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## Background

- ❖ Federal reimbursement has been tied to patient satisfaction since 2013.
- ❖ Charge nurses may have a greater impact on patient, physician and staff satisfaction than any other leader.
- ❖ Charge nurses are frontline leaders who perform complex duties often with little or no education for the role.
- ❖ There has been little published about charge nurse development programs.
- ❖ AONE competencies provided structure and metrics for a formalized charge nurse leadership development program.



## Plan – Do – Study -- Act

**LONG TERM PROJECT GOAL:** To develop, implement, and evaluate an evidence-based charge nurse leadership development program.

- ❖ **PLAN:** CNO convened informal nursing leadership focus groups and formed a redesign team.
- ❖ **DO:** Team evaluated the current charge nurse orientation program, held an open forum with all levels of nursing staff and nurse leaders, developed a new charge nurse job description, developed a charge nurse application process, interviewed and selected charge nurse candidates, and developed education based on the leadership development program AONE provided. Classes included education on: Nurse Leader Orientation, Service Excellence, Communication, Knowledge of the Healthcare Environment, Leadership, Professionalism, and Business Skills.
- ❖ **STUDY:** Collected and analyzed data on two medical-surgical units using 3 specific questions about nursing care from the CMS survey and nurse retention on the units. The analysis showed that the program provided clinically significant results.
- ❖ **ACT:** Classes were changed to an online format, system level training, and will be used for future charge nurse orientation and leadership development.

### CHARGE NURSE EXPECTATIONS:

- ❖ ACLS certification.
- ❖ Board certification.
- ❖ Patient rounding with physicians for quality/safety and continuity of care.
- ❖ Ensure core measure compliance
- ❖ Attend daily staffing and interdisciplinary patient care briefings.
- ❖ Promote bedside reporting.
- ❖ Model THR promise<sup>SM</sup> behaviors.
- ❖ Provide input on performance evaluations.
- ❖ Facilitate and oversee appropriate staffing related to competencies and staffing grid.
- ❖ Maintain Nursing Career Advancement Program level IV or higher.
- ❖ Champion Team STEPPS
- ❖ Be accountable for and champion physician, patient, and staff satisfaction.

## Charge Nurse Program Components:

Components	Before 2013	After 2013
Job description	No	Yes
Apply for the position	No	Yes
Commitment letter	No	Yes
Formally outlined expectations	No	Yes
Structured training	No	Yes
Evidence-based competencies	No	Yes
Structured quarterly charge nurse meetings	No	Yes

## System Impact

Our healthcare system has adopted the program and offers three 4-hour sessions incorporating the content.

- ❖ Novice Session 1 Content – Stepping into the role, scope of responsibility, nurse practice act, peer review/safe harbor.
- ❖ Novice Session 2 Content – Communication, management, conflict management.
- ❖ Advanced Session Content – Budget, value-based purchasing, HCAHPS, corrective action.

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