#### Consent

Title: First Line Nurse Manager (FLNM) Work: Pilot Project

You are invited to participate in a pilot research study that is being conducted by Edna Cadmus PhD, RN, NEA-BC who is a Clinical Professor, Specialty Director Leadership Track at Rutgers University. The aim of this study is to 1) test a survey tool that categorizes the FLNMs work; 2) quantifies the frequency of performing various components of FLNM work. FLNMs from acute care hospitals will be asked to volunteer to take this survey. The survey will be administered on-line using SurveyMonkey. It will take approximately 15 minutes to complete the survey. Your name will not be attached to the results of this survey. Responses will be aggregated by region of the state only. You may be asked as a part of the testing of the reliability of the survey tool to repeat the survey in 7-10 days after the initial survey is taken. If you are selected to participate for the second time you will receive a small monetary gift card. Participation in this study is voluntary. You may choose not to participate, and you may withdraw at any time during the survey procedure without any penalty to you. There are no foreseeable risks to participate in this study. While you may not directly benefit from participating in this survey, the data may produce valuable information to help re-design the FLNMS role for acute care hospitals. This research study is confidential. There exists a documented linkage between a subject's identity and his/her response in the research, and the investigators provides assurance in the protocol and in the informed consent form that the identity of any individual subject will not be revealed in any report of the study. The research records will include some information about you such as age, ethnicity, an educational information. This information will remain confidential by limiting access to the research data and keeping it secure. The Institutional Review Board at Rutgers University and those engaged in analysis will be the only parties allowed to see the data, except as required by law. If a report of this study is published, or the result are presented at a professional conference only the group results will be published. All study data will be kept for up to 3 years.

After reading the above consent please check YES if you agree to participate in this survey; or NO if you do not wish to complete this survey. You will automatically exit the survey if you check NO. If you choose to participate remember that you may withdraw at any time by exiting out of the survey.

If you have any questions about the study, procedures you may contact: Dr. Edna Cadmus; Rutgers University College of Nursing, 180 University Avenue, Newark, NJ 07102. Tel: 973-353-1428 E-mail: ednacadm@rutgers.edu

If you have any questions about your rights as a research subject, you may contact the sponsored Program Administrator at Rutgers University at: Rutgers University Institutional Review Board for the Protection of Human Subjects; 3 Rutgers Plaza, New Brunswick, NJ 98901-8559, Tel: 848 932 0150; Email: humansubject @orsp.rutgers.edu

### \*1. Do you agree to the consent information listed on this form?

0	Yes,	I agree	to the	above	consent form

No, I do not agree to the above consent form

### **Demographics**

*2. Are you a First Line Nurse Manager? Definition: First Line Nu	rse Manager has 24 hour
7 day a week responsibility for a unit or units.	

O Yes				
C No				
	_	_	_	_

### **\***3. Age

C 20-29 C 30-39 C 40-49 C 50-59 C 60-69 C 70-79 C 80-89

C Female				○ Male			
<b>≭</b> 5. Highe:	st level of e	ducation tha	at is comple	ted			
C Diploma	C Associate Degree	C Bachelors Degree in Nursing	C Bachelors in Another Field	C Masters in Nursing (MSN)	C Masters in Another Field	C Doctorate in Nursing Practice (DNP)	C Doctor of Philosophy (PhD)
*6. Are yo	ou currently	enrolled in	school?				
C Yes				C No			
7. Ethnicity	,						
C Hispanic or	r Latino			Not Hispar	nic or Latino		
8. Race							
C American Indian or Alaskar Native	C Asiar		Black or African	O Native Hav	vaiian C Othe Islander	r Pacific C	White
<b>≭9. Numb</b>	er of years a	as a First Li	ne Nurse Ma	nnager O 16-20	C 21-25	C 26-30	Greater
O 0-2	© 3-5				O 21-25	C 26-30	C Greater than 31 years
O 0-2 Other (please spi	C 3-5	O 6-10			C 21-25	C 26-30	Ordator
O 0-2 Other (please spi	© 3-5	O 6-10	C 11-15	C 16-20		C 26-30 26-30	Croator
Other (please spots) *10. Num O 0-5	C 3-5 ecify) ber of years	6 as an RN C 11-15	C 11-15	C 16-20			than 31 years  Greater tha
Other (please spots) *10. Num O 0-5	ecify)  ber of years  6-10  of facility y  Hospital	6 as an RN C 11-15	C 11-15 C 16-2	C 16-20		26-30	than 31 years  Greater tha
Other (please spots)  *10. Num Outside 0-5  *11. Type Outside Community	ecify)  ber of years  6-10  of facility y  Hospital  Teach	6 as an RN C 11-15 Cou are curre	C 11-15 C 16-2 ently workin C Academ	C 16-20	21-25	26-30	than 31 years  Greater that 31 years
Other (please spots)  *10. Num O 0-5  *11. Type O Community Other (please spots)	ecify)  ber of years  6-10  of facility y  Hospital  Teach	6 as an RN C 11-15 Cou are curre	C 11-15 C 16-2 ently workin C Academ Center/Univer	eo C  g in iic Health sity Hospital	21-25	26-30	than 31 years  Greater that 31 years
Other (please spots)  *10. Num O 0-5  *11. Type O Community Other (please spots)	ecify)  ber of years  6-10  of facility y  Hospital  Teach	6 as an RN C 11-15 Cou are curre	C 11-15 C 16-2 ently workin C Academ Center/Univer	eo C  g in iic Health sity Hospital	21-25	26-30	than 31 years  Greater that 31 years

*14. Magnet Status  Designated  Not Designated  On the journey  *15. Is the nursing staff represented by a collective bargaining agent/union?  Yes  No  No  No  *16. What are the number of hours you work in a typical week?	
C Designated C Not Designated C On the journey  *15. Is the nursing staff represented by a collective bargaining agent/union?  Yes No	
*15. Is the nursing staff represented by a collective bargaining agent/union?  O Yes  O No	
○ Yes ○ No	
○ Yes ○ No	
*16. What are the number of hours you work in a typical week?	
0 1-5 hours 6-10 hours 11-20 hours	er than 21 hou per month
μ	©
Evenings 3-11 C C C	
	0
	0
Nights-11-7 O O O	0
Nights-11-7 C C C Other (please specify)	0
Nights-11-7 C C C Other (please specify)	0
Nights-11-7 C C C Other (please specify)  *20. Number of people you directly supervise ( NOT FTEs)	
Nights-11-7 C C C Other (please specify)  *20. Number of people you directly supervise ( NOT FTEs)  21. What type of assistants do you have to support your role? (Check all that apple)	
Nights-11-7  Other (please specify)  *20. Number of people you directly supervise ( NOT FTEs)  21. What type of assistants do you have to support your role? (Check all that apple Days  Evenings  Nights	
Nights-11-7  Other (please specify)  *20. Number of people you directly supervise ( NOT FTEs)  21. What type of assistants do you have to support your role? (Check all that apple Days Evenings Nights None	
Nights-11-7	
Nights-11-7  Other (please specify)  *20. Number of people you directly supervise ( NOT FTEs)  21. What type of assistants do you have to support your role? (Check all that apple Days Evenings Nights  None	
Nights-11-7  Other (please specify)  *20. Number of people you directly supervise (NOT FTEs)  21. What type of assistants do you have to support your role? (Check all that apples to be supported by the support your role? (Check all that apples to be supported by the supported by the supported by the supported by the support your role? (Check all that apples to be supported by the supported by t	
Nights-11-7  Other (please specify)  *20. Number of people you directly supervise (NOT FTEs)  21. What type of assistants do you have to support your role? (Check all that apple Days Evenings Nights  None  Dedicated Charge Person  Assistant Nurse Manager  Unit Based Educator	

First Line N	lurse Manage	er (FLNM) Worklo	ad Tool	
*22. If you	have a secretary	/ is she/he:		
O Dedicated to	you only			
C Shared with o	others			
Other (please speci	ify)			
*23. How n	nany unit(s) do y	ou manage?		
O 1	© 2	<b>О</b> 3	O 4	C 5 or more
<b>≭24. W</b> hat i	s the total coun	t of beds you are resp	onsible for if you	are an inpatient unit?
			•	•
*25. What a	are the total num	nber of procedures/vis	sits done in the a	reas you are responsible
for?				
26. Commen	its			
		_		
		~		
Survey Que	estions			
4) technology, 5) stra	ataegic management, 6) c	•	rofessional accountability, 8	agement, 3) performance improvement, 3) relationship activities, 9) other. Please activity.

### \*27. Financial Management

2711 manolal man	Never	Daily	Weekly	Monthly	Quarterly	Annually
Making Staff Assignments	0	O	O	©	Quarterly	• • • • • • • • • • • • • • • • • • •
Work schedule development for a block of time for staff	0	0	0	0	0	0
Staffing activities( for example, changes in schedule, entering in computer systems)	С	О	С	О	О	O
Monitor and adjust Nursing Hours Per Patient Day (NHPPD) or Unit of Services (UOS)	0	0	0	0	O	0
Determine the Full Time Equivalent (FTE) needs for the unit either by self or with other departments	O	О	О	О	О	О
Determine the operating expenses for the unit either by self or with other departments	O	O	O	O	O	О
Monitor an operating budget	O	0	0	0	0	0
Analyze an operating budget	0	0	O	0	0	0
Reporting on the budget variances for the unit(s)	O	0	0	O	0	0
Intepreting financial information for self or others	O	O	O	O	O	O
Ordering equipment for the unit	O	O	0	O	0	0
Developing a capital budget	O	0	0	0	0	0
Completing the payroll	0	0	0	0	0	0
Cost-benefit analysis (products, programs, etc)	O	0	O	O	0	0
Producing reports on financial matters	O	O	C	O	O	O
Negotiate prices with vendors	O	O	O	O	O	O
Allocate merit increases for employees	O	O	0	O	O	0

#### \*28. Human Resource Management

	Never	Daily	Weekly	Monthly	Quarterly	Annually
Recruitment activities	0	0	0	0	O	O
Interviewing new staff	0	0	0	0	0	0
Hiring activities (paperwork, creating job descriptions)	0	O	0	0	0	0
Terminating or preparing to terminate an employee	O	O	O	0	0	O
Mentoring others	$\odot$	0	0	0	0	0
Orienting new employees (Your time spent)	O	0	O	0	0	0
Coaching employees informally regarding goals, communications etc)	O	O	O	0	O	0
Conflict management/negotiating with others	O	0	O	0	0	0
Completing performance appraisals	O	0	O	0	0	O
Retention activities	0	0	0	0	0	0
Staff development assessments (that you perform)	О	0	6	0	0	0
Reward and recognition activities for staff	O	O	O	0	0	0
Collect data for union negotiations	0	0	O	0	0	0
negotiations						

### \*29. Performance Improvement (PI)

	Never	Daily	Weekly	Monthly	Quarterly	Annually
Creating PI tools	0	0	0	0	0	0
Monitoring PI indicators	0	0	0	0	0	0
Analyzing PI data	O	O	0	0	0	0
Reporting PI outcomes	0	0	0	$\circ$	$\circ$	$\circ$
Preparing for survey (Joint Commission, Magnet etc)	O	0	0	0	0	0
Involvement in sentinel event activities	O	O	0	0	0	0
Implementing new regulatory stands	0	0	0	0	0	0
Involvement in Root Cause Analysis activities (investigation, meetings, changes in process)	O	O	O	O	O	0
Completing incident reports	0	0	0	0	0	0
Monitoring incident report follow-up	0	0	0	O	O	O
Analyzing incident reports	0	0	0	0	O	O
Interprofessional team involvement in PI	0	O	O	0	0	0
Intraprofessional team involvement in PI	O	O	0	0	0	0
Creating policies, protocols, standards of care	0	O	O	0	0	0
Collecting and obtaining data to populate dashboards for unit	О	0	0	0	0	0
Producing reports for PI activities	0	O	0	0	0	0
Educate front line staff on PI process	O	O	0	0	0	0

First Line N	lurse Manag	ger (FLNM)	) Workload Tool

### **\*30.** Technology

	Never	Daily	Weekly	Monthly	Quarterly	Annually
Computer activities- presentation development for meetings	О	О	C	О	О	О
E-mail management	0	$\circ$	0	0	$\circ$	$\circ$
Integration of technology into workload for staff	О	O	0	O	O	O
Development of new technology systems	O	O	O	O	O	O
Investigate information technology issues	O	0	0	0	0	O
Oversee downtime procedures	O	O	O	O	O	O
Participate in the information system selection	O	O	©	O	O	0

### \*31. Strategic/Tactical Management

	Never	Daily	Weekly	Monthly	Quarterly	Annually
Project management (example: new unit, construction, new service)	O	0	0	0	0	0
Create a business plan for a new program or service or product	O	O	O	O	O	O
Develop a strategic/tactical plan for depart/division that integrates into organizational plan	О	О	О	С	О	O
Develops goals and objectives for unit	O	O	O	O	O	0
Implements shared governance structures and processes on the unit	O	O	0	0	0	©
Involvement in shared governance activities in organization	O	0	O	0	0	O
Utilizes evidence based practice and research in making changes	О	0	0	0	0	O
Participation in Committee/Council work in organization	O	O	0	0	0	0
Participation in Nursing Department Committee/Council work	O	0	0	0	0	6
Participate in meetings in organization	O	O	O	0	O	O
Participate in meetings in Nursing Department	O	0	O	0	0	0
Plan and prioritize your day	0	0	0	0	0	O
Develop new care delivery systems	0	0	•	0	0	0
Participate in system level meetings outside of the hospital	0	0	0	0	0	O

<b>≭</b> 32. Practice						
	Never	Daily	Weekly	Monthly	Quarterly	Annually
Provide direct patient care (Takes an assignment)	О	0	O	0	O	0
Rounding on unit	0	0	0	0	0	0
Huddles with staff or others	0	0	0	0	0	0
Provide direction to staff on clinical matters	0	O	O	O	O	0
Provide house supervision	0	0	0	0	0	0
Investigate complaints	0	0	0	O	0	0
Work within a shared governance structure	0	0	О	О	C	0
*33. Personal and	Profession	al Accounta	bility			
	Never	Daily	Weekly	Monthly	Quarterly	Annually
Personal growth activities- (examples: continuing education, career planning)	0	O	O	O	O	O
Going to school to obtain next level degree	0	O	0	O	O	0
Professional association involvement	О	0	0	0	O	O
Certification maintained in a professional organization	0	O	O	0	O	O
Utilize reflective practice techniques	0	0	0	0	O	O
Mentor others (Someone you select to help grow professionally)	0	С	O	C	С	O
<b>≭</b> 34. Relationship <i>I</i>	Activities					
	Never	Daily	Weekly	Monthly	Quarterly	Annually
Customer service activities	0	O	0	O	O	0
Outreach to internal or external customers	O	O	0	0	O	O
Peer support groups inside or outside institution	0	0	O	0	0	О
Conducting staff meetings	0	0	0	$\circ$	$\circ$	$\circ$
Meetings with your direct supervisors	0	O	0	0	O	0
<b>≭</b> 35. Other						
Copying, faxing, answering phones	Never ©	Daily ©	Weekly	Monthly ©	Quarterly	Annually C

First Line Nurse Manager (FLNM) Workload Tool
36. Comments
Is there any work that we have not identified that you would like me to know about?
Any other thoughts?
Thank you for your participation in this survey. Your input is invaluable. The results of this survey will be presented back in aggregate form through presentations and/or publication once the results are analyzed. If you would like a copy of the aggregate results please e-mail me at ednacadm@rutgers.edu  Edna Cadmus PhD, RN, NEA-BC