

Title:

Creating a Healthy Work Environment for Nurses Transitioning from Staff Nurse to Management

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Session Title:

Creating a Healthy Work Environment for Nurses Transitioning from Staff Nurse to Management

Slot:

F 01: Saturday, 18 March 2017: 11:15 AM-12:00 PM

Scheduled Time:

11:15 AM

Keywords:

Nurse manager challenges, Nurse manager turnover and Transition

References:

American Association of Critical-Care Nurses (AACN). (2016). AACN standards for establishing and sustaining healthy work environments. A journey to excellence. (2nd edition). Retrieved from <http://www.aacn.org/wd/hwe/docs/hwestandards.pdf>

Buffenbarger, J. S. (2016). Nurses' experiences transitioning from staff nurse to management in a community hospital. (Unpublished doctoral study). Walden University, Minneapolis, MN.

Djukic, M., Jun, J., Kovner, C., Brewer, C., & Fletcher, J. (2016). Determinants of job satisfaction for novice nurse managers employed in hospitals. *Nurse Management Review*, 1-12.

Doria, H. (2015). Successful transition from staff nurse to nurse manager. *Nurse Leader*, 13(1), 78-81.

Roche, M. A., Duffield, C., Dimitrelis, S., & Frew, B. (2015). Leadership skills for nursing unit managers to decrease intention to leave. *Nursing: Research and Reviews*, 5, 57-64. Retrieved from <https://www.dovepress.com/leadership-skills-for-nursing-unit-managers-to-decrease-intention-to-l-peer-reviewed-article-NRR>

Wong, C. A., Laschinger, H. K., MacDonald-Rencz, S., Burkoski, V., Cummings, G., D'Amour, D., . . . Wilk, P. (2013). Part 2: Nurses' career aspirations to management roles: Qualitative findings from a national study of Canadian nurses. *Journal of Nursing Management*, 21(2), 231-241. doi:10.1111/j.1365-2834-2012.01451.x

Abstract Summary:

This presentation focuses on a qualitative bounded case study that was implemented to explore nurses' experiences in transitioning from staff nurse to management. Research findings will offer avenues for discussion of nurse manager turnover and identifying aspects of a healthy work environment that can facilitate nurse manager retention.

Learning Activity:

LEARNING OBJECTIVES	EXPANDED CONTENT OUTLINE
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<p>The learner will be able to identify challenges that staff nurses encounter while transitioning to the new role of nurse manager.</p>	<p>When transitioning from a staff nurse to a nurse manager role, nurses face specific challenges that may affect retention. Findings will be presented from a qualitative bounded case study that was implemented to explore nurse managers' experiences with turnover. Research questions focused on nurse managers' perceptions of empowerment and servant leadership characteristics that were important in decisions to assume and remain in a management/leadership role. Five themes were identified that related to research questions: Struggling to make a difference while pulled in all directions; Opportunity for transformation; Committed but powerless; Embarking unprepared on an unplanned journey; and The presence to serve, to lead others.</p>
<p>The learner will be able to identify characteristics of a healthy work environment that enhance retention for nurse managers.</p>	<p>Analysis of research data suggested strategies for creating a healthy work environment to enhance retention. All participants described the need for a supportive environment to assist them in implementing their nurse manager role. Effective strategies to assist in building a healthy work environment that evolved from the research will be presented. Suggestions for further research will be explored.</p>

Abstract Text:

Healthy work environments are essential for recruitment and retention of nurse managers in the United States and internationally. Nurse managers are in key positions to positively influence patient outcomes and costs. In addition, the role of nurses as managers is becoming increasingly important in the retention of staff nurses because of their critical influence on the quality of the work environment (Roche, Duffield, Dimitrelis, & Frew, 2015). There is an expectation that new nurse managers will become competent immediately and meet those same high performance standards as experienced nurse managers (Doria, 2015). Yet many nurses are leaving their manager roles to resume a staff nurse position or to withdraw from the nursing profession completely (Djukic, Jun, Kovner, Brewer, & Fletcher, 2016). In addition, with the nursing shortage predicted to continue, the number of nurses choosing to enter management may decline (Wong, et al., 2013). Research has demonstrated that frequent turnover of nurse managers in a hospital can lead to a disruption of nursing staff performance and negatively impact patient care (Buffenbarger, 2016). This presentation focuses on a qualitative bounded case study that was implemented to explore nurse managers' experiences with turnover in order to identify strategies for enhancing retention. Two conceptual frameworks that guided the study were work empowerment and servant leadership. Research questions focused on nurse managers' perceptions of empowerment and servant leadership characteristics that were important in decisions to assume and remain in a management/leadership role. Data collection included audio-recorded interviews with 7 current or past full-time nurse managers and observation of 3 of the participants at a leadership meeting. Interview

transcripts were open coded and thematically analyzed. Observation data were categorized according to empowerment and servant leadership characteristics. Five themes were identified that related to research questions: Struggling to make a difference while pulled in all directions; Opportunity for transformation; Committed but powerless; Embarking unprepared on an unplanned journey; and The presence to serve, to lead others. Findings guided development of a 12-month program for new nurse managers that integrates characteristics of servant leadership reflective of a healthy work environment. Healthy work environments are essential for patient safety and financial viability of an organization (AACN, 2016). Our presentation will address strategies that help to create a healthy work environment to assist novice nurse managers in gaining new skills and self-confidence in their role. By giving voice to the challenges and opportunities embedded in the role of the nurse manager, findings and recommendations from this research can assist both new and experienced nurse managers to work collaboratively to create a healthy work environment.