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"Breaking Down Obstacles and Building Up Expectations: Optimization of the Charge Nurse Role"

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Overview

- Breaking Down Obstacles –What, Why & How
- Building UP Expectations- CN Tool Kit
- Charge Nurse Metrics- "5 Pillars"
- Impact of Charge Nurse Program
- Charge Nurse Support Group

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- Two campuses (General and Birchmount)
- 100,000 ED visits/year
- Renal/dialysis program (largest in Canada)
- Cataracts- one of the largest volume
- Ortho surgical Centre of Excellence
- Diverse community ++++
  - 100 languages and dialects spoken
- Tamil and Chinese largest populations
- Community strongly engaged
- 3400 staff
- ~ 1300 nursing staff (RN/RPN, RN (EC))

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Context

- TSH environment –Increased accountability and emergent trends
- Notion of scope of Practice and Entry to Practice Competencies
- Patient Acuity and Complexity
- Static Charge Nurse role still present

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TSH Charge Nurse Journey

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Breaking Down Obstacles

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Foundational Work

- Review of Initial State
  - ➢Survey
  - ➢Charge Nurse Focus Groups
- Literature Review
- Stakeholder Engagement
  - ➢Develop Corporate Charge Nurse Core Competencies and Expectations

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Building Up Expectations

"Learning To Lead Others"

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Charge Nurse Leadership Program

- Charge Nurse Core Competencies & Expectations
- Charge Nurse Workshop
- Charge Nurse Tool Kit
  - Charge Nurse Standard Work
  - Transfer of Accountability (TOA)
  - Orientation Checklist
- Charge Nurse Metrics

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TSH Charge Nurse Assignment

- Charge Nurse as an assignment
- Charge Nurse qualifications
- Charge Nurse assignment duration
- Charge Nurse key competencies and expectations

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Charge Nurse Expectations
"5 Pillars"

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Charge Nurse Workshop

- Interactive 8 hour workshop:
  - Leadership and Team Building
  - Meeting standard and Expectation
  - Effective Communication and Collaboration
  - Conflict Resolution
  - Patient Flow and Patient Care Delivery (CPR Tool)
- Quarterly workshops to drive continuous improvements and sustainability of program
- Over 110 RNs attended workshop to date

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Evaluation Framework

4 – Reaction: charge nurse satisfaction, engagement and relevance of workshop

3 – Learning: knowledge, skill, attitude, commitment to CN role

2 – Behaviour: degree of CN role knowledge application and integration into practice

1 – Results: targeted outcomes resulting from workshop/tool kit & subsequent reinforcement

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Spread……

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Charge Nurse Tool Kit

- Charge Nurse Standard Work
- Charge Nurse Skills Checklist
- Unit Specific Charge Nurse Binder
- Transfer of Accountability

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Metrics

- Pre and Post Evaluations of Charge Nurse Workshop
- 5 Question Electronic Survey
  - Measurement of Charge Nurse behavior
  - Healthy Work Environments (HWE) "5 Pillar" questions
- Manager & CRL Interviews

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Nurse Leader- Results

- Feedback from Manager and Clinical Resource Leaders within roll-out units:
  - Significant improvement in Charge Nurse coaching and mentoring of staff
  - Increased staff autonomy in delivery of patient care
  - Improved RPN confidence with interprofessional communication
  - Charge Nurses take active approach to facilitation of huddles and rounds

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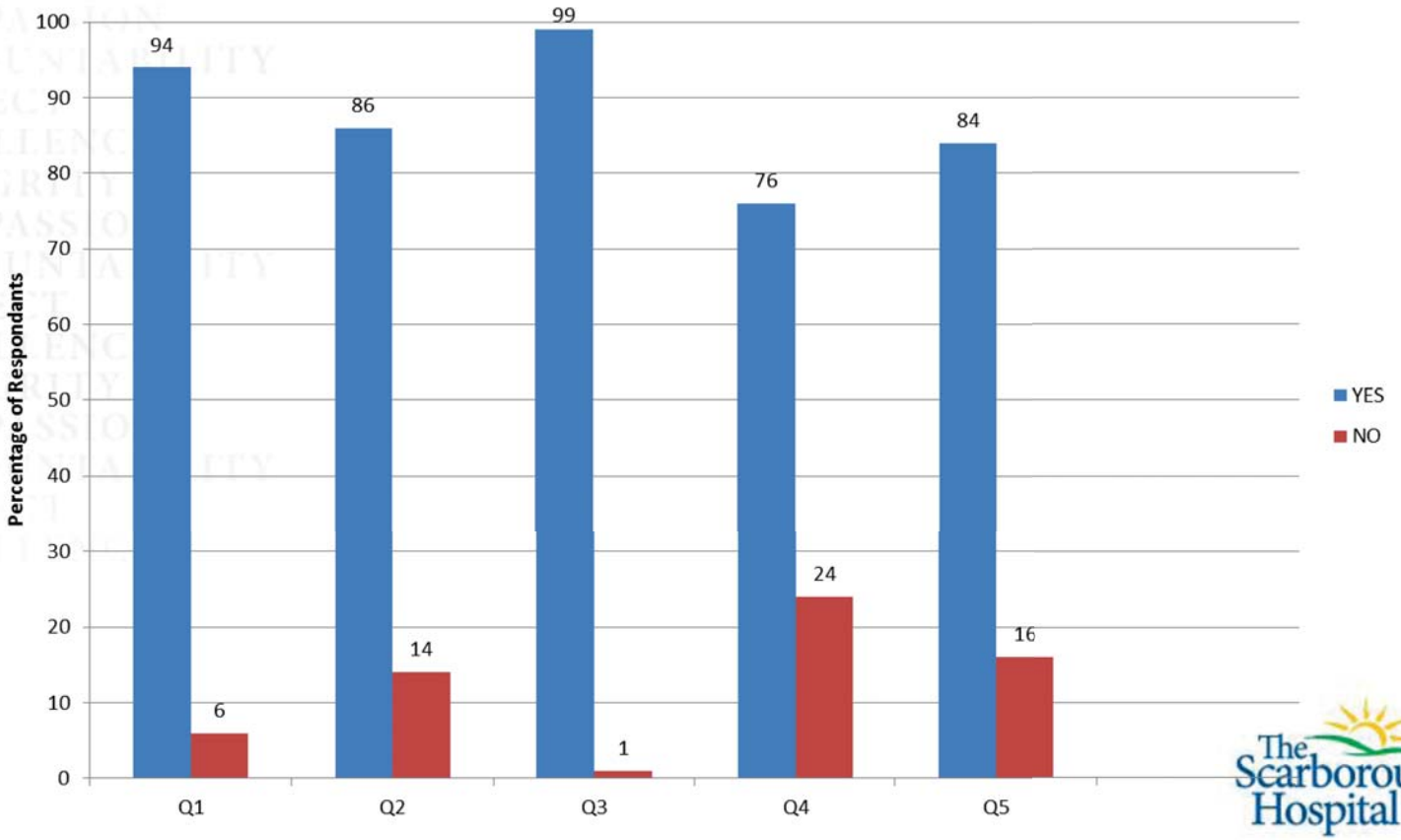
Charge Nurse –Survey Result



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Next Step

- Initiate Charge Nurse support group
- Phase Two Charge Nurse Roll out

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Questions- Discussion

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