



Purpose

To improve rehab nurse leader role satisfaction, and create an environment of enhanced communication and streamlined reporting.

Introduction

Qualified, well-trained rehab nursing leaders needed to provide guidance and oversight for coordination of administrative and clinical needs of the facility in the absences of the CEO/CNO

"... The nurse administrator provides leadership in the professional practice setting...engages in teamwork as a team player and team builder...inspires loyalty through valuing of people as the most precious asset in an organization..." (ANA, 2009, p.43)

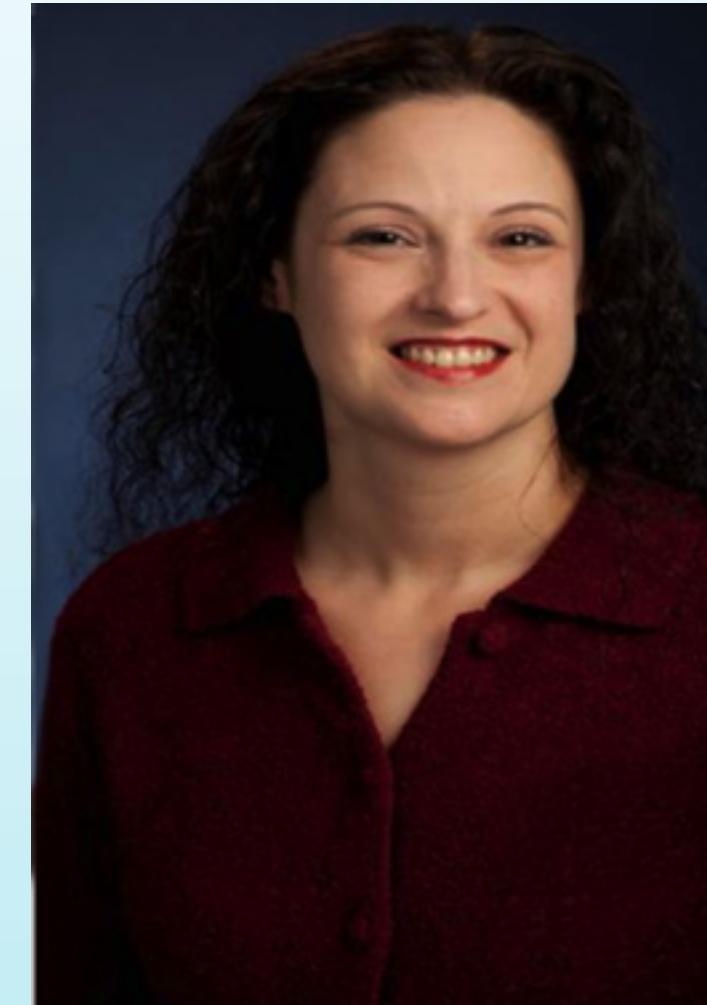
Background

- Traditionally, nursing supervisor positions, along with other nurse leaders, step up to provide nursing leadership in absence of nurse Managers/CNO
- Rehab nurse supervisors essential to provide oversight and support to the nursing staff on off shifts and weekends
- All nurse supervisors reported to one of three nurse managers. This was noted as a job dissatisfier
- No centralized oversight of the off-shift nurse supervisors/leaders, leading to a complex communication network
- Resulted in challenges to effectively coordinate resources and support
- Recent changes in nursing leadership prompted rethinking and redesign of the nursing organizational format, reporting and communication structure
- Redesign process of advancing CRRN® candidates to leadership positions in the acute rehab setting

Implementation

- Examined nursing organization/structure/nursing supervisor job descriptions
- Restructured nursing leadership reporting to CNO versus various nurse managers
- Formation of Nursing Council Group – enlarging number of people in nursing leadership team; meets monthly to review nursing department concerns, practice and policies, and coordinate resources and support
- Implemented utilization of an email distribution group for centralized cohesive management of nursing department communication – Enables CNO to provide uniform direction and leadership education
- Reviewed the current advancing CRRN® nurses for candidates for training into a nursing leadership role
- Trained high functioning CRRN®s into nursing leader positions
- Adapted current orientation tools for the nurse supervisor for orientation of all new nurse leaders

CRRN® Resource Nurse Supervisors



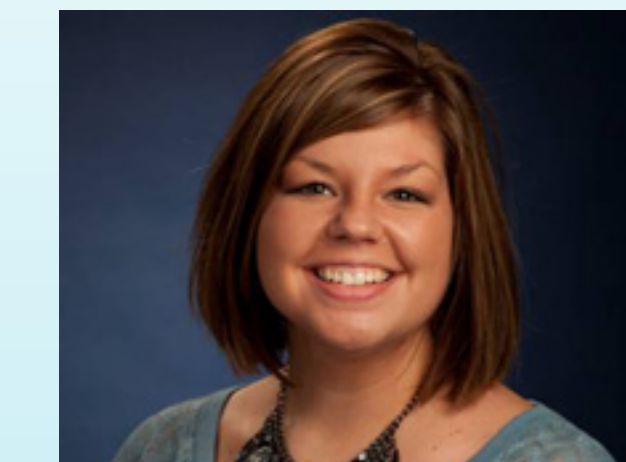
Bonnie MacIntosh
11 - 7



Linda Ward
3 - 11



Kristin Corbett
W/E



Alyssa Reed
7 - 3



America Crocker 7 - 3
Melissa Ayer 73

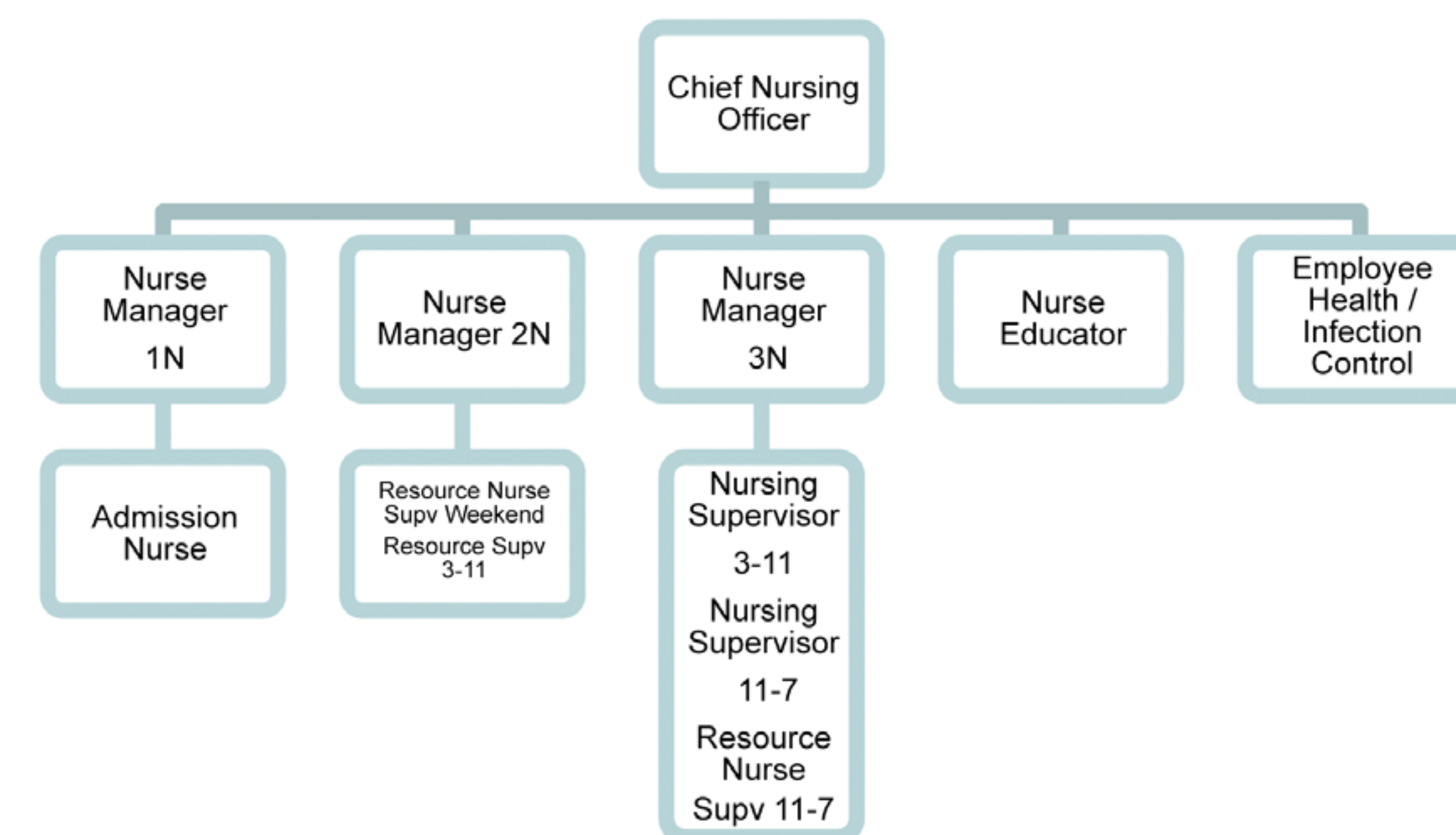


Joe Grab 11 - 7
Bobby Narkevicius 11 - 7

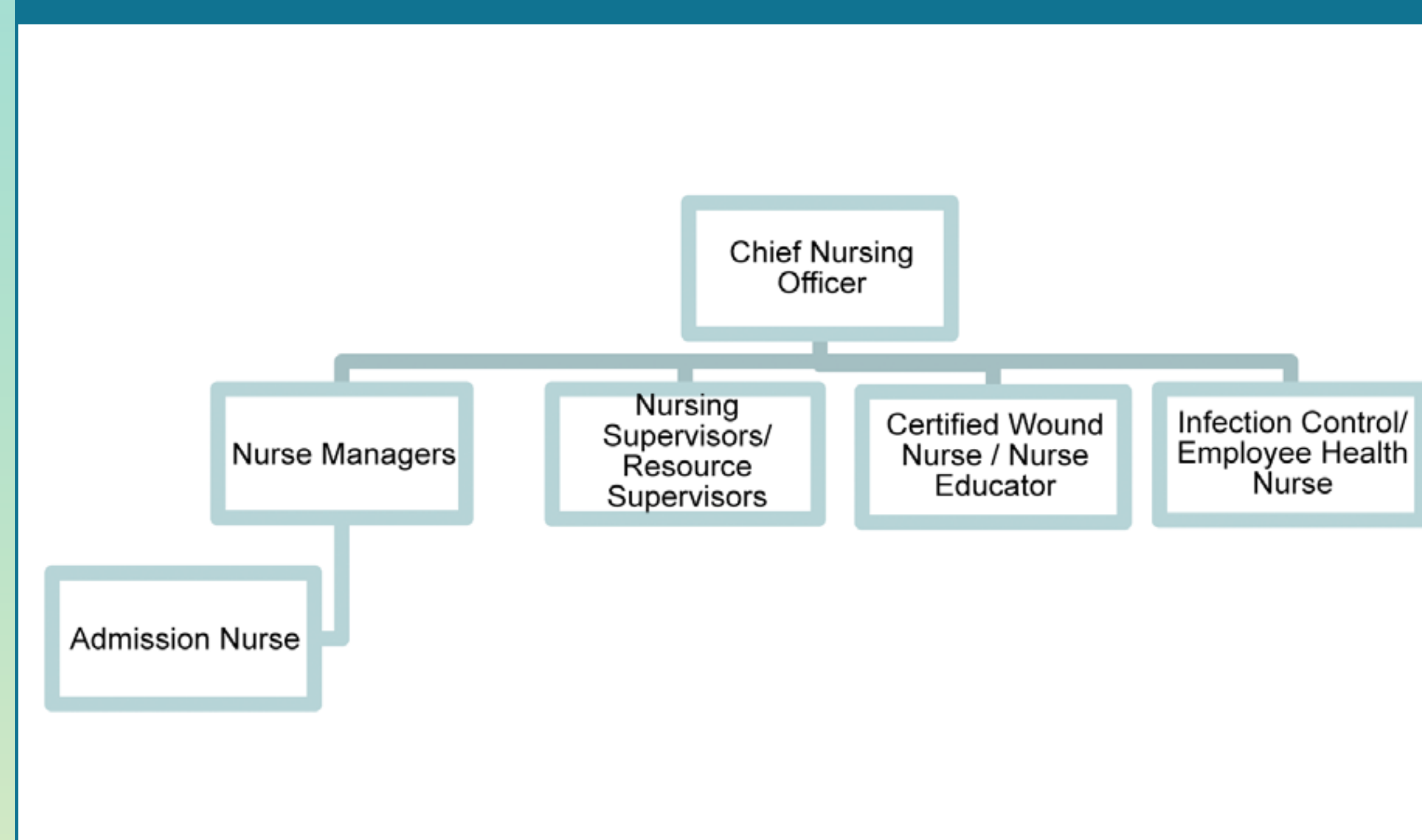


Angela Ukpong 3 - 11/11 - 7
Danielle Williams 3 - 11

Organizational Chart - Before Restructure



Organizational Chart - After Restructure



Results

- The enlarged nursing leadership team is better positioned to provide improved oversight and direction for nursing staff
- Nurses receive consistent communication from nurse leaders
- Nurse supervisors/resource supervisors better equipped to perform their jobs well with detailed orientation
- Improved communicated leading to consistent implementation of policy and practice
- Expectations for the nurse leaders are well delineated and are more effectively met

Conclusion

- Allows CNO to ensure goals of department are clearly defined and effectively communicated
- The nursing leadership continues to focus on enhanced orientation, improved communication strategies and requires consistent accountability
- Nursing Council Group allows an extended group of nursing leaders to work together with CNO for development and direction of nursing department

References

- Downey, M., Parslow, S., & Smart, M. (2011). The hidden treasure in nursing leadership: informal leaders. *Journal of Nursing Management*, 19(4), 517-521. doi:http://dx.doi.org/10.1111/j.1365-2834.2011.01253.x
- http://search.ebscohost.com/gold.worcester.edu/login.aspx?direct=true&db=c8h&AN=2011051564&site=ehost-live
- Studer Group, *The Nurse Leader Handbook; The Art and Science of Nurse Leadership*. Fire Starter Publishing, Gulf Breeze FL., U.S.A.
- Nursing Administration: Scope and Standards of Practice. (2009). American Nurses Association. <http://www.Nursingworld.org/>