

# Clinical Leader - Scenario Synopsis and Observation Sheet

Please read the following scenario synopsis and be prepared to engage in roleplay and discussion with your peers in a safe and supportive learning environment.

We recommend printing this document or having an electronic copy on hand during the live session.

## Scenario 1: Nursing Team Controversy

You are the manager of an inpatient unit at a community hospital in Ontario. Cases of COVID-19 in the community are rising rapidly and the hospital is at capacity, they are currently 'bedlocked' with patients waiting up to 3 days in the hallways of the Emergency Department before they are transferred to inpatient units.

Recently an outbreak was declared on one of the units you manage, so far 10 of 28 patients and 4 staff have tested positive for COVID-19. As a result of this outbreak, the increased number of inpatients on the unit and the reduced staff, nurse to patient ratios are now 5:1 (up from 4:1). This increased workload has prompted you to change the care model on the unit to a Teams Based approach that puts 3 nurses in charge of 14 patients and also reduces the amount of documentation required for each patient. The concept of Team Nursing is not new to the staff, it has been part of the pandemic surge plan and has been discussed for the past 6 months. In anticipation of this change, you have emailed all staff the new expectations for patient assessments, documentation and tips for 'Team Nursing'.

The majority of the nurses on the unit are on board with this new change in care delivery and the first 3 days have gone very well. Feedback so far has been positive, with many preferring this model to the previous one.

This morning, Sandra arrives for her first shift in 5 days and sees that instead of being assigned 4 patients. She is part of Team 1, working with 2 junior nurses and assigned 14 patients. Sandra is a senior nurse and has been working on this unit for the past 24 years.

Sandra immediately begins to argue with the nurse in charge about her unfair assignment in a loud outburst heard by her fellow nurses and some patients. She refuses to work in this new 'Team Nursing' model claiming that the work load is too heavy, that during a pandemic she should be 3:1 because of the need for constant PPE changes. She refuses to participate, selects 3 patients and begins her day. The other 2 nurses on her team do not speak up and are left to care for 11 patients. When you arrive on the unit 30 minutes later, the charge nurse pulls you aside to brief you on the morning's events.

You approach Sandra and ask her to come speak with you in your office...You have 20 minutes to begin or continue this conversation

While interacting with the SP the learner is to successfully

- Demonstrate appropriate conflict management approach
- [collaborating, compromising, accommodating, avoiding, de-escalating]
- Demonstrate Active listening skills
- [use of silence, appropriate use of open and close-ended questions, acknowledgement,
- reflection, calm even tone, exploring cues; nonverbal communication techniques]
- Demonstrate awareness of ethical dilemmas
- [conflicts and how to manage them in a professional environment]
- Demonstrate acknowledgement and understanding
- Demonstrate persuasion and influence skills
- Apply leadership styles
- Apply conflict resolution skills

## **Scenario 2: Dealing with conflict**

You are the new patient care manager of a medicine floor in a busy Toronto area hospital. The new lock down restrictions associated with rising COVID-19 cases in the province have also impacted patient visitor restrictions. Visitors are now limited to the following:

- Two visits (2 hours max)/week for non-covid patients
- No visitors for patients that are COVID+ unless at end of life

You have been contacted by one of the RN's working on your unit this morning about the daughter of a new patient that was admitted overnight. The patient, Mr. Jonas Sanderson, is an 84-year-old man from a retirement residence that is currently on outbreak, he is admitted with a COPD exacerbation and this morning his COVID-19 swab resulted positive. He is currently receiving high-flow oxygen therapy and is considered medically stable, he has a Do Not Resuscitate order on his chart. He remains on Enhanced Personal Protective Equipment precautions and is unable to receive visitors at this time according to the new hospital policy.

The patient's daughter (Karen) has been calling the unit repeatedly since his admission demanding she be able to come in and see her father (who she has not seen in months due to the restrictions at the retirement residence). The RN assigned to Mr. Sanderson has repeatedly informed his daughter that no visitors are allowed in to see COVID+ patients unless death is imminent or expected within the next 36 hours. Security reported that overnight she was stopped at the patient and visitor entrance of the hospital, demanding she be let in to see her 'dying' father. She claims she is the patient's POA and that if she can't see him, then she will be taking him home against medical advice. According to the attending physician, doing this will likely result in his death.

Mrs Sanderson (Mr. Sanderson's wife) died on this same unit 3 years ago of complications from Congestive Heart Failure. Karen visited often and made several large donations to the hospital foundation after her mother's death.

You have agreed to set up a Zoom call with Karen to discuss her father's care...You have 20 minutes to begin or continue this conversation.