Chief Nursing Officer Sustainment: A Phenomenological Inquiry
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| The purpose of this study is to explore Chief Nursing Officer (CNO) sustainment and understand the barriers to CNO longevity which prevent consistency of leadership and execution of vision. | The CNO role is complex, requiring the refinement of a multitude of leadership skills. This study provides clarity as to the skills necessary to cope with everyday responsibilities and adversities while continuing to generate problem solving strategies and solutions in this era of value-based healthcare reform.                                                                 | Qualitative study using an interpretative phenomenological analysis approach
| • Qualitative study using an interpretative phenomenological analysis approach
| • Study the lived experience of CNOs related to the phenomena of role sustainment
| • Telephonic audio-taped interviews with 20 CNO's
| • Five questions developed by the researcher to guide the oral interview process
| | • Data analysis with a step by step process which included level 1 and level 2 coding to identify subthemes and develop themes. | |

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<th>Results</th>
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| Six themes were identified as sustaining Chief Nursing Officers in the professional practice of nursing leadership. These are: Loving the Profession Innate Passion Identity as a Nurse Terminal Career Choice Pride | **Learning to Manage Conflict**
Understanding the Issues
Maintaining Objectivity
Direct Communication
Stepping Back
Utilization of Resources & Information
Positioning through Collaboration & Alignment
**Maintaining Work/Life Balance**
Boundaries
Daily Time Management
Diversionary Activities
**Working with Supportive Leaders**
Supportive CEO
Supportive Administrative Team
CNO Networking
Supportive Subordinates | The desire and passion for nurse executive leadership must be enhanced through education and the development of competencies that emerged in this study and include: strategic processing, mindful reflection, resiliency training, a working environment conducive to support and the maintenance of work/life balance. Chief Nursing Officers must become Business Strategists holding true to personal values and keeping patients at the center of care. |