

# DEVELOPING AN EVIDENCE-BASED CHARGE NURSE LEADERSHIP PROGRAM

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# Overview of Project

- The project was developed to address the lack of charge nurse leadership skills and training at the project facility.
- The project site identified that there is currently no program to develop leadership skills in charge nurses at their facility.
- Research has identified that a lack of nursing leadership can lead to negative behaviors of staff nurses and job satisfaction, which can ultimately affect patient outcomes.

This project will assess whether the implementation of a charge nurse leadership program will increase the leadership knowledge and skills of charge nurses in a rural community hospital in southeastern Indiana. Results of the project will show a statistically significant increase in overall leadership knowledge and skills of charge nurses after attending the leadership program utilizing the Leadership Practices Inventory.

# Introduction

- Registered nurses are often placed in a charge nurse position without any type of formal leadership training
- The charge nurse role is critical to patient safety and positive patient outcomes
- Lack of charge nurse leadership can lead to:
  - poor quality of patient care
  - staff dissatisfaction
  - overall negative welfare of the organization

# Background

- Florence Nightingale proposed that nurses must obtain leadership skills, as well as, clinical skills for the nursing profession to survive (Nightingale, 1912)
- Leadership in nursing has historically focused on top nursing management
- Leadership styles have shifted from controlling to empowering
- Rapid changes in health care are requiring front line nurse leaders (Health Leaders Media Staff, 2019).

# Problem

Charge Nurses frequently become leaders without any type of formal leadership education. This is problematic as research has shown that a lack of nursing leadership is directly related to suboptimal patient care and the behavior of staff nurses is directly linked to the leadership skills of the CN (Whitby, 2018).

- The project addresses:
  - Lack of charge nurse leadership skills
  - Lack of a formal leadership program

# Purpose Statement

- Develop and implement an evidence-based charge nurse leadership program at a rural community hospital in southeastern Indiana.
- To increase charge nurse leadership skills.

# Project Question

- Will current and prospective CN's at this facility with no charge nurse leadership education report an increase in leadership knowledge on the Leadership Practices Inventory after attending a charge nurse leadership development program?

# Project Objectives

- 1) Develop and implement a charge nurse leadership program for all current and potential charge nurses based on the American Organization of Nurse Executives (AONE) competencies.
- 2) All nurses who attend the charge nurse leadership program will report an increase in their knowledge of leadership skills according to the Leadership Practice Inventory.
- 3) At least 90% of charge nurse attendees will report that the program was beneficial to them in learning the leadership roles of a charge nurse.

# Significance

- Nurses spend more time with patients than any other health care provider.
- Health care is becoming increasingly challenging.
- Leadership skills provide nurses the ability to positively impact patient care.
- Institute of Medicine recommends nurses at all levels have leadership skills.
- Lack of leadership skills can negatively affect patient outcome, staff comradery, and the over all health care facility.



# Review of the Literature

- Literature indicates that most charge nurses do not have the level of leadership training or skill to develop a high functioning team and maintain a health work environment.
- The Joint Commission's *Sentinel Event Alert* (2017) restates that a lack of leadership in charge nurses can create an unsafe culture for patients and increase adverse patient outcomes.
- Literature supports that nurse' job satisfaction was related to the leadership style of the manager.

# Literature Review Continued

- The behavior of leaders was found to be directly related to the work environment and the safety and care of patients.
- A common theme appeared in much of the literature regarding the complexity of healthcare and its rapidly changing environment.
- Charge nurses have a responsibility to care for patients and manage their staff.

# Literature Review Conclusion

- Another theme that appeared in the literature was the need for the nursing profession to develop leaders at all levels, however, literature pointed out that organizations design their own internal leadership development programs.
  
- Required nurse leadership competencies developed by the American Organization of Nurse Executives (AONE) are:
  - Professionalism
  - Communication
  - Relationship Management
  - Knowledge of the healthcare environment
  - Business Skills and Principles

# Theoretical Framework

- Lewin's Three Step Change Model

Unfreezing	Moving	Refreezing
<ul style="list-style-type: none"><li>▪ Discussion with management and facility stakeholders regarding the need for a change</li><li>▪ Discussions with charge nurses about their perception of being in charge</li><li>▪ Staff engagement</li><li>▪ Identify driving and resistance forces</li><li>▪ Review literature for charge nurse leadership competencies supported by evidence-based practice</li></ul>	<ul style="list-style-type: none"><li>▪ Develop a charge nurse leadership program</li><li>▪ Educate current and prospective charge nurses on the competencies of leadership and importance to the organization</li><li>▪ Implementation of charge nurse leadership program</li></ul>	<ul style="list-style-type: none"><li>▪ Ongoing education and training</li><li>▪ Education of new charge nurses prior to promotion</li><li>▪ Review of feedback from charge nurse leadership program</li></ul> <p data-bbox="1895 1296 2384 1339">(Burnes &amp; Bargal, 2017)</p>

# Project Design

- Quality improvement project
- Mixed method of quantitative and qualitative data
- Pre and post 30 item Leadership Practices Inventory Questionnaire
- Demographic/Program Questionnaire
- Educational Leadership Program

# Project Design Continued

## Population of Interest

- Current and onboarding charge nurses in a rural southeastern IN county hospital

## *Setting*

- Rural community hospital in southeastern Indiana that serves 5 rural counties and can hold 81 inpatients (16 Emergency Department (ED) bays with 1 chair; 51 inpatient beds, including 7 in the Intensive Care Unit (ICU), 7 Labor, Delivery, Recover, and Postpartum (LDRP), 4 Post-partum, and 2 Obstetrical triage)

# Project Design Continued

## *Stakeholders*

- Identified charge nurses; administration, which includes the Director of Nursing, Chief Executive Officer, Director of Patient Care Services, Director of Quality Management and Improvement, and the facilities Executive Board; and the education department, which includes the Director of Nursing Education and a Nurse Educator.

## *Recruitment Methods*

- *Through the education department at the facility*

## *Tools/Instrumentation*

- *Pre and Post Implementation Survey Questionnaire*
- *Educational Leadership Program*

# Implementation

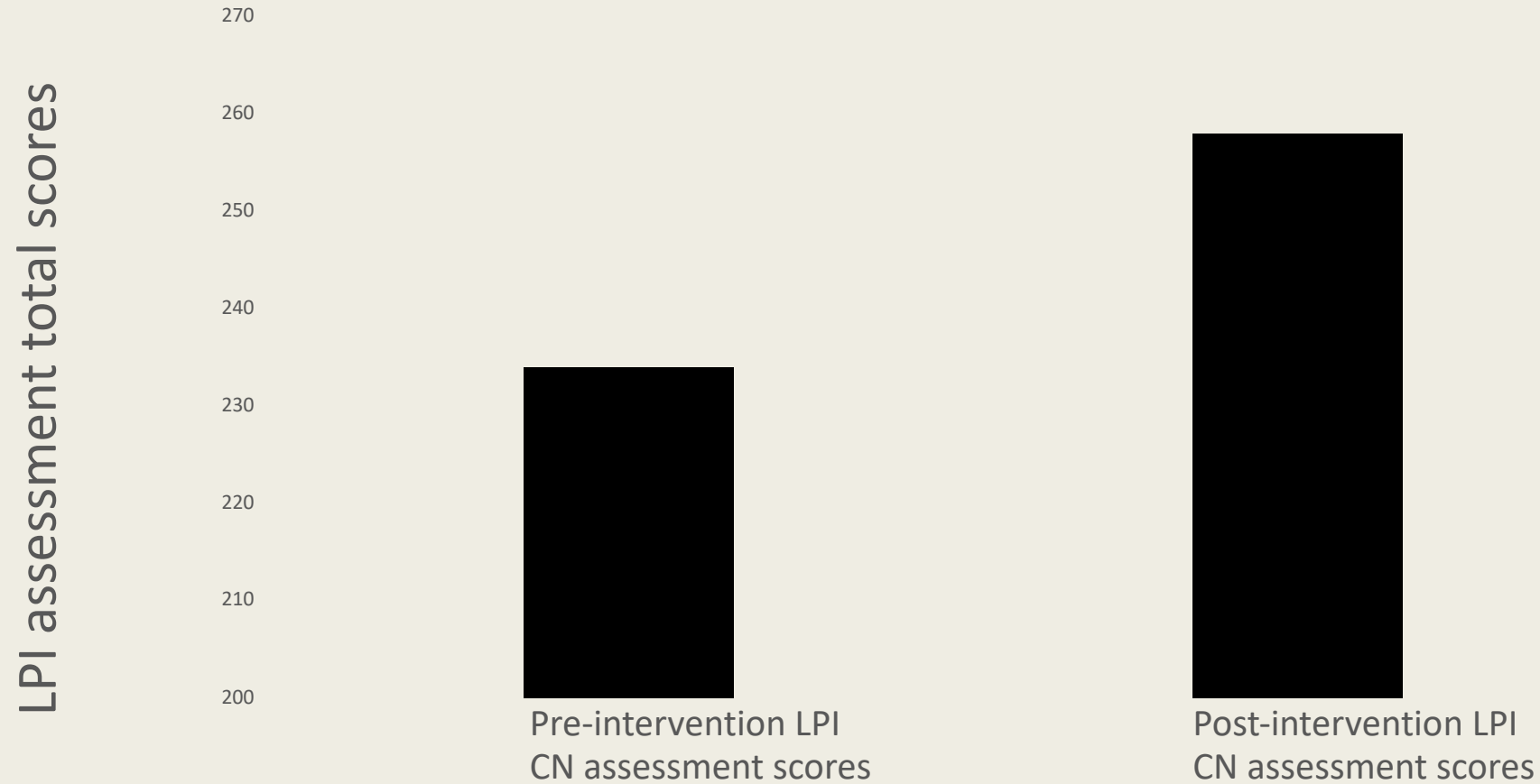
Week	
1	<ul style="list-style-type: none"><li>• Obtain final count of attendees and create pre- and post- assessment data packets with numerical identifier</li></ul>
2	<ul style="list-style-type: none"><li>• Present Charge Nurse Leadership Development Program (2 hours)</li><li>• Collection of pre-LPI assessment data and demographic/program questionnaire</li><li>• Analyze data from the demographic/program questionnaire using the descriptive statistics measures of central tendency and dispersion descriptive statistics</li></ul>
3	<ul style="list-style-type: none"><li>• Nursing education department to send reminder to complete post-LPI assessment to participants via email.</li></ul>
4	<ul style="list-style-type: none"><li>• Collect post LPI assessment data from participants</li><li>• Analyze data using a paired-samples t-test and/or the non-parametric Wilcoxon Signed Rank Test</li><li>• Provide data results to stakeholders</li></ul>



# Analysis & Evaluation

- The Wilcoxon Signed Ranks Test was used to investigate whether there was statistical significance between pre-and post-LPI assessment results
- Results of the data showed a significant increase in survey scores from pre-intervention to post-intervention
- Pre- and post- LPI questionnaire survey - 13 Respondents
- 84.6% of participants felt the educational program benefited them in learning the leadership behaviors and skills of a charge nurse

# Analysis & Evaluation



*LPI Assessment Scores Pre- and Post- Intervention*

# Analysis continued

## *Demographic Characteristics of Participants*

Variable	Level	Frequency (%)
Age*	-	43.9 (11.4)
Years as a nurse*	-	18.8 (10.8)
Years as a charge nurse*	-	12.6 (10.5)
Gender**	Male	2 (15.4%)
	Female	11 (84.6%)

Education**		
	Diploma	1 (7.7%)
	Associate's	4 (30.8%)
	Bachelor's	6 (46.2%)
	Master's	2 (15.4%)
Employment**		
	Part-time	1 (7.7%)
	Full-time	12 (92.3%)
Benefit**		
	No	2 (15.4%)
	Yes	11 (84.6%)

Note: \* Values are mean (standard deviation), \*\* Values are frequency (percentage)

# Discussion/Significance

- Objective 1: Analysis implied that there was a statistically significant increase in the overall leadership knowledge and skills of the participants.
- Objective 2: Survey scores from pre-intervention to post-intervention on the LPI showed an increase in CN knowledge of leadership skills.
- Objective 3: Data analysis showed the overall benefit to the participants was slightly less than the projected goal.
- Project Question: This CN leadership program did provide an increase in leadership knowledge and skills.

# Limitations

- Large difference in CN experience
  - *Educational tool designed for limited experience*
- Small number of survey respondents
  - *Pre- and Post- questionnaire survey – N=13*
- Limited timeline to complete the project implementation
  - *4 weeks*
- A larger number of respondents and a longer timeline may have achieved a result that showed a greater statistically significant difference.

# Conclusion

- The project increased awareness of the importance of leadership skills in the charge nurse position.
- Continued staff education and engagement will be needed to sustain the educational program.

# Project Dissemination

- Will be submitted to the Doctors of Nursing Practice, Inc. Doctoral Project Repository web site.
- Will be presented as a podium presentation at the IUPUI Annual Patient Safety Conference.
- Will be presented to faculty and colleagues at Touro University Nevada.



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