

THANKS FOR JOINING

The Critical Role of Nurse Managers in Nurse Retention



Felicia Sadler, MJ, BSN, RN, CPHQ, LSSBB
VP Quality, RELIAS

Learning Outcomes

1

Discuss and analyze the critical role of nurse managers on overall nurse retention and satisfaction

2

Discuss effective strategies for purposeful leadership, change management, and fostering high levels of engagement in your workforce

3

Discuss a systematic approach to building leaders and hardwiring professional growth within your organization

4

Describe key strategies to develop and retain nurse managers in your organization

Nurse Managers are critical to the
success of any organization.



Across six major specialties, nurse managers in the top quartile (overseeing a team of more than 78 people) have higher turnover rates. Larger span of control is also tied to higher incremental and overall overtime use.

The analysis showed about 25% of all inpatient nurse managers have spans of control of at least 78.

In your organization, what do you see as the top reason for nurse managers leaving their roles?

- a) Needing better work/life harmony
- b) Lack of recognition by leadership for nurse manager role
- c) Too much time spent on administrative tasks/"paperwork"
- d) Not feeling empowered/lack of resources to perform job

Key Insights

- 67% of nurse leaders identified emotional health as a major challenge
- One in four nurse managers indicated they are not emotionally healthy
- Leading challenge providing Nurse Managers with most frustration:
 - Capacity issues, constraints (54%)
- Interestingly, leading tasks providing the most joy to Nurse Managers:
 - Employee engagement, retention efforts (56%)

**Stress and pressure of front-line nurse leaders to fill vacant positions with qualified nurses have significant implications on their well-being

Looking Back 2010: Highlights	Top Reasons for Nurse Leaders Leaving (2022):
<ul style="list-style-type: none"> • Recognition of the difficulty of the role • Respect from the CNO/Nursing Director • Work-life Balance/Limits to being on-call • Salary commensurate with job responsibilities • Clerical Support • Budgetary guidance/support • Charge RN w/o a clinical assignment on all shifts • Empowerment to make change <p>(ANA, 2010)</p>	<ul style="list-style-type: none"> • Better Work-Life Balance • Looking for New Opportunities • Burnout/Exhaustion • Challenges w/leaders • Need a break to reset • Reduction in administrative duties • Violence, incivility • Management turnover <p>(AONL, 2022)</p>

2,476 Nurse Leaders Surveyed in November 2023:

35% considering an exit from their roles

12% said they intend to leave

23% said they may leave within the next six months

Reasons cited included:

- Well-being
- Work impacting their health
- Lack of resources to do their job



Nurse Manager Role

Includes, but not limited to:

- Hiring, scheduling, supervising, training, discipline
- Supports interprofessional teams in their unit
- Determines budget/inventory/needs for the unit to run smoothly
- Overseeing the effectiveness of operations
- Liaison between nurses, physicians, and upper management
- Ensuring their unit aligns with the strategic goals, MVV organization
- Ensures compliance w/legal/regulatory standards/policies/procedures
- Oversight for standard of care, quality/safety provided on unit

Nurse managers can have a significant impact on nurse retention

In teams with an average annual nurse turnover rate of 20%, one report found that one purposeful interaction per nurse per month led to a seven-percentage-point decrease

Purposeful interactions include:

- Check-ins
- Recognition
- Performance improvement

Citation:
Quantifying Nurse Manager Impacts, 2024(AONL, Laudio)
<https://www.aha.org/aha-center-health-innovation-market-scan/2024-04-30-4-ways-make-nurse-managers-more-impactful>

What/Who played a major influence in your becoming a nurse leader?

- a) I had a strong mentor/leader who showed me the way
- b) I have a strong passion for leading & helping people
- c) I was looking to advance my career with better opportunities
- d) I was offered a position due to vacancy & high turnover in my department
- e) Other

Purposeful Leadership

*"Leadership is not about titles,
positions or flowcharts. It is about
one life influencing another."*

- John Maxwell



Purposeful Nurse Leaders

- Demonstrate authenticity & Lead w/Empathy
- Ensure two-way communication
 - Provide opportunities for input/feedback
 - Actionable steps based on feedback/provide strategic guidance
- Provide opportunities for developing leadership style, EQ, soft skills, etc.
- Learn the needs of your nurse managers i.e.: survey analysis
- Develop action plans, include Nurse Managers in the solution
- Establish modes of exchanging information and new ideas
- Unite in pursuit of excellence

Focus on continuous process improvement – it's a journey

Fundamentals

Be intentional, be visible to your staff

Share your vision in ways your team will capture and execute

Reaffirm mission and vision: Assess deployment to the front-line

Keep your team “in the know” of what is going on in the organization and how they are contributing

Create a culture of inquiry/learning

Empower your staff (i.e.: shared governance, participating on councils, committees)

Design Your Personal Journey

Provide regular feedback on performance and results (as a team and personally); feedback must be objective, constructive; create a climate of positive expectations

- Create “safe” space/venue to share ideas/information - non-punitive
- Celebrate team contributions to the organization’s vision
- Continually identify opportunities for positive feedback and encouragement



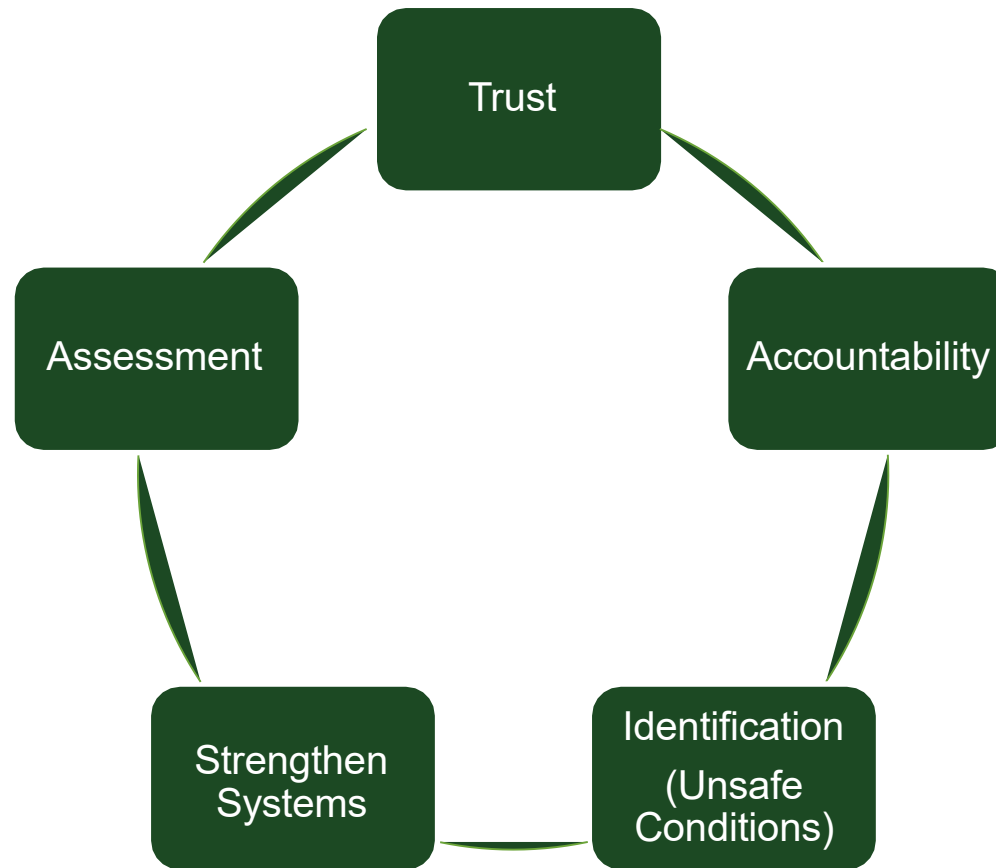
Key Attributes of a Transformational Leader

- Demonstrates a model of integrity and fairness
- Sets clear goals and leads by example
- Clear, effective communication
- Has high expectations for achieving goals
- Encourages and inspires others
- Provides support and recognition
- Stimulates people's passion and emotions
- Motivates people to look beyond self-interest
- Visible in organization and approachable to staff
- Role model for behaviors

Nurse Managers Play a Key Role in High Reliability

- Shared sense of purpose regarding the mission and vision to advance quality and safety in patient care
- Authentic leadership style (“walking the walk”)
- Presence of accountability system for quality, safety and service
- A clear focus on results, providing clarity regarding expectations and transparency
- Collaborative culture that fosters open communication and teamwork; limited hierarchy

Nurse Managers Play a Key Role in Safety Culture



Key Traits of High Performing Leaders

- Continually leads by example
- Consistent influence
- Communicates MVV
- Clarity in “how we get there”
- Challenges others
- Coaching others/concerns for others



High-Performing Nurse Managers

- Timely, effective communication skills
- Cultivate a positive work environment
- Advocate for their team
- Possess strong organizational skills
- Demonstrate ability as a change agent
- Embrace and promotes lifelong learning
- Build and lead high-performing, collaborative teams
- Ensure everyone has a voice and is heard

Does your organization have a formal program to mentor and develop nurse managers?

- a) Yes
- b) No
- c) My organization is in the development process

How Can I Best Support Nurse Managers?



Building a Solid Foundation for Success

- Ensure best fit for leadership role; identify gaps/opportunities
- Provide mini-residencies, shadowing, mentoring opportunities
- Provide learning opportunities in areas such as:
 - Financial Management/Budgeting
 - Human Resource/Relationship Management
 - include conflict resolution, communication, leadership skills
 - Performance/Quality Improvement
 - Nurse Staffing/Scheduling
 - Patient Safety & Quality
 - Strategy & Technology Management

Demonstrating Your Commitment

- Begin w/current state analysis
 - i.e., survey analysis, focus groups
- Demonstrate your commitment to their growth:
 - Offer tuition assistance
 - Offer support for publish research
 - Formal recognition (leader-specific)
 - Provide meaningful support for emotional well-being
 - Peer-to-peer mentoring/consider sponsorships
 - Checking in on their progress on a regular cadence

Investing In Your CNM Workforce

- Intentional engagement by senior-level nursing administration
 - Frequent check-ins regarding leadership role/challenges/successes
 - Coaching, remove barriers, promote psychological safety for real-moment conversations
- Lean approaches are effective: simplify administrative tasks where possible. Work to eliminate data redundancies and workarounds that undermine the intent of automation.
- Allocate time/resources for peer-to-peer networks

Building Leaders Within Your Organization

Demonstrate Clear Career Growth Pathways

- PRECEPTOR
- CHARGE NURSE
- ASSISTANT NURSE MANAGER
- CLINICAL NURSE MANAGER
- SERVICE LINE DIRECTOR
- VP
- CNO



Sample Benefits of Assistant Nurse Managers

- Integrating appropriate use of assistant nurse managers(one-two) is tied to lower RN turnover
- Provides visible path to additional career growth opportunity
- Strengthen leadership capacity while cultivating potential future leaders within the unit/department

Citation:
Quantifying Nurse Manager Impacts, 2024(AONL, Laudio)
<https://www.aonl.org/Quantifying-Nurse-Manager-Impact>

Meaningful Support to Nurse Manager Yields

- Improved staff satisfaction & engagement
- Improved patient outcomes
- Higher-performing teams
- Elevates morale and promotes a positive culture
- Improved overall organizational outcomes



Cultivate the Potential in Your Workforce



“Rest and self -care are so important. When you take time to replenish your spirit, it allows you to serve others from the overflow. You cannot serve from an empty vessel.”

- Eleannor Brownn, Author



Planning for the Future Today

**Invest in the
Future of Your
Workforce;
Invest in Your Vision
for the Future**





OPPORTUNITY TO REFLECT

Reflections

“Inspire your team with a **Passion** for **Your Vision** and with a plan of Making it Happen.”

Allow opportunities for teams/individuals to reflect

Allow opportunities for YOU to reflect

Connect With Felicia 



Felicia Sadler MJ BSN RN CPHQ LSSBB · 1st
VP Quality, Partner

Questions?

TYPE THEM IN THE Q&A POD

Thank you