Leadership Education for Staff Nurses: Shortcomings, Barriers, & Future Directions

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Objectives

- Describe the staff nurse leadership role
- Identify benefits of & barriers to pursuing a staff nurse leader role
- Examine shortcomings in staff nurse leader education & training
- Propose potential educational opportunities for staff nurse leaders in alignment with QSEN core competencies



Who is a staff nurse leader?

- Roughly 3 million registered nurses in the U.S. (U.S. Department of Labor, 2016)
- Nearly 70% are staff nurses (U.S. Department of Labor, 2016)
- Most staff nurses hold diploma, associate, & baccalaureate degrees (U.S. Department of Labor, 2016)
- Many titles
 - Charge nurse
 - Team leader
 - Shift leader
 - Staff nurse leader





Literature Review

- PubMed & CINAHL 18 articles considered
- Staff nurse leaders supervise daily unit operations & ensure things run smoothly, safely, & efficiently
- May apply for, volunteer for, or be appointed to these positions
- Can be formal or informal
- Most staff nurse leaders are insufficiently prepared (Dearmon, Riley, Mestas, & Buckner, 2015)
- Literature clearly demonstrates that effective nursing leadership is instrumental in improving staff retention, safety, & patient outcomes (Mendes & Fradique, 2014)



Benefits

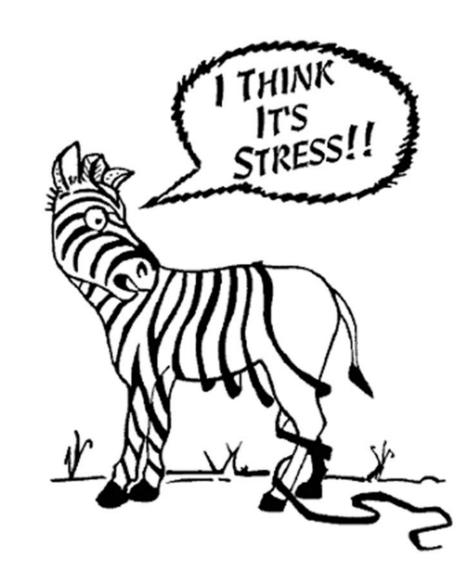


- Tangible rewards
 - Increased pay
 - Improved benefits
 - More desirable work hours
 - Formal title change
- Increased sense of purpose, responsibility, & control
- Greater team engagement
- Improved confidence/empowerment
- Increased job satisfaction
- Opportunities for lifelong learning
- Stepping stone



Barriers

- MOST COMMON Inadequate leadership training/education
- Stress & burnout
- Decreased self-confidence
- Decreased job satisfaction
- Increase in workload without compensation
- Increase in responsibility without authority/autonomy





What do staff nurse leaders want?

- Education
 - MOST COMMON Communication
 - Conflict management
 - Engaging/motivating/empowering staff
 - Team building
 - Transformational leadership theory
 - Ethics/legal issues
 - Organizational skills/delegation
 - Work-life balance/stress management
 - Self-awareness/self-reflection

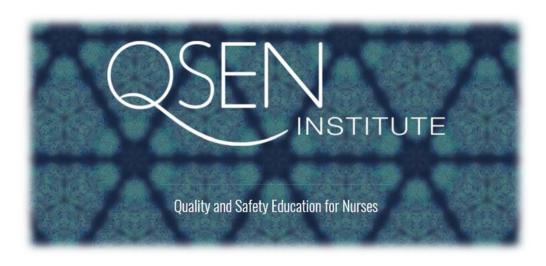


- Format
 - MOST COMMON Asynchronous online educational modules & webinars
 - Face-to-face
 - Case studies
 - Simulation with debriefing
- MOST HELPFUL Mentoring



QSEN Core Competencies

- 1. Teamwork & Collaboration
- 2. Evidence-Based Practice
- 3. Quality Improvement
- 4. Safety
- 5. Patient-Centered Care
- 6. Informatics





Future Directions



- Need for improved leadership education targeted at staff nurses
- Priority for nursing & hospital administration
- Flexible, online education options
- Free or low-cost
- Offered by professional organizations &/or employers
- Required educational competencies for staff nurse leaders



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