

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?

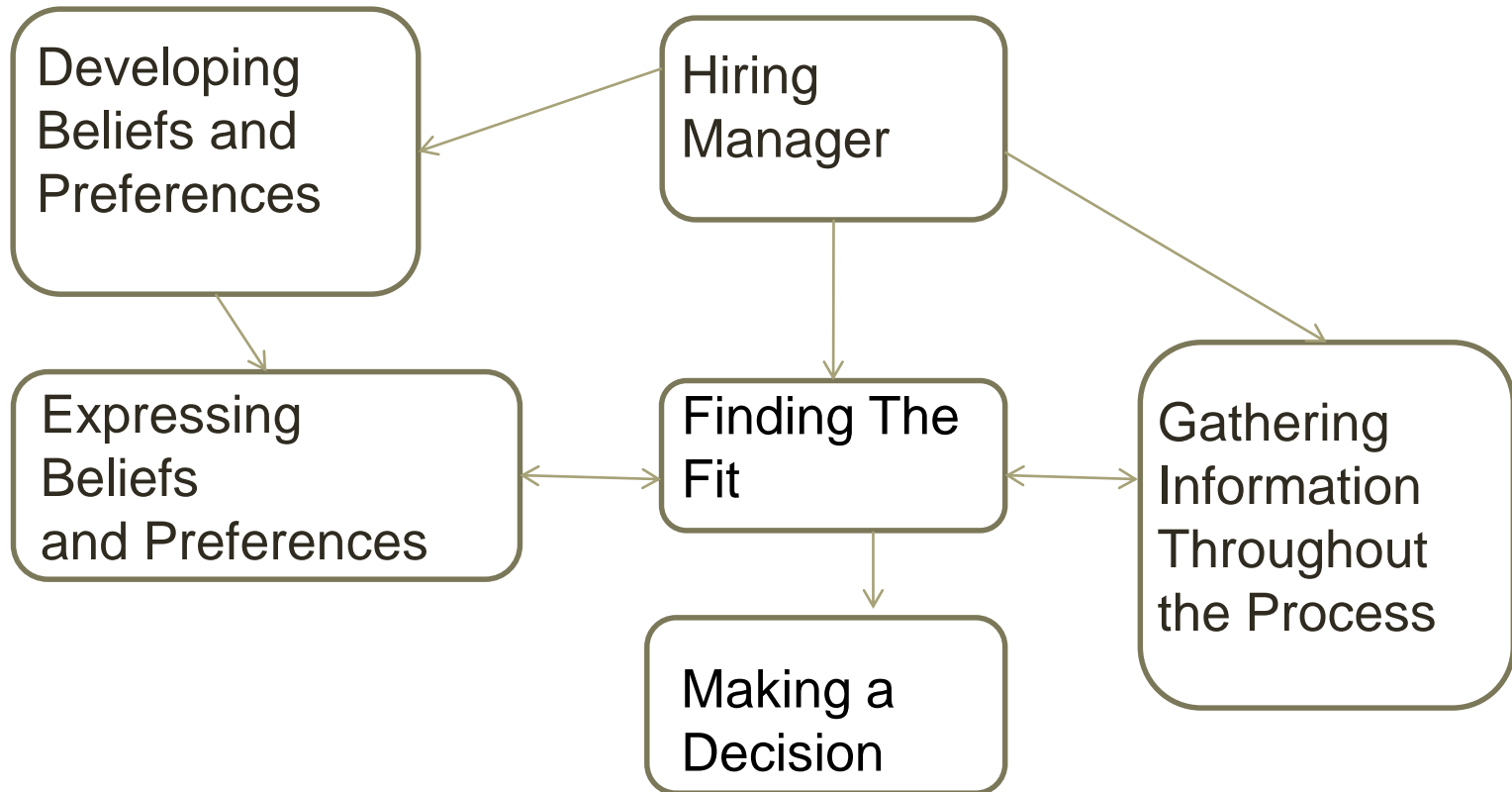
Study Design

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

Demographics

Gender	Female: 16	Male: 2		
Age (years)	Under 40: 5	41-50: 7	51-60: 4	Over 60: 2
Manager experience	1-5 years: 13	6-10 years: 4	Over 10 years: 1	
Original degree	Diploma: 2	Associate's: 10	Bachelor's: 6	
Current degree		Associate's: 2	Bachelor's: 7	Master's: 9
Number NLRNs hired	1-5 hired: 8	6-10 hired: 5	Over 10 hired: 5	
Hospital location	Rural: 3	Suburban: 10	Urban: 2	

The Adamek Newly Licensed RN Hiring Decision Model



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?