

Fundamental Skills for Nurse Managers

Five modules encompassing 40 lessons

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The American Association of Critical-Care Nurses (AACN) is accredited as a provider of continuing nursing education by the American Nurses Credentialing Center's (ANCC's) Commission on Accreditation, ANCC Provider Number 0012. AACN has been approved as a provider of continuing education in nursing by the California State Board of Registered Nursing, California Provider Number CEP1036 for 14 contact hours.

Fundamental Skills for Nurse Managers

Module Objectives

Defining and validating your job description and expectations with your direct supervisor

Identifying resources to enlist for support both within and outside your unit

Recognizing potential pitfalls that can occur with your transition from staff to leader, including communication, self-preservation, work-life balance and delegation

Module 1: Getting Started as a New Nurse Manager

Lesson 1: Understanding Your Job Description

- Listing the documents and materials you'll need to get started in your new role
- Identifying the key people you'll turn to for support and guidance
- Identifying clear metrics for your performance expectations

Lesson 2: Being a Manager Is Different Than Being Staff

- Identifying behaviors and practices that will need to change when you become a nurse manager
- Explaining the importance of delegation
- Describing the appropriate use of email and other methods of communication

Lesson 3: Strategies for the First Days

- Identifying strategies for the first days
- Identifying appropriate communication channels with your mentor and direct supervisor
- Identifying key stakeholders in your sphere of influence to establish relationships and build trust

Lesson 4: Work-Life Balance

- Identifying opportunities and resources to become proficient with technology to help make your time and new tasks more efficient
- Practicing and using honest communication with your direct supervisor and others to manage expectations
- Developing a process for managing your time and expectations to balance work and personal demands

Lesson 5: Applying an Equity Lens in the Workplace

- Identifying best practices and techniques to promote and manage an environment of equity
- Understanding and applying a zero tolerance policy with your staff to promote an environment of equality
- Evaluating your unit practices to make sure equity governs the way you and your staff behave

Lesson 6: Generational and Skill Diversity

- Describing the key delineators of the four primary generations in the workforce
- Evaluating integration of the complexities of working with each generational group in the work environment to maintain engagement and inclusiveness
- Identifying and applying the drivers that characterize highly effective work teams

Lesson 7: Cultural Competence and Culture Diversity

- Describing the four elements of cultural competence and using them to assess yourself and your staff
- Identifying and listing your personal biases and the biases that are present in your organization, so you can understand the effects they have on your staff and patients
- Explaining how to use cultural competencies daily to manage and lead a culturally diverse unit

Fundamental Skills for Nurse Managers

Module Objectives

Clarifying scope of practice for your staff and other providers

Collaborating to create a plan for staff development

Engaging staff through performance management

Determining staffing needs and recruiting, hiring, and onboarding new staff

Module 2: Human Resource Management

Lesson 1: Staff Engagement and Retention

- Explaining how to engage your staff
- Describing the process for getting to know your staff, so you can find the best way to engage them
- Identifying and applying strategies to encourage and challenge your staff
- Exploring the effects of different types of feedback on individuals — one size does not fit all

Lesson 2: Recognizing Leadership Styles

- Identifying the various types of leadership styles to effectively lead others and influence practice
- Assessing your leadership style
- Adapting your leadership approach based on the situation at hand
- Applying emotional intelligence/emotional quotient (EQ) to become a better leader

Lesson 3: Scope of Practice

- Defining scope of practice
- Explaining where to find scope of practice information for your organization and staff
- Determining if your staff members are practicing at an appropriate level

Lesson 4: Recruitment

- Listing and describing of recruitment techniques
- Describing the advantages of building a relationship with your recruiter(s)
- Determining the application process within your organization
- Asking appropriate interview questions
- Conducting basic and team interviews

Lesson 5: Hiring

- Discussing the labor laws that address hiring
- Listing common policies and procedures to review before hiring
- Evaluating personal and staff biases
- Describing what to consider when extending an offer

Lesson 6: Onboarding New Employees

- Identifying the key components that have to be completed during a new hire's introduction to the organization
- Explaining how to monitor and support a new hire's progress during orientation

Lesson 7: Staffing

- Listing and describing of the labor laws that affect staffing
- Describing how different types of patients affect staff assignments
- Recognizing the elements of acuity-based staffing and the AACN Synergy Model for Patient Care
- Determining staffing needs at the unit level

Lesson 8: Staff Development

- Describing the purpose of needs and competency assessments
- Referring to the list of ways to measure competency
- Describing strategies to build and support competency
- Describing resources for leadership development

Lesson 9: Performance Management

- Identifying the components of a good performance management process
- Identifying common areas that lead to corrective action
- Describing the components of a critical conversation
- Developing a performance improvement plan
- Identifying behaviors that promote a just culture
- Recognizing signs of possible substance abuse and diversion and steps to take when you suspect it

Lesson 10: Managing in a Union Environment

- Defining collective bargaining and the National Labor Relations Act
- Explaining why unions form
- Determining the effect of unions in your organization
- Describing how to respond as a manager to situations (strikes, negotiations, etc) that can occur in a union environment

Fundamental Skills for Nurse Managers

Module Objectives

Developing a methodology for staffing your unit within your operational budget to meet the needs of your patient population

Collaborating with finance to understand the components of your unit's budget

Describing the importance and implications of your unit's budget within the context of your payer mix and reimbursement

Module 3: Financial Management

Lesson 1: Budget

- Explaining why budgets are important to an organization
- Defining the terms associated with budgets
- Explaining the different types of costs and expenses
- Identifying what makes a department a revenue center or a cost center
- Identifying budget surplus or deficit

Lesson 2: Value-Based Purchasing

- Defining value-based purchasing (VBP)
- Explaining how VBP affects the bottom line
- Identifying areas of care that affect reimbursement to the hospital
- Explaining to staff their effect on hospital finances as it relates to VBP purchasing

Lesson 3: Capital Budget

- Describing the purpose of a capital budget
- Identifying capital needs and the information you'll need to justify a capital request
- Describing the basic components of a capital budget
- Referring to the list of key questions to consider when building a capital budget

Lesson 4: Operating Budget

- Understanding the components of an operating budget
- Describing a nurse manager's responsibilities when reviewing an operating budget
- Referring to the list and definition of the types of expenses included in an operating budget
- Determining the source of non-salary variances
- Describing strategies for managing deficits and over-expenditures

Lesson 5: Managing Full-Time Employees

- Determining the number of full-time employees (FTEs) and appropriate skill mix required to provide coverage
- Determining the root cause of FTEs being over or under budget
- Understanding the impact of the replacement factor
- Identifying inefficiencies that affect productivity
- Explaining the difference between exempt and nonexempt employees

Lesson 6: Developing and Analyzing a Staffing Pattern

- Describing the three components of measuring your unit's workload
- Determining average daily census
- Calculating current staffing ratios and the replacement factor
- Calculating target hours and actual hours per patient day
- Creating a staffing pattern that meets daily operational needs

Fundamental Skills for Nurse Managers

Module Objectives

Identifying and evaluating key performance indicators

Promoting a safe and just culture

Module 4: Quality and Safety

Lesson 1: Introduction to Regulation and Accreditation

- Distinguishing between a regulating agency and an accrediting organization
- Distinguishing between CMS Conditions of Participation (CoPs) and specific requirements of an accrediting organization
- Explaining the relationship between quality control measures and your facility's protocols, policies and procedures
- Identifying potential regulatory and accreditation concerns related to an environment of care
- Preparing your staff to participate in a survey interview

Lesson 2: Quality Assurance and Performance Improvement

- Explaining the purpose of a quality assurance and performance improvement (QAPI) program and the elements required by the Center for Medicare and Medicaid Services (CMS)
- Describing how to engage front-line staff in performance improvement
- Using analysis tools to identify the root cause of a problem and a plan to implement change

Lesson 3: Hospital Compare and Publicly Reported Data

- Describing how an organization uses and shares publicly reported data
- Determining the quality metrics from your unit that impact the Hospital Compare data for your facility
- Determining how the quality metrics for your organization impact your unit
- Referring to the list of the components that are used to calculate a CMS Hospital Compare Star Rating
- Explaining how Hospital Compare data influences other publicly reported data and quality benchmarks such as Leapfrog, Consumer Reports and private organizations such as Watson

Lesson 4: Pay for Performance and Value-Based Purchasing Models

- Describing the difference between traditional payment models and value-based purchasing models
- Identifying the quality metrics that impact pay for performance and value-based purchasing

Lesson 5: Patient Experience

- Explaining the difference between patient experience and patient satisfaction
- Describing the connection between a positive patient experience and patient outcomes
- Using of the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores for your organization to guide efforts to improve patient experience on your unit

Lesson 6: Hospital-acquired Conditions

- Referring to the list of common hospital-acquired conditions (HACs) that different patient populations are at risk for developing
- Identifying evidence-based guidelines to prevent patients from developing HACs

Lesson 7: Infection Prevention

- Identifying the hand hygiene practice advocated by your facility (WHO or CDC)
- Referring to the list of the primary types of hospital-acquired infections (HAIs) that a nurse manager should be concerned about
- Describing the risks HAIs pose for both patients and staff
- Describing precautions to prevent the transmission of HAIs and communicable diseases

Lesson 8: Managing Sentinel and Adverse Events

- Referring to the list of the common terms that describe adverse/sentinel events
- Describing the process for reporting an event
- Explaining the purpose of a root cause analysis (RCA)
- Describing the principles of a Just Culture
- Recognizing the signs and symptoms typically exhibited by a Second Victim
- Identifying the resources available in your facility to support Second Victims

Lesson 9: Creating a Safety Culture

- Defining the different types of errors to address in a safety culture
- Referring to the list of the three types of workplace violence that can affect healthcare staff
- Identifying resources to address workplace violence concerns
- Describing strategies for preventing patient and family violence and staff injury

Fundamental Skills for Nurse Managers

Module Objectives

Applying strategies to anticipate and manage change

Facilitating transition

Developing contingency plans

Module 5: Leadership

Lesson 1: Managing and Facilitating Change

- Assessing and identifying the need for change and its impact on the organization (or nursing as a whole)
- Using of the Kotter change management steps to lead change initiatives
- Managing the change process to overcome obstacles, gain momentum and keep projects on track
- Defining and assessing key success indicators for reviewing and evaluating the outcomes of change

Lesson 2: Advocating for Your Staff

- Collaborating with staff and interdisciplinary teams, developing goals, strategies and overall plans for implementing advocacy initiatives that foster a safe and healthy practice setting for all
- Using ANA's Code of Ethics and AACN's Healthy Work Environment Standards to identify and use advocacy skills and tools with staff
- Effectively communicating the organization's vision, mission and strategic goals

Lesson 3: Maintaining Compliance and Promoting Ethical Practice

- Explaining the importance of compliance rules and regulations
- Explaining the process for reporting and following up on compliance issues
- Identifying ethical issues that may require committee consultation or other immediate actions
- Determining strategies that foster a commitment to compliance and ethical practices

Lesson 4: True Collaboration With Physicians, Other Service Lines and Units

- Describing why true collaboration is a dynamic and synergistic process that focuses on results
- Using of and promoting true collaboration with your staff and stakeholders to achieve common goals
- Using of skilled communication to build a culture of true collaboration
- Identifying strategies to foster a culture of continuous learning

Lesson 5: Managing Conflict

- Looking at the true cost of unresolved conflict
- Describing the direct and indirect causes of conflict
- Explaining how to best manage conflict
- Using of tools and your organization's policies to be prepared to address disruptive behaviors at work

Lesson 6: Promoting Innovation

- Evaluating and determining if an innovative approach, such as shared governance, will benefit your unit
- Identifying key strategies to promote shared innovative behavior for your unit
- Identifying key strategies to build, assist and support a successful innovation model with your staff

Lesson 7: Information Technology

- Identifying and summarizing the documentation standards and associated policies
- Guiding your staff to maintain patient confidentiality and avoid HIPAA violations and litigation
- Evaluating current technologies with your staff to determine effective solutions to address their issues and concerns

Lesson 8: Contingency Plans

- Identifying and explaining the essential components of the manager's role during all phases of disaster management, as well as the regulatory requirements
- Defining strategies to educate staff on disaster management and response roles
- Describing your role and key steps you will follow to ensure patient and staff safety during a disaster