<tbody>
<tr>
<td>3:30 pm</td>
<td>Professional Role Development, and Self-Renewal</td>
</tr>
<tr>
<td>4:30 pm</td>
<td>Evaluation*/Adjourn</td>
</tr>
</tbody>
</table>

*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

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

All Cohorts (C1-C8) Pre-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

Pre  Post 6 months
Leader-SD  3.08  4.10
Leader-DM  2.81  4.06
Scientist  2.95  3.92
Transferor  3.01  4.04
Practitioner  3.01  4.03

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

Pre  Post 6 months  Post 12 months
Leader-SD  3.07  3.94  4.16
Leader-DM  2.68  3.97  3.98
Scientist  2.83  3.87  3.74
Transferor  3.02  4.07  3.91
Practitioner  2.90  3.95  4.02

Confidential – For Discussion Purposes Only
Cohorts 7-8 Pre-Assessment Competency Results Comparison

<table>
<thead>
<tr>
<th>Role</th>
<th>Pre-Self</th>
<th>Pre-Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader-SD</td>
<td>3.15</td>
<td>2.75</td>
</tr>
<tr>
<td>Leader-DM</td>
<td>3.01</td>
<td>2.67</td>
</tr>
<tr>
<td>Scientist</td>
<td>2.95</td>
<td>2.42</td>
</tr>
<tr>
<td>Transferor</td>
<td>2.96</td>
<td>2.57</td>
</tr>
<tr>
<td>Practitioner</td>
<td>3.32</td>
<td>2.86</td>
</tr>
<tr>
<td>Caritas</td>
<td>3.73</td>
<td>3.25</td>
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</table>
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

- The Science: Managing the Business
- The Art: Leading People
- The Leader Within: Creating a Caritas Leader in Yourself
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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