



Identifying Pragmatic Aspects for Succession Planning Needs: Conversations with Nurse Managers and Nurse Directors

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Podium Break-Out 2: Leadership
Time: 9:30 - 10:30 AM



Cancer | Cardiology & Heart Surgery | Diabetes & Endocrinology
Geriatrics | Gynecology | Nephrology | Orthopedics | Urology



Learning objective:

- The learner will be able to identify seven major themes affecting succession planning, which emerged through interviews with nurse managers and nurse directors.

Background

- A severe nursing shortage is predicted by 2020^[1-3], and just as alarming, is the likely shortage of nurse managers and nurse directors. ^[4]
- Effective succession planning for nurse leaders affects recruitment and retention, patient outcomes, staff engagement, and finances. ^[1, 5]
- Preparing successors for leadership is imperative for hospitals to surmount challenges today and in the future. ^[1-5]

Overview of the project

- Succession planning for nurse managers and nurse directors was identified as the subject for my capstone project.
- The focus of interest was to discover first-hand challenges of succession planning and opportunities for developments.
- An extensive literature search was first conducted using databases (PubMed, CINAHL, Ovid) and the internet (Google Scholar) for articles written between the years 2011 to 2017.
- Out of the found articles, 24 articles were reviewed and selected on their strength of evidence, clinical significance of the results, or expert assessments.

Design/Implementation:

- A total of 5 nurse managers and 6 nurse directors from 2 different service lines volunteered for a discussion style interview (2/17/17 to 3/28/17).
- The individual, discussion style data collection method was chosen to maintain confidentiality and promote open communication.
- Four questions were asked (Figure 1.) and detailed notes were written during the discussions.
- After each interview, the written notes were reviewed, and typed notes were made, with details added as necessary.
- Each interview was analyzed thematically, using open coding.
- Key themes were identified and highlighted.

FIGURE 1. Interview questions

Interview questions:

- What are challenges that you can identify in performing your role as a nurse manager/nurse director?
- What suggestions do you have to improve the role of nurse manager or nurse director?
- What type of training or orientation did you receive when you took the role?
- What suggestions do you have to improve succession planning for your role?

Findings

- Seven major themes and 18 sub-themes emerged from the discussions as shown in Table 1.
- These themes identified through the conversations were also supported through the literature review.

TABLE 1. Major themes and sub-themes

Major themes	Subthemes
Growth toward a leadership role	<ul style="list-style-type: none"> • Expectations and changing role • Ongoing mentoring • Meeting personal goals of high achievement
Tasks and technology skills	<ul style="list-style-type: none"> • Triaging task load • Resources to perform tasks • Computer savviness
Managing people and workforce efficiently	<ul style="list-style-type: none"> • Span of control • Support and training from HR
Frontline nurse leaders' insights	<ul style="list-style-type: none"> • Collaborative decisions with upper management • Close working relationships
Managing multi-layered financial systems	<ul style="list-style-type: none"> • Payroll • Education and assistance with budgets and revenue • Education and assistance with capital budget
Tailored leadership and management training	<ul style="list-style-type: none"> • Hands-on learning experiences • Follow-up with dialogue • Mentorship program
Controlling work-life balance	<ul style="list-style-type: none"> • Managing stress and self-care • Setting boundaries for working hours

Whitney-Dumais & Hyrkas (2019) [6]

Discussion

- It is imperative that we recognize the importance of frontline nurse leaders to the overall success of health care organizations.
- Building talent pools of nurses willing to learn leadership skills and implementing well-conceived, non-fragmented succession planning programs are necessary for hospitals to succeed in today's rapidly changing healthcare arena.
- Findings from an international nursing management wellness survey in 2017 reflect similar aspects found in my project: nurse leaders' working hours, making time for vacation, family, friends and self care.^[7]
- In the US, the ANA has developed the Healthy Nurse Healthy Nation Initiative which focuses on helping nurses build resilience and prevent burnout. The emphasis of the ANA's program reflects needs discussed by participants in my project. ^[8]

References

- [1.] US Department of Health and Human Services Health Resources and Services Administration. The registered nurse population: findings from the 2008 national sample survey of registered nurses. 2010.
Available at: www.bhpr.hrsa.gov/sites/default/files/bhw/nchwa/rnsurveyfinal.pdf.
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- [3.] Titzer JL, Shirey MR, Hauck S. A nurse manager succession planning model with associated empirical outcomes. *J Nurs Adm.* 2014;44(1):37-46.
- [4.] Bulmer J. Leadership aspirations of registered nurses: who wants to follow us? *J Nurs Adm.* 2014;43(3):130-134.
- [5.] Robinson-Walker, C. Succession planning: Moving the dial from "should" to "must". *Nurs Adm Q.* 2013;37(1):37-43.
- [6.] Whitney-Dumais, T & Hyrkas, K. Missing pieces of the retention puzzle: Identifying pragmatic aspects for succession planning needs. *Nursing Management.* 2019;50(5):32-37.
- [7.] Raso R. The state of nurse leader wellness. Results of the Nurse Management Wellness Survey. *Nursing Management.* 2018; 49(2):24-31.
- [8.] American Nurses Association. Healthy Nurse Healthy Nation Grand Challenge.
Available at: www.healthynursehealthynation.org



Questions?

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