Poster: Frontline Nurse Leader Satisfaction and Retention: Voices of System Chief Nursing Executives

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# Frontline Nurse Leader Satisfaction and Retention: Voices of System Chief Nursing Executives

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## Background

Frontline nurse leaders (FNLs) are the critical connection between direct care clinicians and senior executives. FNLs affect one of the most significant investments in any organization—human capital. There is a considerable gap in evidence in literature addressing satisfaction and retention among FNLs.

## Purpose

The aim of this study was to explore and identify practices employed by System Chief Nurse Executives (SCNEs) to support, mentor, develop, and retain FNLs.

## Methods

Qualitative study using a case study design

Purposive convenience sample of SCNEs responding to a previewed interview guide

## Results

Five of the seven SCNEs invited to participate agreed to be part of the study; doctorally-prepared nurses with an average of 29 years of nursing leadership experience.

### Enhancing Leadership Development Programs

- SCNEs focused on building resonant leadership skills amongst their FNLs.
- SCNEs have mainly employed mentoring and coaching programs to help cultivate and develop relational skills among leaders.
- SCNEs discussed the need to infuse new material into their respective leadership development programs.

### Improving Leader Work Environments

- Optimize current infrastructures and systems to address FNL workload and expansive spans of control.

### Focus on Leader Well-Being and Support

- Implement workplace policies to protect leader time off and allow flexibility in work schedules and hours.

## Discussion

Three themes emerged as critical practices used by SCNEs to help support, mentor, develop and retain nurse leaders.

## Implications for Practice

Failure to address the wellbeing of FNLs will widen the fault line healthcare quality chasm. There is a need to better support, mentor, develop and retain FNLs.

## Further Reading

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