Nurse Leaders are the Key to our Looming Workforce Dilemma

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Research Problem

A trend towards decreasing workforce participation

by EOCNs which has the potential to exacerbate

the current nursing shortage & reduce quality of

health services

Purpose

Explore how EOCNs within a hospital setting

make decisions regarding workforce participation.

Research Questions

1. How does workplace environment influence the EOCN's decision regarding workforce participation?

2. How does leadership influence the EOCN's decision regarding workforce participation?

3. How do personal and professional dynamics influence the EOCN's decision regarding workforce participation?

4. How does an effort reward *balance* influence the EOCN's decision regarding workforce participation?

Theoretical Framework

- Epistemology

  - Constructionism

- Theoretical Perspective

  - Interpretivism ~ Symbolic Interactionism

- Research Methodology

  - Case Study

Participant Inclusion Criteria

Registered Nurses:

- Minimum of 10 years experience

- Aged 45 yrs & over

- Working PT or FT in study site

- All nursing classifications (direct & indirect care / support service)

- Intention to retire within next 10yrs.

Influences on RNs 45yrs & over

Question
How does the work-place environment influence the RN's decisions regarding workforce participation?

Workplace Enviroment

> Increasing workload
  - Skill Mix / Casualisation, models of care
  - extended hours, shift work & physical ability
> Balancing work & life commitments
> Physical risk factors
> Social networks

Question
How does leadership influence the RN's decisions regarding workforce participation?

Leadership

> Credibility of leadership
> Interaction & team cohesion
> Support, trust & flexibility

Question
How do personal & professional dynamics influence the RN's decisions regarding workforce participation?

Personal & Professional

> Personal & professional value & respect (including autonomy & ageism)
  - Personal & professional responsibilities & expectations (commitment)
> Remuneration
> Professional Development & advancement
> Dissonance between generations

RNs 45yrs & over Decision Making

Retention — Continued workforce participation

Reduce Workplace Participation — Reduced of workforce participation

Resign / Retire — Cessation of workforce participation

Question
How does the balance of effort & reward influence the RN's decisions regarding workforce participation?

RN's Decision on Workforce Participation

> Effort: demands (workloads), obligations (expectations)
> Rewards: remuneration, esteem, career opportunities & security
> Results: behaviours, attitudes & emotions (include job satisfaction) reaction___ resignation / stay / reduce hours of work

Individual balance of acceptance

Queensland Government
Queensland Health
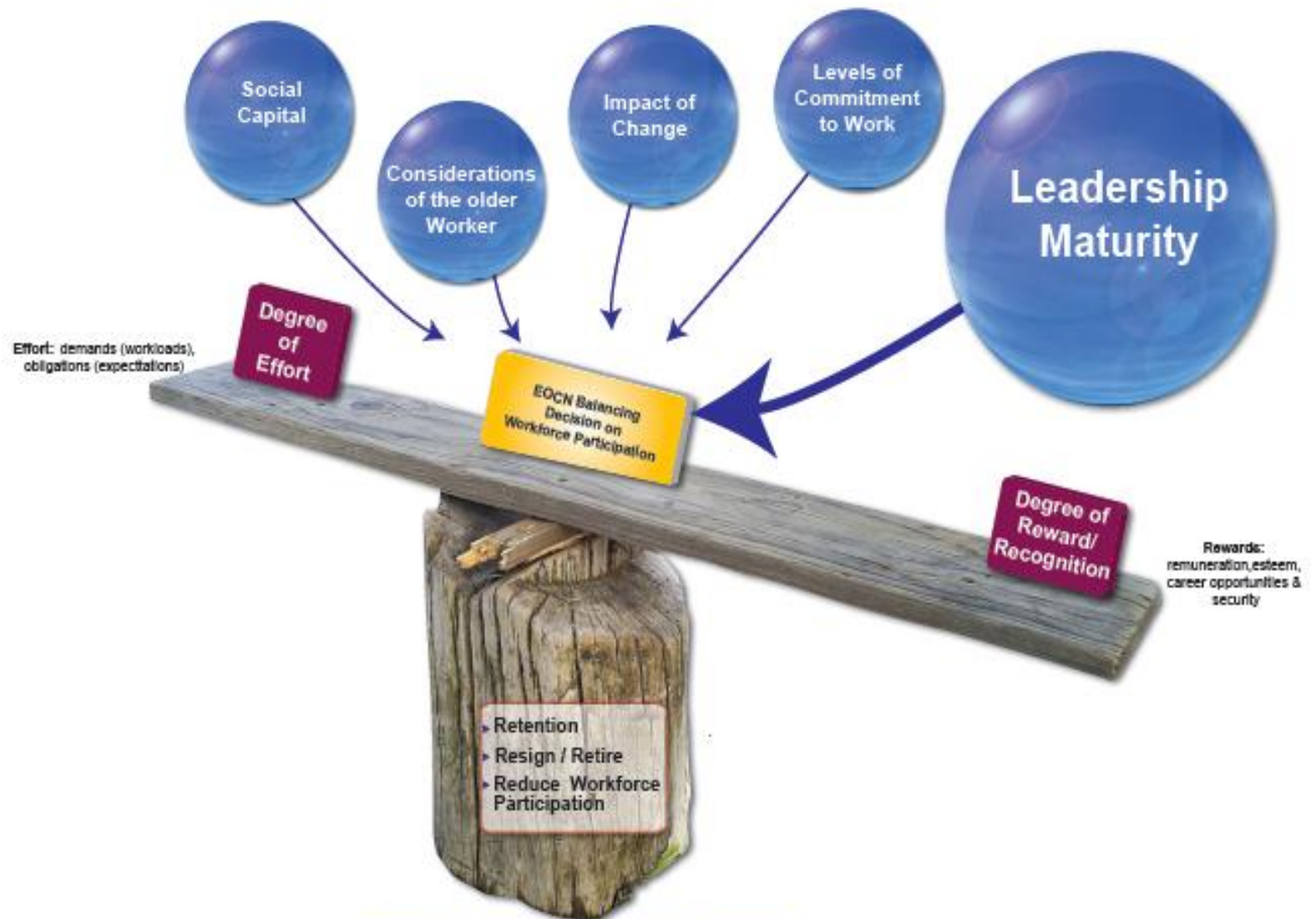
health • care • people

ACU National
Australian Catholic University

Influencing Leadership Issues

- Credibility of Leader

  - Visibility

  - Credible management & clinical skills

- Interaction & team cohesion

- Support, trust, flexibility promoted by leadership

Influences of EOCNs

EOCNs Decision Making choices

Leadership Maturity

- Bureaucratic structures suppressing creativity

- Lack of skills, maturity & development

- Sustaining an inspired environment

Addressing the Research Questions

Q 1. Workplace Environment

- Workload; Health & well being; Work life balance

Q 2. Leadership

- Credibility; Supportive interactions

Q 3. Personal & Professional recognition

- Value; Professional development; remuneration; generations

Q 4. Effort & Reward Balance

Conclusions

New Knowledge:

- Leadership Maturity

- Social Capital

- Viewing Effort & Reward Collectively

Conclusions

Practice:

- Transferring Skills

- Workplace Design

- Skills Development & Life Long Learning

Conclusions

Policy:

- Age Sensitive Policy

- Supporting Transition to Retirement

Recommendations

- Leadership networks thr' mentorship

- Review roles & responsibilities

- Foster mentorship opportunities thr' job redesign

- Accessible professional development programs

- Pre-retirement counseling

- Balance individual's effort & reward

- Policies sensitive to older worker's needs

- Foster social networks

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Questions