An Unsuccessful Proposal: Golden Nugget of Success

A Leadership Training Program to support the Transition from Staff Nurse to Assistant Nurse Manager (ANM)

Michael J Polacek, MSn, RN-BC

Background

The organization did not offer standardized support for the transition of staff nurses into the first formal level of leadership as an ANM. After scanning the environment, as an intern in the pilot ANPD Leadership Academy, the writer offered to create a proposal that would establish a standardized orientation and resource center for ANM professional development. The concept was accepted for further development by the education manager, directory, and CNO. Ultimately, the proposal was not accepted and as a result, the writer learned valuable lessons for the future.

Project Identification

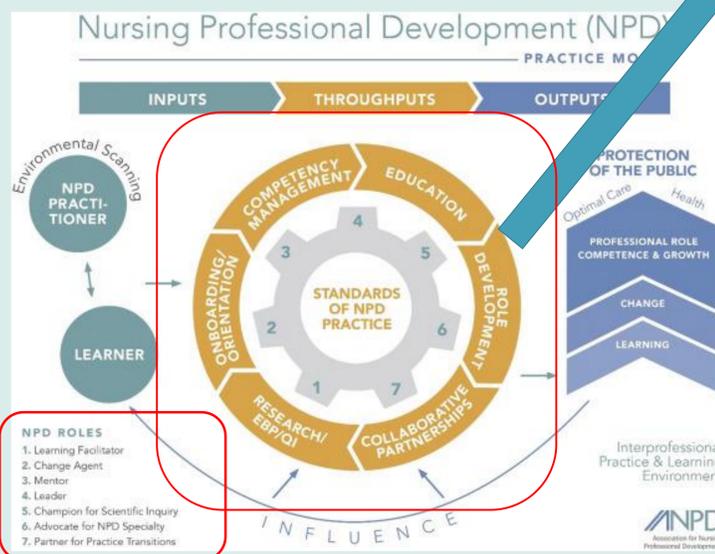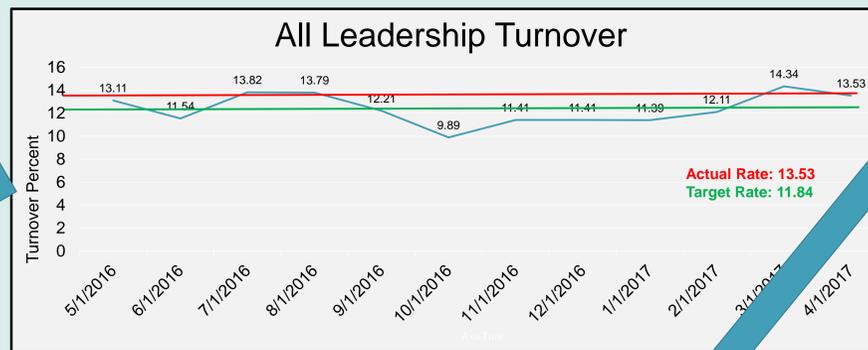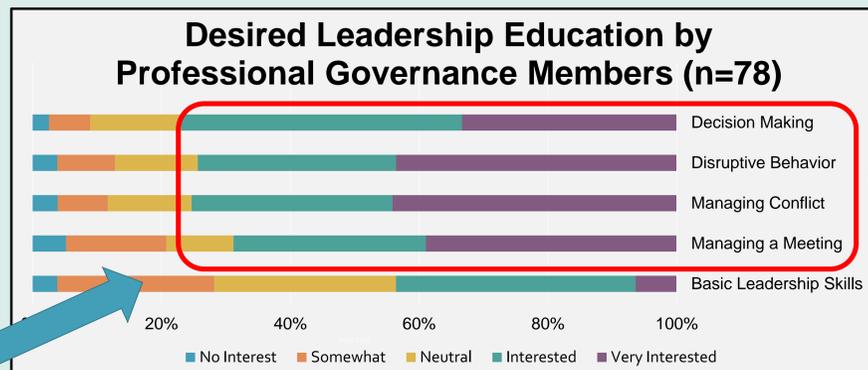The initial program proposal, was based on scanning the environment:
- Anecdotal query of current ANMs (n=5)
- Survey of Professional Governance membership (n=78)
- Previous year's Leadership Turnover rates exceed goals
- Discussion with HR Director
- Discussion with current ANM Academy Coordinators
- AONE recommendations for organizational
- Magnet Model of Structural Empowerment & Transformational Leadership
- ANM needs assessment would be conducted when program was authorized
- SWOT Analysis

Program Charter: Pilot Educational Sessions

The proposed charter contained the program description based on
- Planning workgroup of 1 novice and 1 experienced ANM, NPD
- Identify outcomes (e.g., improved role self-efficacy, improved professional satisfaction, increased retention)
- Content based on AONE Leadership Competencies and skill sets related to new software (e.g., staffing, TJC tracers, MS Office, etc,.)
- An initial pilot including 10 participants to validate content
- Five sessions blended with pre/post work and 1 hour class time
- Restricting non-productive time to 2.5-3 hours monthly
- Formative & summative evaluations to guide revisions to content
- Analyze evaluations for report to executive sponsor

Proposal Not Accepted

The final proposal was examined by the executive leadership team and unit managers. Although there was an acknowledgement of the need for improving the way that new leaders transition from staff nurse to ANM, other organizational needs were a priority at that point in time and the program was declined. At some point in the future, the proposal may be re-evaluated.

Desired Leadership Education by Professional Governance Members (n=78)

All Leadership Turnover

Actual Rate: 13.53
Target Rate: 11.84

Roles of the NPD and Influence

NPD's practice has specific roles and influences within an organization. The writer discovered he would be activating each role if the program was implemented.

ROLES
- Learning Facilitator
- Change Agent
- Mentor
- Leader
- Champion for Scientific Inquiry
- Advocate for NPD Specialty
- Partner for Practice Transitions

INFLUENCES
Onboarding/Orientations
Education
Role Development
Collaborative Partnerships

Discussion

An organization that seeks to improve outcomes relies on all levels of leadership performance. Magnet designation specifically supports transformational leadership which is a learned skill requiring education. Without standardized role transition, new leaders risk failure. The AONE offers specific competency to guide leadership development. However, all strategic planning must consider immediate needs and available resources. In this case, a number of other issues required leadership to consider other issues.

Other unpredictable variables included changes in the governance structure resulting in the writer's department relocating under another division VP. Also, the original executive sponsor left the organization and the critical support that had been available was lost.

Lessons Learned: The Gold Nuggets

- Collaborated with other disciplines (e.g., project management, Human Resources, and non-nursing leadership) in planning program
- Gained valuable insight into the political aspect of executive culture
- Since creating a program is unusual for clinical education, the mentorship and curriculum of the internship was invaluable for future programs/projects
- Gained professional credibility as a result of the process that led to other successful projects
- Gained personal confidence to support future projects

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Michael J. Polacek, MSn, RN-BC
Professional Development Specialist
Michael.polacek@salemhealth.org
503.814.4332