THE ROLE OF THE NURSE MANAGER IN RECRUITMENT AND RETENTION

Denise King MS RN
CNO
INTRODUCTION

• Role of the nurse manager in recruitment and retention
• How Nurse satisfaction and Team functioning affects patient outcomes
• The eight Environmental mediations of the Work Environment (2017) Press Ganey
• Organizational and Systems Leadership
• Quality Improvement and Safety
THE IMPORTANCE OF EVIDENCE-BASED PRACTICE IN NURSING MANAGEMENT

Evidenced-based Practice: The integration of best research evidence, clinical research, and patient values in making decisions about the care of individual patients (2011) AACN Master Essentials

- Autonomy for nurses
- Professional Development
- Nurse-nurse Interaction
- Nurse-Physician Interaction
- Participation in QI activities
- Safe handling and mobility practices
- Unsafe practices

2017) Press Ganey
A CONCEPTUAL MODEL USED TO IMPLEMENT IMPROVED EVIDENCE BASED PRACTICE:

The Johns Hopkins Nursing Evidence-based Practice Model

PRACTICE

Inquiry

Practice Question

Evidence

Translation

Best Practices

LEARNING

Practice Improvements

(Clinical, Learning, Operational)

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INDICATORS FOR SUCCESS FOR THE NURSE ADMINISTRATOR

• Effect of Shared Governance related to staffing and/or outcomes
• Evaluating organizational models e.g. Shared governance
• Evaluating outcomes
• Managing and leading change
STRIVING FOR A HRO-HIGH RELIABILITY ORGANIZATION

- Striving for a High Reliability Organization
- How a Nurse manager can effect quality improvement in patient care
- Creating a Just Culture with quality leadership at the Unit level
- Overall staff and patient satisfaction with improved quality care

(2011) AACN Masters Essentials
RECOMMENDATIONS FOR IMPROVED RECRUITMENT AND RETENTION THROUGH IMPROVED LEADERSHIP

• Nurse manager leadership is associated with multiple work environment drivers across all Unit types  (2017) Press Ganey

• Autonomy and professional development were shown to drive nurse outcomes

• Shared Governance offering nurses that feeling of having some control over their work environment

• Creating a Team Environment  (2019) Williams
FIGURE 2

Cultivating a high-performing team

Zwillinger, Elizabeth; Huster, Tammy


doi: 10.1097/01.NUMA.0000526911.54593.96

Hospital survey on patient safety culture
FACTORS THAT MAY MITIGATE THE CHANGE:

- An Administration that is not supportive or believes in developing staff
- Authoritarian manager/s who feel threatened by shared governance
- Poor staffing structure with little flexibility
- Staff not having time to rejuvenate (too much overtime usage and multiple shifts worked in a row)
FACTORS THAT MAY MITIGATE CHANGE:

- Hiring staff who do not have the same vision and mission as the agency
- Punitive approach by management on incidents/practitioner errors
- Poor orientation and mentoring programs in order to have all staff gearing at the same mission
- Little to no education offered for staff to stay current with evidence based practices

(2017) Zwillinger et, al.
# CONCLUSION - STRATEGIES FOR THE NURSE MANAGER TO EFFECT CHANGE

## Nurse Outcomes:
- Adopt a transformational leadership style with support from the CNO.
- Place a deliberate and intentional focus on how teams are functioning.
- Connect with staff in an empathetic, caring way.
- Provide ongoing, consistent performance evaluations.
- Solicit feedback and solutions from staff.

## Patient Outcomes:
- Implement a bundle comprising bedside reporting, whiteboard, hourly rounding and communication.
- Conduct peer reviews and audits.
- Educate staff about the link between work environment and patient outcomes.
LITERATURE REVIEW


LITERATURE REVIEW

