

## **IMPROVING THE SUPPORT AND DEVELOPMENT OF CLINICAL STAFF IN THE PERIOPERATIVE SETTING THROUGH THE (CSL) CLINICAL STAFF LEADER MODEL**

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### **BACKGROUND INFORMATION:**

Vanderbilt has embarked on an exciting transformation in regards to Clinical Leadership in Nursing. In the perioperative setting we have implemented the (CSL) Clinical Staff Leader Model. This model was created to foster greater support and professional development for the clinical staff at Vanderbilt. The ratio of clinical staff to each CSL was lowered and has increased the value of the clinical staff's individualized support through their assigned CSL.

This new model was implemented in response to years of Nursing surveys that the clinical staff wished to have a closer professional relationship with management, a more valued evaluation process, and a chain of command that would ensure better outcomes for their work environment. This is possible for the CSL team who now weekly work 2 clinical days in staffing with the team and 2 designated administrative days to support the team. This model also supported the Manager in having more dedicated time to round and concentrate on process improvement versus evaluating staff.

### **OBJECTIVES OF PROJECT:**

The highlighted goal is the improvement of staff satisfaction and professional growth through the comparison of the nursing quality survey (pre-CSL & post-CSL implementation).

### **PROCESS OF IMPLEMENTATION:**

To prepare for the change, clinical staff leaders go through intensive coaching sessions to learn how to apply leadership lessons to real-life situations. Administrative coaches are provided to each unit's new leadership team and meet weekly for a 90 day period to discuss tactics and unit/ hospital based philosophies to guide and manage the team.

### **STATEMENT OF SUCCESSFUL PRACTICE:**

Empowering leaders and staff to provide input into decision-making and in their professional growth/ nursing practice. Success is also maintained through recognizing achievements, rewarding/ recognizing, and improving retainment. Ultimately, in the HR/PACU units at Vanderbilt, we hope to have the bottom line proof of success, strength, and stability, come from the encouragement of "Team Spirit". This will ensure buy-in from staff on our future endeavors and give the team the opportunity to be truly invested in problem-solving and decision-making at the unit and enterprise levels.

### **IMPLICATIONS FOR ADVANCING THE PRACTICE OF PERIANESTHESIA NURSING:**

This model will strengthen our facilities Magnet designation, the professional clinical ladder, EBP, and leadership guidance in professional organization membership.