Utilizing a Nurse Manager Toolkit to Re-Envision the Nurse Manager Role

Louise Rudden MScN, NP Paediatrics,1, 2, 3, Melody Hicks ,1. BScN, M.HA (C), Stephanie Lappan-Gracon 1,2, MScN, Yogini Walli, MScN,1.
1. The Hospital for Sick Children, Toronto, Ontario, Canada. 2. University of Toronto - Lawrence S. Bloomberg School of Nursing, Toronto, Ontario, Canada. 3. Holland Bloorview Kids Rehabilitation Hospital, Toronto, Ontario, Canada.

Introduction

Nurse Managers are recognized as the linchpins of an organization in sustaining improvement.

Framework for Re-Envisioning the Nurse Manager Role

- Restructure the role
- Ensure strategic prioritization

- 1. Clarify role expectations
- 2. Retool Span of Control
- 3. Secure daily efficiency gains
- 4. Protect the important from the immediate

Nurse Manager Toolkit

The Nurse Manager toolkit was created by the Advisory Board company in 2015 driven by the evolving healthcare system and the increasing demands being placed on the role.

Pilot Group

A large pediatric ambulatory clinic portfolio, consisting of five managers and their supervising Clinical director. Over a 6 month period the toolkit was implemented and included an exercise in establishing key priorities and role expectations. The current state was assessed and interventions included the creation of a new role – focused on supporting the nurse managers.

opportunities for Improvement

1. Secure Daily Efficiency Gains

Delegate Non-Managerial Work through the creation of a new role titled “Project Coordinator”. This role was structured to address the non-managerial work being done by managers to allow them to focus on more leadership and managerial work.

2. Protect the Important from the Immediate

Utilizing a LEAN visual management tool a strategy room was created to create focus in the manager role and align clinic based initiatives directly to System goals and directives.

3. Structure Day around Priorities

Standard management work was followed and strongly centered around LEAN thinking and methodologies.