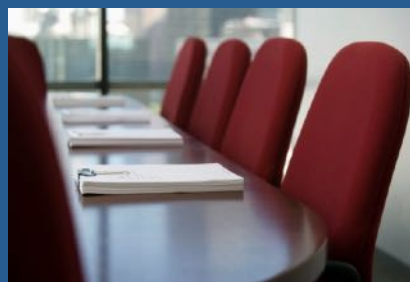
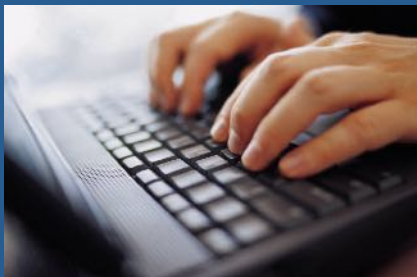


Prioritizing Novice Nurse Executive Competencies



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Objectives

- Understand the competency challenges faced by novice nurse executives
- Review the current evidence on nurse executive competencies
- Examine a study that prioritizes the most and least effective nurse executive competencies
- Assess a knowledge gap analysis of novice nurse executive competencies
- Discuss implications for curriculum design and accelerating nurse executive development

Problem Statement

Novice nurse executives/Chief nursing officers (NNEs) in the acute care setting are typically not prepared to meet the challenges of their new role.



Problem Sensitivity

- Extensive set of competencies required at the CNO level-AONE's list most extensive
- Novice CNO's have variable backgrounds and experiences
- Numerous articles and anecdotal evidence speaks to the high turnover and vacancies at the CNO level but no prevalence and severity data published
- Individuals who move up in organizations continue to rely on skills that made them successful in the past
- Access to mentors varies by situation
- Restructuring in the 90's eliminated many apprenticeship roles
- High value placed on clinical roles such (NP, CRNA)



Literature Search

➤ Strengths

- Over 1500 articles (in the last 10 years) address nurse and healthcare leadership, needs and competencies
- Only 13 specific to the nurse executive level
- Over 52% of the publications were expert opinion
- Domains range from 5 to 9 with over 110 competencies identified
- Consistent similarities and groupings were evident throughout the strongest evidence



Current Evidence

➤ Limitations

- Limited studies/research completed to validate the competency needs of the CNO at development levels
- Only one article identified a knowledge gap between important competency and perceptions of their own level of competency
- Studies mostly include descriptive and qualitative statistics – limited quantitative
- The few studies that were quantitative did not have significant sample sizes



American Organization of Nurse Executives

- American Organization of Nurse Executive (AONE) identified the major competencies for the nurse executive role – grouped into 5 Domains with 33 competencies
- AONE's Domains were mapped to 13 researchers' and experts' identified domains and competencies in order to demonstrate gaps, consistencies and priorities
- Findings demonstrate areas of consistency for nurse executive competency domains
 - Communication and Relationship-Building (Vision) – 41
 - Leadership – 23
 - Professionalism – 19
 - Business Skills – 17
 - Knowledge of Healthcare Environment – 10



AONE Nurse Executive Competencies

- Effective Communication
- Relationship Management
- Influencing Behaviors
- Diversity
- Shared Decision- Making
- Community Involvement
- Medical Staff relationships
- Academic Relationships
- Clinical Practice Knowledge
- Delivery Models
- Health Care Economics
- Health Care policy
- Governance
- EBP/Outcome measurement
- Patient Safety
- Utilization/Case Management
- Quality Improvement metrics
- Risk Management
- Foundational Thinking Skills
- Personal Journey Disciplines
- Succession Planning
- Change Management
- Personal/Professional Accountability
- Career Planning
- Ethics
- Evidenced-Based Clinical and Management Practice
- Advocacy
- Active Membership professional organization
- Financial Management
- Human resource Management
- Strategic Management
- Marketing
- Information Management & Technology

My PICO

Novice nurse executives (NNEs) in acute care settings are typically not prepared to meet the challenges of their new role

P – Novice nurse executives /CNO's

I – Conduct a survey of CNO's/nurse executives. The survey addresses three areas:

1. Identify most important competencies for NNEs
2. Identify least important competencies for NNEs
3. Conduct knowledge gap analysis for NNEs

C – Literature search demonstrates that few analyses have been completed at the novice nurse executive/CNO level

O – Develop understanding of competencies most important for novice nurse executives and provide direction for curriculum development to close the knowledge gap



Project Aims

- Prioritize competencies for novice nurse executives
- Compare opinions from novice versus experienced nurse executives
- Identify the knowledge gap for novice nurse executive competencies
- Define implications for practice and education



Project Timeline

Jan-Jun 2008	Jul-Dec 2008	Jan-Jun 2009	Jul-Dec 2009
Problem Identification	Develop & Pilot Survey	Build tool web-based	Collate data
PICO Development	Analyze Findings	Pilot web-based tool	Statistical Analysis
Literature Search	Redesign & Pilot Survey	Build databases	Final paper
		AONE - Recruit participants	Article (publication)
		MONE - Recruit participants	Final presentation
		Phone Call Follow Up	



Survey Design

- Survey tool
- Demographic data (optional)
- 33 competencies (AONE)
- Forced ranking
 - 5 most important
 - 5 least important
 - Self assessment knowledge gap analysis for Novice nurse executives

Results

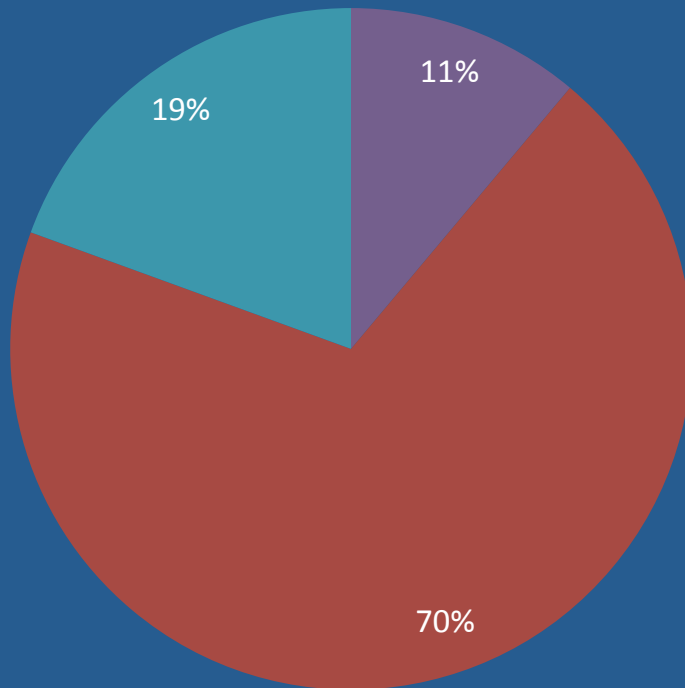
- 90 manual/electronic surveys completed
 - 38 Novices
 - 52 Experts



Educational Data

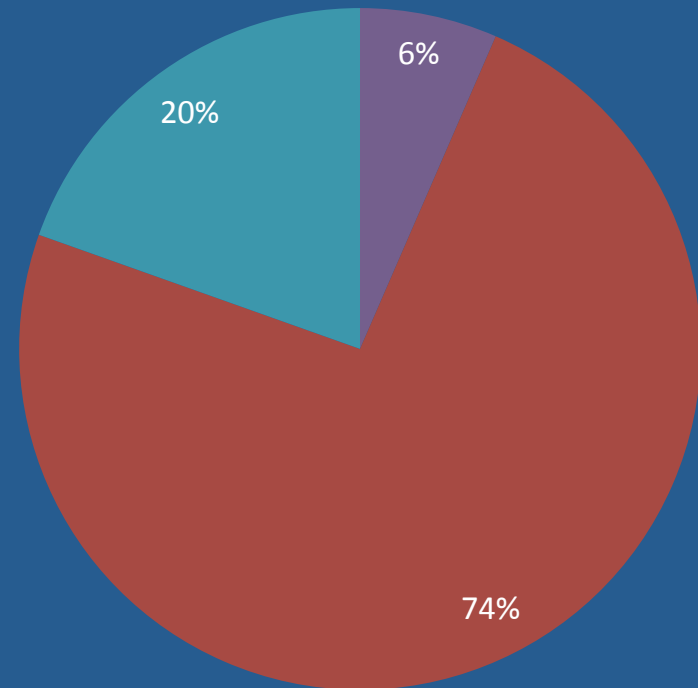
Novice Nurse Executive

■ BSN ■ MSN ■ PhD



Seasoned Nurse Executive

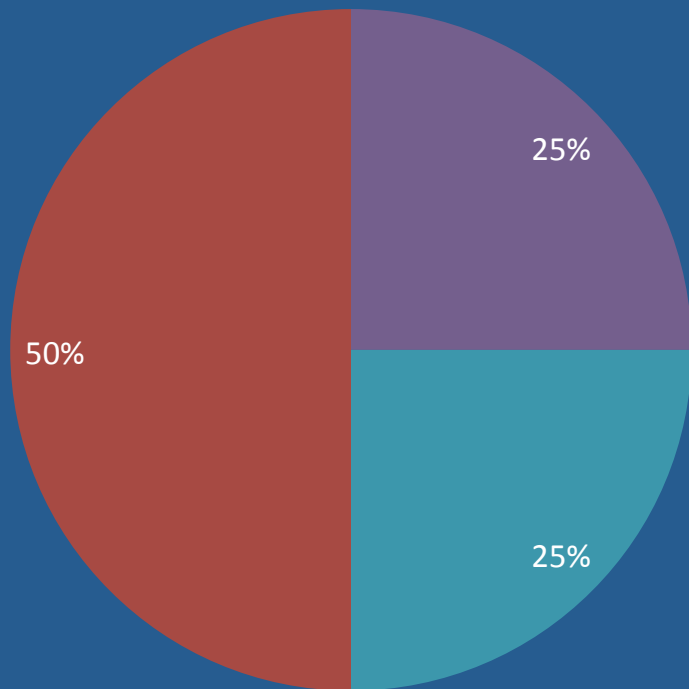
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Setting Data

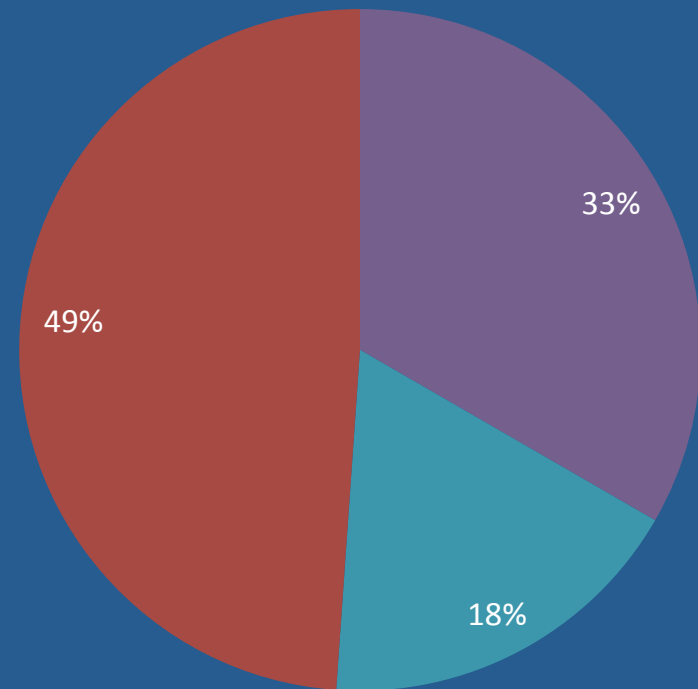
Novice Nurse Executive

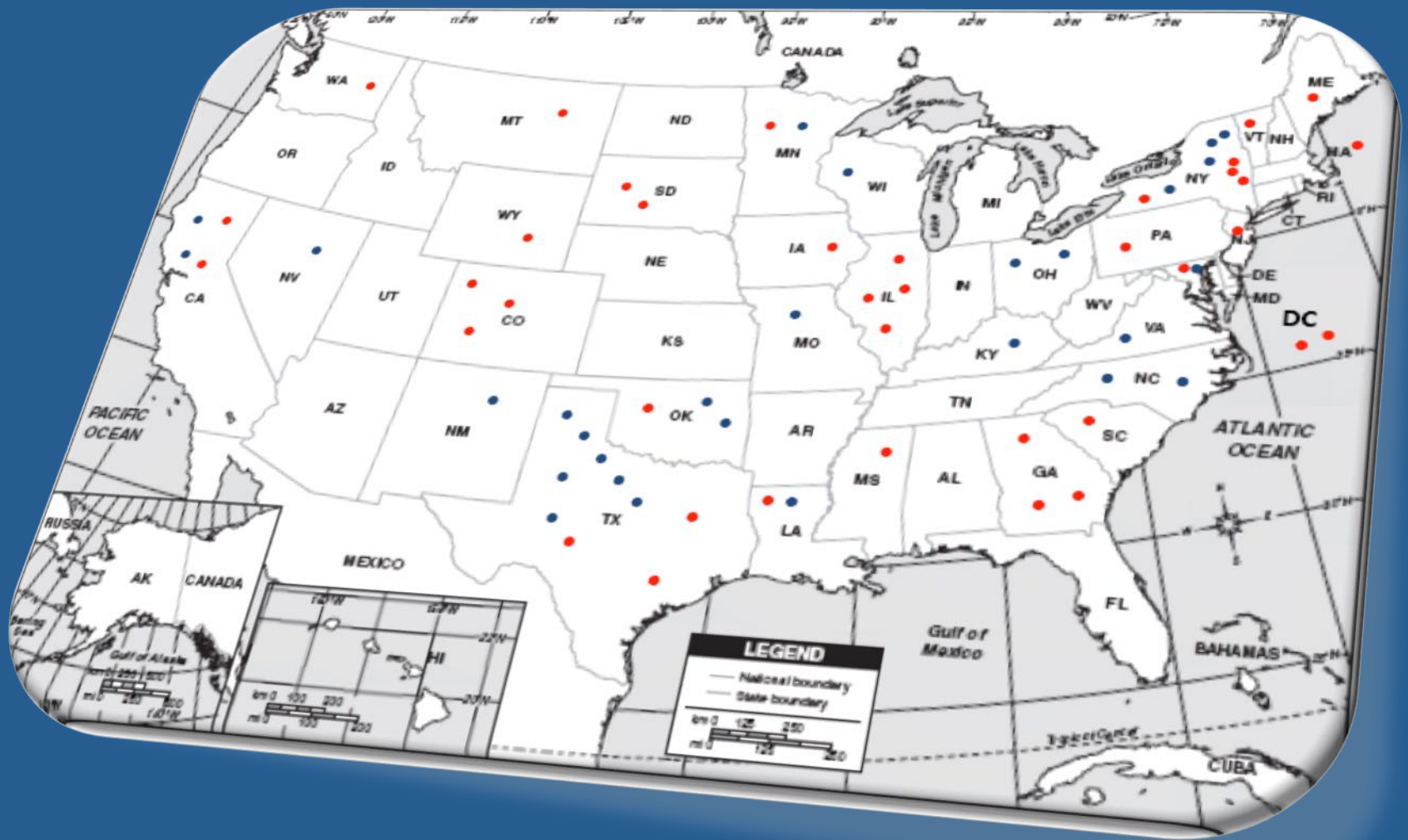
■ Rural ■ Suburban ■ Urban



Seasoned Nurse Executive

■ Rural ■ Suburban ■ Urban





38 Seasoned CNO's representing 23 States – Red Dot
 29 Novice CNO's representing 15 States – Blue Dot



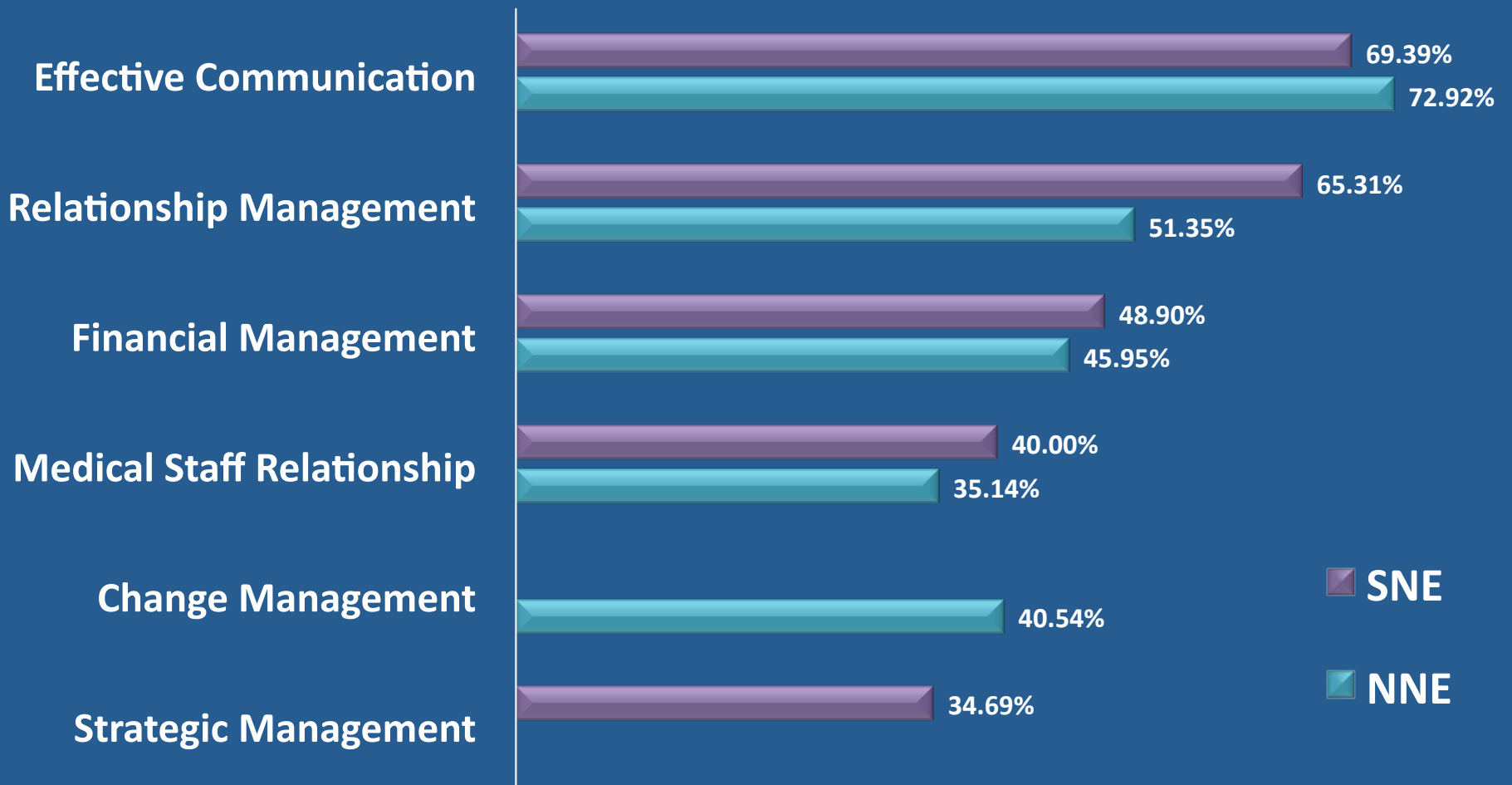
Comparison of 5 most important competencies between novice and seasoned nurse executives

Competency	Novice	Seasoned
Effective Communication	72.92%	69.39%
Relationship Management	51.35%	65.31%
Financial Management	45.95%	48.90%
Change Management	40.54%	X
Medical Staff Relationship	35.14%	40.00%
Strategic Management	X	34.69%

X = not ranked in 5 most important



Comparison of Five Most Important Competencies between Novice and Seasoned Nurse Executives



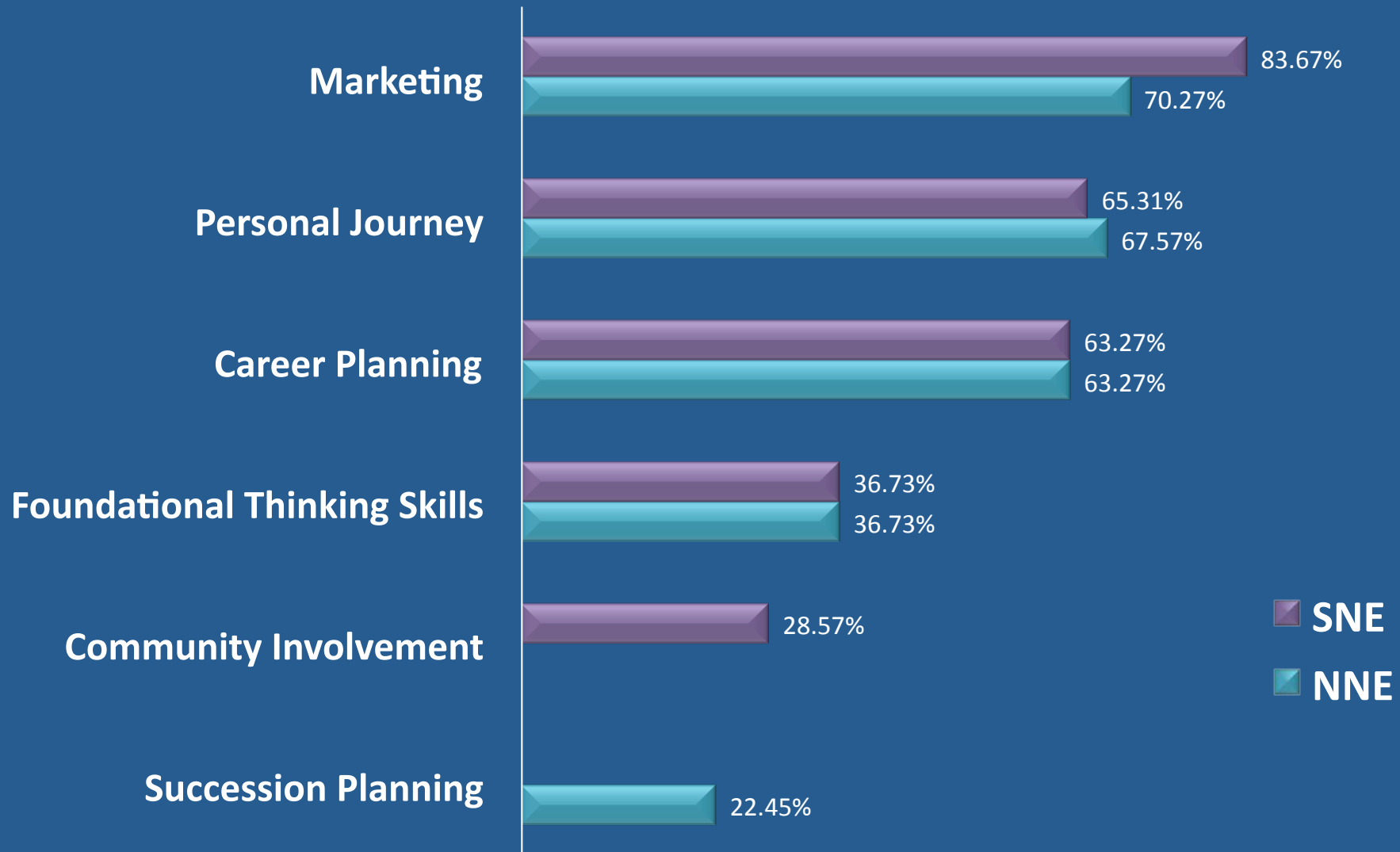
Comparison of 5 least important competencies between novice and seasoned nurse executives

Competency	Novice	Expert
Marketing	70.27%	83.67%
Personal Journey	67.57%	65.31%
Career Planning	63.27%	63.27%
Foundational Thinking Skills	36.73%	36.73%
Succession Planning	22.45%	X
Community Involvement	X	28.57%

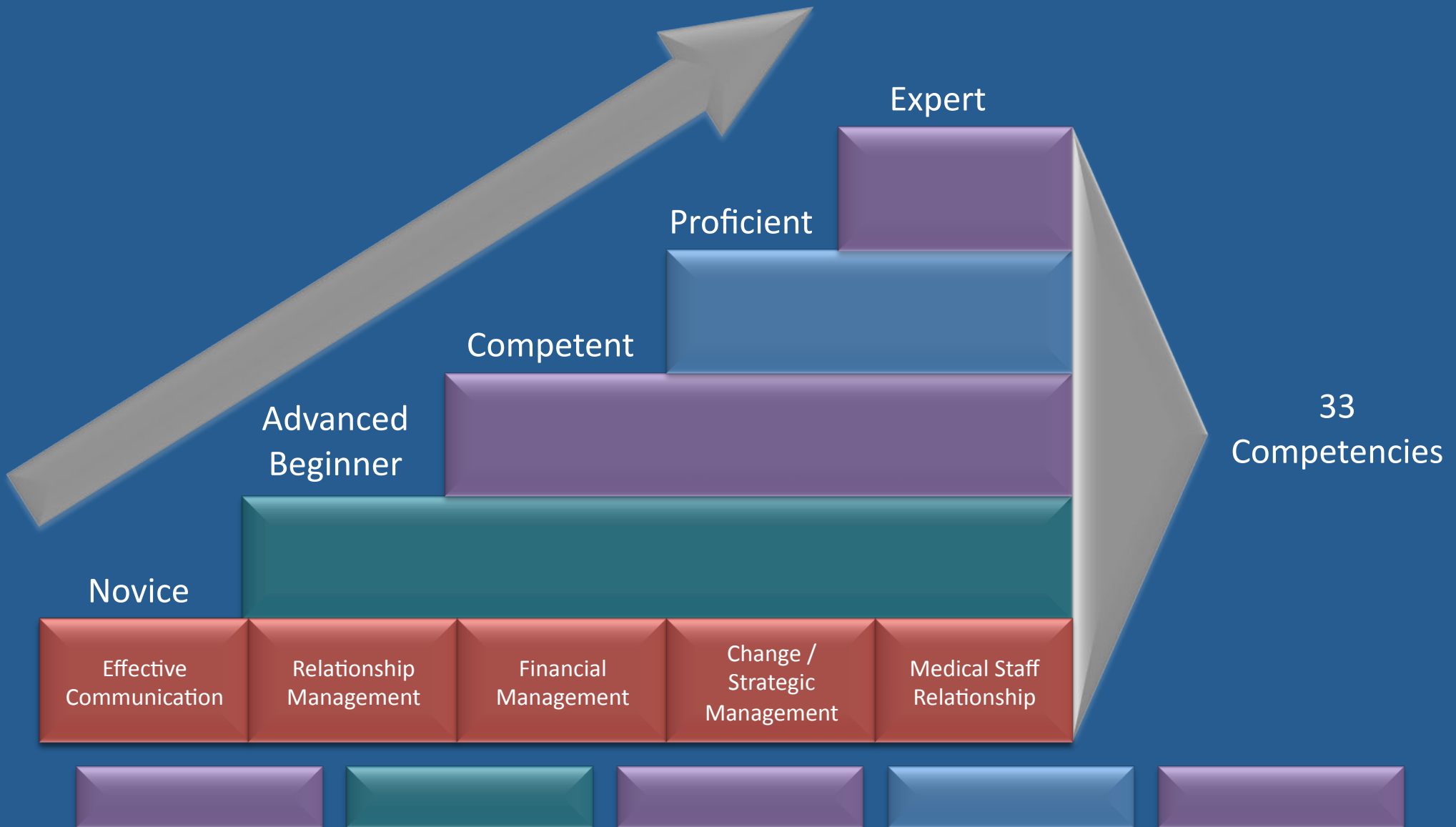
X = not ranked in 5 least important



Comparison of Five Least Important Competencies between Novice and Seasoned Nurse Executives

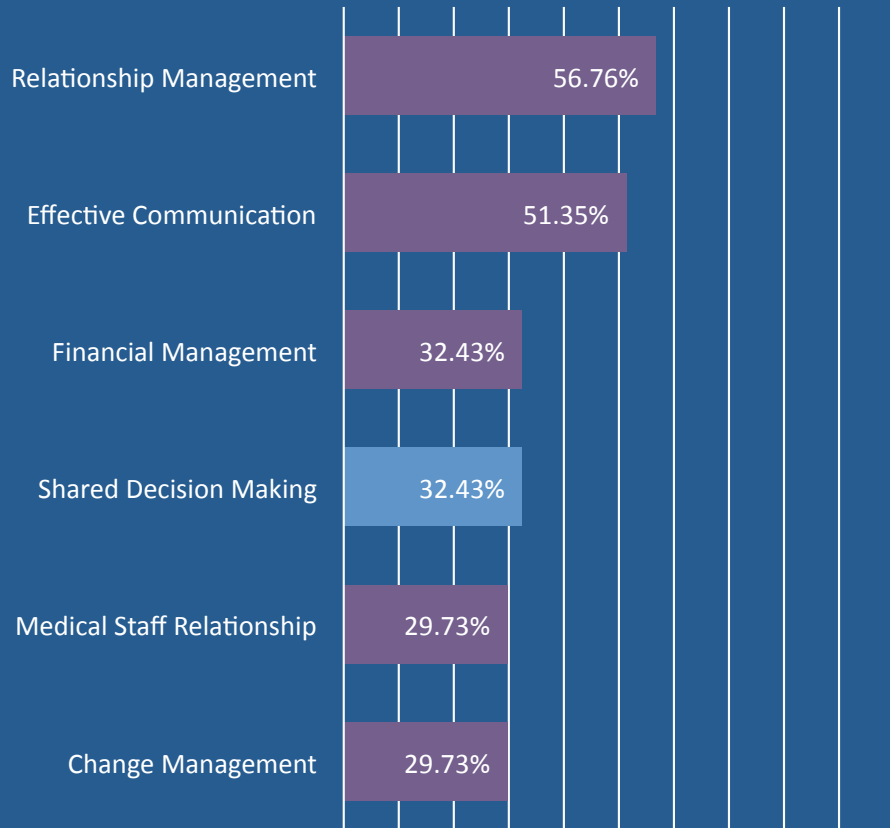


Prioritizing Novice Nurse Executive Benner's Framework

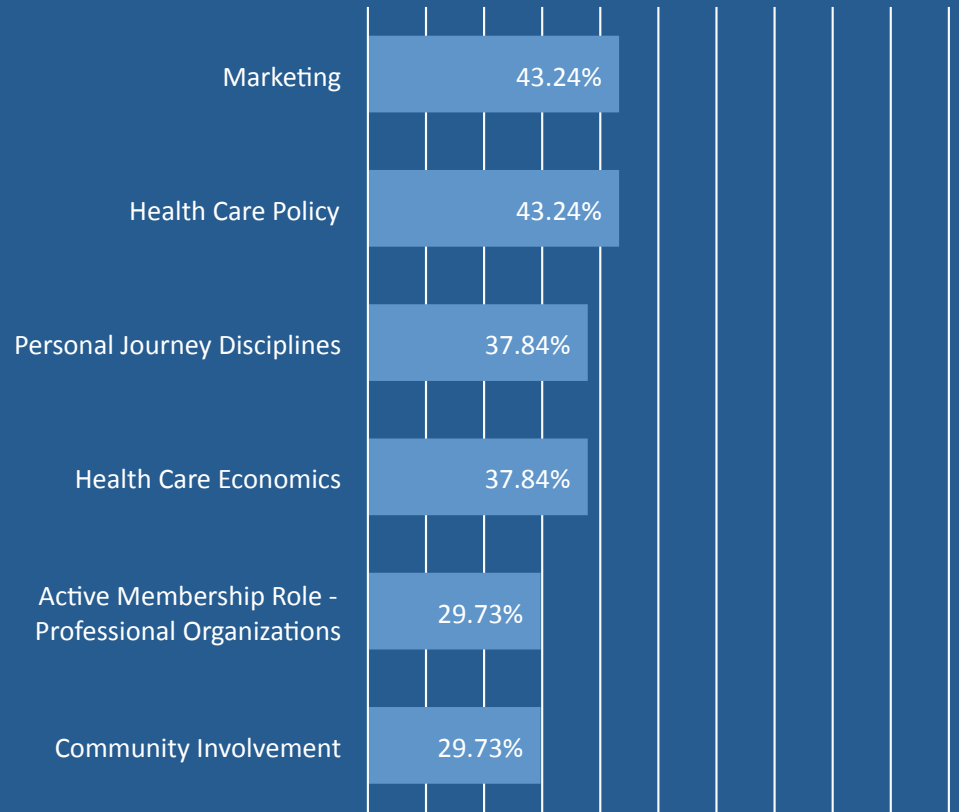


Novice Nurse Executives Self-Perception of Competency

Novice Nurse Executives Feel Most Competent In



Novice Nurse Executives Feel Least Competent In



Discussion

- High degree consensus on top competencies most important for novice nurse executives
- Knowledge gaps identified for novice nurse executives
- Implications for curriculum design established
- Succession planning development
- Additional studies needed for validation



Future study and practice implications

- Future studies validating the competency needs of nursing leaders at all developmental levels with specific emphasis on the “novice” CNO
- Curriculum (classes, workshops, boot camps) designed to meet the needs identified at the “Novice” CNO level
- Establish an association between curriculum design and attainment of competencies to identify the best approaches for pedagogical methods that develop key competencies
- Establish a link between job performance and the educational programs established so the programs are evidence-based



Questions



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