Team Management and Empowerment of the Team Leader

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Team Leader Responsibilities

- Lead and guide team
- Make and monitor team assignments, outcomes
- Collaborate with Chief Nurse Administrator (CNA)
- Manage requests for information
- Respond to questions about CCNE
- Monitor progress of evaluation
- Edit the team report

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Leading and Guiding the Team

- The team leader:
  - Establishes professional expectations (e.g. courtesy, evaluator vs. consultant role)
  - Keeps the focus on the standards and key elements
  - Works toward building consensus
  - As required, mediates difficult situations

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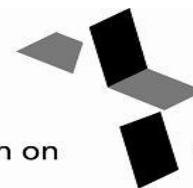
The Team Leader…

- Mentors new and experienced members
- Serves as liaison between the program and the team
- Manages all the details
- Solves problems positively
- Seeks guidance from CCNE as appropriate
- Mediates differences of opinion for the purpose of bringing the group to consensus

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Mediating Differences of Opinion

- Ensure that all voices are heard
- Work toward consensus
- Refer often to the standards and key elements
- Remember the CCNE values

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Having a New Team Member

Provides the team leader an opportunity to:

- Reinforce the critical role that every member of the team plays
- Review the accreditation process with the entire team
- Develop all members of the team

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Developing and Mentoring New Team Members

- Review team member responsibilities before, during, and after the visit
- Reinforce CCNE values
- Help the team member to focus on the standards and key elements
- Solicit input and invite questions
- Support their work and recognize their efforts

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Conducting Executive Sessions

- Share impressions after interviews
- Identify needs for additional information
- Discuss questions/issues
- Review and/or revise assignments
- Assess progress of evaluation

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Developing Interview Questions

- Routine questions (regardless of program type)
- Program-specific questions
  - Derived from the self-study document, program materials, and interviews
  - Developed by team leader and members
- Targeted to specific people and/or groups
- Questions may be scripted/assigned to specific team members

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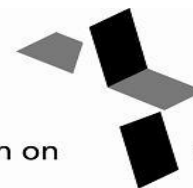
Interview Process

- Preset goals, priorities, questions
- Introduce team
- Provide brief overview of CCNE process
- Assurance of confidentiality (e.g. names not used in team report)
- Facilitate discussions
- Maintain pace, timing
- Close with thanks to participants

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Opening Remarks in Interviews

The team leader should:

- Remind session attendees that the meeting is only open to individuals who are members of the targeted community of interest (e.g. faculty who are also DNP students should not be in a session designated for students)

- Remind the program that sessions must not be recorded (e.g. this is particularly important in sessions using audio visual equipment)

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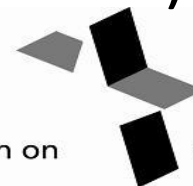
Interview Participants

- Members of the community of interest
  - University officials
  - CNA
  - Program administrators
  - Faculty, clinical preceptors
  - Students
  - Alumni
  - Employers, clinical partners
  - Other

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Managing Time in the Resource Room

- Build into agenda

- Team member assignments

  – Based on assigned standards

  – Based on documents

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Concluding the Evaluation

- Verify that the team has complete and accurate data and documentation

- Evaluate aggregate program outcomes (IV-A, B, C, D, E)

- Identify any compliance concerns with key elements

- Determine standards met/not met

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Coordinating Report Writing

- Reviewing drafts
- Coming to consensus on decisions about
  - Standards and key elements
  - Supporting rationale
- Assisting with terminology and tone
- More on report writing during October 12 webinar

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After the Evaluation

- Finalizing the report (more on this during October 12 webinar)

- Submitting the report to CCNE in a timely fashion

- Responding to queries about the report by members of the Accreditation Review Committee (ARC) and the CCNE Board of Commissioners if necessary

- Representing the team at the ARC meeting, if needed (usually accomplished by phone)

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Questions and Answers

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THANK YOU FOR YOUR SERVICE AS A CCNE VOLUNTEER EVALUATOR!

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