



Transitioning Expert Nurse Clinicians into Strong Nurse Leaders with an Evidence-Based Leadership Development Program

Megan Walbeck DNP, RN, The University of Scranton, Scranton, PA

Introduction

Over the next 2-5 years, workforce predications indicate significant nurse manager vacancies due to a retiring workforce, promotions or leaders stepping out of leadership roles. To adequately prepare to fill these vacant roles, organizations will be challenged to implement leadership development programs to grow aspiring leaders.

Problem

Too often, expert direct patient care nurses are moved into leadership roles without being exposed to formal leadership development programs. To adequately prepare for the upcoming nurse manager shortage, organizations will be forced to look for strong, competent nurse leaders to drive quality patient outcomes and healthy work environments.

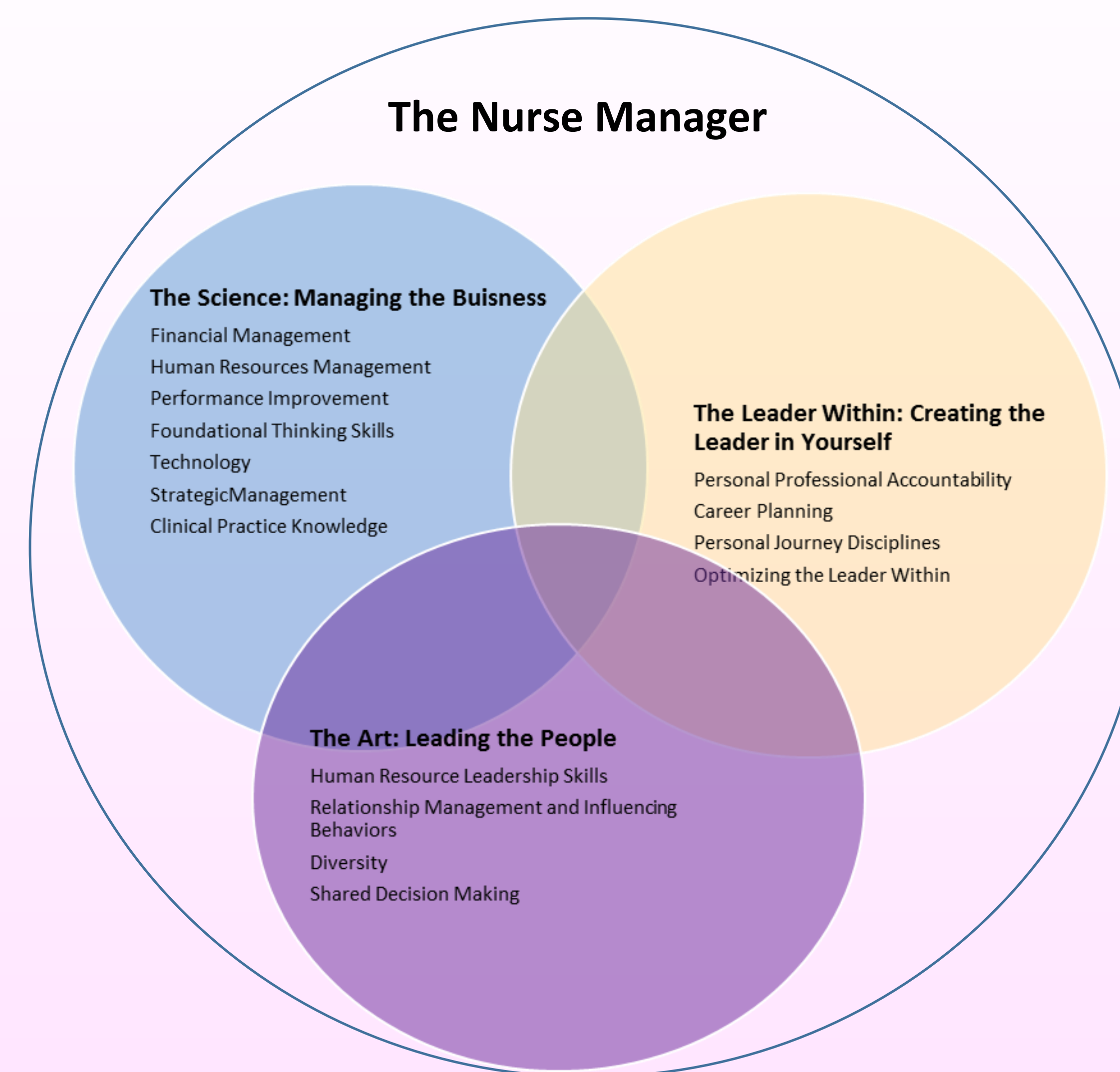
Purpose of the Project

To develop an evidence-based leadership program to provide new nurse leaders competency and support in their current leadership role as well as to serve as a smooth transition to a nurse manager position in the future. It is essential that organizations begin to build a healthy pipeline of strong nurse leaders.

Literature Review

- In the near future, more than half of the nursing workforce will be comprised of millennials.
- In order to provide the necessary support for new nurse leaders to grow and flourish in leadership positions, it is vital that organizations implement succession planning strategies to create an environment of learning and support.
- A well developed program will add benefits such as: succession planning, increased job satisfaction, and improved quality patient outcomes.
- There is a significant gap in research on educational programs for nurse leaders, specifically those who serve in a dual role of providing direct patient care as well as mid-level leadership responsibilities.

Framework



American Organization of Nurse Executives (2018). Nurse manager leadership domain framework

Program Outline

The Nurse Leader Program consists of six sessions that align with the Nurse Manager Leader Domain Framework and is consistent with Dr. Patricia Benner's nursing framework; *Novice to Expert*:

- 1 – *The Science* (Quality, Charge Nurse Dashboard, Patient Experience)
- 2 – *The Leader Within* (Peer to Leader – discovering leadership style)
- 3 – *The Art* (Performance management and development process)
- 4 – *The Science* (Policies and procedure overview, financial overview)
- 5 – *The Leader Within* (Emotional Intelligence)
- 6 – *The Art* (Managing conflict for positive outcomes)

Methods

- Leadership sessions held one day per month, for 6 months, all occurring in a classroom setting
- Administration of AONE Nurse Manager Competency Assessment at the start of the first session and at the completion of the third session
- Individual class evaluations at the end of each day of class

Results

Sample	Percent
Title of team coordinator	84%
Less than one year in role	47%
More than 12 years as RN	44%
BSN prepared	59%
Professional certification	47%
Previous leadership class	75%
Aspiration for leadership role	84%

Nurse Leader Competency Assessment:

Prior to 1st session: Completed by 35 RN's

End of 3rd session: Completed by 30 RN's

Time 1 to Time 2 paired samples $t = 4.68$; $p < .001$

Session 1 Evaluation; The Science

Range = 4.53 to 4.88, Mean = 4.7

Session 2 Evaluation; The Leader Within

Range = 4.86 to 4.95, Mean = 4.9

Session 3 Evaluation; The Art

Range = 4.86 to 4.93, Mean = 4.8

Discussion

This project is based on a comprehensive review of the literature. The literature will support organizations that invest in developing aspiring nurse leaders will create a strong pipeline of competent and capable nurse leaders of the future. With a growing workforce of millennial nurses, it is paramount that there is focused attention on supporting and growing nurses in these leadership roles.

In the future, it would be important to look at participants' retention rates as well as any advances in leadership roles following this leadership development program.

References available upon request

Contact email: meganwalbeck@gmail.com