

# Scenarios – Director of Care in Clinical Leadership

We will cover the topic of persuasion, influence and conflict management by engaging in simulation activities which will be presented as three different scenarios. As the learner, you will be interacting or observing an interaction with a simulated person.

## Scenario 1: Nursing Team Controversy

You are the manager of a Long Term Care organization in Ontario.

Cases of COVID-19 in your organization are rising rapidly and the units is at capacity.

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 34 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 45 minutes to begin or continue this conversation. While interacting with the SP the learner is to

- Demonstrate appropriate conflict management approach
- Demonstrate Active listening skills
- Demonstrate acknowledgement and understanding
- Demonstrate persuasion and influence skills
- Apply conflict resolution skills

Consider the following questions for planning critical communications, while interacting with the SP.

- What are your biggest challenges and opportunities?
- What is your top communication priority?
- What kind of leadership assets do you bring?
- What should you include in a leadership message?

## **Scenario 2: Dealing with Conflict**

You are the new patient care manager of a medicine floor in a busy Toronto area Long Term Care organization. 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 at this time is unable to receive visitors 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.

You have agreed to set up a Zoom call with Karen to discuss her father's care...

You have 45 minutes to begin or continue this conversation

While interacting with the SP the learner is to successfully

- Demonstrate appropriate conflict management approach
- Demonstrate Active listening skills
- Demonstrate acknowledgement and understanding
- Demonstrate persuasion and influence skills
- Apply conflict resolution skills

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### **Scenario 3 Directors of Care – Retirement and Long Term Care**

As the Director of Care, you oversee and manage the nursing program in a Long Term Care Residence in the GTA. You regularly provide leadership, coaching and support to nurses, PSWs and other allied healthcare professionals. You are also responsible for achieving regulatory compliance and ensuring all ministry guidelines are met. All of this is done with careful fiscal scrutiny to ensure targets are met within available funding constraints.

With accreditation on the horizon you have shifted focus to ensure your facility is compliant with all ministry guidelines and standards. The past year has been especially difficult, your facility has experienced several outbreaks which resulted in multiple resident deaths and you are chronically short staffed which is why you feel it is important that all staff take the upcoming two weeks to ensure corporate training is up to date and that facility safety standards have been met.

Last week you sent an email to all staff reminding them there would be 2 fire drills this week and that they need to ensure their yearly certificates (CPR and corporate training) are valid and up to date by the end of the month. Unfortunately, you have heard grumblings from your staff that it is all too much, no one has come right out and protested but you sense they are unhappy. They feel overworked, are worried about

completing their corporate training modules on time and are worried a fire drill at this point might be too much.

You want your staff to feel understood and supported but also need to ensure the corporate and ministry standards are met. You have an excellent rapport with Jaye, one of your managers, who is well liked by all staff and decide to speak with them about the current state of affairs. You need them onboard with expectations for all staff this month.

You have 45 minutes to begin or continue this conversation. While interacting with the SP the learner is to successfully

- Demonstrate proactive conflict resolution skills
- Demonstrate appropriate conflict management approach
- Demonstrate active listening skills
- Demonstrate persuasion and influence skills
- Demonstrate open ended and non verbal communication styles
- Demonstrate assertive and clear language
- Demonstrate acknowledgement and understanding

Consider the following questions for planning critical communications, while interacting with the SP.

- What are your biggest challenges and opportunities?
- What is your top communication priority?
- What kind of leadership assets do you bring?
- What should you include in a leadership message?