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Carry Your Candle...and Light the Way

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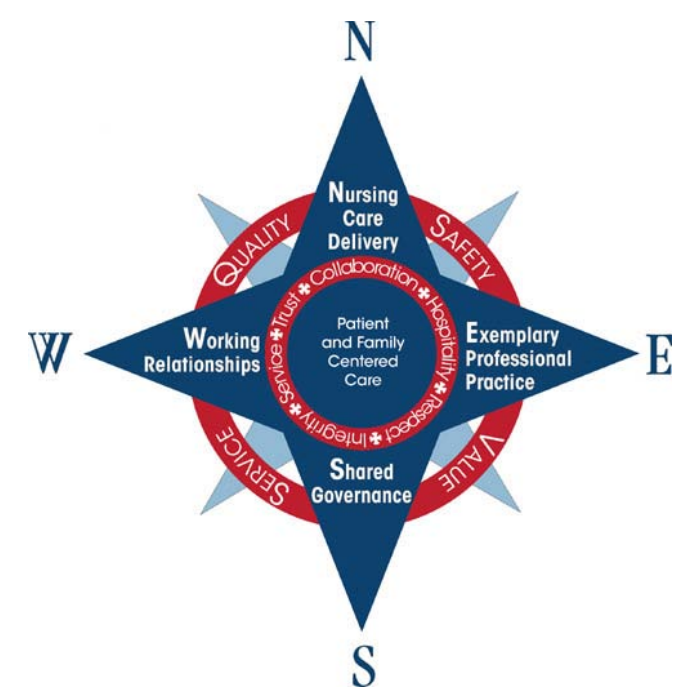


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Carry Your Candle...and Light The Way

Transformational Leadership Support Charge Nurse Symposium Neuroscience/Spine and Inpatient Rehabilitation Units

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Charge Nurse Leadership Development Goal

The initial goal and purpose of this symposium was to develop a structured leadership class to prepare support charge nurses for the challenges they face in today's healthcare environment. Using a transformational leadership framework aligned with the Professional Practice Model (PPM): The Compass, a content outline was developed for the charge nurse's role. The focus was based on the charge nurse's role using the following components: autonomy, accountability, critical thinking, crucial conversations, innovation, productivity, coaching and mentoring, healthy work environment principles and shared governance. This would ultimately optimize the Neuroscience/Spine Unit and Inpatient Rehabilitation Unit charge nurse's professional function.

Literature Review

- There has been limited literature identifying the charge nurse's perspective of what is key to preparing the charge nurse for their role as leaders in providing safe quality care
- While the definition of the charge nurse's roles and responsibilities may vary across facilities, charge nurses are instrumental in influencing staff to achieve superior clinical outcomes
- Nursing Directors are accountable for staff development, yet there is inadequate literature to guide the structure of formal charge nurse leadership education
- With current resource limitations, investment in the development of charge nurse leaders is essential and critical
- Eggenberger states that there are eight emerging themes that charge nurses recognize that are part of their role. They include the following:
 - * Creating a Safety Net
 - * Showing the Way/Lead by Example
 - * Completing the Puzzles/Coordination of Care
 - * Enhancing Patient Satisfaction
 - * Monitoring Quality
 - * Managing the Flow
 - * Making a Difference
 - * Putting out Fires



Symposium Principles

1. Commit to Excellence
2. Measure the Important Things
3. Build a Culture Around Service
4. Create and Develop Leaders
5. Focus on Employee and Patient Satisfaction
6. Build Individual Accountability
7. Align Behaviors with Goals and Values
8. Communicate at All Levels
9. Recognize and Reward Success
10. Never Underestimate the Difference You Make

Symposium Outline

Evidence was used to identify competencies and develop a mechanism soliciting key input from charge nurses. Content was structured to align with the St. Cloud Hospital Nursing Professional Practice Model: The Compass. The theme for the symposium was to Carry your Candle...and Light The Way to successful leadership within the Neuroscience/Spine/Rehabilitation Care Center.

Charge Nurse Symposium Outline

- Empowering Charge Nurses as Leaders
 - Open Dialogue Principles
 - Elements for Culture of Engagement
 - Components of Teamwork
 - Crucial Conversation Expectations
- Charge Nurse Responsibilities
 - Code Situation Roles
- Expectations of the Charge Nurse Role within the PPM
 - Nursing Care Delivery
 - Exemplary Professional Practice
 - Shared Governance
- Nursing Informatics
 - Hours per patient day (HPPD) principles and methodology
 - Correlation of HPPD and Budget

Symposium	Symposium Rating	Participant Comments
October 2012	4.44 out of a 5 point scale	Participant feedback related to incorporating the concepts into their practice is as follows: <i>Focus on being an effective mentor and role model; Utilize the coaching and mentoring document; Change the conflict conversation and my approach to the situation; Improve the communication, especially crucial conversations</i>

References

Eggenberger, T. (2012). Exploring the charge nurse role. *Journal of Nursing Administration*, 42(11), 502-506.
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Thompson, R. (2012). Mentoring and coaching, a model guiding professional nurses to executive success. *Journal of Nursing Administration*, 42(11), 536-541.

