

## Additional File 1 (Supplementary)

**Table 1: Core Team (Page 9 of the Final Manuscript)**

<b>Name</b>	<b>Role</b>	<b>Strength</b>	<b>Years of Experience at AKUH</b>
Dr. Babar Hasan	Service Line Chief	Paediatric cardiologist and expertise in quality improvement and health outcome measures.	15
Muneera Rasheed	Director Patient Experience of Care	Behaviour scientist with experience in implementing interaction-based interventions	10
Naureen Lalani	Nurse Manager	Nursing Administration and Education	19
Noureen Sultan	Nurse Specialist		11
Aly Zubairi	Compassion specialist	Implementing compassionate practice in education sector	5

**Table 2: Working Team of the Head Nurses for Training Workshops**

<b>Name</b>	<b>Expertise</b>	<b>Years of Experience at AKUH</b>
Simon Demas	Nursing Administration and Education	15
Yasmin Hashwani	Nursing Administration and Education	24
Farheen Sherali	Nursing Administration	8
Gulnar Ejaz	Nursing Administration and Education	9.5
Sehrish Hussain	Nursing Administration	6
Sadaqat Ali	Nursing Administration	9
Aneesa Riaz	Nursing Education	7
Jehanzeb Salim	Nursing Education	9
Rukhsana Iqbal	Nursing Administration and Education	10
Zohra A. Malik	Nursing Education	8
Zeeshan Aslam	Nursing Administration	5

**Table 3: The aims, methods used and key messages or opportunities of the training sessions (Page 21 of the final manuscript)**

<b>Session</b>	<b>Aims</b>	<b>Key Messages/ Opportunities</b>
Introduction to Supervision	Understand the roles and responsibilities associated with mentorship, explore critical skills and implement it.	Describe a supportive supervisor and make transition in understanding of their roles from coordination and management to supervising.
Effective Communication	Emphasized on the importance of effective communication skills and the common understanding formed. ‘Care Feedback’ model was introduced as a strategy of providing constructive feedback.	Mentors identified their communication styles: verbal, non-verbal, and written, and its impact on being an effective supervisor.
Learning to Observe	Understand the importance of observation skills, which areas to observe, become familiar with taxonomy reflections, and practice written communication.	Provided an opportunity to practice constructive feedback, but also demonstrated that basic understanding of reflecting was understood.
Problem Solving	Understand basic principles of data analysis and strategizing.	Learnt the use of checklists to identify problems, familiarize supervisors with participatory problem solving, prioritize actions, and learn how to use observations in order to build the team’s capacity
Coaching	Teach the mentors on how to coach nurses with focus on utilizing the respective skills in numerous situations.	Helped mentors understand coaching, building capacity and scaffolding, enabling and empowering them.

**Table 4: Checklists for Nurses (Page 22 of the final manuscript)**

<b>Supervision Checklist for Nurses</b>	
<p><b>Instruction:</b> This form will be used by nurses' immediate supervisor (head nurses and instructors) Mark N/A if item is not applicable.</p> <p>Rate the item on scale of 0-3            0= Weak skill, 1 = Performs with help, 2 = Performs well, 3 Performs with excellence            At the end of supervision conduct feedback session and share the scores with staff</p>	
<b>Name of Supervisor</b>	
<b>Name of Staff</b>	
<b>Employee number</b>	
	<i>Rating</i>
<b>Date:</b>	
<b>MINDFULNESS</b>	
1. Safe in patient care	
2. Safe in medication administration	
3. Accurate assessment, timely identification and appropriate response to patient's critical needs.	
4. Maintains and ensures availability of required supplies in unit at the beginning of each shift	
5. Is aware of reportable patients in the unit	
6. Responds to patient call bell immediately	
7. Assesses the patient environment for safety and proper functioning of equipment and takes action as appropriate. Reports to head nurse/ team leader as required.	

8. Comply with International Patient Safety Goals while caring for the patients.	
<b>COURAGE</b>	
1. Flexibility to accept various assignments as per need of unit/Service Line	
2. Reports incidents on timely basis	
3. Accepts error and take criticism positively	
4. Participates in combined rounds and discusses patient care plans with physicians on their rounds.	
<b>ALTRUISM</b>	
1. Guides new staff in provision of safe nursing care and in compliance of Hospital policies and procedures	
<b>GRATITUDE</b>	
1. Demonstrates gratitude while interaction with patient's family	
2. Demonstrates gratitude while interaction with colleagues and immediate supervisors	
<b>INTEGRITY</b>	
1. Regularity and punctuality with >98% attendance and follows leave policy	
2. Follows institutional policy for handling patient's valuables	
3. Maintains Confidentiality about patients	
4. Maintains Confidentiality about colleagues	
5. Timely and appropriate documentation	
6. Attends training sessions (when nominated)	
7. Demonstrates safe infection control practices including hand hygiene	

8. Age appropriate and gender sensitive care	
9. Priorities the tasks effectively and keeps assigned patient area well organized and clean	
10. Follows admission/transfer/discharge process according to hospital protocol	
11. Organize MMU processes of assigned patients	
12. Efficiently utilize feed handling process	
13. Demonstrate accountability towards special assignments like crash cart, floor stock, CSSD, narcotics, etc as assigned by supervisor	
<b>EMPATHY</b>	
1. Confidentiality about patients	
2. Confidentiality about colleagues	
3. Understanding of patient needs and takes proper interventions accordingly	
4. Gentle handling of patients	
<b>SELF-COMPASSION</b>	
1. Updates own skills by attending certification and recertification courses as per credentialing requirement	
2. Keeps oneself well-groomed and maintains the uniform code at all times	
<b>FORGIVENESS</b>	
1. Demonstrates forgiveness in his/her behavior towards dealing with patient and colleagues	
<b>HUMILITY</b>	
1. Keep play based interaction with patients.	

<p>2. Effective communication with patients and families:</p> <ul style="list-style-type: none"> <li>· Smile</li> <li>· Friendly tone</li> <li>· Eye contact</li> <li>· Appropriate facial expression</li> </ul>	
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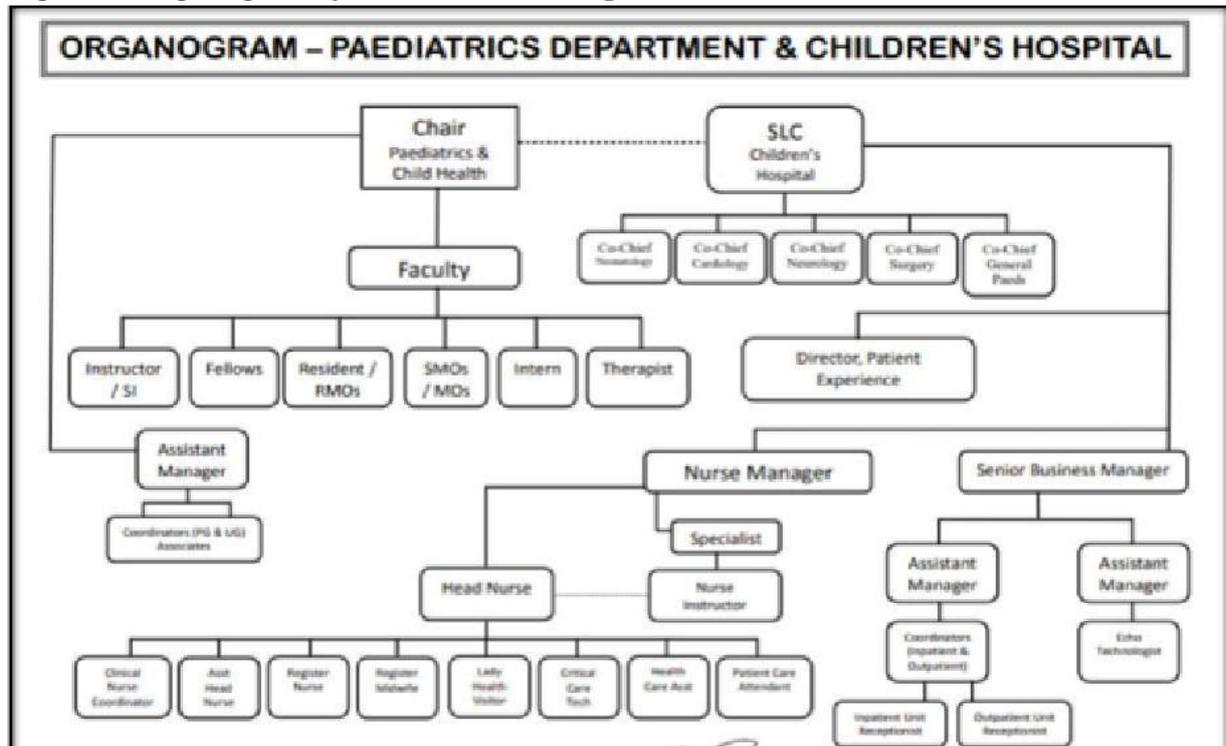
**Table 5: Checklist for Supervisors (Page 21 of the final manuscript)**

<b>Supervision Checklist for Supervisors</b>	
<p><b>Instruction:</b> This form will be used by the Senior supervisor to observe the nurses supervisors. Mark N/A if item is not applicable.</p> <p>Rate the item on scale of 0-3  0= Weak skill, 1 = Performs with help, 2 = Performs well, 3 Performs with excellence  At the end of supervision conduct feedback session and share the scores with staff</p>	
<b>Name of Senior Supervisor (Observer)</b>	
<b>Name of Supervisor</b>	
<b>Employee number</b>	
	<b>Rating</b>
<b>Date:</b>	
<b>Organization skills</b>	
1. Punctuality	
2. Regularity	
3. Follows proper process for leaves	
4. Organize logistics (equipment, supplies, medicines , forms)	

5. Priorities the tasks effectively	
<b>Technical skills</b>	
1. Observes the staff effectively	
2. Provides on job coaching in effective way	
3. Step in and provide support to staff appropriately when needed	
4. Conducts structured feedback session	
5. Share the observations with staff and disclose the supervisory checklist.	
6. Gives opportunity to staff for self-reflection and help in the process.	
7. Focus on both strengths and weaknesses	
8. Suggests appropriate strategies for improvement.	
<b>Education session</b>	
1. Plans education sessions based on training need assessment.	
2. Conducts sessions effectively	
3. Encourages participation/ engagement from group during sessions	
4. Begins and finishes sessions on time	
5. Maintains pace during sessions	
6. Summarizes key content at the end of session	
<b>Communication skills</b>	

1. Effective communication with staff/mentee · Smile · Friendly tone · Eye contact · Appropriate facial expression	
2. Encourages and praise the staff	
3. Maintain privacy of staff performance	
<b>Coordination skills</b>	
1. Team work	
2. Coordination with fellow supervisors	
3. Coordination with Senior supervisor	
4. Interpersonal Problem solving	
5. Conduct and discipline	
6. Positive attitudes	
Total Score (%)	

Figure 1: Organogram of the Children's Hospital Service Line



**Figure 2: Job Description of Nursing Associate Manager (Page 18 of the final manuscript)**

THE AGA KHAN UNIVERSITY

Human Resource Division

POSITION SPECIFIC JOB DESCRIPTION FORM II\*

Issue #: Date: March 25, 2014

Position Title :	Specialist	Band:	NS 5
Department:	All Patient Care Areas	Division:	Nursing Services
Reporting Relationship:	Administrator	Job Family:	
(State Position Title)			

**1. JOB PURPOSE/SUMMARY**

State briefly the principal purpose of job i.e. what the job is expected to accomplish.

Responsible to involve with nurse instructors for identifying staff learning needs. Develop and implement appropriate teaching interventions to enhance the knowledge and skills needed to meet the care needs of all categories of patients. Responsible for supervising nurse instructor in conducting competency based orientation for newly hired or transferred staff and development and execution of specialty based courses. This includes conducting needs analyses of unit nurse instructors. Preparing formal and informal teaching and evaluating the effectiveness of the learning of individuals and groups. Specialist is responsible for comprehensive patient care. Serving as a role model for other level of staff. Serves as a leader and change agent to achieve quality and cost effective patient care outcome.

Administrative Role:  
 Hiring?  
 Equipment  
 Environment  
 Complain handling  
 BMO coordination

**2. JOB SPECIFICATIONS**

State the minimum requirement for job. Do not state incumbent-specific information.

**EDUCATIONAL/PROFESSIONAL QUALIFICATIONS & LICENSURE**

BScN Degree form a recognized school of nursing: preferably MSc/MScN

Valid registration from Pakistan nursing council

Certification in:  
 NRP  
 CFC training

basic life support provider/instructor  
 ACLS or PALS provide/instructor  
 safe medication administration  
 intravenous cannulation

conscious sedation (as applicable )

**RELEVANT EXPERIENCE (state nature and duration of work experience)**

Minimum 6-8 years experience including 2-3 years at clinical teaching at a tertiary care university, hospital.

Quality circle/projects/research work Publication preferable

**KNOWLEDGE AND COMPETENCIES (STATE SKILLS, ABILITIES & TRAITS REQUIRED)**

- Good written and verbal communication skills in both English and Urdu :
- Ability to assess, plan and evaluate patient care:
- Ability to supervise clinical aspects and evaluate nursing staff performance:
- Possesses sound knowledge and skills of problem-solving/crisis management:
- Demonstrates leadership and management qualities to deal with daily patient care issues and work as an advocate for patient care:
- Ability to council staff when required:
- Familiar with the concepts of nursing quality assurance and continuous quality improvement.
- Ability to create a motivating environment.
- Ability to conduct unit based audits experience of JCIA audit participation.

\*For staff in Bands AD5/c3/ah4/md2 AND ABOVE (need to review with HR)

**3. CRITICAL ACCOUNTABILITIES**

List the responsibilities i.e. Key result areas (KRA) and the major activities that must be achieved in order that the job purpose is fulfilled. For each KRA document the performance measures i.e. outcomes. Which indicate successful accomplishment of that KRA.

KEY RESULT AREAS(KRA)	MAJOR ACTIVITIES	OUTCOME
	Coordinates with nurse instructors for learning need assessment of the nursing staff.	Professional development of nursing staff as per plan.
	Develops specialty based courses/educational material.	Safe and quality patient care.
	Mentors nurse instructors in development of specialty based annual educational calendar as per identified staff training needs.	Reinforcement of institutional and departmental policies & practices.
	Coordinates and monitors the in	Compliance with the

	<p>services/educational sessions per unit based monthly educational plan.</p> <p>Ensures completion of all CBOs by nurse by nurse instructors for newly hired staff within established time frame.</p> <p>Acts as a resource person for all staff.</p> <p>Participate in educational activities for medical interns/residents.</p> <p>Provides guidance and new learning opportunities on the unit for all nursing staff to enhance their professional growth.</p> <p>Involves in direct patient care to ensure optimal patient care outcomes.</p> <p>Ensures timely update of credentials by nurse instructors and intervenes in case of need.</p>	<p>international patient safety goal.</p> <p>Enhanced patient satisfaction.</p>
<p>Participate in collaboration with NES in teaching and staff development activities with NES to support integration of secondary hospitals and other initiatives with national, regional /international and AKDN institutions such as: Activities related to recruitment orientation and training programs CPR certificates specially based courses.</p>	<p>Coordinates with NES in implementation of division wide nursing educational programs and develops specialty based courses/educational material.</p> <p>Develops specialty based annual educational calendar as per identified staff training needs.</p> <p>Conducts 1-2 sessions as a guest speaker as per need in collaboration with NES.</p> <p>Conducts AHA courses as certified AHA instructor in required discipline and conducts required number of courses in collaboration with NES .</p>	<p>Enhance interdepartmental collaboration to increase staff development.</p>

<p>Identifies , develops and prepares nurse instructors/head nurses/ clinical nurse coordinator to assume future leadership roles and responsibilities</p>	<p>Active involvement of coordination and completion of CBO of the nurse instructors/head nurse /clinical nurse coordinator on timely basis.</p> <p>Makes daily clinical rounds with nurse instructors to gain their confidence and monitor the quality of patient-care / environment to ensure that patient's regimens are being accurately followed.</p> <p>Meets frequently with clinicians to discuss patient care treatment regimens and quality issues.</p>	<p>Effective and safe patient care management.</p> <p>Integrated and coordinated care is provided to each patient.</p>
<p>Sets annual KPI related to staff development of assigned areas. Designs strategies for nurturing of first line nurse instructors in units.</p>	<p>Identifies and monitors clinical indicators pertaining to clinical practice against set bench mark according to best evidence based practice.</p> <p>Prepares and submits annual goals and objectives on staff .clinical and professional development and ensures timely completion of the same.</p>	<p>The analysis provides comparisons with set benchmarks. Scientific standards and desirable practices.</p> <p>Improvement in quality and safety is achieved and sustained.</p>
	<p>Prepares quarterly and annual report on staff development activities and submits to respective immediate supervisor.</p>	
<p>Participates in establishing standards of care with unit staff and monitors delivery of care according to the set standards in following areas:</p> <p>Patient safety</p> <p>Quality of care</p> <p>Health care associated infection policies, procedures&amp; protocols patient centered care.</p>	<p>Establishes a collaborative working relationship with clinicians and all support services in order to facilitate the timely delivery of patient care.</p> <p>Reinforces best practice in following unit, divisional and hospital policies and procedures.</p> <p>Maintains and keeps the record of all incidents (pressure sores for wound specialist) and takes follow up from unit nurse instructors on timely basis.</p> <p>Consults with immediate supervisor regularly regarding staff developmental activities and clinical issues.</p>	<p>Unit indicator, incidences. Bedsores, DNR device days and goals are monitored and reported on timely basis.</p> <p>Compliance with divisional/institutional policies/procedures.</p> <p>Promotion of learning environment to the on-board staff to promote best practice outcome.</p>

<p>Liaison with school of nursing and midwifery for integrated staff development activities.</p> <p>Evaluates performance of nurse instructors/clinical nurse coordinators in a professional growth and clinical development context.</p>	<p>Actively participates with AKU-SONAM for the preceptorship/mentorship program for novice graduated and students.</p> <p>Participates in the educational session and CNE/CE workshop.</p>	<p>Effective preceptorship to future nursing leaders</p> <p>Professional development of junior level management staff.</p>
<p>Involves in the identification of critical/sick patients in the units.(for wound specialist domain of maintaining skin integrity)</p>	<p>Involve bedside staff in teaching early warning signs and to initiate prompt action.</p> <p>Acts as a resource person for RRT project in performing rounds. Collecting and analyzing data and share with the higher management.</p> <p>Acts as a resource person for competency development and evaluation of staff performing nursing care for specialized population.</p>	<p>Efficiency and safety in delivery of patient care.</p>
<p>Reviews clinical care processes of assigned areas.</p>	<p>Review clinical care guidelines and processes on regular basis and modify as needed.</p> <p>Development of new nursing care guidelines as per evidences and increasing care needs of patients improving clinical process through methodology of PDSA.</p>	<p>Initiation of quality projects.</p> <p><b>minimum =02</b></p>
<p>Maintains level of competence by ensuring continues self-development through formal or Informal learning activities.</p>	<p>Reviews new literature / research to keep updated and shares with staff and Nurse Instructor.</p> <p>Identify areas of improvement in care process improve them through evidence based approach and support their knowledge through conducting research on it.</p> <p>Gain expertise into specific specialty through educating self into it</p>	<p>Self-development as an expert nurse into specific services.</p> <p>Advanced specialty courses/degree</p>

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#### 4. KEY DECISIONS/DIMENSIONS

A. describes 1 or 2 typical decisions the job is required to make.

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- Staff clinical competency development activities.
  - Probationary period performance appraisal of newly hired staff.

b. list the scope and scale of activities concerning the job

(these should be quantifiable amounts such as multiple locations/number of direct and in direct staff reports/budgets etc)

- Clinical supervision of clinical nurse instructor/PCC 2-3 and supervision on minimum 15 and maximum 160 staff.
- Overlook census/volume of minimum 10 and maximum 180 patients
- Ensures conduction of at least 7-8 specialty based courses/annum
- Conducts 2-4 AHA courses per annum in coordination with nursing education services.

**Figure 3: Job Description of Nursing Assistant Manager (Page 18 of the final manuscript)**

**POSITION TITLE:** Assistant Manager

**DEPARTMENT/ SERVICE LINE:** Children's Hospital

**REPORTING RELATIONSHIP:** Associate Manager

**BAND:** NS 5

**JOB PURPOSE/ SUMMARY**

Manage assigned unit ensuring safe and quality nursing care through day to day operational, material and human resource management within the context of professional nursing practice and continuous quality improvement. Responsible to identify staff learning needs, develop and implement appropriate teaching interventions to improve knowledge, attitude and skills required to meet nursing care needs of patients. Responsible for developing and conducting CBO and specialty based courses. Also maintains clinical indicators and staff credentials.

**JOB SPECIFICATIONS**

**A. EDUCATIONAL/ PROFESSIONAL QUALIFICATIONS & LICENSURE**

Current registration from Pakistan Nursing Council

BScN Graduate from a recognized School of Nursing

Certification in:

- Basic Life Support
- PALS and NRP provider (Instructor where applicable)
- Safe Medication Administration
- Intravenous Cannulation
- IV Conscious Sedation

**B. RELEVANT EXPERIENCE**

Minimum 4-5 years of experience including 1-3 years in nursing management position

**C. KNOWLEDGE AND COMPETENCIES**

- Demonstrates ability to transmit knowledge and skills
- Ability to supervise clinical aspects and evaluate nursing staff performance on continuous learning and improvement and also mentors others by sharing experiences and discussing how to handle current or anticipated concerns
- Abilities to mentor current and novice nursing staff; Relationship Building, Modeling, Inspire, Professional Development, Listening, Availability, Priority Setting, Transparency, Delegate, Take Responsibility and Give Mentee Credit, Be Friendly and be Confident
- Ability to work in team
- Good written and verbal communication skills in both English and Urdu

- Ability to understand issues from the client perspective
- Ability to make decisions based on information that is generally clear and adequate, considering the risks and consequences of actions and or decisions.
- Ability to constantly achieve expectations through personal commitment and makes adjustment to activities/ processes based on feedback
- Familiar with the concepts of CQI ( Continuous Quality Improvement)
- Ability to create a motivating environment

**CRITICAL ACCOUNTABILITIES**

<b>KEY RESULT AREAS (KRA)</b>	<b>MAJOR ACTIVITIES</b>	<b>OUTCOME</b>
Support staff development activities of all employees	<ol style="list-style-type: none"> <li>1. Assess learning needs for nursing staffs</li> <li>2. Ensures staff nominations and attendance for continuing education offered by NES and HRD</li> <li>3. Coordinates with NES in implementation of division wide nursing educational programs</li> <li>4. Develops and conducts specialty based courses/ educational material</li> <li>5. Develops specialty based annual educational calendar as per identified staff training needs.</li> <li>6. Ensures 6-7 in-services/ educational sessions are conducted as per monthly educational plan.</li> <li>7. Ensures completion of CBO of new staff within establish time frame</li> <li>8. Maintains unit based educational folder.</li> <li>9. Provides guidance and new learning opportunities on the unit for all nursing staff to enhance their professional growth</li> <li>10. Prepares annual report on staff development activities and submits to respective Associate Manager</li> </ol>	
Ensures updated staff credentialing	<ol style="list-style-type: none"> <li>1. Monitor credentialing of nursing staff of their area, updates their online system</li> <li>2. Check validity of staff credentials within specified time frame as defined by nursing service credential policy</li> </ol>	

	<ol style="list-style-type: none"> <li>3. Nominate staff for re-credentialing as required.</li> </ol>	
To improve patients clinical outcomes in collaboration with nursing clinical support	<ol style="list-style-type: none"> <li>1. Facilitate patient/family education upon discharge.</li> <li>2. Involve in direct patient care</li> <li>3. Meet with clinicians to discuss patient care treatment regimens and quality issues as per need basis.</li> <li>4. Collaborates with all support services department to ensure quality care and to meet requirement of patient in time.</li> <li>5. To ensure quality of patient care processes through spot checks: <ul style="list-style-type: none"> <li>Nursing Documentation</li> <li>Staff special assignment management</li> <li>Medication Management and usage</li> <li>Unit routines</li> </ul> </li> <li>6. Work collaboratively with clinical, non-clinical and professional support services to provide continuous and expected quality patient care management.</li> <li>7. Participate in at least 2 quality projects per annum and become author in at least 1 publication of paper.</li> </ol>	
Manage operations of assigned unit and monitor efficiency and effectiveness	<ol style="list-style-type: none"> <li>1. Maintain and keep record of all clinical incidents and follow up in timely basis</li> <li>2. Consults with the Associate Manager bi-monthly regarding staff development activities/ issues</li> </ol>	
Improve retention of all Categories of nursing staff	<ol style="list-style-type: none"> <li>1. Mentors nursing staff in case of performance not being satisfactory and provide opportunities for remedial activities.</li> <li>2. Ensure timely completion of staff unproductivity activity record <ul style="list-style-type: none"> <li>Planned leaves</li> <li>Unplanned Leaves</li> </ul> </li> <li>3. Ensure timely processing of salary and overtime.</li> <li>4. Maintain record related to transfers, promotions, new entries, confirmation and resignation</li> </ol>	