Nurse Manager as Chief Retention Officer

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Advisory Board Company

- Conducts research related to best practices in health care
- Identifies best practices related to recruitment and retention
- Provides resources to implement best practices
26 Best Practices Identified for Recruitment/Retention

H*Works Initiative to implement best practices identified by an organization

Manager as Chief Retention Officer is a best practice for retention
Link Between Nurse Managers and Nurse Retention

- 16% of Nurses Very Dissatisfied with Direct Manager considered leaving hospital.
- 84% of Nurses Very Dissatisfied with Direct Manager did not consider leaving hospital.
- 57% of Nurses Very Satisfied with Direct Manager considered leaving hospital.
- 43% of Nurses Very Satisfied with Direct Manager did not consider leaving hospital.
Typical Role of Nurse Manager

- Focus on clinical responsibilities
- Management role “when I am able to get to it”
- A large number of direct reports
Most Managers Promoted from Within

- Promoted internally from staff RN position: 63.1%
- 13.5%
- 23.4%
Managers Unable to Devote Sufficient Time to Developing Staff

- **Actual**
  - Other activities: 47%
  - Clinical time: 29%
  - Coaching/Mentoring Staff: 24%

- **Desired**
  - Other activities: 30%
  - Clinical Time: 41%
  - Coaching/Mentoring Staff: 29%
Overall Nurse Manager Job Satisfaction

- Very Satisfied: 54%
- Somewhat/Slightly Satisfied: 29%
- Somewhat/Very Dissatisfied: 17%
Reconsidering their options . . .

Percentage of Nurse Managers Who Considered Leaving Hospital in Last 12 Months

- Yes: 61%
- No: 39%
Downstream Consequences of Turnover Pervasive

The Vicious Staffing Spiral

1. Increased turnover
2. Increased Use of Premium Labor
3. Decreased morale
4. Higher Turnover
5. Quality Concerns
6. Lower Physician, Patient Satisfaction
7. Persistent Turnover
The Cost of Turnover

• Cost of turnover per nurse
  – ‘Hard dollar cost” e.g., replacement labor, recruitment, onboarding
  – Lost productivity

• Cost of turnover to the organization
The Nurse Manager: A Pivotal Role in Staff Retention

- Overall staff nurse satisfaction and tenure linked to manager effectiveness
- Able to identify and address staff needs/concerns
- Refocus time and attention on key retention activities
- Nurse Manager as “Chief Retention Officer” (CRO)
# Refocusing Nurse Manager Attention

## A Highly Leveraged Position
- Patient care focus limited to overall direction
- Staff fully engaged in unit responsibilities

## An Unsustainable Proposition
- Overworked nurse manager
- High likelihood of resignation

## A Sign of Insufficient Leadership
- Inadequate unit structures
- Inadequate clinical guidance

## A Job for Your Staff Nurses
- Excessive clinical involvement of nurse manager
- Insufficient staff support

### Patient Care Focus
- Low
- Low

### Staff Focus
- Low
- High

### Recommended positioning of nurse manager job
- High
Becoming a “Chief Retention Officer”

Eight Best Practices
Onboarding

- Optimizing selection and introduction of new hires
- Enhance new hire support
Diagnosing Turnover Risk

- Monitor to identify potential retention problems
- Provide an environment to “clear the hassel factors”
Coaching and Development

- Create and implement individual career development plans for staff nurses
- Provide regular feedback
Building the Team

- Provide an environment for open communication
- Build a sense of loyalty among staff
Leadership Development:
Key to Success for Nurse Managers
Development Needs Across the Board

Percentage of Nurse Executives Who Believe Their Nurse Managers Need Improvement in Each Area

- Patient Care: 9.1%
- Communication Skills: 28.2%
- Staff Retention: 41.1%
- Business Skills: 47.6%
- Coaching/Mentoring: 52.4%
Recognizing the need for training . . . But not following through

Percentage of Managers Reporting That They Receive Ongoing Management Training

- **Yes**: 39.3%
- **No**: 60%
Nursing Leadership Academy: A National Curriculum for Leadership Development

- Leadership assessment
- Results and action planning
- Leadership curriculum
Identifying What It Takes

15 Competencies of High Performing Nurse Managers
360° Survey of Leadership Competencies

• Identify individual strengths and developmental needs

• Complete action planning

• Develop plan for monitoring and evaluation
Leadership Development

• Identify resources for ongoing leadership development

• Identify a coach/mentor
Ongoing Monitoring and Evaluation of the Nurse Manager Role

- Develop unit dashboard
- Identify key indicators
- Set goals
- Review data for trends
- Identify action plans for improvement
- Communicate information to staff
**Unit Dashboard**

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### Dashboards in Brief

- Annual turnover goal set for each unit
- Nurse managers receive monthly dashboards
- Managers create 90-day action plans to meet goals
- Performance reviewed quarterly
- Top performing managers publicly recognized

### Monthly Dashboard

*Unit: 3-East/Surgical  
Manager: Liz Abrams*

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<td>0%</td>
<td>4%</td>
<td>6%</td>
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*Cumulative turnover allows nurse manager to benchmark against annual goal*

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*Setting concrete goals*
Our Experience at NCBH

- Identified need for a change in the Nurse Manager Role
- Reviewed the literature
- Identified the nurse manager as the CRO
- Revised nurse manager job description
- Identified transition process for incumbents
• Partnered with Nursing Leadership Academy
  – 360° survey
  – Action planning
  – Leadership resources

• Developed unit-based report cards
  – Key indicators
  – Trends
  – Data used to make decisions
Celebrate Success

• Showcase high performing units
• Identify positive trends and communicate to all staff

“My role as a Nurse Manager is to take care of staff so they can take care of patients.”

Nurse Manager