Nurse Leader Development:

CURRENT TRENDS & NEEDS IN THE POST-PANDEMIC ENVIRONMENT

Supporting Information for Radius Leaders' Event:
Revolve: A Nurse Leader Development Collective

FEBRUARY 28TH, 2023

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Introduction

Dear Colleague,

If you are reading this, I commend you for taking steps to engage about the critical topic at hand: nurse leader development. Never before in our lifetime have we seen the culmination of a crisis in nursing as we are living it today, and you are positioned to be part of the solution. I deeply believe that the tools to fix all that ails healthcare, and especially nursing, already exist and simply need to be mined, polished, and brought into new life by and for nurse leaders and those who support them.

This is why we are here together and this is my passion and purpose with Radius Leaders: to support organizations, nurse leaders, and all the humans that are interconnected to each within that circle as we aim to improve care and the human experiences that are part of our discipline.

You are among the few who are choosing this pursuit, and I am proud to have you as part of this journey with me.

Greta

Greta Rosler
Founder & Principal, Radius Leaders
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What's inside this e-book <u>that matters to me</u>?

This e-book is a compilation of data, evidence, and ideas that demonstrate the need to trailblaze through our obstacles to meaningful, effective nurse leader development. Within it, you will find a short compendium of:

- What the current state of nursing is, based on national data gathered in 2022 from NSI and the American Organization for Nursing Leadership (AONL) studies
- What nurse leaders from around the world have told Radius Leaders in 2022 about the skills and support they need most
- What existing evidence tells us about how to effectively develop skills and resilience for nurse leaders
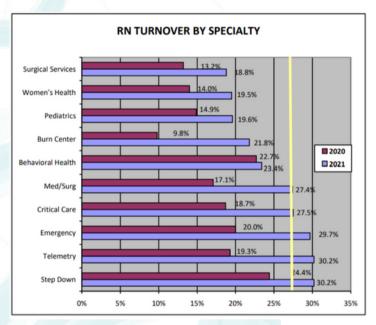- What Radius Leaders is doing to support and serve nurse leaders via our O.W.N.© Model

A year from now, what is in these pages will look different, and you will be a part of that story.

Current State of Nursing

Why is this urgent *now*?

The nursing profession continues to be a beacon of caring and hope in a fragile healthcare ecosystem. According to Gallup, 2022 marked the 21st consecutive year that nursing remains as the most trusted, honest profession as rated by the public (via their annual poll), While nurses serve dynamic, essential roles in healthcare delivery, never has there been more instability as a profession. Based on a 2022 national nurse staffing study, we face a staffing crisis of unparalleled proportion, as demonstrated in current data below.

RN TURNOVER BY SPECIALTY

Specialty	2020	2021
Surgical Services	13.2%	18.8%
Women's Health	14.0%	19.5%
Pediatrics	14.9%	19.6%
Burn Center	9.8%	21.8%
Behavioral Health	22.7%	23.4%
Med/Surg	17.1%	27.4%
Critical Care	18.7%	27.5%
Emergency	20.0%	29.7%
Telemetry	19.3%	30.2%
Step Down	24.4%	30.2%

Hospital Turnover Statistics	
Hospital Turnover Range	5.1% to 40.8%
Average Hospital Turnover*	25.9%
Average Hospital Turnover *(Full and Part Time employees only)**	22.0%
Bedside/Staff RN Turnover Range	5.1% to 64.1%
Average Staff RN Turnover*	27.1%
Average Staff RN Turnover *(Full and Part Time staff RNs only)**	22.5%
1st Year Employee Turnover	31.7%
1st Year RN Turnover	31.0%
Cost of Each RN Turnover	$46,131
Average Annual Cost of RN Turnover**	$7.11m
Average Annual Cost/Savings per 1% Change in RN Turnover	$262,289
Percent of Involuntary Turnover	4.5%
2022 Hospital Retention Goal *(To lower turnover by…)*	5.93%

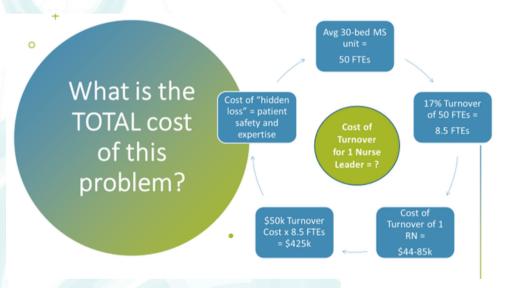*All turnover formulas = ((# of separations/average # of employees)*100)
**Based on the average of the selected range.

NSI Nursing Solutions. (2022). 2022 NSI national health care retention & RN staffing report. www.nsinursingsolutions.com
Nurse.org. (2023). Nursing Ranked as the Most Trusted Profession for 21st Year in a Row (nurse.org)

$46,131

Cost of Each RN Turnover

What is the TOTAL cost of this problem?

Cost of Turnover for 1 Nurse Leader = ?

Avg 30-bed MS unit = 50 FTEs

17% Turnover of 50 FTEs = 8.5 FTEs

Cost of Turnover of 1 RN = $44-85k

$50k Turnover Cost x 8.5 FTEs = $425k

Cost of "hidden loss" = patient safety and expertise

Trends in nursing economics show us that the profound nurse staffing challenges that are present today have historically been present, though not at this magnitude. To further amplify the issue, this problem has now expanded into the domain of nursing leadership. In a 2022 study by AONL about the state of nursing leadership, nurse leaders report that while the delicate management of frontline staff emotional wellbeing is improving, the quality of care is worsening, nurse retention remains as an urgent issue, and they themselves are at a critical tipping point.

45%

of nurse managers plan to leave or are considering leaving in the next 6 months

Top challenges for nurse leaders?

Among top 3 = staff retention

Maintaining standards of care has worsened

- Many nurse leaders have now LOST much of the leadership learning achieved pre-pandemic

- Many nurse leaders have resigned or retired, and new leaders are ill-equipped for the DEMANDS

- Many nurse leaders STRUGGLE to lead skillfully and authentically amidst demands

- Many nurse leaders have received conceptual learning but never PRACTICAL learning about how to lead in this manner to directly change employee and patient outcomes

- Many nurse leaders are not able to ACCESS consistent support and mentorship or role-models from within their organizations to advance their development

Senior nurse leaders juggle their own dynamics and time constraints, preventing them from ongoing mentorship, role-modeling, and teaching.

Over the past several decades, the topic of "nurse leader development" has received increasing attention in the nursing professional and academic communities. In response to the discipline's historically insufficient model to build a succession of skilled nurse leaders, many organizations have instituted programs to support the transition to leadership practice. These programs intend to build knowledge and competency for the dynamic facets of a nurse leaders' role.

While most nurse leaders start their leadership journey with a sense of urgency and uncertainty about requirements to complete and uphold a budget, or manage an ongoing list of incident reports, it is generally fast realized that these processes are far less complex than the intricate leadership and influence that is necessary at the level of the staff and patients.

In the Summer-Fall of 2022, Radius Leaders surveyed and interviewed nearly 50 nurse leaders (in various roles) from over 40 organizations across the U.S. **On the following pages, details of these surveys indicate the current post-pandemic nurse leader skill development needs.**

Radius Leaders' National Survey Results:

Percentage of leaders that said they or their team do NOT excel with listed skills:

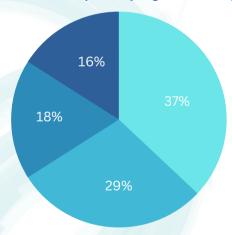| Skill	Percentage
Responding to patient/staff emergencies and crises	50%
Advocating for patient care needs	60%
Driving quality outcomes by role modeling skills at the bed side through Nurse Leader Rounds	50%
Establishing interdisciplinary relationships	67%
Leading their teams in an appreciative, performance focused manner that enables results	45%
Prioritizing the cascade of performance management activities that are required to "move the needle" and retain staff	67%
Helping their teams in times of stress or great need	40%

Current State of Nurse Leader Development Programs

What are organizations doing about this?

Institutional nurse leader development programs serve to offset some of the aforementioned competency gaps, though they often vary in accessibility, content, and structure. Professional development for nurse leaders is also universally encouraged through advanced degrees and certifications, though these development efforts are inadequate to provide the functional, hands-on skill building that it takes to lead for engagement and outcomes.

During the 2022 Radius Leaders' survey, the majority of nurse leaders indicated that the current state of nurse leader skill development is insufficient within their institutions. If a nurse leader development program exists and is accessible to they or their team, it's not necessarily optimal to provide the support and skills necessary to achieve exemplar nursing leadership practice. See specific input from nurse leaders below.

Which option below best describes your organization's nurse leader development program and support:

16%

37%

18%

29%

■ We do not have a nurse leader development program or support.

■ I know for certain that our program to develop nurse leaders needs work.

■ Our program to develop nurse leaders is pretty good but I wish it was a little different.

■ We have a program to develop nurse leaders but I'm not sure if it ultimately helps our leaders be successful.

Current Desires to Develop Nurse Leaders

What do nurse leaders or other stakeholders WISH they could have for themselves OR give their teams in terms of development?

Below are actual comments from the 2022 Radius Leaders' survey:

"

- ...focus of equality and justice
- A structured educational opportunity to help them learn and developed leadership skills in order to feel successful and motivate our team.
- ...more comfortable rounding skills
- Dedicated time for development and skilled mentors
- Professional development
- Appreciation
- Resources
- Prioritization
- Recognition for all their hard work
- [the ability to] engage and empower my team
- Guidance and training
- Education
- Conflict resolution
- Manager support to build leadership skills
- Communication skills
- A raise
- Role playing important concepts of being a nurse leader
- Support and active listening
- Leadership guidance
- 1:1 individualized help. I think they each struggle with different things. Time management, understanding the importance of nurse leader rounding, their role in quality etc.

Current Framework to Guide Nurse Leaders' Practice

What should we be focused on?

AONL indicates that there are three domains of nursing leadership competency, and a vast amount of current evidence supports embedding these competencies into nurse leader development programs.

These domains include:

The Leader Within: Creating the Leader in Yourself

- Time management
- Self-reflection
- Ongoing personal and professional development

The Science: Managing the Business

- Meeting management
- Finance and operations
- Organizational strategy: quality, data, performance

The Art: Leading the People

- Managing relationships, behaviors, and conflict: relational, authentic, and transformational styles and related communication
- Performance management: feedback and discipline, application of Just Culture, and recognition
- Influence and delegation: fostering shared decision-making and autonomous practice ownership

Current Evidence about Effective Approaches to Nurse Leader Development

How do we effectively teach nurse leaders the functional skills associated with these core competencies?

Traditional approaches to training in the healthcare industry - such as webinars, continuing education rounds, and speaker series - are useful to increase awareness about a topic, though such learning mechanisms do not change behavior. Organizations that focus exclusively on institutional initiatives, online modules, or classroom training without a comprehensive skill development structure experience "learning waste," as the investment in time and resources to teach and attend classes is rarely matched with equal returns.

While offering nurse leaders any dedicated, professional development time provides essential respite (and hopefully resilience), when not strategically structured this does not equate to improvement in or achievement of patient, staff, or organizational outcomes.

Historical and current evidence on adult learning and specifically, nursing leadership learning, provides direction for the nursing profession in this current state. **Evidence tells us that the following approaches, when designed specifically by and for nurse leaders, are most effective:**

- Formalized learning programs that include classroom, participative and interactive group learning

- Experiential, action-oriented learning which is also focused on service improvement

- Mentoring

- Coaching and feedback

- Learning that is tailored to the specific level and individual needs of each nurse leader

- Content with strong theoretical foundations to support practical, applicable skills (as opposed to just theories or concepts)

- Content that differentiates management vs. leadership and focuses primarily on leadership via authentic, relational skills

Many organizations and senior nurse leaders have awareness that the current approach may not be effective, though they also may not realize that other attainable methods exist. Alternatively, those that do recognize the need for a progressive approach to nurse leader development also often realize that resource constraints (especially time and skill to build, lead and manage such programs) are obstacles.

Current evidence supports that both human and capital resource limitations are barriers to execution. However, they don't have to be.

When organizations and nurse leaders commit to progressive, meaningful skill development for nurse leaders, it is not because they are always "resource-rich," but rather because they are urgently orchestrating a strategy to improve nurse retention and quality of care. Organizations that successfully plan and implement effective nurse leader development programs have committed to:

- Being transparent about the often-underlying cause of the problem, which is nurse leader development and efficacy

- Recognizing specific, individualized nurse leader development needs across the span of a team, department, or organization and focusing on the areas or individuals that will be most absorbent to the support

- Scaling and maximizing resources that create impact, by starting the work on a small scale and then building it into a bigger, institutional initiative

- **Identifying the grave reality that the cost of nursing turnover coupled with nurse leader attrition is the largest financial detriment facing their organization**

During 15 years in the industry of healthcare leadership, Radius Leaders' founder Greta Rosler observed distinctive themes (and gaps) in nurse leader development across organizations of all sizes. Since founding Radius Leaders in 2017, these themes have been summarized in Radius Leaders' O.W.N.© Model, which is grounded in evidence, experience, and current gaps that universally exist and are holding nursing back.

Radius Leaders O.W.N.© Model

What does Radius Leaders do about this problem?

O — Organizational Awareness

- Initiate Awareness: What are your pain points with nurse leader development?

- Offer Ideas and Support: You're not alone, and there is actually help.

- Identify and Engage Stakeholders: Who should be involved in building the most ideal support plan for YOU?

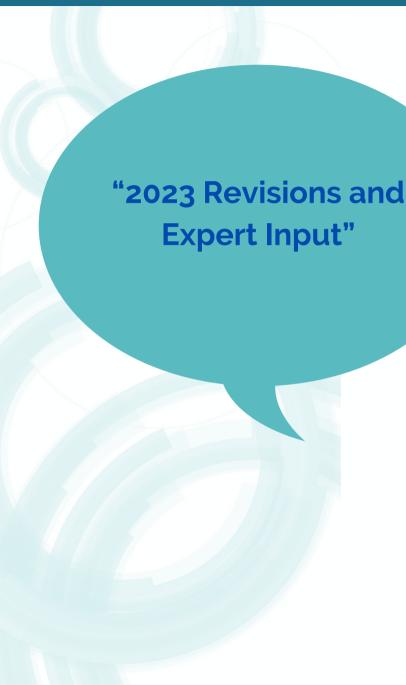- Tailor the Plan: What pieces are the most valuable to you to reach your goals?

W — Work on Skills

- Nurse Leader Rounding on Patients

- R.E.A.C.H. Staff Support Conversations

- E.A.C.H. Person Service Recovery Conversations

- Progressive Employee Performance Conversations

- Emerging Nurse Leader Longitudinal Program

N — Nurse Leader Partnership

- Emerging Nurse Leader Longitudinal Program

- Native Practice Environment Coaching: Taking the Skills Right to the Unit

- Integrated Leader-Team Support: Taking the Skills to the Next Level in Work with the Nurse Leader's Team

- Organizational Support: Taking Outcomes & Updates Back to All Stakeholders

- Ongoing Skill Development and Feedback: Taking the Next Step with Personalized Development

"2023 Revisions and Expert Input"

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