

2019 DNP National
Conference
Interim chief nursing officer:
A valuable option during a
leadership gap?

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Problem

- ▶ Little research has been done to determine if interim CNOs, within the United States, and *external* to the organization, bring the subject matter expertise needed to provide stability to organizations experiencing a CNO vacancy.

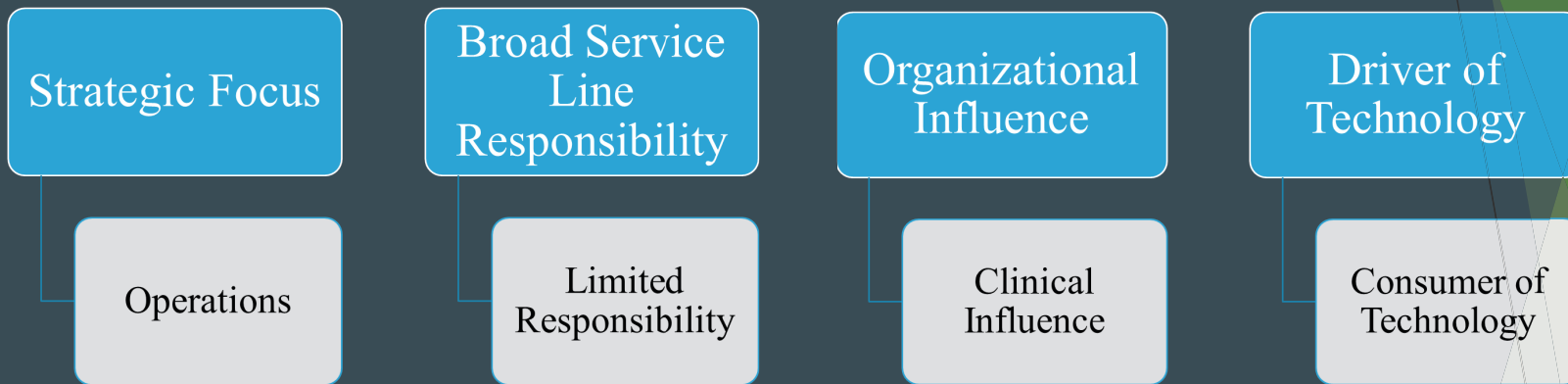
Purpose

- ▶ To present an investigation of self-reports by participants on the role of interim CNOs and their contributions to an organization experiencing a CNO leadership transition.

Overview

- CNOs are responsible for creating the framework for practice excellence and innovation at every level within the nursing organization (Batcheller, 2010)
- Leadership retirements and resignations increasing (O'Conner & Batcheller, 2015)
- Involuntary CNO turnover (Batcheller, 2010)
- Lack of CNO succession planning (Trepanier & Crenshaw, 2013)
- 2018 saw a 113% increase in demand for interim leadership services (Kirby Bates Associates, 2019)

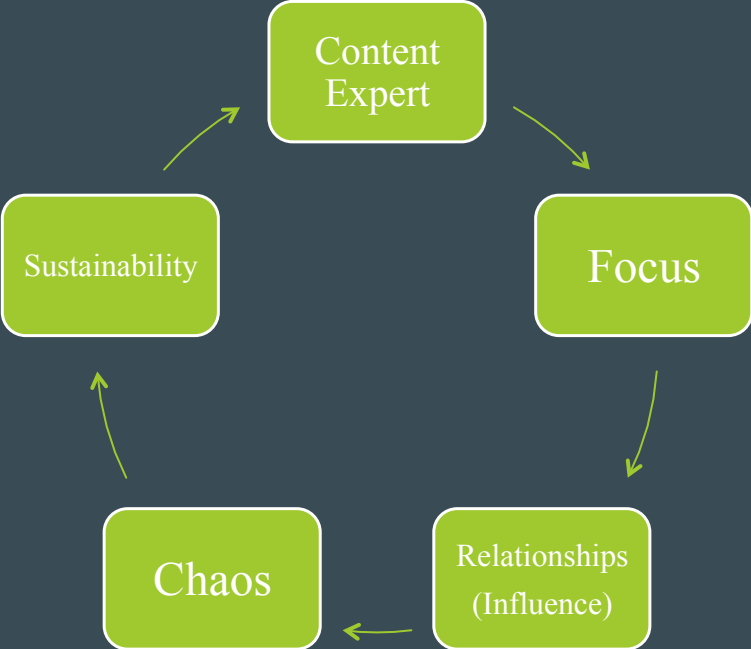
Evolution to today's CNO



Project design

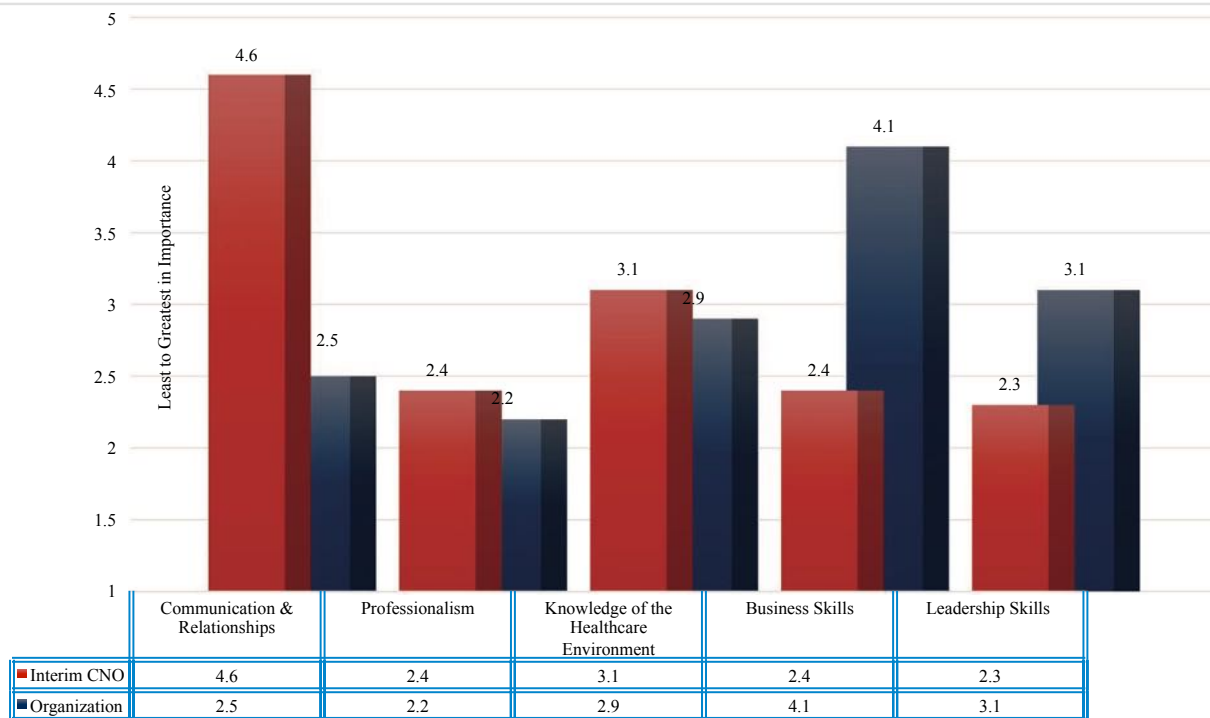
- Qualitative, exploratory, descriptive approach
- Collection of narrative stories conducted through exploratory interviews
- Validity ensured with inquiry audit and expert nurse reviewers
- Audio taped/Live transcription
- Data collected until saturated
- Known participants/Snowball sampling
- No placement firm input

Themes/Success depends upon:



AONE competency ratings

A Comparison Between Interim CNO and Organizational Priorities



(AONE, 2015)

Summary

- Can be involved in all or part of a new activity
- Administrators/CEOs recognizing the advantages of diverse experience and creative solutions
- Interims emphasized the increasing instability in healthcare and the great importance of experienced leaders in the delivery of care
- Interims serve as change agents, advocates, experts, educators, and problem solvers
- Interims will continue to be utilized when succession planning is not aligned with organizational needs

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- ▶ Kirby Bates Associates. (2019). A look back and a look ahead. Retrieved from <https://kirbybates.com/blog/a-look-back-and-a-look-ahead/>
- ▶ O'Connor, M., & Batcheller, J. (2015). The resilient nurse leader. *Nurs Admin Q*, 39(2), 123-131. doi: 10.1097/NAQ.0000000000000089
- ▶ Trepanier, S., & Crenshaw, J.T. (2013). Succession planning: a call to action for nurse executives. *Journal of Nursing Management*, 21(7), 980-985. doi:10.1111/jonm.12177