Nurse Leaders are the Key to our Looming Workforce Dilemma

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Research Problem

A trend towards decreasing workforce participation by EOCNs which has the potential to exacerbate the current nursing shortage & reduce quality of health services
Purpose

Explore how EOCNs within a hospital setting make decisions regarding workforce participation.
1. How does workplace environment influence the EOCN’s decision regarding workforce participation?

2. How does leadership influence the EOCN’s decision regarding workforce participation?

3. How do personal and professional dynamics influence the EOCN’s decision regarding workforce participation?

4. How does an effort reward balance influence the EOCN’s decision regarding workforce participation?
Theoretical Framework

- Epistemology
  - Constructionism

- Theoretical Perspective
  - Interpretivism ~ Symbolic Interactionism

- Research Methodology
  - Case Study
Participant Inclusion Criteria

Registered Nurses:
- Minimum of 10 years experience
- Aged 45 yrs & over
- Working PT or FT in study site
- All nursing classifications (direct & indirect care / support service)
- Intention to retire within next 10yrs.
Influences on RNs 45yrs & over

**Workplace Environment**
- Increasing workload
  - Skill Mix / Casualisation, models of care
  - Extended hours, shift work & physical ability
- Balancing work & life commitments
- Physical risk factors
- Social networks

**Leadership**
- Credibility of leadership
- Interaction & team cohesion
- Support, trust & flexibility

**Personal & Professional**
- Personal & professional value & respect
  - (including autonomy & agency)
  - Personal & professional responsibilities & expectations (commitment)
- Remuneration
- Professional Development & advancement
- Discrepancy between generations

**Question**
- How does the workplace environment influence the RN's decisions regarding workforce participation?
- How does leadership influence the RN's decisions regarding workforce participation?
- How do personal & professional dynamics influence the RN's decisions regarding workforce participation?

**Individual balance of acceptance**

**RN's Decision on Workforce Participation**
- Effort, demands (workloads), obligations (expectations)
- Rewards, remuneration, esteem, career opportunities & security
- Results: behaviours, attitudes & emotions (include job satisfaction) reaction - resignation/replay / reduce hours of work

**Continued workforce participation**

**Reduced workforce participation**

**Cessation of workforce participation**

**Retention**

**Reduce Workplace Participation**

**Resign / Retire**
Influencing Leadership Issues

- Credibility of Leader
  - Visibility
  - Credible management & clinical skills
- Interaction & team cohesion
- Support, trust, flexibility promoted by leadership
Discussion of the Findings

Influences of EOCNs

- Social Capital
- Considerations of the older Worker
- Impact of Change
- Levels of Commitment to Work
- Leadership Maturity

Degree of Effort
- EOCN Balancing Decision on Workforce Participation
- Degree of Reward/Recognition

EOCNs Decision Making choices
- Retention
- Resign / Retire
- Reduce Workforce Participation

Effort: demands (workloads), obligations (expectations)

Rewards: remuneration, esteem, career opportunities & security
Leadership Maturity

- Bureaucratic structures suppressing creativity
- Lack of skills, maturity & development
- Sustaining an inspired environment
Addressing the Research Questions

Q 1. Workplace Environment
  - Workload; Health & well being; Work life balance

Q 2. Leadership
  - Credibility; Supportive interactions

Q 3. Personal & Professional recognition
  - Value; Professional development; remuneration; generations

Q 4. Effort & Reward Balance
Conclusions

New Knowledge:

- Leadership Maturity
- Social Capital
- Viewing Effort & Reward Collectively
Conclusions

Practice:

- Transferring Skills
- Workplace Design
- Skills Development & Life Long Learning
Conclusions

Policy:

- Age Sensitive Policy
- Supporting Transition to Retirement
Recommendations

- Leadership networks thr’ mentorship
- Review roles & responsibilities
- Foster mentorship opportunities thr’ job redesign
- Accessible professional development programs
- Pre-retirement counseling
- Balance individual’s effort & reward
- Policies sensitive to older worker’s needs
- Foster social networks
References

Leadership Maturity:

Balancing Decisions:

Consideration of the Older Worker: