NURSE LEADERS WANTED!
Nursing Administrator's Guide to Recruiting and Retaining Early Careerists Into Nursing Leadership Roles

Session ID: 0662-000070
Learning Objectives

1) Recognize generational differences which exist in the workplace

2) Identify interventions which have a high impact on recruiting and retaining nurses into formal leader roles
The History…
Why we should care…

• Four primary factors:
  • Shortage of nursing administrators
  • Aging workforce
  • National nursing shortage
  • Multigenerational workforce
The Current State of Nursing Leadership...
Aging Workforce

Five Generations in the Workplace

- Gen 2020
- Millennials
- Gen X
- Baby Boomers
- Traditionalists

Bureau of Labor Statistics Employment Projections
National Nursing Shortage

2012-2022 HELP WANTED: 1.1 MILLION RN JOBS TO FILL

527,000 NEW RN JOBS

555,000 REPLACEMENT RN JOBS

Source: “Highlights of the National Workforce Survey of Registered Nurses,” conducted by the National Council of State Boards of Nursing and the Forum of State Nursing Workforce Centers, 2013.
Multigenerational Workforce

Positions and age range

1988

- 59% Work as a staff nurse
- 12% Work as a supervisor or manager
- 8% Work in physician’s office
- 6% Work in home health
- 3% of all RNs are men

2012

- 62% Work as a staff nurse
- 4% Work as a supervisor or manager
- 6% Work in physician’s office
- 5% Work in home health
- 5% of all RNs are men

Source: 1988 Nursing Spectrum survey of 4,264 RNs in Greater Chicago
Source: AMN Healthcare survey of 2,931 RNs
Baby Boomers 1946-1964

“What if we don’t change at all ... and something magical just happens?”
<table>
<thead>
<tr>
<th></th>
<th>Work Place Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work Ethic and Value</strong></td>
<td>Enjoy working, desire authority</td>
</tr>
<tr>
<td><strong>Work is...</strong></td>
<td>An exciting adventure and part of their identity</td>
</tr>
<tr>
<td><strong>Leadership Style</strong></td>
<td>Consensual, collegial</td>
</tr>
<tr>
<td><strong>Interactive Style</strong></td>
<td>Team Player, loves to have meetings</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>In person</td>
</tr>
<tr>
<td><strong>Feedback and Rewards</strong></td>
<td>Don’t require it, prefer title &amp; money</td>
</tr>
<tr>
<td><strong>Messages that motivate</strong></td>
<td>You are valued, you are needed</td>
</tr>
<tr>
<td><strong>Work and Family Life</strong></td>
<td>No balance, work to live</td>
</tr>
</tbody>
</table>
Gen Xers 1965-1980

Laid back, late blooming or just lost? Overshadowed by the baby boomers, America’s next generation has a hard act to follow.
## Gen Xers 1965-1980

<table>
<thead>
<tr>
<th>Work Place Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work Ethic and Value</strong></td>
</tr>
<tr>
<td>Self reliant, want structure and direction</td>
</tr>
<tr>
<td><strong>Work is...</strong></td>
</tr>
<tr>
<td>A difficult challenge, a contract</td>
</tr>
<tr>
<td><strong>Leadership Style</strong></td>
</tr>
<tr>
<td>Everyone is the same, challenge others, ask why</td>
</tr>
<tr>
<td><strong>Interactive Style</strong></td>
</tr>
<tr>
<td>Entrepreneur</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
</tr>
<tr>
<td>Direct, immediate</td>
</tr>
<tr>
<td><strong>Feedback and Rewards</strong></td>
</tr>
<tr>
<td>Seek feedback, freedom is the best reward</td>
</tr>
<tr>
<td><strong>Messages that motivate</strong></td>
</tr>
<tr>
<td>Do it your way with freedom to innovate</td>
</tr>
<tr>
<td><strong>Work and Family Life</strong></td>
</tr>
<tr>
<td>Seek balance</td>
</tr>
</tbody>
</table>
Generation Y 1981-2000

It's called the Gen Y Cube... I've dumbed things down a little... as failure is not an option!!

Jim took management through his latest development. He was going after the generation where every child gets a ribbon!!
## Generation Y 1981-2000

<table>
<thead>
<tr>
<th>Work Place Characteristics</th>
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</thead>
<tbody>
<tr>
<td><strong>Work Ethic and Value</strong></td>
</tr>
<tr>
<td>Goal oriented, multi-taskers, tolerant to change</td>
</tr>
<tr>
<td><strong>Work is...</strong></td>
</tr>
<tr>
<td>A means to an end fulfillment</td>
</tr>
<tr>
<td><strong>Leadership Style</strong></td>
</tr>
<tr>
<td>TBD- not in workforce long enough to determine</td>
</tr>
<tr>
<td><strong>Interactive Style</strong></td>
</tr>
<tr>
<td>Participative</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
</tr>
<tr>
<td>Email, voicemail, text</td>
</tr>
<tr>
<td><strong>Feedback and Rewards</strong></td>
</tr>
<tr>
<td>Whenever I want it you should provide it, meaningful work</td>
</tr>
<tr>
<td><strong>Messages that motivate</strong></td>
</tr>
<tr>
<td>You will work with other bright and talented individuals</td>
</tr>
<tr>
<td><strong>Work and Family Life</strong></td>
</tr>
<tr>
<td>Seek Balance</td>
</tr>
</tbody>
</table>
What’s Different Now?

The competition is tough!
Nursing Settings/Fields

- Hospitals
- Self Practice
- Registered Nurse
- Nurse Practitioner
- Pediatric Nurse
- Nursing Home
- Law Firms & Insurance Companies
- Clinical Nurse Specialist
- Neonatal Nursing
- Nurse Midwife
- Clinics
- Education
- Nurse Anesthetist
- Public Health Nursing
- Military
- Environmental Health Nursing
- Mental Health Nursing
- Surgical Nursing
Blockbuster or Netflix?
What Do We Need to Do?
A Pig in Lipstick is Still a Pig!
Is It Time To Look At A Hybrid Model?
Let’s Get Started!!!

• Appointed to the AONE Board in 2014 representing early careerists
• Charged by 2014 President, Linda Knodel to co-chair a committee exploring “Innovative Approaches to Recruiting and Retaining Early Careerists into Nursing Administration”
• Charges:
  ✓ Explore the literature for innovative approaches to recruiting and retaining new nurse managers
  ✓ Identify elements of the work environment that support recruitment of nurses into the role of nurse manager
  ✓ Explore outside of healthcare to discover what other industries use to recruit and retain early careers in management and leadership roles
  ✓ Develop recommendations for the field and bring to the July Board meeting for discussion and approval
Multigenerational Taskforce

- Sharon Pappas
- Erik Martin
- Susan Gehlsen
- Laura E. Mercer
- Lindsey Osting
- Jan Phillips
- Nancy Rollins Gantz,
- Morgan Talley
- Nora Warshawsky
- Suzanne Yeakel
- M.T. Meadows (AONE Staff)
The Taskforce’s Work…

• Met via conference call approximately every two weeks
• Reviewed over 50 articles
• Explored other industries and best practicing companies
  • Airline
  • Real Estate
  • Zappos
  • Netflix
• Developed Guiding Principles which were approved by the AONE Board in December of 2014 titled “AONE Guiding Principles for Creating Value and Meaning for the Next Generation of Early Careerist”
Guiding Principles Overview

- Eight general assumptions
- Six Early Careerist expectations
- Over 40 “Suggested Actions”
  - Five major themes categorized by the ACORN imperatives developed by Zemke, Raines, and Filipczak, (2013)
    - A= Acknowledge generational differences and integrate them into organizational goals and outcomes
    - C= Create choices which promote harmony between career and personal life
    - O= Operate from a sophisticated management style
    - R= Respect competence and initiative
    - N= Nourish retention
Acknowledge Generational Differences

- Include nurse managers in strategic planning
- Align resources to support organizational priorities
- Align resources to assure managerial effectiveness
- Include generational differences in diversity training
Creating Harmony In the Personal and Professional Life

• Creative scheduling options
• Innovative management options:
  • Job sharing/co-management
  • Option to work remotely
  • Self-leadership
  • Negotiated time to work clinically (if this is of interest to the manager)
• Benefit time programs that provide flexibility
• Resources and options that support and foster wellness
• Resources and options that support professional obligations:
  • On-site daycare
  • Financial Aid/Tuition assistance
Operate From a Sophisticated Management Style

• Foster accountability across disciplines
• Foster collegiality across disciplines focusing on nurse-provider relationships
• Foster leadership styles based on personal traits that achieve outcomes
• Support proactive strategies in response to forecasted needs
• Provide quality improvement resources and meaningful data that support tactical actions; follow trends/patterns not individual data points
• Promote interprofessional management governance
Respect Confidence and Initiative

• Support autonomy in practice
• Assume the best in people
• Promote and facilitate an environment where generational expertise is valued
• Collaborate to identify unit priorities and initiatives
• Strengths-based leadership
• Encourage independent problem solving and elicit innovative ideas
• Support certification initiatives
• Encourage networking with colleagues within and external to the organization
Nourish Retention

• Align compensation to outcomes and contribution
• Use of evidence in determining span of control
• Include nurse managers to hospital level committee work
• Provide adequate resources and time to manage care processes, staff engagement and patient and family engagement on assigned units
  • Administrative support
  • Competent off shift leaders with authority
  • Efficient and effective organization processes
  • Meaningful meetings
Nourish Retention

• Formalized training in coaching and mentoring
• Foster professional development and socialization
  • Nurse manager onboarding/residency program
  • Foster a broader understanding of organization structure and operation
  • Create a career management framework that builds skills, knowledge, and experience
• Foster an environment that promotes job enjoyment and meaningful work
Feeling overwhelmed?
National Survey Conducted

- IRB approved
- Convenience sample
- Over 700 participants
  - 60% in management, 40% Bedside/Charge RN
  - Nice generational spread
  - Mostly BSN/MSN
  - 91% Female
Two Pathways

Are you currently serving in a manager or administrator role?

NO

Recruitment

YES

Retention
Survey Results- Recruitment (Bedside and Charge Nurses)

- Total respondents= 287
- Range of mean Scores - 3.05-4.29
- Least impactful intervention- on-site daycare (3.05)
- Most impactful intervention- working for leaders who foster an environment that promotes job enjoyment and meaningful work (4.29)
- Approximately 45% (n=16) of the interventions had mean score of 4 or higher indicating respondents identified the intervention would have a moderate to high impact on their overall consideration for nursing administration.
How likely are you to consider nursing administration in the future?

- 45% Somewhat/I don't know
- 40% Not at all
- 15% Highly likely
- 100% Opportunity
<table>
<thead>
<tr>
<th>Intervention</th>
<th>Mean</th>
<th>Std dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative scheduling options</td>
<td>4.16</td>
<td>1.03</td>
</tr>
<tr>
<td>Option to work remotely</td>
<td>4.00</td>
<td>1.09</td>
</tr>
<tr>
<td>Benefit time programs that provide flexibility</td>
<td>4.14</td>
<td>0.94</td>
</tr>
<tr>
<td>Financial Aid/ Tuition assistance</td>
<td>4.14</td>
<td>1.02</td>
</tr>
<tr>
<td>Leaders that foster accountability across all disciplines</td>
<td>4.19</td>
<td>0.96</td>
</tr>
<tr>
<td>Leaders that foster collegiality across disciplines focusing on nurse-provider relationships</td>
<td>4.09</td>
<td>0.93</td>
</tr>
<tr>
<td>Adequate resources and time provided to manage care processes, staff engagement, and patient and family engagement on assigned units</td>
<td>4.12</td>
<td>0.94</td>
</tr>
<tr>
<td>Administrative support</td>
<td>4.19</td>
<td>0.96</td>
</tr>
<tr>
<td>Competent off-shift leaders with authority</td>
<td>4.10</td>
<td>0.98</td>
</tr>
<tr>
<td>Efficient and effective organizational processes</td>
<td>4.13</td>
<td>0.96</td>
</tr>
<tr>
<td>Meaningful meetings</td>
<td>4.13</td>
<td>1.01</td>
</tr>
<tr>
<td>Formalized training in coaching and mentoring</td>
<td>4.03</td>
<td>0.98</td>
</tr>
<tr>
<td>Leaders that foster professional development and socialization</td>
<td>4.04</td>
<td>1.00</td>
</tr>
<tr>
<td>Leaders that foster a broader understanding of the organizational structure and operation</td>
<td>4.01</td>
<td>1.01</td>
</tr>
<tr>
<td>Leaders who develop a manager framework that builds on skills, knowledge, and experience</td>
<td>4.14</td>
<td>0.98</td>
</tr>
<tr>
<td>Leaders who foster an environment that promotes job enjoyment and meaningful work</td>
<td>4.29</td>
<td>0.94</td>
</tr>
</tbody>
</table>
Were There Generational Differences?

• Four interventions rated statistically more significant (p-value = 0.05) in recruiting early careerists into administration
• All interventions in the “C” bucket (Create choices which promote work life harmony)
• Three rated more impactful for Generation X and Y:
  • Option to work remotely
  • Creative Scheduling Options
  • Tuition reimbursement
• One rated more impactful for Generation Y:
  • Benefit times that provide flexibility
Survey Results Retention (Current Administrators)

- Total respondents= 284
- Range of mean Scores – 3.56-4.8
- Least impactful- having time to work clinically (3.56)
- Most impactful- working for leaders who foster accountability across all disciplines (4.8)
- Approximately 93% (n=40) of the interventions had mean score of 4 or higher indicating respondents identified the intervention would have a moderate to high impact on their overall retention in nursing administration
How Satisfied Are You In Your Current Role?

• Results indicate overall nurse administrators are satisfied with their roles.
• Baby Boomers statistically more satisfied than Generation Y.
• Results indicate nurse administrators are most dissatisfied 3-5 years into their role.

Job Satisfaction from the Faces Scale
Consider all aspects of your job. Circle the face that best describes your feelings about your job in general.

<table>
<thead>
<tr>
<th>Intervention</th>
<th>Mean</th>
<th>Std dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alignment of resources to support organizational priorities</td>
<td>4.65</td>
<td>.597</td>
</tr>
<tr>
<td>Alignment of resources to support managerial effectiveness</td>
<td>4.68</td>
<td>.558</td>
</tr>
<tr>
<td>Leaders that foster accountability across all disciplines*</td>
<td><strong>4.8</strong></td>
<td>.444</td>
</tr>
<tr>
<td>Leaders that foster collegiality across disciplines focusing on nurse-provider relationships*</td>
<td>4.72</td>
<td>.501</td>
</tr>
<tr>
<td>Leaders that support proactive strategies in response to forecasted needs</td>
<td>4.63</td>
<td>.549</td>
</tr>
<tr>
<td>Quality improvement resources and meaningful data that supports tactical actions; leaders who follow trends and patterns rather than individual data points</td>
<td>4.66</td>
<td>.566</td>
</tr>
<tr>
<td>Leaders that support autonomy in practice</td>
<td>4.68</td>
<td>.510</td>
</tr>
<tr>
<td>Leaders who assume the best in people</td>
<td>4.5</td>
<td>.662</td>
</tr>
<tr>
<td>Collaboration with manager to identify unit priorities and initiatives</td>
<td>4.62</td>
<td>.552</td>
</tr>
<tr>
<td>Strengths based leadership</td>
<td>4.52</td>
<td>.608</td>
</tr>
<tr>
<td>Leaders encourage independent problem solving and elicit innovative ideas</td>
<td>4.67</td>
<td>.539</td>
</tr>
<tr>
<td>Leaders that encourage networking with colleagues within and external to the organization</td>
<td>4.52</td>
<td>.636</td>
</tr>
<tr>
<td>Adequate resources and time provided to manage care processes, staff engagement, and patient and family engagement on assigned units*</td>
<td><strong>4.71</strong></td>
<td>.509</td>
</tr>
<tr>
<td>Administrative support*</td>
<td>4.59</td>
<td>.608</td>
</tr>
<tr>
<td>Competent off-shift leaders with authority*</td>
<td>4.61</td>
<td>.584</td>
</tr>
<tr>
<td>Efficient and effective organizational processes*</td>
<td>4.69</td>
<td>.507</td>
</tr>
<tr>
<td>Meaningful meetings*</td>
<td><strong>4.73</strong></td>
<td>.516</td>
</tr>
</tbody>
</table>
Were There Generational Differences?

- Two interventions rated statistically more significant (p-value = 0.05) in retaining nurses in administration positions
- Both interventions in the “C” bucket
  - One rated more significant for Generation X and Y:
    - Onsight Daycare
  - One rated more significant for Y:
    - Tuition reimbursement
Summary Recruitment and Retention

- All nurses and nurse leaders desire working in an organization with effective and efficient processes, meaningful meetings, and adequate resources.
- All nurses desire a leader who fosters accountability across all disciplines and with an emphasis on nurse-provider relationships.
- Resources that have the highest impact on recruiting and retaining nurses into administration are off-shift managers with authority and administrative support.
Summary Recruitment

• Much larger focus on the personal effects of assuming the role

• Potential candidates desire:
  • Schedule flexibility with the option to work remotely
  • Benefit options with flexibility
  • Formal mentorship
  • Tuition reimbursement
  • Leaders who encourage professional development, socialization and a broader understanding of the organizational structure and operation
  • Leaders who develop a manager framework that builds on skills, knowledge and expertise
Summary Retention:

• Much larger emphasis on recognition of competence, supporting autonomy, and having adequate resources and processes to ensure leadership effectiveness.

• To retain nurse leaders in administrative positions one should:
  • Allow leaders to practice independently within their scope.
  • Assume leaders act with beneficence.
  • Leverage and develop your leaders strengths, skills, and experience.
  • Collaborate with leaders to identify their units’ priorities.
  • Encourage and support independent problem solving- including supporting strategies to be proactive based on their forecasting needs.
  • Align organizational resources (including Quality Improvement Resources) to support strategic initiatives.
  • Use trending data to support actions.
Questions?
References

- Harrison, L. H. (2007). Managing today’s multigenerational workforce. Retrieved from http://www.belloaks.com/media/BAhbBlSHoqZmlk4yMDEzMzEyLzE0LzE1XzMzAyxYxMF85XzEwXzA4X0JrPjR1c2luZXNzX0ZvcmVtX0dlbmVyYXRpe25zX0F0X1dvcmsucGRm
References


