The purpose of the DNP project was to create and implement a training plan based on the competencies identified by the American Association of Nurse Executives (AONE) for nurse leaders to be successful in executive practice.

Objectives
- Identify the need for formal nurse manager training.
- Apply competencies identified by the American Organization of Nurse Executives (AONE) as critical for nurse managers to be successful in executive practice.

Description
- Study conducted in 2 separate facilities: one in southeast and one in the mid-west
- Nurse manager competency packet was provided to facilities.
- Competencies fell under the broad categories of: (a) Financial management, (b) Human resources management and leadership skills, (c) Performance improvement, (d) Technology, (e) Relationship management and influencing behaviors, (f) Career planning, (g) Reflective practice, and (h) Personal journey disciplines.
- Managers completed self-needs assessment to identify priority learning needs.
- Managers completed a post-needs assessment and evaluation at the end of the project.
- Evaluation based on post-needs assessment and evaluation scores

Results
- Participating managers reported Likert Score 1 (strongly disagree) to 5 (strongly agree):
  - 4.82: program was efficient and easy to use
  - 4.73: program improved nurse manager orientation and anticipated continued use for future nurse managers
  - 4.55: program improved unit and patient outcomes
  - 4.09: program decreased turnover and improved satisfaction (patient, staff, physician)
  - 4.82: received adequate education and improved ability to recruit nurse managers

Clinical Relevance
- Effective communication
- Improved understanding of human resource and budgeting issues
- More equipped to handle difficult staff situations.
- Increased confidence in the manager role
- Succession planning
- Plan to continue training with new manager hires

Recommendations
- Oversight to assist managers to complete competency training packet
- Administrative support for training
- Identify mentors for new nurse managers

Theoretical Framework
Benner’s Novice to Expert Theory

<table>
<thead>
<tr>
<th>Problem</th>
<th>Description</th>
<th>Results</th>
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</thead>
<tbody>
<tr>
<td>Lack of formal leadership training</td>
<td>Study conducted in 2 separate facilities: one in southeast and one in the mid-west</td>
<td>Participating managers reported Likert Score 1 (strongly disagree) to 5 (strongly agree):</td>
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<tr>
<td>Lack of mentors/resources for new managers</td>
<td>Nurse manager competency packet was provided to facilities.</td>
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<tr>
<td>Lack of leadership competency in nurse managers</td>
<td>Competencies fell under the broad categories of: (a) Financial management, (b) Human resources management and leadership skills, (c) Performance improvement, (d) Technology, (e) Relationship management and influencing behaviors, (f) Career planning, (g) Reflective practice, and (h) Personal journey disciplines.</td>
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<tr>
<td>Lack of strategic succession planning</td>
<td>Managers completed self-needs assessment to identify priority learning needs.</td>
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<tr>
<td>Need further education in healthcare finance and human resource issues</td>
<td>Managers completed a post-needs assessment and evaluation at the end of the project.</td>
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<td></td>
<td>Evaluation based on post-needs assessment and evaluation scores</td>
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