Key Term Review

- The **caring domain** includes developing trust, understanding, and a healing environment. The **clinical knowledge domain** includes recognizing patterns, anticipating problems, obtaining a timely response from physicians, prioritizing and adjusting strategies, and applying appropriate technology.
- **Clinical narratives** are stories nurses tell in evaluation conferences about their level of expertise.
- **Clinical practice guidelines** set out appropriate health procedures for specific clinical situations.
- The **collaboration domain** includes coordinating resources, supporting colleagues, and encouraging teamwork.
- **Evidence-based practice** integrates a clinical approach with the best available research findings.
- **Performance appraisals** are semiannual or annual evaluations of employee accomplishments and are often tied to rewards.
- **Results-driven rounding** allows nurses to spend less time answering call lights, freeing them for other tasks.

Leadership Development Exercises

Leadership Development Exercise 20-1

a. Pair off with a colleague.
b. Flip a coin to see which of you will conduct a performance appraisal of the other, using information in this chapter.
c. Discuss your findings.
d. Replay the performance appraisal, using whatever you learned from the first role-play.

Leadership Development Exercise 20-2

Enhance your performance management skills by using Rachman-Moore and Kenett's (2006) performance management simulation.

Leadership Development Exercise 20-3

Analyze nursing situations that can affect quality of care.

a. Go to a nursing home, and observe for assistance with eating, verbal interactions during mealtimes, toileting assistance and turning of residents, walking assistance, and untreated pain and depression.
b. Compare your findings with what you read in this chapter.
c. Share your findings with at least two other colleagues.
d. Brainstorm a way to share your findings with the public and/or improve the quality of care.
e. If possible, implement one or more of your ideas.

Leadership Development Exercise 20-4

a. Brainstorm with a group of at least two other colleagues to develop ideas for technological answers to reducing time nurses spend:

- Reporting on the change of shifts or new client admissions
- Verifying medication orders
- Preparing medications
- Completing charting
- Doing paperwork
- Following up via telephone on orders and test results
- Making dietary orders
- Scheduling procedures
- Transporting clients
- Housekeeping
- Ordering and restocking supplies
- Retrieving critical items
- Planning discharges
- Providing education, competency training, and certification
- Communicating with the interdisciplinary team, family members, and visitors

b. Share your findings with at least two colleagues.
c. Write up your findings.
d. Talk to a technology expert about putting your ideas into action.
e. **Optional:** Publish your findings.

Leadership Development Exercise 20-5

Work with a group of colleagues to develop information for a Web site related to quality indicators for nursing homes and the nursing home decision. Use http://www.calnhs.org as a template.

Leadership Development Exercise 20-6

a. Role-play being physically present with a mother whose child has died. Use the suggestions for listening, waiting out silences, and not explaining that are discussed in this chapter.
b. Role-play helping a woman with breast cancer who is having difficulty making an appointment to see her oncologist.

Advanced Leadership Development Exercises

Leadership Development Exercise 20-7

a. Teach a group of less experienced nurse leaders about some aspect of quality of care.

b. Obtain feedback.
c. Write up your results.

Leadership Development Exercise 20-8

a. Write a problem statement for some aspect of quality care.
b. Share your statement with a nurse researcher, and obtain feedback about whether your statement is doable or needs refinement.
c. Revise your problem statement as needed.

Leadership Development Exercise 20-9

a. Design a research study to answer your problem statement.
b. Obtain feedback on your project from a more experienced nurse researcher.
c. Revise your project as necessary.

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