One study of 269 Nurse Managers revealed:
- Less than one-third were Very Satisfied
- 41% (n = 119) were Satisfied with their positions as nurse managers

When asked about intent to leave their current positions:
- 25% reported they planned to leave within the next 2 years and another
- 27% planned to leave their positions within the next 3 to 5 years
- The top four reasons reported were:
  - Burnout or stress
  - Career change
  - Retirement
  - Promotion

Traditional Nurse Manager Model

- Traditional Scheduling
  - Stressors
  - Flexibility
  - Downtime
  - Isolation

- Experience
  - Missed deadlines
  - Service quality outcomes
  - Staff turnover
Rethinking Role of the Nurse Manager

- Scheduling
- Visibility on Unit
- Ability to perform / work on special projects
- Opportunity for professional growth
- Ability to downshift / unplug
- Overarching Role / Goal for the work of the Nurse Manager

Rethinking the Role

Traditional
- Monday – Friday work schedule
- Weekend call
- Limited participation in special projects
- Isolation
- Number of direct FTEs
- Limited opportunity for special projects / professional growth
- Nebulous Goals and Role
- Operational responsibility

Reimagined Role
- 12 hour shifts
- 24/7 coverage
- 7 RNs in the Nurse Manager role
- Reduced number of FTEs
- Opportunity for specialized work
- Professional growth
- Clearly defined and define Roles for the work of the Nurse Manager

Road Map to operationalize

- Build Business Case
  - Turnover Rate of Nurse Manager
  - Include Team Turnover Rate
  - Nurse Manager Engagement / Satisfaction
  - Cost of turnover
  - Quality Metrics
  - Unit Satisfaction
  - Healthcare team concerns
- PDSA Cycle
  - Recruit RNs to participate
  - Trial Flexible Model
- Goals / Metrics
  - Quality Indicators
  - Staff Satisfaction / Feedback
  - Nurse Manager
PDSA Results: 3 months

- Decreased Safe Staffing Survey Submissions
- Decreased OB Adverse Events
- Decreased LOS on LD unit
- Decreased wait times for IOL admissions
- Decreased staff call ins

- Increased Nurse Manager Satisfaction
  - Feeling part of a team
  - Ability to have downtime
- Increased healthcare team satisfaction
- Increased patient satisfaction scores

Nurse Manager: Clinical Nurse Leader

- 24/7 Coverage
- Reduced turnover from 33% to 10%
  - 3 Left for System Director Level positions after 1-2 years
  - Ability to promote from within;
    prior had to hire from outside as the role was viewed as undesirable
- Special Projects / Opportunities for Growth provided
- Know the patients
- High visibility on the units
- Ability to move in / out of direct care as needed
- Oversee throughput
- Address quality concerns in real time
- Leadership presence during MTP, RRT, Stat sections

Building a Resilient Team

- Monthly Leadership Outings
- 1:1 Meetings
- Weekly Leadership Meetings
- Provide the gift of time and fellowship
- Clear goals, provide opportunities, give feedback

- Encourage the team to delegate as appropriate
- Initially perform staff coaching with nurse manager present
- Ask how best receive feedback, communications
- Allow room for growth, decision making and provide safe space for failures
Leading the Way

Hurricane Harvey
Increased Census
Additional Service Lines
Increase Severity Index of Patients
Increased Staff Hires

Discussion

References