

COACHING GUIDE for the Lantern Award Application



Coaching Guide by Application Section

Each section of the Lantern Award application is presented with background information and supporting evidence described. This information is provided to assist your team in a successful journey to the Lantern Award.

Note: Successful applications demonstrate a **variety** of initiatives, projects, and/or process improvements throughout the application with **quantifiable outcomes**, sustained improvements, and innovative processes.

Leadership – Practice (Sections A - D)

Questions in this section focus on qualities that foster professional pride, confidence, and a community of support for emergency nurses.

Professional Practice: Section A

Engagement of front line staff in decisions that affect practice and operations is a vital indication of a dynamic and supportive environment in which emergency care is delivered. Empowered staffs have a sense of identity that accepts innovations and is driven to achieve exceptional outcomes in care.

Engaged staff become agents of change and participate with other professional colleagues in the larger collective team within the organization or system. Leaders of strong teams take time out to share stories of success and recognize front line staff in both formal and informal ways.

The road to excellence is never walked alone. Settings that contribute to an environment of mutual respect and understanding strengthen services and programs and foster quality care. Goal achievement by integrated teams is grounded in a culture of safety and cognizant of resources.

The Evidence

Question A.1 - Provide a descriptive example of how emergency nurses participate in activities or programs that have affected change in operations, processes or practice in the department or the organization as a whole. The evidence provided should include:

- an explanation of the change or program,
- how it demonstrated an innovation or creative approach for the setting, and
- the specific and measurable **outcomes** that were identified and will be monitored to assure success.

If your successes or story was disseminated to a larger practice setting or contributed to a national initiative, describe the circumstances.

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A simple description of your model of shared governance is not sufficient to answer this question. The application of that model to your practice setting and how it supports the nursing activities or programs identified should be provided.

Question A.2 - Provide a narrative regarding the methods and acknowledgements within and outside of your institution that demonstrate recognition of the contributions of your nursing staff.

Questions A.5 and A.6 - Descriptive exemplars are required from a nurse and a physician on the collaborative relationships in your work setting. A specific project, an ongoing challenge, a unique utilization of resources, or a significant success are examples of events that can be utilized to explain the elements of collegiality and collaboration. **Include outcomes** and achievements resulting from the event.

Emergency Department Staffing: Section B

Appropriate staffing is essential to the delivery of safe and effective patient care, and evidence supports that appropriate staffing levels lead to better patient outcomes. Labor budgets in organizations are generally developed annually; however, staffing needs may be monitored and adjusted throughout the day.

Patients and families expect quality emergency health care provided in a safe and timely manner with the appropriate caregivers to meet their needs. Hospitals need to operate in a cost-effective manner and offer quality health care to their communities.

The Evidence

Questions B.1–B.3 and B.6–B.12 - The sources of evidence needed for this section include numerics that define staffing levels, vacancy and turnover rates, new hires, and staff composite. Make sure that each answer is provided in the format requested (i.e., FTEs, percentages, raw numbers).

Question B.4 - Narratives are also required in this section. Describe your annual staffing plan and its development and evaluation.

Question B.5 - Provide information that describes the factors considered in adjusting the number of staff working on a daily basis.

Nurse Satisfaction: Section C

Nurses who practice in an environment that fosters communication and encourages mutual respect and understanding among all disciplines report a sense of accomplishment and satisfaction.

A nurse's assessment of the overall quality of a work environment including managerial support, the opportunity to develop professionally, the correction of challenges in the care delivery, and the collaborative working relationships of the team are associated with high satisfaction and lower turnover.

Patient satisfaction is much lower in departments where the nurses are dissatisfied with their working conditions. Both higher patient satisfaction and the reduction of adverse events are found in settings where nurses report satisfaction with the work environment. Nurses expect to be quality-focused and desire to feel safe and satisfied with their work and their work environment.

The Evidence

Question C.2 - From a recent survey, identify an element, indicator, or section noted to be of concern to the nurses practicing in this setting. The action plan developed to address their concerns should be described including subsequent **outcomes** and follow-up strategies used to monitor improvement and address challenges.

Questions C.3 and C.4 - Descriptive exemplars are requested from two staff nurses who provide direct patient care and who represent diversity in shift and experience in the emergency department. These exemplars should highlight factors that contribute to personal satisfaction, including professional gratification, opportunities for growth and development, resolution of concerns, and the nurses' ability to deliver safe patient care.

Healthy Work Environment: Section D

Work environments should be safe and the interactions respectful for workers and the individuals they encounter in the work day. Ineffective relationships, coupled with the absence of the knowledge and skills needed to handle volatile situations, create a setting where violence can occur. Nurses may experience significant mental strain when a poor work environment is allowed to exist over time.

The appropriate culture needs to be created that supports communication and collaboration. In a culture of excellence, intimidating behaviors from any sources should be eliminated where possible and when they do occur, investigated and managed. Workplace violence is known to be a serious occupational risk for the emergency nursing workforce.

Concurrently, emergency nurses are practicing in circumstances where physical injury may occur. Instead of being viewed as a major public health problem, workplace injuries have been perceived historically as unavoidable accidents that occur as part of everyday life. Over the last 40 years however, many multifaceted injury prevention interventions have been developed, implemented, and studied. A large body of epidemiological and medical research has shown that injuries, unlike accidents, do not occur by chance. In fact, like disease, the risk of injury follows a predictable pattern, thus making them preventable.

The Evidence

Questions D.1 and D.2 - Descriptive narratives are required that provide the blueprint of the emergency department and the organization's policy and plan for creating and sustaining a healthy work environment (e.g., zero tolerance policy, 100% reporting, paid time off, etc.)

Key factors expected are the elements of the plan in your emergency department that speak to:

- staff involvement in planning and assessment
- education
- prevention
- mitigation
- reporting
- support, and
- analysis (tracking/trending) of violence.

Questions D.3 and D.4 - Provide details regarding your injury prevention strategies that your department utilizes to support wellness and a healthy lifestyle for your nurses, including work-life balance and staff involvement in planning and implementation.

Question D.5 - An example is required that highlights your organization's response to a recent incident. Include outcomes.

If you have questions, please contact LanternAward@ena.org.