A Grounded Theory Study of Nurse Managers’ Preferences in Hiring Newly Licensed RNs

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- **Learner Objectives**
  - The learner will be able to identify three attributes of newly licensed RNs preferred by hiring managers.
  - The learner will be able to describe current attitudes of hiring managers toward hiring newly licensed RNs with baccalaureate versus associate degrees.
Problem

• Newly licensed RN turnover rate is high
• Financial and quality costs of turnover are high
• Current research focuses on the post-hire work environment
• What impact does the selection process have on turnover?
Study Design

• Qualitative Design
  • Constructivist Grounded Theory
  • In person interviews
  • Analysis of screening tools used in the hiring process
### Demographics

<table>
<thead>
<tr>
<th>Category</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td>Female: 16, Male: 2</td>
</tr>
<tr>
<td><strong>Age (years)</strong></td>
<td>Under 40: 5, 41-50: 7, 51-60: 4, Over 60: 2</td>
</tr>
<tr>
<td><strong>Manager experience</strong></td>
<td>1-5 years: 13, 6-10 years: 4, Over 10 years: 1</td>
</tr>
<tr>
<td><strong>Original degree</strong></td>
<td>Diploma: 2, Associate’s: 10, Bachelor’s: 6</td>
</tr>
<tr>
<td><strong>Current degree</strong></td>
<td>Associate’s: 2, Bachelor’s: 7, Master’s: 9</td>
</tr>
<tr>
<td><strong>Number NLRNs hired</strong></td>
<td>1-5 hired: 8, 6-10 hired: 5, Over 10 hired: 5</td>
</tr>
<tr>
<td><strong>Hospital location</strong></td>
<td>Rural: 3, Suburban: 10, Urban: 2</td>
</tr>
</tbody>
</table>
The Adamek Newly Licensed RN Hiring Decision Model

- Developing Beliefs and Preferences
- Expressing Beliefs and Preferences
- Hiring Manager
- Finding The Fit
- Making a Decision
- Gathering Information Throughout the Process
Attitude Toward Prelicensure Degree

• Evenly split between preferring baccalaureate degree and having no degree preference.

  • “I know a bachelors degree leads to improved patient safety, improved patient outcomes. So I kind of always weigh in on that bachelor’s degree. It doesn’t mean I’m not going to hire an ADN nurse, but I would definitely prefer a BSN nurse.”

  • “I think regardless of what program you are- BSN, ASN, it's what you do with it.”
Attitude Toward Prelicensure Degree

• Not related to the original or current academic preparation of the nurse manager

• Not related to the clinical specialty

• Not related to the age or experience of the nurse manager
Preference for Graduates of Familiar Schools

• Experience with hiring graduates

• Identify high performers during clinical rotations
  • “The staff will come to me and say we need to let them know we are interested. So your clinical rotations can absolutely get you a job.”

• Prefer hiring from in-state schools
Attitude Toward Academic Achievement

• Majority did not consider grade point average in selection process

• “GPA doesn’t tell me how you’re going to end up functioning on the floor.”
Preferred Attributes

- Experience
  - Healthcare
  - Customer service
  - Relevant volunteer activities

- Gender
  - Half expressed preference for men
Preferred Attributes

- Personality/Attitude
  - Enthusiasm
  - Flexibility
  - Positive attitude
  - Caring/compassion
  - Demonstrating customer service behaviors
  - Recognizing the learning curve
  - Open to feedback and coaching
Preferred Attributes

• Non-clinical skills
  • Communication
  • Conflict management
  • Critical thinking

• Expect to teach clinical skills

  • “Clinical skills can be learned, so I’m looking for attitude and willingness to learn and be part of the team.”
Limitations/ Next Steps

• Limitations
  • Single state
  • Small sample size
  • Does not address the perspective of the applicant

• Next Steps
  • Quantitative study
  • Validate and rank preferred attributes
Questions?