Building a Transformational Nurse Manager Workforce Through Interactive Competencies
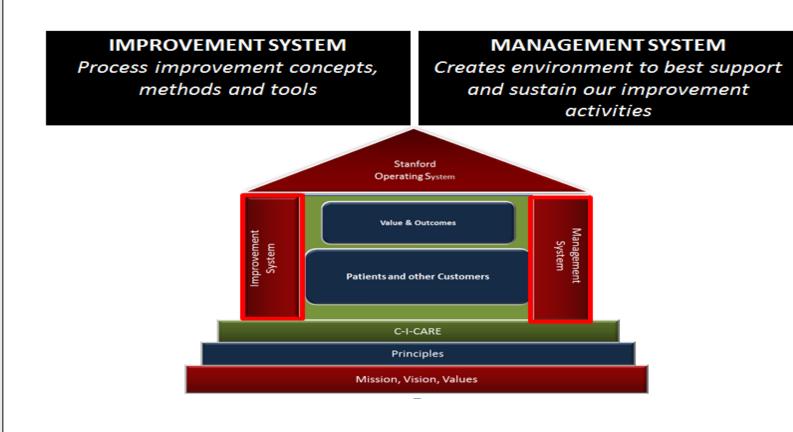
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Introduction

This project aims to improve the nurse manager's daily communication in staff interactions by validating an interactive simulation bundle communication competency and creating a daily communications toolkit that can provide critical data to prepare nurses for their day-to-day work. Currently, in this hospital, nurse manager development to improve participation in defined work practices is lacking. Nurse managers working in an acute care hospital were selected from a subset of inpatient nurse managers.

This project used a multi-pronged approach to improve the nurse manager's daily communication with staff through (1) core nurse leader curriculum, (2) validation of an effective communication competency, and (3) creation of a daily communication toolkit that would standardize and enhance the communication of critical data to nurses and reduce the existing gap regarding the provision of critical information as they prepare for their work day.
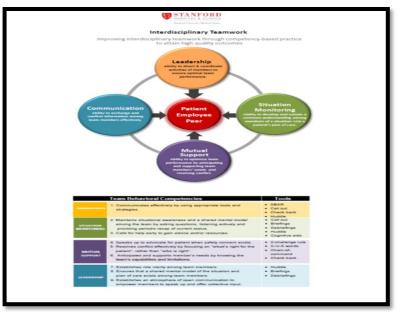

Alignment of AONE Nurse Manager Competencies with Healthcare Operating System resulting in Professional Alignment
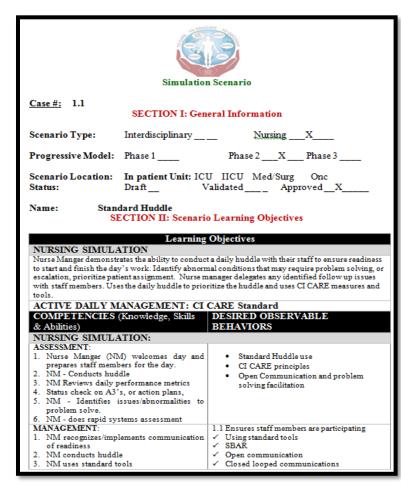

Problem Statement:

Nurse managers self-identified their challenges to prioritize, implement SOS initiatives, connect with staff, and discuss data-driven metrics with the health-care staff. They reported that they struggle to handle multiple priorities, communicate effectively with the staff, and implement standard tools to meet the increasing demands for excellence in the delivery of complex and coordinated care in managing the business of their microsystems.

Methods

Data were collected by multiple means: observation, nursing survey, pretest/posttest competency assessment, monitoring of standard communication practices as standard work, and the use of selected core communication competency tools. Data focused on nurse managers, leadership course participation, simulation bundle participation, and unit data metrics, including the development of a unit specific vision statement, huddle participation, and problem identifications.
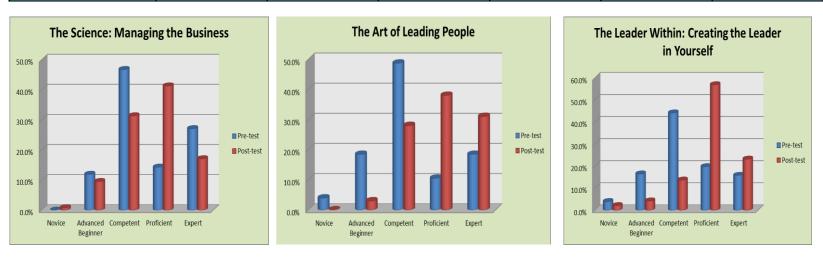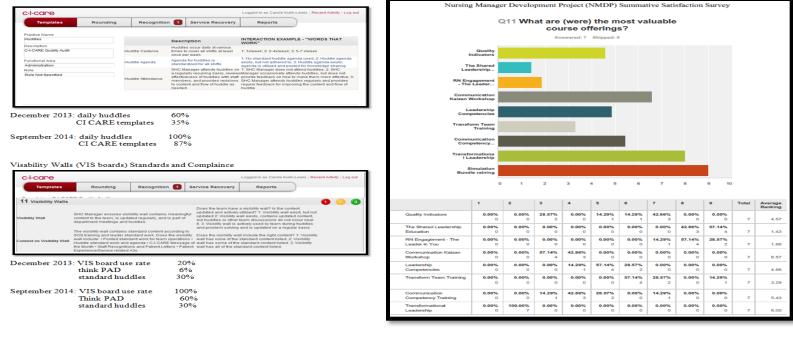

Results

- Each unit consistently held 100% manager-led daily huddles that included all designated metrics for the unit. Incremental overtime was reduced by project evaluations, validating that the participants found the project valuable.

Nurse Manager Skills Inventory

	The Science: Managing the Business		The Art of Leading People		The Leader Within: Creating the Leader in Yourself	
	Pre-test	Post-test	Pre-test	Post-test	Pre-test	Post-test
Novice	0.0%	0.8%	3.9%	0.0%	3.9%	2.1%
Advanced Beginner	11.9%	9.5%	18.4%	3.0%	16.4%	4.2%
Competent	46.7%	31.3%	48.7%	28.0%	44.1%	13.7%
Proficient	14.3%	41.3%	10.5%	38.0%	19.7%	56.8%
Expert	27.1%	17.1%	18.4%	31.0%	15.8%	23.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Electronic Standard Communications Tool Box

Conclusion

Results suggest that nurse managers in *in situ* simulations, coupled with reflection and standard communication tools, can communicate more effectively. Improved self-reported nurse manager competency embedded daily standard work practices and these nurse managers were influential role models for staff creating an environment to best support learning and improvement activities. Improved staff satisfaction was demonstrated through nursing satisfaction survey.

- This innovative training project for nurse managers demonstrates the organization's commitment to aligning the SOS with professional and leadership development.
- The three targeted interventions were aimed at communication through an innovative strategy, whereby aligning the nurse managers' professional competencies with the enterprise's philosophy and goal of clinical preeminence.
- There is adequate evidence to support these managers' *in situ* simulations.
- The project's value-added is the cost of succession planning and development of a work force that aligned with the organization's vision and retention, as well as a culture that delivers coordinated care with the goal of zero defects.

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