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Introduction

- ❖ There is a clear need for nurse leader development and retention, with the average exit rate of the nurse manager highest between one to four years (AONL, 2024) and the national RN turnover rate being 18.4% in 2024 (NSI, 2024).
- ❖ Charge nurses are a source for future nurse leaders and development of charge nurses improves work environment and staff retention (Medero et al., 2023).
- ❖ Charge nurse development has potential to improve quality outcomes, resiliency, and critical thinking and decision-making skills (Spiva et al., 2020).
- ❖ On a 36-bed surgical trauma acute care unit located in Round Rock, Texas, leader turnover and patient and employee satisfaction were suffering.

Implementation



Sara Staff Recognition

- Monthly peer recognition program
- Implementation of monthly awards
- A “get to know me” poster for new hires

Jessy Education

- Surgeon-led classes for nursing staff
- Topics included spinal, orthopedic, trauma, and colorectal surgical patient care.

Stormi Organization and Morale

- Balancing staff schedule
- Re-organization of main nurse’s station
- Unit lockers nameplates

Rose Quality Outcomes

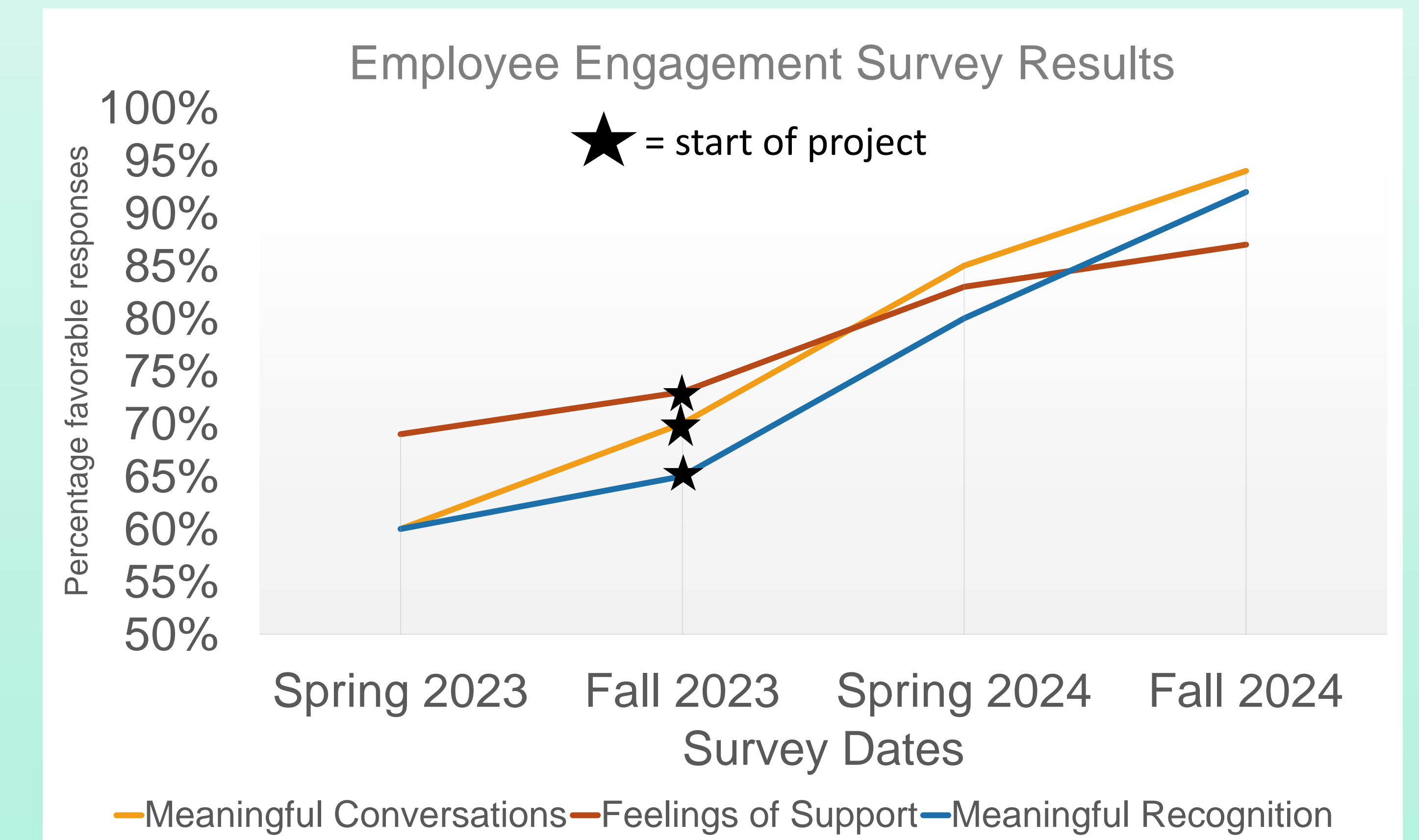
- Represented the unit at hospital-acquired condition meetings
- Conducted unit regulatory audits
- Evaluated fall prevention tactics for opportunities for improvement



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Results

- ❖ Significant improvement in employee engagement



- ❖ Improvement in unit HCAHPS scores with top box increased by 16%
- ❖ CLABSI and falls with injuries outperformed Magnet benchmarks
- ❖ Zero charge nurse turnover since inception of the charge nurse role redesign.

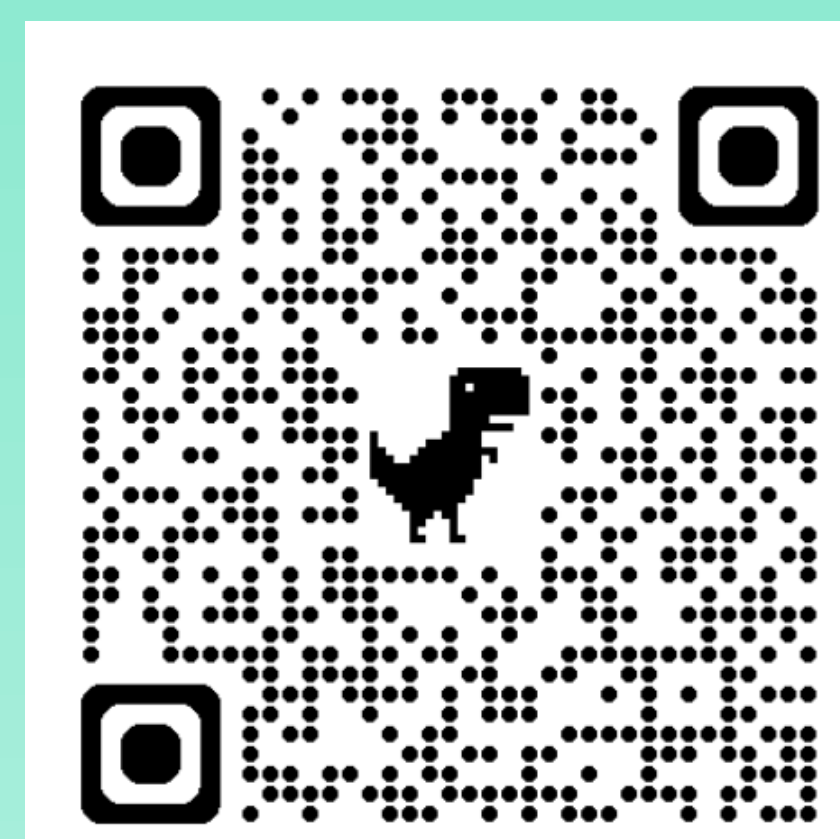
Key Takeaways

- ❖ Overall, the charge nurse role redesign produced significant success for the staff and patients on the Surgical/Trauma unit.
- ❖ One lesson learned is that the specialty must also bring joy to the charge nurse. Following re-evaluation, Rose’s specialty was changed to professional development focusing on increasing nursing certifications.
- ❖ Needs assessments and frontline leader strengths assessments make this model of leadership development applicable to many healthcare settings and encourages the cultivation of nursing leaders.

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