



Nursing Leadership and Management

Course: Nurse Manager Staffing, Skill Mix and Unit Quality

9 – 13 August 2027

London - Central London four-star



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Introduction:

Nursing leadership and management for nurse managers, covering staffing, skill mix and unit quality, is a 5-day course for shift, ward and unit nursing leaders that ends with a Nursing Unit Improvement Plan for a case ward. Nursing units lose experienced nurses, overspend on overtime and miss falls and pressure injury signals when ward leaders set staffing by habit, read budgets late and leave nurses without a development path. Nominees already coordinate shifts or run wards, and work through case studies built on acuity, roster, cost-centre and nurse-sensitive indicator data. CoreConcept Training Center delivers this nursing leadership and management course.

Course Objectives:

- Define the nurse manager and charge nurse span of control, decision rights and escalation thresholds for an inpatient nursing unit
- Calculate nursing hours per patient day and set an acuity-based staffing level and skill mix for each shift
- Build a ward roster that controls overtime and float pool use while meeting acuity-based staffing targets
- Monitor nurse-sensitive indicators such as falls, pressure injuries and CAUTI through a unit quality board and monthly review
- Establish a unit practice council, clinical ladder criteria and preceptorship plans that develop and retain nurses
- Assemble a Nursing Unit Improvement Plan combining a staffing model, quality dashboard and retention actions for a case ward

Target Audience:

- Nursing leaders who coordinate shifts and allocate nurses to patients on inpatient units
 - Ward nursing leaders accountable for rosters, unit budgets and nursing quality results
 - Nursing unit leaders responsible for developing, coaching and retaining registered nurses
 - Nursing supervisors who oversee several wards and resolve staffing shortfalls across shifts
 - Nurse educators and practice development leads who support unit leaders with clinical ladders and preceptorship
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Course Outline:

Day 1: Nurse Manager Role and Nursing Unit Baseline

- Nursing Management Functions of Planning, Organising, Staffing and Controlling
- Nurse Manager Span of Control and Accountability Map
- Charge Nurse Shift Coordination Duties and Escalation Thresholds
- Nursing Unit Cost-Centre Budget Lines and Variance Reading
- Ward Current-State Profile Using Census, Turnover and Incident Data

Day 2: Nurse Staffing Models, Skill Mix and Professional Practice Frameworks

- Patient Acuity Classification Tools and Workload Units per Shift
- Nursing Hours per Patient Day Calculation and Benchmarking
- Skill Mix Ratios Between Registered Nurses and Nursing Assistants
- Shared Governance Unit Practice Council Charter and Decision Rights
- Professional Practice Model and Care Delivery Model Selection

Day 3: Running the Nursing Unit Through Rosters, Quality Indicators and Nurse Development

- Acuity-Based Roster Build With Float Pool and Overtime Rules
- Nurse-Sensitive Indicators for Falls, Pressure Injuries and CAUTI
- Unit Quality Board and Monthly Indicator Review Routine
- Clinical Ladder Criteria and Preceptorship Plans for New Nurses
- GROW Coaching Conversations With Staff Nurses and Shift Leaders

Day 4: Nurse Retention, Burnout Risk and Interprofessional Problem Cases

- Nurse Turnover Cost Estimate and Vacancy Rate Tracking
- Burnout Early-Warning Signals From Sickness, Overtime and Exit Data
- Healthy Work Environment Standards and Nurse Stay Interview Guide
- Nurse-Physician Communication Agreements and Disagreement Escalation Cases
- Nursing Excellence Journey Gap Assessment Against Recognition Components

Day 5: Case Study: Nursing Unit Improvement Plan for a Case Ward

- Case Ward Data Pack Review of Acuity, Roster and Budget
 - Staffing Model Build With Hours per Patient Day Targets
 - Nurse-Sensitive Quality Dashboard With Thresholds and Indicator Owners
 - Retention and Nurse Development Actions With Owners and Milestones
 - Nursing Unit Improvement Plan Completion and Peer Review
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Skills You Will Gain:

- Nursing Unit Budget Control
- Acuity-Based Staffing
- Skill Mix Planning
- Nurse Roster Design
- Nurse-Sensitive Indicator Monitoring
- Shared Governance Facilitation
- Nurse Coaching and Preceptorship
- Nurse Retention Planning

Why Attend This Course:

- Deliver a Nursing Unit Improvement Plan for a case ward to the director of nursing and the unit practice council for adoption
- Decide how many nurses, of which grade, each shift needs from acuity and nursing hours per patient day rather than from last month's roster
- Avoid unplanned overtime, agency spend and unnoticed rises in falls or pressure injuries by reviewing indicators and budget variances every month
- Pass on acuity sheets, roster rules, clinical ladder criteria and the quality board template to charge nurses and fellow ward leaders

Conclusion:

Back at work, the participant gives the director of nursing and the unit practice council a Nursing Unit Improvement Plan that sets the staffing model, skill mix, roster rules, nurse-sensitive quality dashboard and retention actions for the ward. Nursing administration uses it to approve shift establishments, overtime limits and development places on the clinical ladder, while charge nurses run the monthly indicator review from it. After the first quarter, the unit should review nursing hours per patient day against acuity, falls and pressure injury rates, overtime and nurse turnover.

Frequently Asked Questions FAQ:

What should participants know before a nursing leadership and management course for nurse managers?

Participants should already coordinate shifts, run a ward or supervise several units and know how their unit records staffing, census and incidents. Bringing a recent roster, a monthly budget report and indicator results helps them apply the case work to their own nursing unit.

How does nursing leadership and management differ from a general healthcare leadership or hospital HR course?

It concentrates on running a nursing unit: acuity-based staffing, skill mix, nursing hours per patient day, nurse-sensitive indicators, shared governance and nurse development. General healthcare leadership courses focus on physician engagement and department governance, and hospital HR courses on recruitment and credentialing.

Why does nursing leadership and management use acuity rather than fixed nurse-to-patient ratios alone?

Acuity-based staffing matches nursing hours to how much care patients actually need on each shift. Fixed ratios remain a floor in some settings, but acuity scores let nurse managers justify extra staff for dependent patients and release nurses when workload falls.

What do participants take back from the nursing leadership and management course?

Participants take back a Nursing Unit Improvement Plan for a case ward, with a staffing model, skill mix calculation, roster rules, nurse-sensitive quality dashboard and retention actions, plus acuity, clinical ladder and stay interview templates they can adapt to their own unit.
