

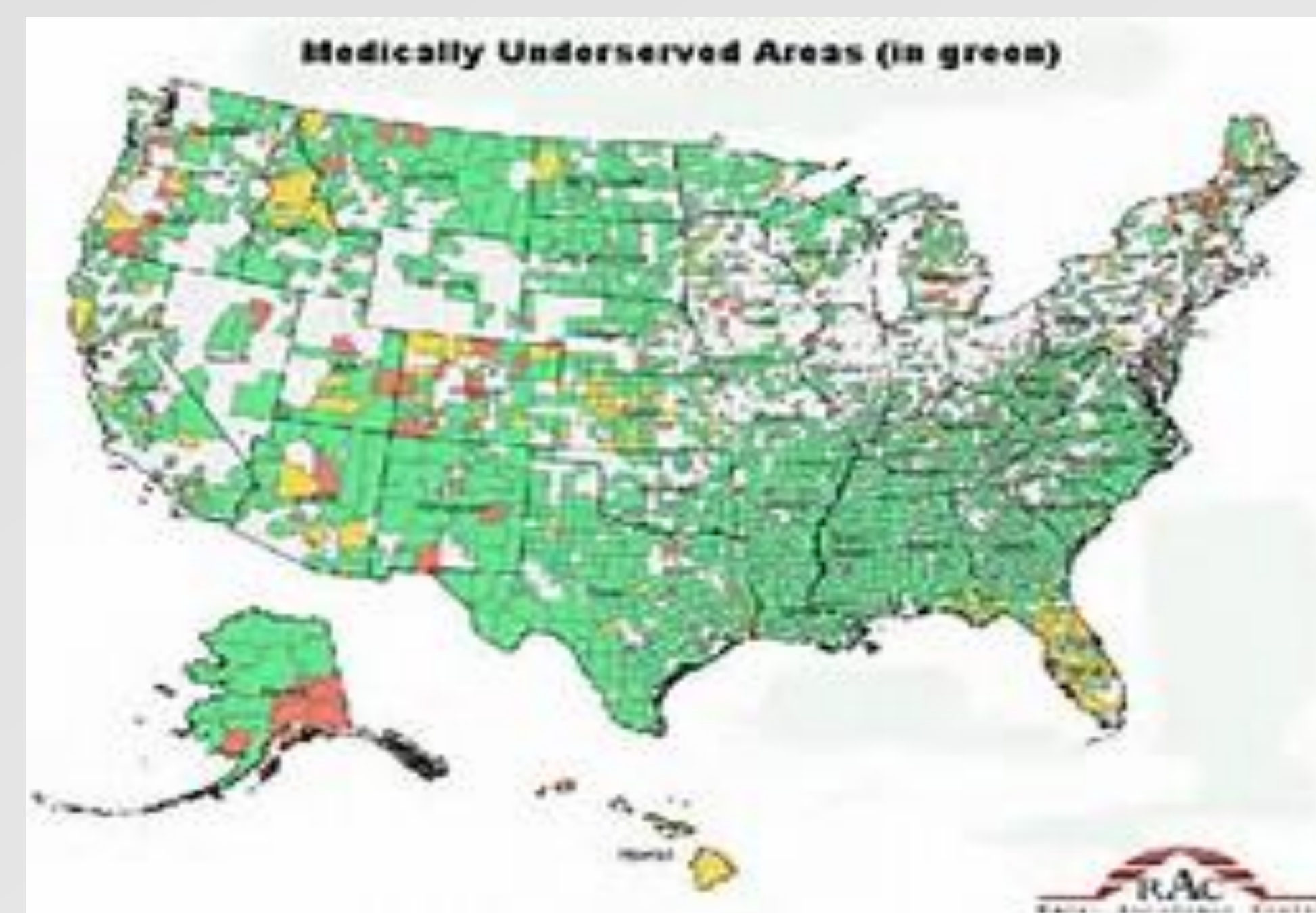
Nursing Leadership in Rural Settings: Challenges and Strategies

Carol Boswell, Ed.D., RN, CNE, ANEF, FAAN Minerva Gonzales, DNP, RN-BC, NE-BC Jessica Marquez, Project Assistant

44th Biennial Sigma Theta Tau Convention, Indianapolis, Indiana

Purpose

- Texas Team Rural Action Coalition identified challenge
- Chief Nursing Officers functioning in rural and critical access hospitals need support regarding networking and mentoring
- Challenges – educational preparation for the CNO, Affordable Care directives, value-based funding, lack of networking system
- Patient safety and management issues impacted
- Stroth (2010) identified difficulties in the areas of
 - Reduced networking opportunities
 - Challenges to advance professionally
 - Static communities
 - Lack of resources
 - Lack of support
 - Inadequate recruitment and retention activities



Method

- Qualitative research study
- West Texas rural hospital CNOs
- Sample - Nine out of the fifteen potential CNOs (60% response rate)
- Phone call interview conducted
- Twelve semi-structured questions
- Analysis completed on all data by research team members



Results

- Demographic data (N=9)
 - Four – MSN; four – BSN, one – AD
 - Five – 8-15 years nursing experience
 - Four – 21+ years nursing experience
 - Four had mentors to help
- Commonalities
 - Wearing multiple hats
 - Budget oversight for all departments
 - Quality measure reports
 - Employee evaluations required
 - Time constraints
 - Staff training
 - 24/7 call
 - Requires greater flexibility
 - Pay rates
 - Lack of respect for rural nursing
 - Difficulties to access further educational opportunities



Conclusions

- Rural CNOs must be provided with support and resources.
- Strategies
 - CNO support system
 - Help with organization of job duties
 - Education on CNO leadership
 - Resources to help keep current on policies, procedures, rules, and regulations
 - CNO meetings using a variety of venues



Future Opportunities

- Year long leadership development project in collaboration with Texas Hospital Association and Texas Team Rural Task Force
- Dissemination to nursing journals