

Introduction

Supervisory Skills for Positive Outcomes is a four-hour continuing education course designed with front-line nursing leaders in mind. The course improves the supervisory competencies of charge nurses through the application of core concepts to the work environment. During the course, participants examine and discuss the following concepts:

- ❖ Improving patient safety and quality of care
 - ❖ Communication strategies to improve patient safety
 - ❖ Skillful conflict management
 - ❖ Accountable delegation
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Course Learning Objectives

- ❖ Explain how improved communication, conflict management, and delegation skills can reduce or prevent patient safety issues and hospital-acquired adverse events.
 - ❖ Apply strategies to effectively communicate when patient safety is at risk.
 - ❖ Adapt your approach to managing conflict to best fit a specific situation.
 - ❖ Demonstrate how to delegate tasks appropriately while maintaining accountability.
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Course Summary

A major role of nurse leaders is to provide clinical leadership that ensures effective communication and appropriate delegation, which in turn have been shown to improve patient outcomes and increase patient safety. Communication failures among healthcare team members have been shown to be a major cause of error leading to adverse events. You will be introduced to concepts related to effective communication, conflict management, and appropriate delegation, and the impact these have on patient safety.

Instructor-facilitated activities will provide you an opportunity to identify your individual communication style, assess the manner in which you deal with conflict situations, and explore tactics for appropriate delegation.

The Role of the Manager

As the supervisor of course participants, your role is integral in ensuring that classroom concepts are successfully applied to workplace scenarios. This document provides exercises that reinforce the use of classroom concepts within the workplace.

Successful supervisors:

- Create appointments with their employees to discuss their learning.
- Complete one or more exercise in this coaching guide to reinforce the application of course content to the work environment. Provide insight and feedback to help the participants accelerate their application of skills to the workplace.

Choose Your Activity

The three activities below reinforce course content and encourage participants to apply course concepts to workplace scenarios. Select the activities that work best in your situation.



ACTIVITY A

Discuss Workbook Activities and Action Plan



ACTIVITY B

Identify a New Assignment or Project to Promote Skill Practice



ACTIVITY C

Ask the Participant to Teach Others



TIP – Promote CNEs

Remind your employee that this course is approved for continuing nursing education (CNE) credit. If they haven't already done so, remind the employee to complete the course evaluation and knowledge assessment on the NCharge Portal. Once completed, the CNE certificate of completion will be available for download.



ACTIVITY A

Discuss Workbook Activities and Action Plan

Instructions:

1. Schedule an appointment with the participant to discuss the course. Focus on the Personal Application and Action Plan activities (see below). **Ask employee to bring the Participant Workbook to this meeting.**
2. Ask the employee if they would like your input and offer additional ideas you may have.
3. Set a follow-up date to discuss successes or obstacles they experience on the job.

Discussion Questions

See *Conflict Situation Reflection on page 34 of the Participant Workbook.*

1. Tell me about a recent conflict that you wish you had handled better.
2. What conflict mode did you use during the situation?
3. How could you have adjusted your style to form a better resolution?
4. What are one or two strategies you learned during Supervisory Skills for Positive Outcomes that you would use again in a similar situation?

- **CHALLENGE:** Over the next 4 weeks, keep a journal of conflicts you encounter at work. Conflicts could be between co-workers, patients, patient family members, or similar parties. Describe which of the TKI conflict modes were used to resolve the situation. Was the mode used effectively? If so, how? If not, which mode might have resulted in a better outcome?

See *Stop, Start, Continue, and Share Activity on page 45 of the Participant Workbook.*

1. Based on what you learned in *Supervisory Skills for Positive Outcomes*, what is one thing you will **stop** doing? Why? How will you hold yourself accountable?
2. Based on what you learned in *Supervisory Skills for Positive Outcomes*, what is one thing you will **start** doing? How will you hold yourself accountable to ensure that you're following through on this plan?
3. Based on what you learned in *Supervisory Skills for Positive Outcomes*, what is one thing you will **continue** doing?
4. Based on what you learned in *Supervisory Skills for Positive Outcomes*, what is one thing you will **share** with your team? (*Note: See also Exercise C.*)
5. How can I, as your manager, provide support as you work on developing these new habits?

MANAGER TIP: Create a follow up appointment on your calendars so you don't forget!



ACTIVITY B

Identify a New Assignment or Project to Promote Skill Practice

Instructions:

1. Review the employee's performance goals and consider current challenges in the unit.
2. Identify an assignment that will require the participant to apply the skills they learned from the course to the workplace. Projects related to team leadership, improving patient safety, reducing hospital-acquired conditions, or utilizing nursing quality dashboards are all relevant.
3. Set an appointment with the participant to discuss how they will apply the course concepts to the completion of the task.
4. Monitor progress and meet regularly to check-in during the project.
5. At the completion of the project, schedule a date and time to discuss what went well, the challenges encountered, and what the employee learned from this experience.

ASSIGNMENT / PROJECT PLAN: _____

ISSUE TO BE ADDRESSED: _____

CURRENT SITUATION: _____

DESIRED OUTCOME: _____

KEY PEOPLE AND/OR DEPARTMENTS TO INVOLVE: _____



ACTIVITY C

Ask the Participant to Teach Others

Instructions:

1. Schedule time to discuss topic 2: Winning Communication Strategies. Ask the participant what they learned about various communication styles, then discuss how understanding communication styles boosts teamwork and leadership. Request that the employee present the Communication Style Assessment to the team.
 - a) Notify team members that they've been invited to a fun, interactive team building exercise.
 - b) Print copies of the Communication Style assessment for each attendee.
 - c) Lead a group discussion focused on communication styles and the affect of properly understanding such communication styles in the workplace.
2. Identify key learning objectives for the presentation. Define what team members will learn as a result of attending the presentation.
3. Discuss the time needed for the presentation then set the date and time. Typically, 15 to 30 minutes will provide enough time to teach a key learning point for this topic.
4. Follow up and ask the employee for feedback about how the presentation was received by others.

PLANNING A COMMUNICATION STYLES PRESENTATION

KEY LEARNING POINTS: _____

TIME NEEDED TO PRESENT: _____

DATE TO BE COMPLETED: _____