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## **Development of Nursing Managers Performance Through a Nursing Management Development Programs: Pre- and Post-Evaluation**

**Salah-Addin H. Aqtash, PhD, RN, CPHQ**

*College of Health Sciences, School of Nursing, Walden University, Minneapolis, MN, USA*

### **Purpose:**

To evaluate the effect of a customized intensive nursing management development program in a network of public hospitals in UAE on improving the leadership and management skills of the system middle and first levels nurse managers.

### **Background:**

Strong nursing management skills for all levels of management have a noticeable effect on the quality of nursing care and the effective execution of nursing care strategies. Today, hospitals nursing management is made up of different levels of managers with diverse experience in various locations. The diversity would demand the senior nursing management to adopt a supportive role focusing on developing and coaching middle and first-level managers as well as new team members on having a homogeneous understanding of the institution's nursing management system.

### **Methods:**

Three training workshops were conducted in 2018 over three days, with a maximum of 20 participants per workshop. Before starting each workshop, participants completed a Managerial Competency Self-Assessment Survey covering 12 leadership and management traits. After completing the survey, the senior lecturer in the workshop discussed the results of the survey with each participant. Following that, the training started with a particular emphasis on conducting group exercises and practical sessions. To ensure the effectiveness of the program, the training coordinator invited nurse managers who attended the workshop to complete the same survey after three months.

### **Results:**

Participants who completed the workshop (n=57) indicated that it was the first time they attended a management program that concentrates on the practical and daily aspects of their management role. A comparison between the total pre and post-survey means for all workshops showed an apparent difference (M=58.6, SD=4.0 & M=61.1, SD=6.8, respectively). Pearson correlation revealed a moderate and positive relationship between the pre and post means ( $r=.48$ ,  $P=.000$ ). A paired sample t-test was conducted to compare the significance of the difference in the means between the pre and post surveys and demonstrated a statistically significant difference (M=2.55, SD 6.0),  $t(56)=3.19$ ,  $p=.002$ . These results indicate that attending the nursing management development program positively enhanced the nurse managers' leadership skills and management competencies.

### **Conclusion:**

The current nursing management environment is highly complex, and nursing administrators in all healthcare organizations should acknowledge the importance of capacity building activities for nursing managers in achieving the organizational objectives. Such actions would help improving nurse managers' performance, foster a culture of empowerment, enhance commitment to the organization, and ultimately improve patient safety and quality of care.

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**Title:**

Development of Nursing Managers Performance Through a Nursing Management Development Programs: Pre- and Post-Evaluation

**Keywords:**

Capacity Building, Leadership and management and Nurse Managers

**Abstract Summary:**

The objective of this program is to assess the impact of a dedicated intensive nursing management development program in a network of public hospitals in the UAE on improving the leadership and management skills of the first and second level nurse managers.

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First Primary Presenting Author

**Primary Presenting Author**

Salah-Addin H. Aqtash, PhD, RN, CPHQ

Walden University

College of Health Sciences, School of Nursing

Adjunct Faculty

Minneapolis, Minnesota  
USA

**Author Summary:** Dr. Aqtash is an adjunct professor at Walden University, USA. He earned his doctorate in nursing from the University of California, Los Angeles (UCLA) in 2007. He has a multinational experience that covers a wide range of responsibilities in academic institutions, tertiary care centers, health care corporations, and government entities in the United States, Australia, Saudi Arabia, UAE, and Jordan. He has CPHQ certification and he is a member of several international professional organizations.