As a nurse manager I would gather data to complete an employee evaluation tool using various resources. Prior to gathering data to complete an employee evaluation tool, the standards of care would be clearly defined and in accordance with the American Nurses Association as well as the American Association of Birth Centers. The standards set the provision of care that would be provided and practiced at the birthing clinic. For example, the American Nurses Association designed the guideline of nursing care to go as such; assessment, planning, outcome setting, intervention and evaluation. The American Association of Birth Centers stated that “Recognition of the basic human rights of the childbearing woman and her family” is a standard of quality of services provided. As well the American Association of Birth Centers created mandatory “Routine perinatal care, neonatal assessment/resuscitation, routine postpartum care of mother/newborn, intrapartum/postpartum and neonatal management of deviations from normal and referral/transfer protocol”. Staff nurses are in compliance with these standards.

In addition, the standards would include the measurement of quality practice with the use and understanding of core measures. Core measures are scientific based evidence that is used in practice to have the best health outcome for the patient. In the birthing clinic there will be a core measure of “PC-05: Exclusive Breast Milk Feeding and PC-05a: Exclusive Breast Milk Feeding Considering Mother’s Choice”; which are core measures sanctioned by the joint commission. As well as evidence-based practice; such as screening for postpartum mood disorders and proper referral and assessment/reporting of domestic violence. Staff nurses will be evaluated on their communication skills and one major measurement of communication would be proper use of SBAR, because SBAR is proven to improve patient safety. As well as the use of therapeutic communication with the mothers during labor and delivery.

Ethical compliance must be maintained during the perinatal process at the birthing clinic; which according to the American Nurses Association are “Autonomy, beneficence, non-maleficence, utility, paternalism, justice, veracity, fidelity and confidentiality”. The nurse would have to demonstrate the ability to be self-determined, to promote good, to do no harm, to be fair, and trustworthy. Uphold the birthing clinic to the New York State Departments of Health standards and delegate cleaning duties when needed. The environment should be hygienic and clutter free. Lastly the nurse should be a team member and doing so requires collaboration with others of the birthing clinic’s team. The staff nurse should be able to cooperate with social workers, obstetricians, midwives and doulas to improve the quality of care provided.

Now that the standards of care has been clearly identified, I would began to elicit data to evaluate the nurse; first I would talk to the patient. During my discussions with the patients I would keep in mind all of the quality core measures that should be upheld during care and patients satisfaction. Next I would speak to the nurse assigned to that patient; to ensure the nurse is comfortable in providing care. As well, to identify if the nurse can recognize any errors he/she may have made and what was done to rectify the errors. In addition, investigating and deciphering the difference between the patients and the nurse’s story. To have a well-rounded depiction of the nurse, it is vital to interview others that the nurse has encountered. Which will be the obstetricians, nurse midwives, doulas, clerical staff and janitorial staff. Lastly, reading through the nurses notes and charting to get an idea if the nurses abided with the standards that have been set.

Cross-training and reassignment can create anxiety for some nurses as they do not feel prepared to do the required work. To encourage nurse to cross train or to be reassigned through motivation. Using Maslow’s Hierarchy of Needs and Skinners theory to apply to the implementation of motivation for the staff. According to Marquis and Huston (2012) Maslow’s Hierarchy of Needs “Ranges from basic survival to complex psychological needs and that people seek higher needs only when the lower needs have been predominantly met.” This supports the notion that as a manger to motivate a nurse to grow you must help meet their basic human needs. For example, when interviewing a nurse who is against reassignment may prove that the nurse is living in a homeless shelter and having issues finding a home. As a nurse manager it would be an obligation to prioritize; which is focusing on meeting the nurses basic need of shelter and reassigning her at a later time. B.F. Skinner’s theory involved the use of reward and punishment as a means of “behavior modification”. To reward the employees for good behavior and to punish the employees for bad behavior would be a unique way to improve involvement in cross training/reassignment. For example, bonus checks for completion of in services, continuing education services, and proper protocol followed during emergency drills. Probation for employees who fail to comply with the mandatory rule of cross training and reassignment. Another tactic used would be performance appraisal; according to Marquis and Huston (2012), performance appraisal is “In which work performance is reviewed and actual performance is evaluated; letting the employees know the level of their job performance as well as expectations the organization may have of them”. More specifically coaching style of performance appraisal; which involves an interaction that is only nurse and nurse manager; addressing specific issues. Through encouragement and goal setting as a way to motivate the nurse to strive for more cross training and being reassigned to other areas.

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