

Purpose

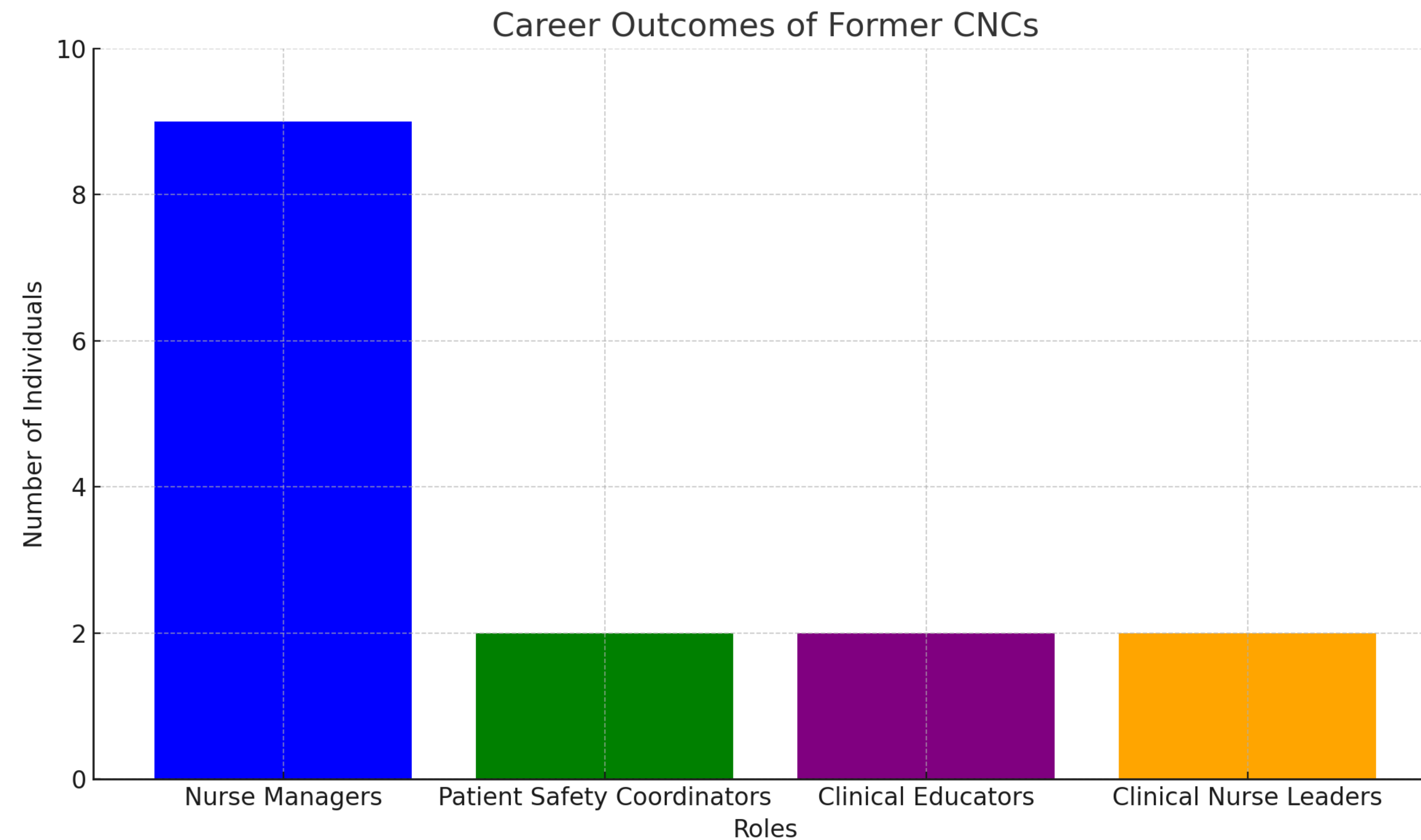
Inpatient nursing leadership at Shirley Ryan Ability Lab includes 10 Nurse Manager positions. The organization identified a need to provide greater support for Nurse Managers, whose roles had increased in scope, as well as a need for improved succession planning initiatives for developing the next generation of nurse managers, the role of Clinical Nurse Coordinator (CNC) was established to address both of these needs. This position was designed to identify and prepare future nurse leaders from within the organization through experiential learning. Over time, the CNC role has evolved into a critical steppingstone for cultivating and advancing emerging nursing leaders.

Process

CNCs participate in leadership training sessions that cover hospital human resources policies, financial stewardship and skills, as well as people management. They are also trained using a specialized skills checklist tailored to their role. All CNCs across the hospital meet quarterly to review best practices and receive educational updates, ensuring consistency and professional growth.

Implementation

CNCs work alongside Nurse Managers to oversee the daily operations of the nursing units while gaining valuable experience and skills. These skills include staffing, patient experience management, interdisciplinary team interactions, and conflict management. Nurse Managers serve as mentors, helping CNCs cultivate their abilities, and ensuring effective succession planning for leadership roles. When the hospital transitioned to a four-day, ten-hour work week for Nurse Managers, it provided CNCs with the opportunity to showcase their skills by managing the units on days when the managers are offsite. CNCs with sufficient experience in the role also often provide stable leadership coverage for Nurse Managers' temporary leaves of absence.



Results

Since the introduction of the CNC role in 2017, the hospital has seen significant success in leadership development. Currently, 80% of Nurse Manager positions are held by individuals who previously served as CNCs. This shared experience has fostered a strong sense of camaraderie among the Nurse Managers, who have grown within the hospital system together. Starting as CNCs, they developed their skills collectively, which has enhanced their ability to collaborate effectively as leaders.

Nurse Managers with CNC experience have a firsthand understanding of the daily challenges faced by staff nurses, enabling them to connect with their teams on a more meaningful level. Recognizing the value of the CNC role, these Nurse Managers have made it a focal point of their succession planning efforts. They are committed to promoting other nurse leaders into the CNC role and providing the necessary training to ensure adequate coverage and leadership continuity within the hospital.

Conclusion

The CNC role has been instrumental in reducing the time a nurse manager position remains vacant. Since CNCs are developed within the organization, they can seamlessly transition into interim roles until a permanent hire is made. Additionally, the CNC position ensures smooth leadership transitions during medical leaves or when coverage is needed for hospital projects. Well-trained and highly proficient, CNCs step in effortlessly, maintaining stability and continuity. Notably, the organization recently achieved its fifth Magnet Designation, including an exemplar recognition for its homegrown leaders and their significant impact on succession planning!

References

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