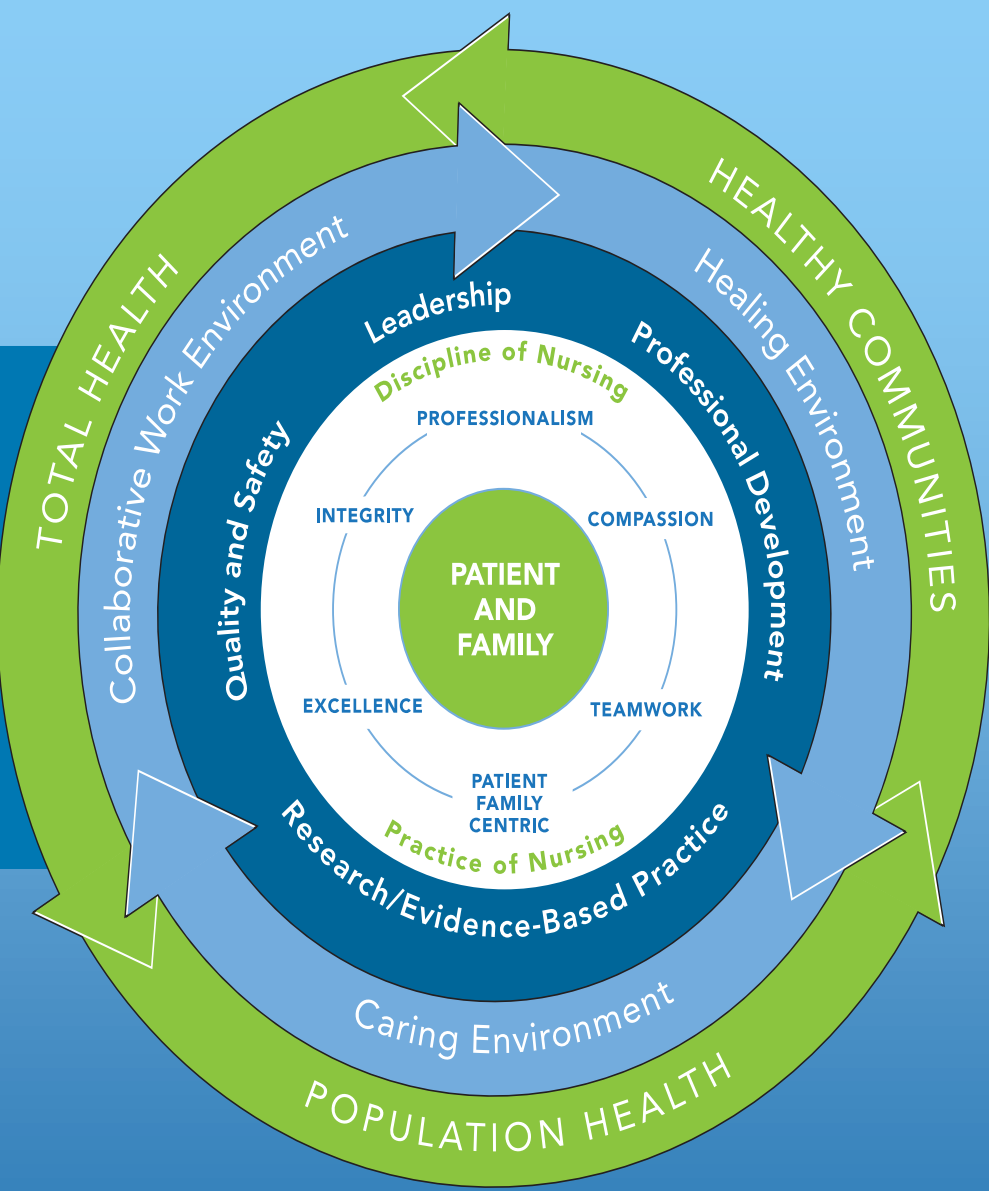


# Changing The Narrative: Rebuilding Our Nurse Leader Workforce Strategy

Culture of Excellence



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## INTRODUCTION

Turnover among nurse leaders creates instability, disrupts team culture, and contributes to significant financial burden for health systems. Historically, many organizations rely on a “trial –by-fire” onboarding approach, leaving new leaders unprepared for the complexity of their roles. A large integrated health system identified persistent challenges in nurse leader retention, particularly among Assistant Nurse Managers (ANMs), prompting the need for formal, evidence-based transition-to –practice (TTP) program.

## BACKGROUND

From 2022-2023, ANM first year turn over ranged from 24-34%, despite substantial improvements in RN staffing (vacancy reduction from 15.7% -> 6%). Subsequent systemwide diagnostic assessments including focus groups with 100+ leaders, GEMBA walks, and a 333-response ANM survey (41% response rate) identified three primary contributors:

- 1) Lack of formal onboarding
- 2) Role-related frustration
- 3) Workload challenges such as inequitable access to essential tools and resources

Additionally, the financial burden was profound: **ANM turnover cost** the system an estimated **\$95 million annually**, driven by recruitment expenses and interim leader backfill

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## DESIGN AND METHODS

Conducted a 90-day sprint collaboration with Human Resources, Nursing Workforce, and Learning & Development to redesign leader onboarding to a structured ANM TTP program guided by ANCC Practice Transition Accredited Program (PTAP).

### Structured ANM TTP Program Design

- > Five weeks of **protected orientation**
- > Standardized learning plans
- > Standardized **Patient Care Services Orientation for Leadership (PCSOL)** coursework
- > Cross-departmental shadowing (HR, Risk, Patient Safety)
- > Preceptor-supported practice
- > Strengths-based coaching
- > A six-month **synthesis development event**

### Additional Workforce Interventions

- > Standardized device provisioning systemwide
- > Launch **leader well-being initiative** to address burnout

**80 ANMs enrolled** between 2024-2025 and tracked first-year turnover, competency gains and participant feedback.

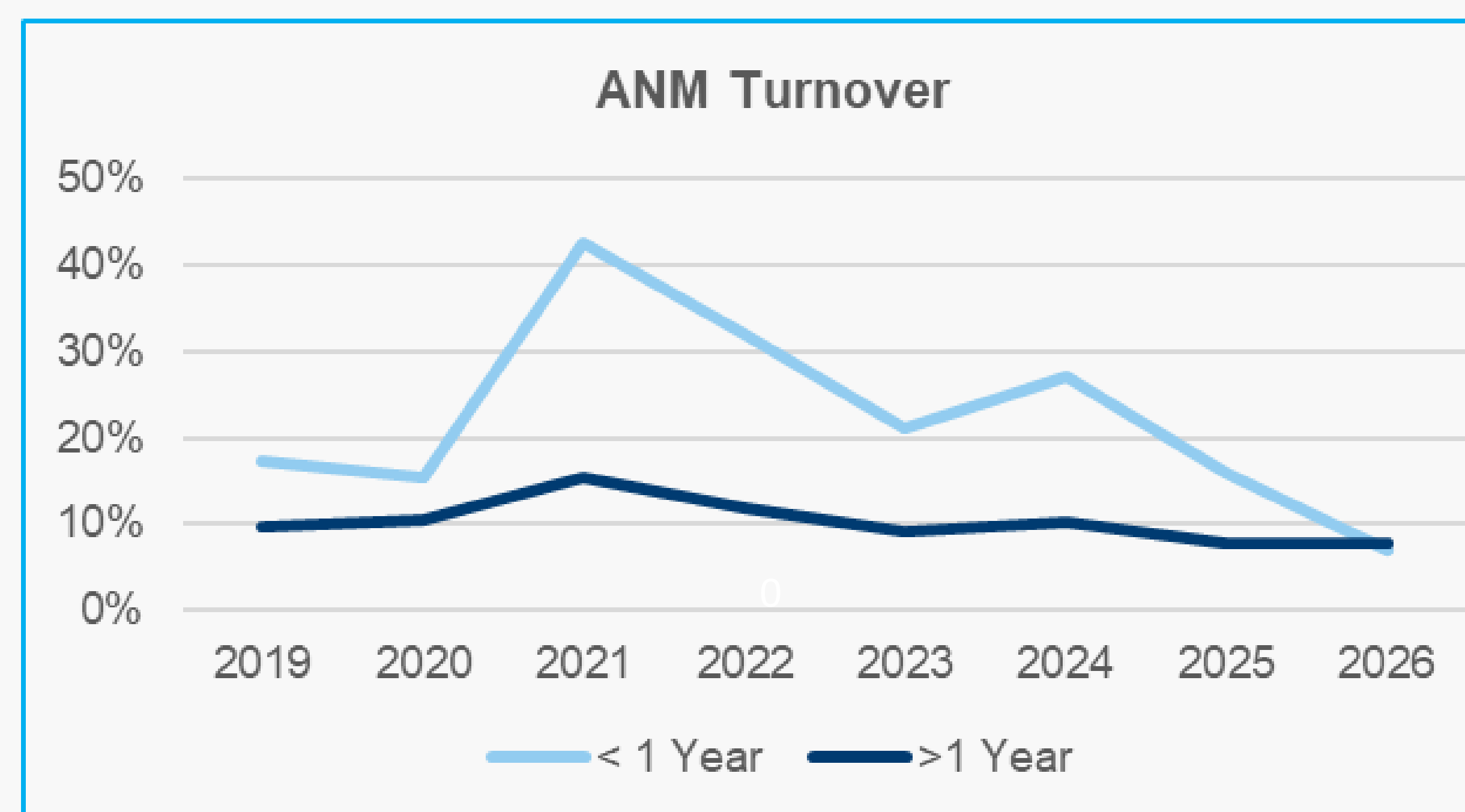


## RESULTS

**80 ANMs participated** between 2024-2025

- > First-year turnover improved from 43% baseline to 7% in 2026 **to date a 36% reduction.**
- > Hiring managers reported improved readiness and smoother team integration.
- > Learners cited structured support and peer connection as key drivers of confidence.

## DATA



	< 1 Year	> 1 Year
2019	17.40%	9.8%
2020	15.50%	10.5%
2021	42.60%	15.4%
2022	32%	12.0%
2023	21.20%	9.3%
2024	27%	10.2%
2025	15.90%	7.9%
2026	7%	7.80%

## IMPLICATIONS FOR PRACTICE

- > A structured TTP program can significantly reduce turnover and stabilizes nurse leadership teams.
- > Standardization across sites improves role clarity and stakeholder alignment.
- > Leveraging existing internal resources makes the model scalable and cost-neutral.
- > PTAP standards provide the foundational and replicable, evidence-based roadmap for leadership transition success.

## CONCLUSION

A dedicated nurse leader TTP program can replace inconsistent onboarding practices with a standardized, evidence-based-framework. This approach improves retention, solidifies nurse leader confidence, and enhances team/organizational culture. The findings demonstrate that a cost-neutral TTP program is both feasible and impactful, offering a replicable model for other health systems seeking to substantiate their leadership pipeline.

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