Creating a Healthy Work Environment for Nurses Transitioning from Staff Nurse to Management

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Disclosure Statement

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We both declare no conflict of interest with this presentation.
Objectives

1. The learner will explain the problems of retaining nurse managers.

2. The learner will discuss how the findings of the research will increase retention of nurse managers.

3. The learner will identify two strategies for creating a healthy work environment for new nurse managers.
The Audience

- Who are in a nursing management position?
- Who are not in a nursing management position?
- Who are in a charge nurse position?
- Who are in an education role?
Healthy Work Environments

Essential for recruitment and retention of nurse managers in the United States and internationally.

Frequent turnover of nurse managers can lead to a disruption of nursing staff performance and negatively impact patient care.
Purpose of the Study

Explore nurses managers’ experiences transitioning from staff nurse to management in order to identify strategies for enhancing retention in nurse managers.
Theoretical Frameworks

- Empowerment Theory
- Servant Leadership
Empowerment Theory

- Structural Empowerment
- Psychological Empowerment
- Positive Work Behaviors and Attitudes
Servant Leadership

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Growth
- Community
Research Questions

1. What empowerment factors do nurse managers perceive as important in **transitioning** from staff nurse to management?

2. What empowerment factors do nurse managers perceive as important in their **decision** whether or not to assume a management/leadership role?

3. What empowerment factors do nurse managers perceive as important in their decision **whether or not to remain** in a management/leadership role?
Research Questions

4. What empowerment factors do nurse managers believe should be integrated into training programs for new nurse managers?

5. How are nurse managers' perceptions of servant leadership reflected in their observations and in their descriptions of their role as nurse manager?
Study Method and Design

Qualitative bounded case study

Participants and sample size

Seven present/former nurse managers
Data Collection

Research questions guided the study

Data Analysis

Open coding, interpretation, analysis tables, member checking
Presentation of Findings for Research Question 1

How do nurse managers describe their experiences transitioning from staff nurse to management?

- **Struggling to make a difference while pulled in all directions**

  “Here is your office, figure it out!”

  “I think someone saw that I had potential.”
Presentation of Findings for Research Question 2

- What empowerment factors do nurse managers perceive as important in their decision whether or not to assume a management/leadership role?

  - **Opportunity for transformation**

    “There was the incentive that in this role I would be able to make what I thought was the right decisions.”

    “Opportunity...wanted to see if it could be a good fit.”
Presentation of Findings for Research Question 3

- What empowerment factors do nurse managers perceive as important in their decision whether or not to remain in a management role?

  - Committed but powerless

    “There’s not a lot of direct control [or] I couldn’t control...or fix.”

    “Change the lives of staff [even when] the daily battles are hard.”
What empowerment factors do nurse managers believe should be integrated into training programs for new nurse managers?

- Embarking unprepared on an unplanned journey

  “We don’t do a good job of orienting not just new nurse managers but any managers.”

  “...look at all the things that you wanted in a nurse manager...all the areas where you want them to focus.”
Presentation of Findings for Research Question 5

- How are nurse managers' perceptions of servant leadership reflected in their observations and in their descriptions of their role as nurse manager?

- The presence to serve, to lead others

  “...you have to listen to your staff...just like you would your patients.”

  “I wanted to know...what the staff were doing, how they did it and not check up on them...but to look at ways we could make it better.”
A Couple of Tools for the Tool Box
<table>
<thead>
<tr>
<th>Reflection on Themes</th>
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<tr>
<td><strong>Struggling to make a difference while pulled in all directions</strong></td>
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<td><strong>The presence to serve, to lead others</strong></td>
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There is nothing in a caterpillar that tells you it's going to be a butterfly.

Buckminster Fuller
Thank you for listening,
Do you have any questions?
References


Buffenbarger, J. S. (2016). Nurses’ experiences transitioning from staff nurse to management in a community hospital. (Unpublished doctoral study). Walden University, Minneapolis, MN.


Roche et al. (2015). Leadership skills for nursing unit managers to decrease intention to leave. *Nursing: Research and Reviews*, 5, 57-64.