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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

Discussion

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

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

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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