The Use of a ‘Problem Solving Model’ to Impact Patient Care Outcomes
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Background
The importance of Nurse Manager’s role in providing quality patient care and organizational effectiveness is unquestionable. Decisive problem solving has been identified as a factor impacting manager effectiveness and a behavior correlated with job satisfaction of the staff they lead.

Level of Educational Program
Staff Development: Nursing Leadership Orientation

Targeted Learning Outcomes
The purpose of this project is to develop ‘problem solving’ and ‘decision making skills’ of new Nurse Managers.

Teaching Learning activity
A four day interactive program was designed to orient entry level nurse managers in the health system and equip them with the knowledge and skills needed to effectively perform their role. The program culminates in a mini problem solving project designed to strengthen individual problem solving and decision making skills. Nurse Managers are asked to collaborate with their nurse executives to select a problem specific to the managers’ sphere of influence.
A problem solving model was designed to guide the managers in their problem solving activity; the model uses principles of Research, Evidence Based Practice, Quality, Creative Problem Solving, and Project Management skills.
A template of the problem solving model is provided during the course work to the managers to be completed in 4 weeks. The template is reviewed and feedback is provided. The project is initiated after approval from the course faculty.

Evaluation of Approach
Nurse Managers have used this model successfully to achieve outcomes impacting patient care quality, patient satisfaction, and finance. These projects provided tested solutions for a variety of problems. Best practice utilized in some of the projects have been spread to the entire organization as well as piloted in other hospitals in the health system.
The model has been successfully applied 62 times to create outcomes. The model enables managers to process information for problem solving and decision making.

Bibliography
Covey, S. (1989) The Seven Habits of Effective People Free Press Publication