Exploration of System Chief Nurse Executive's Leadership Practices to Support, Mentor, Develop, and Retain Nurse Leaders

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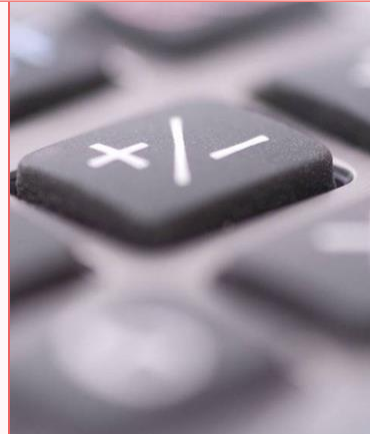DNP, RN, CENP, NEA-BC, FAONL

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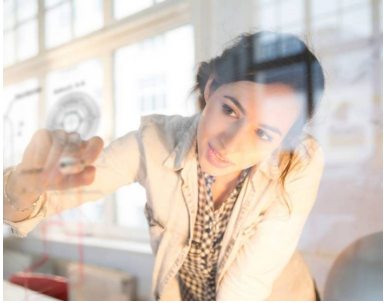
Agenda

Introduction

Methodology

Results
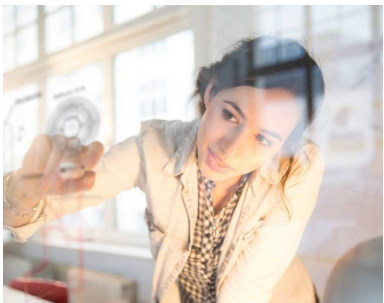
Future Research

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Introduction

Burnout – a growing public health concern.

- Focused efforts addressing burnout among frontline clinicians
- Research gap in understanding and addressing burnout among frontline nurse leaders

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Introduction

Frontline nurse leaders (FNLs) are the critical connection between direct care clinicians and senior executives.

FNLs affect one of the most significant investments in any organization - human capital.

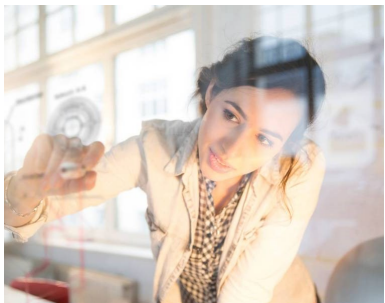There is a considerable gap in evidence in literature addressing satisfaction and retention among FNLs.

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Method

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- Study Format: Case Study Research

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Demographics

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- 5 System Chief Nurse Executives (CNEs)
- Scope of Responsibility:
  - 11 states
  - 120 hospitals
  - 2400 ambulatory care clinics, surgery centers, and urgent care centers
- Demographic
  - Each CNE prepared at doctorate level
  - Average years of nursing leadership experience: 29 years

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Questionnaire Table

1. As health systems continue to face workforce challenges, what efforts are you leading in your organization (or beyond) to ensure that nurse leaders feel supported and mentored? May we ask you to provide a few examples? (Workforce challenges, e.g., quiet quitting, higher than average turnover, increase in temporary team members, and threats of staff organizing in areas where collective bargaining is not traditionally in place, etc.)

2. For new leaders hired since the pandemic started, what novel or unique improvements have you made to your orientation model, organizational structures, or leadership development programs so that they continue to have support, professional satisfaction, and growth opportunities?

3. Do you believe that the interventions you put in place have made a significant difference in nurse leader satisfaction and retention? May we ask you to provide a few examples?
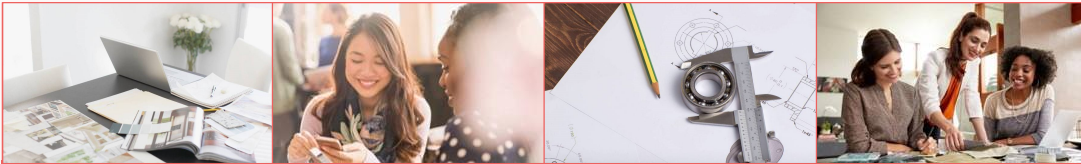
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Results

Three overarching themes emerged:

- Enhancing leadership development programs
- Improving leader work environments
- Focus on leader wellbeing and support

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Limitations

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- **All CNEs known by at least one of the researchers.**

Summary

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CNEs should continue to explore methods to improve the FNLs work environment. Structured mentorship and development plans are essential to generate interest and build the leadership pipeline. CNEs must think and act boldly!

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Thank you

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