

Clinical Practice Contract
Course Number: 614 Hours: 80

Student Name: Crystal Graening

Preceptor Name: Janie Olson

Organization: Sanford Health

Clinical Learning Objectives:	Clinical Activities: (What activities will help meet this objective, with whom might you be able to complete these activities to reach this objective)	Clinical Evaluation Plan: (How will you determine the degree to which the objective was met)	Clinical Evaluation Summary: (Complete at the end of the semester by reflecting on the objective established and the level of competence you've achieved and any plans for further development)
<p>I will recognize how the nurse leader contributes and promotes change within the healthcare facility using professional standards and ethical principles while doing so.</p>	<p>This objective will be met by observing my preceptor in working with others to develop new processes and brainstorm ideas that would be beneficial to the organization. I will review with her the importance of professional standards and why she feels they are important to promoting change. I will review literature about ethical principles and how to adhere to those while making changes.</p>	<p>I will be able to give at least three examples of how professional standards and ethical principles were used by my leader to promote change. Identifying how the standards and principles were important to the change will be a key component of determining whether this objective was met.</p>	<p>During my weeks with Janie, the organization was undergoing a change to its leadership structure, introducing clinical care leaders to the leadership team. While this structure did not fit well into the physical medicine and rehabilitation (PMR) unit, Janie held to professional standards and embraced it, promoting it so that it would work among the staff in her unit. Janie spoke out and advocated for her team on issues she felt were important during the meetings, and while discussing it with her own staff, she showed them ways they would make it work and welcomed their input as well on it. Another situation Janie encountered was the need for peer evaluations to help meet one of the requirements for the organization's goal to become a Magnet institution. Janie has been with the organization for many years and explained to me that when they tried peer evals in the past, it was not effective. She recognized the importance of it to the organization and worked with her staff to help show them and guide them on how they could</p>

			<p>accomplish meeting the expectations. When staff met her with resistance on some objectives, she worked with them on ways that it could be done. For instance, Janie is also the director of the pain clinic, and there are five nurses on staff. Each nurse was to do two peer evals, which the manager of the pain clinic felt was impossible. Janie helped the manager see why the evals were being done and provided her with the knowledge that the manager could give her staff to make them more open to doing the evals. The last example of professionalism and ethical standards also was seen with the staff of the pain clinic that she oversees. The nurses began to have issues with one of the providers. Within a day of recognizing this, Janie set up a meeting with them to discuss their concerns and how to approach it with the physician. She pointed out to them too that she would listen to both sides (theirs and the provider's) and that together, they would all work towards a solution. This happened on my last day with Janie, and I was unable to see the outcome and what changes resulted. However, Janie shared with me her own thought process on it, and what she felt were some underlying concerns, which I know she will manage professionally and ethically.</p>
<p>I will distinguish how my leader applies servant leadership to the organization and in what ways it enriches the culture surrounding that organization.</p>	<p>This objective will be met through learning about servant leadership through reading the book <i>The Servant</i> as assigned and participating in the discussions about this book. Additionally, I will</p>	<p>I will be able to explain what servant leadership is and what key characteristics are important within it. I will also be able to give three examples in which I saw this type of leadership style at work by my</p>	<p>As Hunter (1998) wrote, servant leadership is based on the Golden Rule, and you should treat people the way you want to be treated. Characteristics of it include caring about a person and their development before one's own (Hunter,</p>

	<p>observe my preceptor in how she applies servant leadership and how this style of leadership allows for enrichment within an organization.</p>	<p>preceptor and how it impacted the situations.</p>	<p>1998). One also needs to be honest, respectful, and listen actively (Hunter, 1998). A leader should lead by influence, getting others to follow who want to follow. I saw so many examples of Janie being a servant leader. One of her staff members is graduating this spring with his RN. Unfortunately, he was not going to be able to stay working within rehab, which Janie understood, appreciated, and was working to help find him employment that would work for him. She was encouraging to him, and even if it meant losing him, she still wanted the best for him and helped him do so. Even when others are moving on from a position, a servant leader is supportive and helps to guide, putting the needs of that employee before the leader's own. A second example was a nurse who experienced the need to care for her mom. Janie's initial action was to reach out to that employee and make sure the employee was ok. While I am sure Janie was concerned with the fact that the unit would be a nurse short for a period of time, it was not evident in her conversations with the nurse nor others on the unit. Janie's priority was taking care of the nurse personally first, asking others on the unit to keep her in their thoughts. Janie also helped the nurse set up FMLA in case it was needed. Janie delegated the task of replacing the shifts the nurse was scheduled to work, but once she felt she had taken care of the nurse, she also helped to fill the need. The third example stems from the organization's current policy of having all</p>
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<p>I will identify various tactics that my leader uses to manage conflict.</p>	<p>This objective will be met by observing how my preceptor manages conflict in various situations. I will also discuss with my preceptor why she chose to handle the situation as she did and what methods she considers when dealing with conflict within the workplace.</p>	<p>I will determine whether this objective was met by being able to reflect on what ways I would manage conflict based on various situations I may encounter. By being able to apply the methods my preceptor used and also discussed with me, I will be able to visualize how I myself would do so in future situations in which conflict may occur.</p>	<p>Objective met. Throughout my time with Janie, we discussed techniques in managing conflict, including my current practices. Two methods I identified to help deal with conflict and situations included using SBAR and STAR. The organization in which I did my preceptorship is making changes to its leadership. These two methods, SBAR and STAR, were frequently turned to as ways to help work through conflict and difficult situations. With SBAR, when approaching a situation, it was explained to do so like nurses do with report, state the situation, give the background, assess the current issue, and make suggestions or give recommendations. My preceptor was able to use this in ways and explained to others and myself</p>

			<p>how it can remove much of the drama that can come into a situation and focus on resolution. The second method, STAR, is to stop, think, and act responsibly. I feel this is a method I use, but when I stop and think, I need to make the others involved aware of what I am doing so that it does not come off as avoidance. I will be using these two methods to help manage conflict effectively.</p>
<p>I will describe five different types of leadership styles and explain how characteristics of each may apply to different situations.</p>	<p>This objective will be met through learning the material for this course as well as through reviewing literature on the various styles of leadership within nursing. I will also discuss leadership styles with my preceptor and observe how she uses those in different settings identifying which characteristics she uses and whether or not the style changes based on the situation.</p>	<p>I will be able to determine whether this objective was met if I am able to effectively describe five leadership styles, the characteristics that are unique to each, and which type of situations in which each may be best applied.</p>	<p>Objective met. I am able to describe five leadership styles and was able to identify three of those styles in others who used them during my clinical hours with Janie. Two styles I saw within Janie were servant leadership and coaching. Servant leadership is to treat others as you would want to be treated, even if you are the leader. Janie demonstrated this by always taking care of those she led. She provided feedback and guidance to them, but also cared about who they are as individuals and connected with them on levels that went beyond the workplace. Janie also used a transformational leadership style. It is similar to servant leadership in that it builds on relationships and motivates others through those relationships (Frandsen, 2014). As the Frandsen (2014) explained, this style shows others that they are important by showing respect and loyalty as well as by giving praise and encouragement to help others do things they are not sure that they could. Janie often did this with her staff to motivate them and help them improve upon what they were already</p>

			<p>doing. One particular example was how she explained the importance of positive and constructive feedback during evaluations to one of her supervisors. A third style, which I felt I saw Janie's director use with her was a democratic style of leadership. This type of leader encourages communication among staff as well as staff input into changes and decisions that need to be made (Frandsen, 2014). Janie's director did this with her as Janie had the responsibility and accountability, but her director was open to how Janie felt in the situations and helped her incorporate that into her work. Two other leadership styles that I learned about included authoritarian leadership and Laissez-faire leadership. Authoritarian occurs when a leader makes all decisions without any input from others and is best used in emergency situations (Frandsen, 2014). In Laissez-faire, the leader is mostly hands-off and does not provide much guidance or input (Frandsen, 2014). Frandsen (2014) explained that this is usually seen in new, inexperienced leaders or those who are nearing the end of their career, and improvements and decision that occurs are more reactive versus proactive. Unfortunately, I feel I see this one frequently in my current workplace, and it leads to change that is met with resistance and decisions that are not made with the input of others if the decisions are made at all.</p>
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<p>I will select ten characteristics of various leadership styles I value that I want to adopt as a leader and future educator.</p>	<p>This objective will be met through observing my preceptor and identifying throughout my time with her which characteristics of a leader are important to me. It will also be met through the completion of the leadership assessment and leadership evaluation tool throughout those course, which will provide insight into what characteristics I already exude and ones that I want to based on the outcomes of those assignments.</p>	<p>I will be able to determine whether or not this objective was met if I am able to identify at least ten characteristics I value most and want to portray as a leader as well as if any of those were seen by others in the surveys completed and if there are some characteristics I want to change.</p>	<p>Objective met. I was able to identify many characteristics that I want others to see in me as a leader. These ten included patience, advocating for those I lead, honestly, kindness, flexibility, being supportive, being resourceful, being an innovator, keeping an open mind, staying organized, and being social with others. While I feel I have many of those traits and others were able to identify them within me in my 360 degree feedback surveys (patient, advocator, innovator, kind, organized, honest, resourceful, flexible), some I identified in my leadership development plan that I want to work on include being more social, supportive, and more open-minded.</p>
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I agree to accept the responsibility of fulfilling this agreement.

Student Signature: *Crystal Cherry* Date: 2/20/2019

I agree to accept the responsibility of serving as the preceptor. I have reviewed Clinical Scholarship Practice Contract developed by this student and am in agreement with the objectives sought.

Preceptor Name (typed): Janie Olson

Preceptor Signature: *Janie Olson* Date: 2/20/2019

References

- Frandsen, B. (2014). Nursing leadership: Management and leadership styles. *American Association of Nurse Assessment Coordination*. Retrieved April 20, 2019 from <https://www.aanac.org/docs/white-papers/2013-nursing-leadership---management-leadership-styles.pdf?sfvrsn=4>
- Hunter, J.C. (1998). *The servant: A simple story about the true essence of leadership*. New York: Crown Business.