

# IMPLEMENTATION OF A CHARGE NURSE BOOT CAMP PROGRAM



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## BACKGROUND

- A gap in formal training for charge nurses was identified in June 2019.
- A proposal to the chief nursing officer, professional development director and education department manager was made by a clinical nurse.
- Promoting excellent direct care nurses to a charge position doesn't ensure their success but providing an educational program and resources will improve their chances of becoming competent and successful (Homer & Ryan, 2013).
- Literature supporting a formal training program for charge nurses with evidence of positive outcomes was provided, to include:
  - Improved HCAHPS scores and nurse retention (Teran & Webb, 2016)
  - Improved communication, professionalism, and leadership (Normand et al., 2014)
  - Positive increase in charge nurses' perception of leadership abilities (Delamater & Hall, 2018)

## PURPOSE

The charge nurse boot camp was proposed to provide all charge nurses at UMC with helpful tools to serve effectively in the role of charge nurse.

The learning objectives for the program are to:

- Provide charge nurses with the tools to deliver optimum patient care as a leader
- Identify key component of transformational and servant leadership
- Identify policies that affect nursing

## METHODS

Using the **Shared Governance Model**, the charge nurse training program proposal was presented to the shared governance's congress council, where approval was made to move forward with the program. The following month the proposal was brought forth to the Professional Development and Education Council (PDEC) where the idea was evaluated for applicability to the organization, discussed with clinical nurses for their input, and consensus was reached for implementation. The clinical nurses had input in the structure of the UMC Specific Training Day agenda.

## Nationally Accredited Program Agenda

**Charge Nurse Boot Camp**

**Course Description**  
This course is geared toward new charge nurses or charge nurses that would like to kick their skills up a notch. Most charge nurses are promoted because of their clinical skills but are lacking in the other basic skills they need to lead in today's shifting healthcare environment. This course will cover basics such as communication, conflict management, budgeting, relevant laws and other important concepts of leadership.

**Program Learning Outcomes**  
This program prepares the learner to:

- Identify the key components of transformational and servant leadership.
- Discuss the basic components of error-free communication.
- Practice a script that will be useful for addressing any form of conflict or disruptive behavior.
- Identify the most common barriers to successful change in an organization.
- Have the beginning of a personal professional development plan.

**Agenda**  
Sign-in begins at 7:30 am. Each day includes a one-hour lunch (on your own), as well as a morning and afternoon break of 15 minutes each. The order of lectures presented and break times may vary according to speaker preference.

**Day 1, 8:00 am to 4:30 pm**

0800 Welcome and Introductions

0830 **10 Key Skills for Novice Nurse Leaders**  
Capacity to Learn and Translate Knowledge | Adaptability to Change | Communication | Conflict Resolution | Delegation | Financial Basics | Decision Making and Problem Solving | Prioritization and Time Management | Flexibility | Self-Renewal

0845 **Reflection and Discussion**  
Possible Skills to Improve

0900 **Leadership Styles and Theories of Leadership**  
Styles of Leadership | Contemporary Leadership | Characteristics of Effective Leaders | Transformational Leadership | Servant Leadership

0930 **Emotional Intelligence**  
Intrapersonal Domain | Interpersonal Domain | Why Emotional Intelligence Matters

0945 **Break**

1000 **Capacity to Learn and Translate Knowledge**  
Age of the Knowledge Worker | Communication | Professional Development | Lifelong Learning

1030 **Policies that Affect Nursing**  
Relevant Laws | Meaningful Use

1130 **Lunch**

1230 **Adaptability to Change**  
Key Drivers of Change in Healthcare | How Change Affects Staff | Essential Elements | Barriers to Change | How to Help Staff through Change | How to be a Change Agent

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1315 **Discussion**  
Handling Workplace Changes

1330 **Communication**  
Pressures | Elements | Types | Error-Free Communication | Assertiveness | Barriers | Listening Skills

1415 **Break**

1430 **Generational Diversity**  
Four Generations at Work Today | Advantages of a Multicultural Workforce | How to Work Together

1500 **Conflict and Resolution**  
Why Conflict Happens | Steps to Resolution | Crucial Conversations | Keys to Safe Conversation | Disruptive Behavior | Workplace Violence

1600 **Discussion**  
Resist Conflicts | Potential for Different Outcomes

1615 **Questions**

1630 **Adjourn**

**Agenda**  
**Day 2, 8:00 am to 4:30 pm**

0800 **Discussion, Questions from Day 1**

0815 **Customer Service**

0915 **Delegation**  
Five Rights of Delegation | Barriers to Effective Delegation | Why Some Leaders Won't Delegate | Dumping | Willingness of Employees to Accept | When Delegation Fails | Empowerment | Accountability

1000 **Basics of Budgeting**  
Control of Overtime | Affordable Care Act | Cutting Costs | Adding Value | Lean

1030 **Prioritization and Time Management**  
Basics of Time Management | How to Prioritize | Time Wasters | Time Absorbers | Tips for Saving Time | Tips for Organization | How to Help Staff Prioritize | Managing Unit Needs | 9 Helpful Suggestions

1130 **Lunch**

1230 **Flexibility**  
Stretch Yourself | Optimism | Learning

1245 **Coping with Stress and Burnout**  
Nature of Stress | Causes of Stress | Consequences of Stress | Burnout | Compassion Fatigue | Putting Fun Back into the Workplace | Managing Stress

1345 **Discussion**  
Name Stressors | Recognize Burnout in Staff | Ideas to Decrease Stress

1400 **Advancing Your Career**  
Envisioning Your Future | Managing Your Career | Finding and Using Mentors | Identifying Learning Needs | Tracking Your Progress | When Your Plans Fail

1430 **Break**

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1445 **Discussion**  
Skills to Take Back to Work

1500 **Self-Renewal**  
Why Do We Need It? | Letting Go | Meditation and Mindfulness | Reflection | Affirmations | Surrounding Yourself with Positives

1600 **Questions, Wrap-Up and Evaluation**

1630 **Adjourn**

**Accreditation**  
RNLP/NLVN/Other: 14 Contact Hours

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## UMC Agenda created through Shared Governance

UMC Charge Nurse Boot Camp  
June 21, 2021 Monday  
(UMC Specific Topics)

Time	Topic	Presenter
8:00 am-8:30 am	Lippincott and other online Resources	Noel Madic
8:30 am-9:00 am	Policies and Procedure TIC preparedness	Stephanie Wright
9:00 am-9:15 am	Break	
9:15 am-10:15 am	Care Plans & Chart Audits	Heather Spaulding
10:15 am-10:45 am	Rehab Services Referrals	lonel Cornea
10:45 am-11:15 am	Lunch Break	
11:30 am-1:00 pm	Understanding Effective Staffing	Debra Fox
1:00 pm-1:30 pm	Understanding Productivity Numbers	Rasitha Kumarasinghe
1:30 pm-2:00 pm	Impact of Accurate Documentation to Hospital Reimbursement	Grace Maniego/ Denise Pannkuk
2:00 pm-2:15 pm	Break	
2:15 pm-4:30 pm	Basic De-escalation, Conflict Resolution	Ruth Olsen-Cumbers



## RESULTS

- The first two sessions of the three-day charge nurse Boot Camp were held in June 2021.
- 21-continuing education (CE) credits offered for free to active participants
- 70% (79/113 ) of the nurses who hold the title "Charge Nurse" or "Charge Nurse – Weekend" attended the opening two sessions
- 93 attendees: 39% Weekend Charges; 34 % Charges; 15% Relief Charges; 12% Quick Care Charges
- 37.6% of attendees completed the survey to obtain the CE Credits
  - 94% answered "I would recommend this program to others"
  - 54% answered "strongly agree" to the question "I would recommend this program to others"
  - 60% answered "strongly agree" to the question "program content met the stated objectives"

## CONCLUSIONS

- ✓ Have a standardized Charge Nurse Training Program will impact not only the nurses who participated but will also impact patient outcomes and organizational growth.
- ✓ As UMC continues the Magnet Journey, this charge nurse program will prepare nurses to lead in the role of charge nurse in a way that supports a Magnet environment and allow them to preform in a way that is reflective of a Magnet nurse
- ✓ For 2022 the authors will work with the Professional Development and Education Council to add quality improvement measures to determine effectiveness of the program

## REFERENCES

References available on request or you can scan the QR code with your smart phone camera

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