

Gardner-Webb University

Digital Commons @ Gardner-Webb University

Master of Science in Nursing Theses and
Projects

Hunt School of Nursing

Fall 2020

Front-Line Nurse Manager Succession Planning: Building and Promoting Strong Nurse Leaders Through Implementation of a Nurse Manager Development Program

Melany Boyd

Gardner-Webb University, mboyd3@gardner-webb.edu

Follow this and additional works at: <https://digitalcommons.gardner-webb.edu/nursing-msn>



Part of the [Nursing Administration Commons](#)

Recommended Citation

Boyd, Melany, "Front-Line Nurse Manager Succession Planning: Building and Promoting Strong Nurse Leaders Through Implementation of a Nurse Manager Development Program" (2020). *Master of Science in Nursing Theses and Projects*. 26.

<https://digitalcommons.gardner-webb.edu/nursing-msn/26>

This Project is brought to you for free and open access by the Hunt School of Nursing at Digital Commons @ Gardner-Webb University. It has been accepted for inclusion in Master of Science in Nursing Theses and Projects by an authorized administrator of Digital Commons @ Gardner-Webb University. For more information, please see [Copyright and Publishing Info](#).

**Front-Line Nurse Manager Succession Planning: Building and Promoting Strong
Nurse Leaders Through Implementation of a Nurse Manager Development
Program**

by

Melany Boyd

A project submitted to the faculty of
Gardner-Webb University Hunt School of Nursing
in partial fulfillment of the requirements for the
Master of Science in Nursing Degree

Boiling Springs, North Carolina

2020

Submitted by:

Melany Boyd, BSN, RN, CCRN

Date

Approved by:

Kathy Williams, DNP, RN

Date

Abstract

Succession planning plays a pivotal role in the infrastructure of any company. Succession planning is designed to identify individuals with potential and prepare them as successors when the current leader vacates their position. With the ageing nurse population, increased role demand, and lack of interest from incoming nurses there is an increase in nurse leader (particularly nurse managers) vacancies. Through the implementation of a Nurse Manager Development Program, executives have the opportunity to strengthen the nurse manager pipeline and promote succession planning through early identification of potential leaders and placing those individuals through a 3-month program that focuses on the aspects of nurse management. At the conclusion of this program, participants will have the necessary tools and resources to successfully manage a nursing unit.

Keywords: succession planning, nurse manager, development program, nurse leader development program

Acknowledgement

I would like to first thank God for being the author and finisher of my faith, for without him I would not have made it thus far. I am particularly grateful for the assistance and guidance given by my advisor, Dr. Kathy Williams in the preparation and finalization of this project. Thank you for your discussions, ideas, feedback, and challenging me to think beyond. I would also like to thank my family and friends for their patience, understanding, unparalleled love, and support. Thank you for always being available when I felt defeated and encouraging me to continue to push even if I felt I had given all that I had. I undoubtedly could not have done this without you.

Table of Contents

CHAPTER I: INTRODUCTION

Introduction.....	6
Problem Statement	7
Significance.....	7
Purpose.....	8
Theoretical/Conceptual Framework.....	9
Definition of Terms.....	11

CHAPTER II: LITERATURE REVIEW

Literature Review.....	12
Literature Related to Theoretical Framework	25

CHAPTER III: NEEDS ASSESSMENT

Needs Assessment.....	27
Target Population.....	27
Target Setting.....	28
Sponsors and Stakeholders	28
SWOT Analysis	29
Strengths	29
Weaknesses	30
Opportunities.....	31
Threats.....	31
Available Resources.....	32
Desired and Expected Outcomes	33

Team Members	33
Cost-Benefit Analysis	34
CHAPTER IV: PROJECT DESIGN	
Goal.....	36
Objectives	36
Plan and Material Development.....	36
Timeline	38
Budget	39
Evaluation Plan	39
CHAPTER V: DISSEMINATION	
Dissemination Activity	40
Limitations	40
Implications for Nursing.....	40
Recommendations.....	41
Conclusion	41
REFERENCES	43

CHAPTER I

Introduction

Most hospital staff and administration would agree that Nurse Managers (NMs) are the glue that binds and supports the nursing staff of any unit of a healthcare system. NMs are responsible for maintaining staffing, ensuring adequate supplies and equipment, enforcing policies and procedures, rounding with patients and their families as well as staff members. NMs are also responsible for balancing budgets and ensuring that capital requests are placed for equipment and supplies needed to effectively care for patients. It is expected that NMs are well versed in processes, unit-specific and hospital-based policies, and procedures as it pertains to their unit. Usually these individuals have many years of nursing experience and have built relationships with other key leaders within the healthcare organization. What happens to that unit if the Nurse Manager (NM) unexpectedly leaves that position? Would that unit be able to function without its leader? The answer would be no. If no one has been prepared and trained to replace that nurse manager, what was once a well-managed and functioning department may crumble due to lack of preparation. Succession planning is key when planning for tomorrow's future. "An essential responsibility for nurse executives is to have an effective succession planning program in place for all nursing leadership positions throughout their organization" (Trepanier & Crenshaw, 2013, p. 980). Factors that impact the urgency of succession planning within a healthcare organization include advanced age, imminent retirement, service line demands, nursing shortage, and increasing responsibilities and demands placed on Nurse Managers. In addition, the lack of support for succession planning from hospital administrators due to financial restrictions and limited knowledge play a key

factor. This project proposal will identify the benefits of implementing a Nurse Manager Development Program for high performers with interest in becoming a NM to strengthen the leadership pipeline.

Problem Statement

There is a deficiency of succession planning in nursing leadership, more specifically for Nurse Managers within healthcare systems. Managers are often selected based on clinical skills, experience, and leadership-potential instead of validated and consistent information that supports the promotion. NMs hired without formal training are deprived of the necessary tools to successfully fulfill these roles. There needs to be a clear and concise method for promoting as well as training NMs once they have been selected for those leadership positions. Effective leadership at the point of care improves patient safety and satisfaction and decreases mortality (Titzer et al., 2013).

Implementation of a Nurse Manager Development Program would allow for leaders to be identified earlier in their nursing career and groomed prior to promotion into a leader role.

Significance

Research supported that by the year 2020 there would be 67,000 nurse leader vacancies due to a lack of succession planning (Titzer et al., 2014). Many of the precipitating factors for this shortage include the current nursing shortage, median age range of current NMs, as well as very little interest by novice nurses for management and leadership roles. Inadequate nurse management pipelines will have a direct impact and influence on the nursing work environment, quality of care, and patient outcomes (Titzer et al., 2014). The future of healthcare requires skilled and competent nurse leaders to lead

change. Therefore, organizations must create ways to seamlessly transition leaders into these roles (LaCross et al., 2019). In order to seamlessly transition leaders, healthcare systems must identify talent and potential from within their organization.

The 9-Box evaluation maps talent and helps identify future leaders. “This three-by-three matrix is a versatile tool used by groups of senior level administration to compare employees within the same department” (Tyler, 2011, p. 67). The grid consists of a horizontal axis that measures job performance and a vertical axis that measures potential. Typically, the most valuable position is in the top right box while the bottom left box identifies lower performers. The goal of this design is to identify the performance and potential of everyone within the department, compare those findings, and identify areas needed for improvement.

It is imperative that healthcare systems focus their succession planning on frontline NMs as 38% of current succession plans focus on top-level and chief executive officer positions instead of nurse manager roles (Titzer et al., 2014). There is little research that supports and identifies methods and techniques dedicated to the development of NMs. This project would support the benefits of succession planning when implemented for frontline Nurse Managers to strengthen the leadership pipeline and develop stronger, prepared nurse managers.

Purpose

The purpose of this project was to formulate a succession plan tailored for front-line nurse managers. Another purpose of succession planning was to create a talent development culture that encourages individual strengths and develops competencies that drive results (Gray, 2014). The goal was to improve the skills of emerging leaders to

position them for new opportunities as well as advance and support the healthcare systems organizational goals. Nurse Managers at many facilities do not have the required tools to effectively lead their nursing unit(s). With implementation of the Nurse Manager Development Program, nurse leaders will be provided with the necessary tools to meet the needs of their staff, the healthcare system, as well as patients. The Nurse Manager Development Program will be utilized to pinpoint future leadership gaps, identify top talent, and develop more efficient leaders.

Theoretical/Conceptual Framework

Patricia Benner's From Novice to Expert theory with use of the Drayfus Model will be the conceptual framework of this project. Benner's theory supports embedded knowledge and skill acquisition through experiences in nursing practice. This five level competency model aides in career development and progression, along with the advancement in skill performance (Benner, 1982). This model transitions clinical nurses through five levels of proficiency as they acquire and develop those skills. The five levels identified are novice/beginner, advanced beginner, competent, proficient, and expert (Benner, 1982). This model provides the concepts needed to differentiate between what can be taught by preceptors and what must be taught through experiences.

In the novice stage, the beginner is taught rules in terms of objective attributes. These attributes are general features of the task that can be identified without having prior situational experience (Benner, 1982). As the novice performer gains more experience, he/she progresses into to an advanced beginner stage. In this stage, the advanced beginner can vaguely demonstrate acceptable performance. They can build based upon general attributes and use real situations and past experiences to understand aspects. "Aspects are

overall global characteristics that require prior experience, in actual situations, for recognition” (Benner, 1982, p. 403). Advanced beginners need support from other experienced and competent team members during this phase as they have not learned the aspect of prioritization. The competency stage is achieved once the performer has worked two or three years. They can view their actions in long-range goals and are able to delineate which attributes and aspects should be focused on based on the current situation (Benner, 1982). In this phase, a “plan” establishes a perspective based on conscious thought and consideration of the problem. “Planning achieves a level of efficiency and organization” (Benner, 1982, p. 405). With continued practice and planning, the proficient level can be achieved. During this phase, the performer perceives situations as a whole, instead of attributes and aspects. “Experience teaches the proficient nurse what typical events to expect in a given situation and how to modify plans in response to these events” (Benner, 1982, p. 405). The performer can view a situation holistically and make decisions based on prioritizations obtained through past experiences. Unlike the competent performer, “the proficient performer now considers fewer options and hones in on an accurate region of the problem” (Benner, 1982, p. 405). Maxims are used as a guide during this phase but require a deep understanding of the situation to use and apply them. Maxims are nuances of the situations that can vary in meaning based on the timing of the situation, but also provide direction in prioritizing tasks and skills. Once the performer has mastered attributes, aspects, planning, and maxims the expert level is attained. During this level, the performer no longer requires guidelines to take appropriate actions. They rely on intuition based upon past experiences to accurately identify the situation. “The expert’s performance is holistic rather than fractionated, procedural, and

based upon incremental steps” (Benner, 1982, p. 406). These performers are highly respected by their peers and clinicians because of their deep understanding of the situation. They use analytical problem solving when faced with new situations or if the performer takes the wrong grasp of the situations resulting in an unexpected outcome. Expert performers can visualize the problem and immediately sees how to achieve the goal.

“Benner’s theory provides a theoretical framework supporting succession planning and predicts skill and competency acquisition using deliberate education and learning experiences” (Titzer et al., 2014, p.38). Use of this theory provides a clear, concise, and organized framework for identifying skill acquisition and proficiency through experience as well as offers guidelines for career development.

Definition of Terms

The following key concepts were used for specific purposes of this project proposal and the key concepts used can be defined as:

- “Succession Planning is an essential proactive business strategy to identify and develop internal candidates to assume key leadership roles in the future” (Trepanier & Crenshaw, 2013, p.981),
- Nurse Managers are nursing leaders who often assume round the clock care and responsibility for one or more nursing units in an acute care hospital (Phillips et al., 2018), and
- Experience is the refinement of preconceived notions and theory by encountering many actual practical situations that add nuances or shades of differences to theory (Benner, 1982, p. 407).

CHAPTER II

Literature Review

Research is emerging that supports healthcare systems implementing a succession plan for nursing managers to minimize the gap in leader vacancies. Titzer et al. (2014) states the nursing workforce predictions indicate a shortage of candidates for nursing leadership roles. Sources estimated that there would be 67,000 nurse manager vacancies by 2020 (Titzer et al., 2014). The succession of leadership is now a challenge in the management of human capital due to the shortage of professionals with profiles required to manage people, considering the diversity of skills required in the context of the world of work (Nogueira et al., 2019). An extensive and systematic review of literature was conducted utilizing multiple electronic databases. Keywords included in the search encompassed, succession planning, succession planning of nurse leaders, theoretical framework for succession planning, theory related to succession planning in nursing, and Patricia Brenner theory in nursing. Databases included the Wiley Online Library, EBSCOhost, ProQuest, and Google Scholar. The databases utilized with the keywords listed above provided a vast number of articles that supports succession planning for nurse managers.

Wendler et al. (2009) completed a 6-month study using four staff nurses to complete a nurse management leadership internship program to educate and demystify the role and responsibilities of a nurse manager while initiating a more formal process for ensuring that leadership talent was being identified and nurtured in all organizational levels. The internship activities included a structured educational overview, active shadowing of both experienced and novice nurse managers, opportunities to discuss

division and operational issues with directors, reflective practice activities, and building emotional intelligence skills. This program was designed for nurses that have completed or were in active pursuit of a Bachelor of Science in Nursing (BSN), had at least one-year employment as a registered nurse (RN), and had personal objectives in alignment with organizational goals. Several methods were used to evaluate the success of the nurse management program. Each monthly session ended with the completion of a qualitative evaluation data questionnaire. In the final didactic session, the interns also completed an evaluation of the internship objectives and participated in a 1-hour focus group discussion. One theme emerging repeatedly from these various evaluative methods included “a feeling of support and nurturing from the nurse manager toward the interns” (Wendler et al., 2009, p. 331). Strengths identified included thorough gap analysis to identify need for such a program as well as program design driven by the theoretical model that reflected the mission, vision, and values of the organization. Weaknesses identified consist of a small sample selection with very little gender and culture variation along with no detail of the type of qualitative questionnaire utilized and how the results were evaluated. This study did result in providing the interns with appropriate depth and breadth of experiences that helped staff nurses better understand the roles and responsibilities of the nurse managers and the sources of pride, satisfaction, and even joy within the role.

Brunero et al. (2009) supported the need for a more formalized approach to succession planning in nursing, as the average age of nurses increases and growing demand for nursing services rise. Brunero et al. (2009) created a pilot study in 2006 at a 550-bed metropolitan tertiary teaching hospital in the northern sector of Sydney,

Australia after the completion of a thorough literature review and consultation from executive leadership. The team's goal was to present an organized succession plan based on recommendations from staff members. These initial discussions identified five key points and from there the steering committee developed the proposal that focuses on succession planning principles, key steps in succession planning, and a flowchart for individual nursing departments to follow when commencing succession planning. Twenty-five nurses participated in the 6-week program from two different pilot sites. The model was then evaluated from a customer satisfaction, program progress, effective placement, and organizational results prospective through use of questionnaire survey results. The succession planning program proved to be beneficial as it identified ways to improve the way succession planning is conducted.

A study conducted by Nogueira et al. (2019) supports that nursing leaders are vital to health organizations, therefore, the preparation of nurses to assume leadership positions should be a concern of training institutions and those who employ them. The goal of this study was to analyze nurses' expectations about the succession of leaders in the hospital context. A descriptive, exploratory study with a qualitative approach was conducted at a public university hospital of Brazil in 2016. Participants were selected based on an active interest in leadership roles with at least one year of experience. Through utilization of the snowball technique, 36 nurses were selected for this study. Participants were interviewed by the authors and data was entered into the Web Qualitative Data Analysis (WebQDA) software for data storage and coding. The interviews were in-depth and semi-structured that explored participants experiences and the meanings they attribute to succession planning. As a result of the interviews,

participants identified that succession planning is needed to prepare generation Y for future leader roles. The study produced a favorable opinion regarding the need for succession planning development.

Titzer et al. (2014) identified a lack of strategic workforce planning and development of a leadership pipeline contributes to a predicted nurse manager shortage. Titzer et al. (2014) described the development and implementation of a Nurse Manager Succession Planning model at a 480-bed acute care hospital located in Southwestern Indiana. Based on Benner's From Novice to Expert Theory, a quasi-experimental 1-group pretest/posttest design was used for this study. Benner's theory supports succession planning and predicts skill and competency attainment using deliberate education and learning experiences. The program was designed for midlevel nurse managers who were individuals assuming leader responsibilities for at least one department in the hospital setting but was open to all staff nurses with management aspirations even if they were not currently holding formal leadership roles. A total of 12 participants entered the 12-month program and completed monthly 8-hour workshops based on the Essentials of Nurse Manager Orientation (ENMO) curriculum content. Program outcomes were evaluated based on leadership and management skill competency levels, stakeholder satisfaction, participant retention, and internal promotions. Participants completed both the Leadership Practices and Nurse Manager Skills Inventories and their post scores were statically significant in all leadership domains. Based on these results, succession planning and leadership development serves as a beneficial factor for identifying and developing individuals for leadership positions.

LaCross et al. (2019) argues that equipping nurses within the organization with leadership competencies to transition to the next role is essential. In a quasi-experimental, correlational design method over the course of 3 years, 15 nurses were enrolled in a succession planning program to prepare the nurse for a manager role. LaCross et al. (2019) conducted a pilot study to determine whether nurses' who participated in a succession planning program would positively impact their perceptions of their readiness for a manager role, as well as their demonstrated leadership behaviors in their current role. Selection of participants was based on high-performance in their current role as a clinical RN and frontline supervisor, as well as their high potential for future success in advanced leadership roles. The study measured participants responses on days 1, 30 and 90 of their participation in a structured succession planning cohort. Participants met monthly for 8 hours to cover topics such as leadership principles, mission and values, and strategic plan for the organization. The researchers "sought to demonstrate that participation in a succession planning program as a cohort would positively influence nurses' perceptions of their readiness to enter NM roles and would positively influence their demonstration of leadership behaviors over time" (LaCross et al., 2019, p. 333). The results of the succession planning program validated that the participants' experience met the goal of this study. Scores drastically increased over time including perceptions of their own readiness to enter nurse manager roles as well as their demonstration of leadership behaviors.

Whitney-Dumais and Hyrkas (2019) interviewed nurse managers and nurse directors to discover first-hand challenges of succession planning and opportunities for development. Whitney-Dumais and Hyrdas (2019) described pragmatic aspects of

tailoring succession planning identified through conversations with frontline nurse managers and nurse directors. A qualitative study was conducted during the spring of 2017 with 11 nurse leaders from two different service lines. Using the individual interview method participants were asked four questions and handwritten notes were taken with information added as needed. All information was analyzed using thematic open coding to protect confidentiality. As a result, seven major themes emerged. They included growth in leadership roles, tasks, and technology skills, managing people and workforce efficiently, frontline nurse leader insights, managing multilayered financial systems, tailored leadership and management training, and controlling work-life balance. Identifying emerging leaders and building talent pools, also known as acceleration pools, within a healthcare organization are important strategies for the leadership team. These interviews help to identify and shine a light on the concrete needs of nurse managers and directors as well as strategies to tailor succession planning for effectiveness. Through development of clear action plans, healthcare systems can better understand and support individual growth processes when transitioning staff members into leadership roles.

Ramseur et al. (2018) identified that nurse leaders of today must prioritize and invest in leadership development to ensure effective succession planning through nursing leadership programs in high-performing organizations. The intent of this quality improvement project was to implement a structured nursing leadership development program for individuals in clinical nurses in levels two, three, and four, clinical team leads, and surgical team leads at a large academic health system in the southeastern region of the United States. The goal was to improve nursing leadership competencies and support succession planning. The design was a pre and post nursing leadership

competency assessment program that identified the participants own individual perceived level of nursing leadership competencies. Forty-four participants completed the Essentials of Nurse Manager Orientation over a 90-day period with three scheduled monthly sessions to reinforce program content and allow for student reflections. The results of this project provided evidence of the effectiveness and utility of a Web-based modular approach combined with engaged nursing executive mentorship as a means of significantly increasing the perceived competence of developing nurse leaders.

Kim (2003) states that succession planning is rapidly becoming a key strategic planning tool for human resource management and for improving government performance and accountability. A study conducted by Kim (2003) offers ideas on the connection between employee assessments and succession planning. The design utilized a survey to measure employee attitudes towards career development and perceptions of succession planning at the Nevada Operations Office of the Department of Energy. Questionnaires were sent to all employees and responses were entered into a data system for interpretation. The study results showed support among the surveyed employees that succession planning can provide them with effective opportunities for career and leadership development. There is also a greater need for supervisory and managerial support regarding career development and self-improvement. Surveys imply a need for executive leaders and managers to increase their awareness of the value of supervisory relationships, and to commit to an organizational culture that encourages employee career development rather than grooming specific employees for specific supervisory or managerial roles. Kim (2003) also acknowledges the importance of government organization leaders to make a commitment to changing their traditional hierarchical

structures and decision-making patterns and to a focus on workplace quality and effective design to enhance performance and accountability.

Kim (2012) acknowledges that effective succession planning is the heart of leadership development and an essential business strategy because it enhances the ability to achieve orderly transitions and maintain productivity levels. This cross-sectional study used the 2008 American Hospital Association (AHA) Annual Survey data to identify hospitals with and without succession planning, and other hospital characteristics. A total sample of 2,068 short-term general, acute care hospitals were included in the study. The hospitals operational performances were assessed with occupancy rate and Medicare/Medicaid payer mix. Financial performances were examined by assessing dimensions of financial health. This information was evaluated by utilizing SPSS computer software. An important finding from this study indicates that some healthcare facilities may not conduct meaningful succession planning due to their financial position. The results of this study exhibit a positive association of previous years' performance with internal succession planning. Kim (2012) states that the key to having succession planning lies in building a solid foundation of profitability. Having successors ready to fill key vacancies helps improve operational conditions and the bottom line, giving competitive edge in the market.

Sherman et al. (2014) identified the urgency for nurse succession planning as a universal need. Succession planning challenges in perioperative nursing could have serious economic implications. An exploratory descriptive study was used in this study with an aim to examine perioperative succession planning challenges from the perspective of their leaders. The study consisted of an online survey of open and close-

ended questions created by its authors and partners with the *OR Manager* publication to disseminate to 2,000 subscribers. The survey was conducted from June 2012 through August 2012 with a total of 256 completed surveys. Data was evaluated by frequency and content analysis with a goal of identifying common themes among surveyors. Themes identified include role restructuring, role compensation/work-life balance, support from executive team, and leadership development. The study supports that there is no time to waste in efforts to strategically plan for the future leadership workforce. The results of this research are a call to action for nursing leaders, educators, and health care executives as it relates to succession planning.

Titzer and Shirey (2013) identified that current nursing leadership pipelines are inadequate and demands strategic succession planning methods. Succession planning is defined as a strategic plan to ensure continued organizational leadership. Ineffective or nonexistent healthcare succession planning has the potential to heighten the nursing leadership crisis. Titzer and Shirey (2013) used the Walker and Avant concept analysis method to address nurse manager succession planning. For effective succession planning organizational commitment from top executives is imperative and should be demonstrated with a proactive visionary leadership approach and consists of analyzing and anticipating future leadership needs. Antecedents preceding succession planning include an appreciation of succession planning, strategic planning, identification of desired leadership competencies and values, current and future leadership analysis, identification of high-potential candidates, and a formal leadership development program that included experiential learning activities. The main objective of succession planning is to prepare individuals to assume key leadership roles within an organization.

Succession plans require evaluation and outcome measurements. A balanced scorecard framework effectively measures nurse manager succession planning outcomes. With the looming nursing shortage and reduced interest of novice nurses in nursing leadership positions, organizations are called to implement strategic nurse manager succession plans.

Mariani (2012) identifies that mentoring is important on career development of novice and experienced nurses in clinical practice, administration, and research. Mariani blended the theoretical works of Patricia Benner on novice to expert practice and Hildegard Peplau's Theory of Interpersonal Relations to create this study. This study explored the influence of participation in a mentoring relationship and the correlation between career satisfaction and intent to stay in nursing. The study hypothesizes that registered nurses who participated in a mentoring relationship will have a greater career satisfaction than those who did not participate in a mentoring relationship; registered nurses who participated in a mentoring relationship will report the intent to stay in the nursing profession longer than registered nurses who do not participate; and career satisfaction will be positively related to intent to stay in the nursing profession. This study utilized a combination of a descriptive, comparative, and correlational design. Through this study, future research initiatives can be identified to explore the outcomes of mentoring. It also demonstrates that mentoring is a prevalent phenomenon in nursing.

Trepanier and Crenshaw (2013) discusses the organizational benefits of strategic succession planning in acute care hospital settings as a responsibility of chief nurse executives. "An essential responsibility for nurse executives is to have an effective succession planning program in place for all nursing leadership positions throughout their

organization” (Trepanier & Crenshaw, 2013, p. 980) Acquiring support to implement and sustain a formal succession planning program is increasingly difficult due to the current economic and health care reimbursement environment. Succession planning is a business strategy used to identify and develop internal candidates to assume key leadership roles in the future. Nurse executives must strategically identify who will be targeted for a potential promotion. Nurse leaders should encourage and endorse a deep pool of nurse executive candidates; discuss career growth with all candidates; use networking activities to identify potential candidates; and create, develop and implement a thorough succession planning process that includes the presence of career broadening activities. Trepanier and Crenshaw (2013) highlighted key strategic interventions to develop an effective succession planning program. A formal succession plan for nurse executives has the potential to promote business continuity, increase operational effectiveness and improve the quality of care, all while remaining budget neutral.

Al Hosis et al. (2012) stated that effective succession planning is built on the framework of a solid organizational vision, mission, and critical skills required to develop the organization towards a successful future through formal identification by the leadership team. A sequential explanatory research study was conducted in seven Saudi Arabian hospitals in two phases. The goal was to examine the visions of nurse managers and leaders for succession planning and to explain the associated policies and practices. Phase one elicited qualitative information through a blend of closed and open-ended questions in a survey format and phase two conducted semi-structured interviews of 11 nurse managers/executives from each participating facility and explored the themes from phase one. The results of this study found a significant shortage of Saudi nurse managers

at all seven participating hospitals relative to the number in the overall nursing management workforce who participated in this research. The study also acknowledged that it is simply impossible to have effective and efficient nurse managers and leaders without having a sophisticated system that considers their selection, abilities and development, and provides them with education and support to assume their managerial role efficiently.

Titzer et al. (2013) identified that healthcare succession planning practices are lacking. The goal was to review and discover the best practices for identifying and developing future nurse managers. Titzer et al. (2013) stated that, “effective leadership at the point of care improves patient safety and satisfaction and decreases mortality” (p. 972). The actions of nurse managers are precursors for building and sustaining safe and healthy work environments to enhance nurse satisfaction and retention. A five-step systematic review method was used in order to evaluate the evidence, determine the state of the evidence, and recommend effective evaluation strategies that could be used to support succession planning as a sound strategy for improving the nurse manager pipeline. The themes from this study reveals that administrators historically select nurse managers based on their clinical performance and/or seniority. It also identifies common succession planning elements, outcomes and evaluation methods, barriers to succession planning, and implications and recommendations. Strategic succession planning requires formal program and outcome evaluation. Findings indicated that succession planning enables organizations to identify high-potential leaders, provide formal leadership development, and to retain internal capital. Findings from the study, also suggests that competent nurse managers favorably influence patient safety, staff satisfaction and patient outcomes.

Phillips et al. (2018) presented a cost-benefit analysis in favor of use of succession planning to mitigate the issues related to nurse leader turnover. Phillips et al. (2018) identified that nurse managers and nurse manager turnover rates influences patient safety, staff and patient satisfaction, and clinical outcomes. Studies showed that many organizations are not investing resources in the development of current and future nurse managers. Phillips et al. (2018) supports that succession planning is proactive in identifying and preparing high potential intellectual talent for future leadership, whereas leadership development targets individuals who already hold formal leadership titles. Based on the cost-benefit analysis of a nurse manager succession plan implemented at a Midwestern United States hospital, succession planning option is a superior economic alternative to the status quo and demonstrates the economic benefit of succession planning.

Goudreau and Hardy (2006) presented a framework for succession planning and individual development initiative implemented in a Veterans Health Administration (VHA) facility. Goudreau and Hardy (2006) identified an increasing need for a clearly defined succession planning program because most retirees in healthcare will be in nursing and in administrative/supervisory roles. The VHA utilized a conceptual model called the High-Performance Development Model that provides the foundation for education programs and employee competencies at all levels of the organization. This program aims to provide the structure that leads to a satisfied workforce that performs at a high level. The conceptual framework consists of eight core competencies that assist with the overall strategic goals of the VHA. As a result of this framework several hierarchy programs were created to meet the needs of employees at all levels in the

organization. Each level proved to be successful in providing the necessary skills to transition into higher level positions within the Veterans Health Administration.

Huston (2008) highlights the eight leadership competences likely to be an essential part of the nurse leader's collection in 2020. Huston identifies that traditional management solutions no longer apply, and a lack of strong leadership in healthcare systems has limited the innovation needed to create solutions to the new and complex problems that the future brings. Competencies include a global perspective or mindset, a working knowledge of technology, expert decision-making skills, prioritizing quality and safety, being politically astute, collaborative and team building skills, balancing authenticity and performance expectations, and coping effectively with change (Huston, 2008.). Huston warns that many organizations fail to view talented people as potential leaders due to demographic invisibles defined by race, ethnicity, nationality, age, lack of accessibility to tools, training and courses that can prepare them for positions of authority and influence. It is important that healthcare organizations and nursing education programs be more open-minded about who the profession's future leaders might be and begin preparing them to be effective leaders.

Literature Related to Theoretical Framework

Miller et al. (2017) explored the experiences, growth, and development of nurses for the preceptor role. Benner's theoretical framework is utilized in this study related to work role transitions. Through application of Dreyfus's Model of Skill Acquisition to nursing practice, Miller et al. (2017) explains that levels of acquisition show changes in two general areas of work performance. One being a change from relying on abstract principles to the use of more known and concrete experience, and secondly, there is a

change in the processing of situations, making them less a convergence of equal parts to one being more complete.

Altmann (2007) reviewed the work of Patricia Benner, *From Novice to Expert*, to assert it as a philosophy and not a theory. Appropriate use of this model requires an understanding of whether it is a theory or philosophy, its underpinnings, and an assessment of its development and testing. In order to investigate philosophy versus theory, Altman reviewed a project conducted by Patricia Benner. Benner served as the project director of a federally funded grant titled, *Achieving Methods of Intraprofessional Consensus, Assessment and Evaluation Project*. This project was intended to discover and describe knowledge embedded in nursing practice. This descriptive study led to the use of Dreyfus' five levels of competency to describe skill acquisition in clinical nurse practice. The Dreyfus model considers advancement in skill performance based upon experience, education, clinical knowledge development, and career progression. Altmann used a qualitative approach and emphasized intuition and the experiential knowing of the expert nurse. Benner claims that clinical knowledge is socially embedded, and that knowledge is situated historically. The results of Altman's study conclude that Benner's model in its current form provides a philosophy for nursing and lays the foundation for understanding nursing expertise and skill acquisition. Benner's theory provides a framework that supports lifelong learning for nurses and is applicable to nursing practice, research, and education.

CHAPTER III

Needs Assessment

In 2019, at the target project setting, a significant gap concerning the training and preparation of newly promoted nurse managers was identified through interview style conversations related to their new position. Based on many conversations from various NMs, managers are usually selected based on seniority and experience instead of meeting any formal and consistent requirements. Many receive insufficient training as the requirement of day to day operations prevents NMs from attending formal classes and receive training to successfully manage their unit. NMs also mentioned, they felt unprepared when taking their leadership position due to minimal preparation leading up to their promotion. “First line managers are often the least prepared educationally and experientially for the scope of responsibility expected of them. Some have assumed the position of manager on an interim basis and remain in the position without any preparation learning through trial and error” (Stichler, 2008, p. 526).

Target Population

The target population for this project consisted of all inpatient Nurse Managers newly promoted into this position who had little to no prior leadership experience, as well as nurses with greater than 2 years of nursing experience who expressed interest in becoming a nurse leader. These participants needed to hold a Bachelor of Science in Nursing and been identified as high performers in prior nursing evaluations. High performers were identified using the facilities annual performance evaluations. These individuals cared about their performance, motivated others, enacted changes they wanted to see in the facility, shared ideas and opinions based on experiences, and offered

help when and where they could.

Target Setting

This program was implemented at a level one trauma and certified stroke center with certifications in Primary Percutaneous Coronary Intervention (PCI) and Resuscitation, located in the Southeast region of the United States. The setting was an acute care 500-bed teaching facility with opportunities of a shared governance environment in which bedside and ancillary staff could participate in decision making.

Sponsors and Stakeholders

This project was sponsored by the Human Relations (HR) department, in addition to, Nursing administration/Chief Executives, and employees. Chief Executives and Nursing administration hold key stakeholder positions as most successful succession plans benefit from a strong leadership push from executive administration such as the Chief Executive Officer (CEO), Chief Operations Officer (COO), and Chief Nursing Officer (CNO). Executives would ensure that this program was inclusive and utilized succession criteria when reviewing applicants instead of potentially bias opinions based on personal relationships, as well as strategic direction.

HR plays an important role in implementation of this program because information would need to be obtained to identify current and potential vacancies based on the precipitating factors such as probability of retiring, ageing, and position importance. This department would also add value to the legitimacy of the program and promotion for its continuation by ensuring that the program has a talent pool of diverse individuals as well as validating that the project content follows the strategic plan and values of the healthcare system.

Employees also have a responsibility in implementation of this program as this group is greatly impacted by the choice of leadership. Their involvement allows for collaboration and input that tailors the program to meet their expectations of what leaders should exemplify in practice.

SWOT Analysis

A Strengths, Weaknesses, Opportunities, and Threats analysis was used to help understand the internal strengths and weaknesses of the facility as well as identify the external opportunities and threats that could potentially hinder the facility from implementing this program.

Strengths

This 500-bed level one trauma facility was a well-known and established institution for learning and innovation. This organization has been awarded several honors including the Blue Distinction Center destination for work completed in bariatric surgery, Addario Lung Cancer Foundation Community Hospital Center of Excellence in 2015, American College of Cardiology's National Cardiovascular Data Registry (NCDR) ACTION Registry Platinum Performance Achievement Award in 2017, along with rankings in specialty areas including Cancer, Cardiology/Heart Surgery, Health Wellness, Community Health, and Hospice and Home Health. Other recognitions include certified Primary Stroke Center by the Healthcare Facilities Accreditation Program and Chest Pain Center with Primary Percutaneous Coronary Intervention (PCI) and Resuscitation Accreditation from the American College of Cardiology.

In addition to its award-winning services, this facility also had strong internal leadership practices that promotes and embraces change. Leadership at this facility

engaged in monthly leadership meetings called Leadership Development Institute (LDI) (Leadership Development Institute, 2020). LDI is a system of programs and workshops tailored to leaders of all levels. These sessions were inquiry-based learning programs that emphasize dialogue and visioning. Their focuses consisted of topics such as interpersonal development and critical thinking designed to engage the leadership potential of each participant (Leadership Development Institute, 2020). Leaders also had access to sponsored programs such as Lean Six Sigma training. This training focuses on process improvement by removing “waste” (aspects of lean) and improve effectiveness through elimination of defects (aspects of six sigma).

Weaknesses

Weaknesses identified include a shallow talent pool of NM’s due to increased nursing turnover related to burnout and stress. As we face the daunting nursing shortage, we must also consider fewer employed nurses is associated with fewer choices in promotion of nurse managers. Many facilities are plagued with the preconceived notion that the nurse manager role is overwhelmingly stressful and complex which discourages clinical staff from applying into these positions. “The top recognized challenges of nurse leaders include work-life balance, long work hours, lack of support from management, insufficient ability to ensure quality patient care, and lack of support for managing people, resources, and finances” (Whitney-Dumais & Hyrkas, 2019, p. 34). Nurse managers are frustrated by these challenges and often feel insufficient in their role. Many managers return to bedside nursing or seek employment elsewhere to reduce the amount of stress experienced in the workplace.

Another weakness identified is the lack of assistant nurse manager positions. Due to financial restrictions and budget cuts, many nursing units have been restructured to eliminate the assistant nurse manager (ANM) role. Elimination of this role forces the nurse manager to uphold all aspects of the unit(s) instead of a shared responsibility often seen with the NM and ANM relationship.

Opportunities

With succession planning leading the nursing forefront of change, many accrediting bodies are now offering succession plan toolkits to aid healthcare facilities in developing and implementing succession programs. Professional organizations such as the American Organization for Nursing Leadership (AONL) and American Association of Critical Care Nurses (AACN, 2020) provide added resources that include valid tools needed for continued personal and professional growth.

“Though it is clear that proactive initiatives are needed to build a future workforce, there is also a need to focus on retaining nurses longer in the workforce so their expertise can be shared and their knowledge transferred” (Sherman et al., 2013, p. 900). It is imperative that we focus on rebuilding our talent pools. To achieve this goal, leaders should meet with those identified as high performers regularly to determine what motivates these associates. High performers typically like what they do, want to do more, and motivates other.

Threats

The ageing workforce is an inevitable threat to the success of this program. “By 2020, an estimated 75% of current nursing leaders plan to retire, and fewer than 12.5% of nurses aspire to fill these vacant leadership roles” (Whitney-Dumais & Hyrkas, 2019, p.

32). It is critical that healthcare facilities implement a succession program to ensure continuity of care. “At present, the average age of a RN is 46.8 years, and it is estimated that one-third of all nurses in the US [United States] workforce are between the ages of 50 years and 64 years” (Stichler, 2013, p. 956). Although these nurses encompass a wealth of knowledge and vast experiences, many will retire leaving nursing units crippled and compromise delivery of quality care for patients and their families.

Financial stability was another threat identified. Many facilities have various payor mixes, and this must be assessed to determine the financial stability of the healthcare facility. Payer mix is the percentage of hospital revenue that consists of private insurance, self-pay patients, and government-based insurance (i.e. Medicaid/Medicare) and is also a key influencer in the financial performance of the healthcare organization. Hospitals that serve higher proportions of patients carrying government-based insurances and/or self-pay will generate less revenue (Kim, 2012). This loss in revenue leads to fewer available leadership positions as well as less budgeted funds to focus on leadership initiatives such as succession programs and other educational and professional development opportunities for leaders.

Available Resources

Resources related to succession planning have grown over the past decade. Many professional programs such as the American Organization for Nursing Leadership (AONL) have developed toolkits that focus on nurse manager succession. The AONL (2015) evidence-based nurse manager competencies are based on the Nurse Manager Learning Domain Framework and captures the skills, knowledge, and abilities that guide the practice of these nurse leaders. These competencies are divided into three domains,

the science of managing the business, the art of leading the people, and the leader within (AONL, 2015). The science domain explores the financial, HR, and strategic aspects of management. The art of leading the people domain focuses on developing leadership skills, influencing behavior, diversity and inclusion, and decision making. The leader within, promotes personal and professional accountability through career planning and personal reflection (Ramseur et al., 2018).

Available resources at the project facility site that were be used in the project content included partnering with current Nurse Managers to gain insight into their current roles. Current leaders were able to target key topics that would be beneficial for an upcoming manager based on their individual experiences. Many institutions had leader-based programs applicable for any professional leader. This facility had a system director for organizational development. One of their focus areas included the professional development of leaders. A partnership with this director afforded the project leader an opportunity to review current material and educational tools used for new leaders and collaborate in the design of the Nurse Manager Development Program (NMDP).

Desired and Expected Outcomes

Implementation of the Nurse Manager Development Program will better equip nurse managers and those with leadership potential to prepare for leadership roles. This program would identify and develop a clear process for selecting creditable candidates and providing them with the necessary tools to effectively manage their unit.

Team Members

Team members of this project included members from the Quality Services, Human Resources (HR), experienced nurse leaders/Directors, Financial advisors of the

institution, new nurse leaders, Chief Nursing Officer, as well as the Magnet Program Director. This team collaborated and explored the timeline established by the project leader and reviewed educational material and compared it to the healthcare systems strategic plan and values. “Leadership succession planning requires that organizations have a clear understanding of what is valued in leaders, what is expected, and how that expectation can be translated into performance” (Redman, 2003, p. 278).

Cost-Benefit Analysis

A cost-benefit analysis was used to depict the benefits of implementing a NMDP. The use of a cost-benefit analysis illustrates the projected cost savings from implementation of a nurse manager succession planning. The use of a cost-benefit increases the likelihood that a program receives funding (Phillips et al., 2018).

A review of the facility’s workforce data reveals that 34 nurse managers are currently employed by the institution. The average nurse manager annual salary is \$85,000. Over the past 24-months, 10 nurse managers have resigned or retired from their leadership position reflecting a 25% nurse manager turnover rate. If all 10 managers accepted positions outside of the system, the replacement cost will reflect 100% as it requires recruitment from an external talent pool. “The cost of these replacement actions and lost time in leadership are estimated to be 75%-125% of a nurse manager’s annual salary” (Phillips et al., 2018, p. 240). This would result in replacement cost of an estimated \$850,000.

Implementation of a formal nurse leader succession plan would prove to be beneficial as it strengthens the talent pool for internal applicants and provides an alternative to external nurse leader recruitment. Within the first year of implementing the

NMDP, 20 RNs will be identified as high performers and enrolled into the program. The current estimated hourly rate of these associates is \$27.50. The NMDP is comprised of a 3-month program that requires each participant to attend a 4-hour session twice a month focused on evidence-based competencies. Additional fringe benefit cost should be considered and averages 29% of the annual salary. The program expenses include nurse salaries (45,408.00), educational materials (\$7,000.00), and evaluation tools (\$800.00), resulting in a total cost of \$53,208.00.

Since the NMDP supports internal promotion, the NM replacement cost will reflect 75% of the annual salary (\$63,750.00). Post implementation of the NMDP estimates a predicted decrease in NM turnover by 4% within 24-months of initiation. This decrease results in cost savings of \$403,750.00. Based on the predicted expected savings in comparison to the total program costs, a cost-benefit ratio of 8.4 is calculated. It is noted that a cost-benefit ratio greater than one supports positive results (Phillips et al., 2018).

CHAPTER IV

Project Design

Goal

The goal of this project was to improve the skills of emerging nurse managers through the development, and implementation of a formal succession planning program for front-line nurse managers in order to position them for new opportunities and to advance organizational goals with the intention to strengthen the nurse manager pipeline.

Objectives

The creation and implementation of a Nurse Manager Development Program will:

- develop more efficient leaders,
- identify and promote from the talent pool within the organization, and
- build upon and strengthen competency for leadership.

Plan and Material Development

The Nurse Manager Development Program participants completed a 3-month program that highlighted key leadership topics to enhance their leader abilities and strengthen skills needed to effectively perform as a nurse manager. Consent was obtained by each participant that detailed the program, the goal and objectives, time restraint, and commitment to completion of the program. Permission was also granted to use information obtained from participants as data to determine the program's outcome. Once participants had been identified, demographic information along with an initial leader self-assessment using a Likert Scale was obtained via an online survey conducted through SurveyMonkey. This information was used to identify subsets within the target population and reoccurring statements at the completion of this project's implementation.

This assessment was administered as a pre-assessment as well as a post-assessment. The assessment asked participants to rate their competency level on several topics as it relates to healthcare and leadership.

Each month students met and completed a 4-hour training twice a month for 3 months. Each month focused on topics related to the NM role and responsibilities. Participants met in a classroom setting, then broke out into small groups to cover program topics. During month one, participants focused on the role of a leader. This portion of the program was facilitated by the project leader. Students were challenged with identifying leadership style through self-reflection. Students were then asked to describe the term leadership through use of adjectives. Once those adjectives had been identified, the project leader next introduced a panel of nurse managers and directors for open discussion. During this time, participants had the opportunity to ask questions and explore the details and requirements of a nurse manager through first-hand experiences of the director's perspective.

During month two, the program will focus on the tools and resources needed to manage the business. These sessions will focus on the financial aspects of management. Participants will explore the influence of reimbursement and its impact on revenue and patient care. This is an important concept for NMs to understand. Without reimbursement, healthcare facilities would not be able to sustain their financial obligations which could jeopardize their existence. Other activities include use and design of budgeting, understanding the difference between operational and capital budgets, staffing and productivity, as well as incorporation of technology through introductory courses on the programs used to manage daily operations of their nursing

unit. A representative from finance who is a subject matter expert will lead these activities.

Month three will conclude this program with topics related to managing a nursing department. These sessions will center around human resource's tools and resources. Participants will explore hiring and termination processes for staff, new hire interviewing techniques, identification of qualified applicants, effective communication, and staff development and retention. Focus will also be dedicated to diversity, inclusion, and equity in the workplace. These topics will be explored through a series of discussions led by the Diversity Officer. As healthcare advances into the 21st century, it is imperative that leaders recognize and appreciate diversity and its impact on patient care.

Timeline

A Work Breakdown Structure was used to classify the various phases of the project design. This structure consists of assessment, planning, development, implementation, and evaluation. In partnership with HR, and the implementation team, a thorough gap analysis would need to be conducted to identify managers who are close to retirement and evaluate their service line value. Once the analysis is complete, the team will begin to formulate a timeline for project development and execution. During the planning and development phases, tools and resources will be selected and established. This will include the leadership development and training, documentation resources, an evaluation tool, and nurse manager competencies.

The estimated timeline for implementation of this project would be one year. This will allow for proper planning and recruitment of staff, project development including determining the topics and creating a curriculum that supports the needs of a nurse

manager, as well as implementation, and program evaluation.

Budget

Based on the cost-benefit analysis, the estimated cost of this program will be \$14,000. This includes costs related to educational materials used for this program. With permission and support from the CNO, the salaries of each participant would be budgeted funds accessible from each department. Since many of the resources and tools (i.e. SurveyMonkey and data extraction platforms) are licensed through the facility, those cost were excluded from the budget.

Evaluation Plan

An evaluation will be conducted at the conclusion of the program. Participants will complete a nurse leader competency self-assessment before beginning the program and after completion of the program. This tool consists of statements that allows the reader to self-evaluate their competence. Descriptive analysis of data will be conducted and used by the project team members to compare findings of the pre and post assessment in order to determine the program's effectiveness. This quantitative approach will provide data to support the project's goal that implementation of this project will identify potential nurse managers and provide them with the necessary tools to effectively manage their unit.

CHAPTER V

Dissemination

Dissemination Activity

This project proposal was disseminated to members of nursing leadership including the Chief Nursing Officer and the quality department, as well as a representative from corporate education. This project proposal was presented via a PowerPoint presentation highlighting the key points and advantages of the implementation. The presentation also listed the cost/benefit, budget, and overall projected outcomes. This presentation provided these stakeholders the necessary tools and resources to determine if this plan was beneficial to their institution.

Limitations

One limitation to the generalization of the results from this project was the lack of geographic diversity. It was only implemented in one facility in the Southeast region of the United States. Also, this was the first implementation of the Nurse Manager Development Program. For more generalization of the effectiveness of the Nurse Manager Development Program, it is recommended that it is implemented in additional geographic areas and additional data collection will strengthen the effectiveness of the Nurse Manager Development Program.

Implications for Nursing

Implications for nursing would be tremendous. This program was designed to improve the quality of nurse managers. This project supported the benefits of succession planning when implemented for frontline Nurse Managers to strengthen the leadership pipeline and develop stronger, prepared nurse managers. When leadership is prepared and

trained, they are aware of what resources are available for nursing and how to advocate for their nursing departments. Prepared leaders also increase nurse retention, job satisfaction, improved patient care, and overall morale.

Recommendations

It is recommended that the Nurse Manager Development Program will be implemented as a routine educational opportunity for new nurse managers and nurses who desire to become nurse managers. Data collection should continue to be gathered and used to support the continued use of the Nurse Manager Development Program. Data collected from future implementation of the Nurse Manager Development Program should also be used to update and improve the Nurse Manager Development Program.

Conclusion

Implementation of the Nurse Manager Development program offers many benefits to an acute care facility including higher retention, increased employee engagement and satisfaction, as well as improved financial return for the healthcare system. Leadership development fosters an environment conducive to providing optimal and efficient care. It is imperative for healthcare organizations to nurture a new generation of nurses in readiness to lead teams in the provision of high-quality care (LaCross et al., 2019).

Succession planning is an important concept and must be considered from all aspects of the nursing profession. Executive leadership must identify the need for succession planning and provide the necessary resources to implement an action plan such as the Nurse Manager Development Program. It is favorable that the program reflects the vision and mission of the organization to meet the goals and expectations of

the healthcare system. Implementation of a formal succession plan allows for a concise and consistent method to be used when identifying individuals for leadership placement and contributes to improved outcomes and retention (Titzer et al., 2014).

References

- Al Hosis, K., Plummer, V., & O'Connor, M. (2012). Nursing management in Saudi Arabia: Evaluating strategies for succession planning. *Asia Pacific Journal of Health Management*, 7(1), 19-27.
<https://search.informit.com.au/documentSummary;dn=408424339213496;res=IELHEA;type=pdf>
- Altmann, T. K. (2007). An evaluation of the seminal work of Patricia Benner: Theory or philosophy? *Contemporary Nurse*, 25(1-2), 114–123.
<https://doi.org/10.5172/conu.2007.25.1-2.114>
- American Association of Critical-Care Nurses. (2020). *Fundamental Skills for Nurse Managers*. <https://www.aacn.org/store/books/fsnm19ind/fundamental-skills-for-nurse-managers>
- American Organization for Nursing Leadership (AONL). (2015). *AONL Nurse Manager Competencies*. www.aonl.org/competencies
- Benner, P. (1982). From novice to expert. *American Journal of Nursing*, 82(3), 402-407.
- Brunero, S., Kerr, S., & Jastrzab, G. (2009). The development and evaluation of a succession planning programme in nursing, in Australia. *Journal of Nursing Management*, 17(5), 576–583. <https://doi.org/10.1111/j.1365-2834.2009.00990.x>
- Goudreau, K. A., & Hardy, J. (2006). Succession planning and individual development. *The Journal of Nursing Administration*, 36(6), 313–318.
<https://doi.org/10.1097/00005110-200606000-00007>
- Gray, D. (2014). Succession Planning 101. *Professional Safety*, 59(3), 35.

- Huston, C. (2008). Preparing nurse leaders for 2020. *Journal of Nursing Management*, 16(8), 905–911. <https://doi.org/10.1111/j.1365-2834.2008.00942.x>
- Kim, S. (2003). Linking employee assessments to succession planning. *Public Personnel Management*, 32(4), 533-547. <https://doi.org/10.1177/009102600303200405>
- Kim, T. H. (2012). Succession planning in hospitals and the association with organizational performance. *Nursing Economic\$,* 30(1), 14–20.
- LaCross, E., Hall, N., & Boerger, J. A. (2019). Nurse manager succession planning: Evaluating a pilot program's effect on self-perception of readiness. *The Journal of Nursing Administration*, 49(6), 331–335.
<https://doi.org/10.1097/NNA.0000000000000761>
- Leadership Development Institute. (2020).
[http://www.leadershipdevelopmentinstitute.net/offerings/leadership-development-institute/#:~:text=The%20Leadership%20Development%20Institute%20\(LDI,for%20leaders%20at%20all%20levels.&text=We%20partner%20with%20organizations%20and,expertise%20all%20over%20the%20world.](http://www.leadershipdevelopmentinstitute.net/offerings/leadership-development-institute/#:~:text=The%20Leadership%20Development%20Institute%20(LDI,for%20leaders%20at%20all%20levels.&text=We%20partner%20with%20organizations%20and,expertise%20all%20over%20the%20world.)
- Mariani, B. (2012). The effect of mentoring on career satisfaction of registered nurses and intent to stay in the nursing profession. *Nursing Research and Practice*, 2012, 1-9. <https://doi.org/10.1155/2012/168278>
- Miller, J., Vivona, B., & Roth, G. (2017). Work role transitions – expert nurses to novice preceptors. *European Journal of Training and Development*, 41(6), 559-574.
<https://doi.org/10.1108/EJTD-10-2016-0081>

- Nogueira, A. L. G., Munari, D. B., Ribeiro, L. C. M., Bezerra, A. L. Q., & Chaves, L. D. P. (2019). Nurses' expectations about the succession of leaders in the hospital context. *Revista Latino-Americana De Enfermagem*, 27, 1-10.
<http://dx.doi.org/10.1590/1518-8345.2833.3178>
- Phillips, T., Evans, J. L., Tooley, S., & Shirey, M. R. (2018). Nurse manager succession planning: A cost-benefit analysis. *Journal of Nursing Management*, 26(2), 238-243. <https://doi.org/10.1111/jonm.12512>
- Ramseur, P., Fuchs, M. A., Edwards, P., & Humphreys, J. (2018). The implementation of a structured nursing leadership development program for succession planning in a health system. *The Journal of Nursing Administration*, 48(1), 25-30.
<https://doi.org/10.1097/NNA.0000000000000566>
- Redman, R. W. (2003). Leadership succession planning: Would nursing benefit? *Research and Theory for Nursing Practice*, 17(4), 277-279.
<https://doi.org/10.1891/rtnp.17.4.277.53191>
- Sherman, R. O., Chiang-Hanisko, L., & Koszalinski, R. (2013). The ageing nursing workforce: A global challenge. *Journal of Nursing Management*, 21(7), 899-902.
<https://doi.org/10.1111/jonm.12188>
- Sherman, R., Patterson, P., Avitable, T., & Dahle, J. (2014). Perioperative nurse leader perspectives on succession planning: A call to action. *Nursing Economics*, 32, 186-195.
- Stichler, J. F. (2008). Succession planning: Why grooming their replacements is critical for nurse leaders. *Nursing for Women's Health*, 12(6), 525-528.
<https://doi.org/10.1111/j.1751-486X.2008.00387.x>

- Stichler, J. F. (2013). Healthy work environments for the ageing nursing workforce. *Journal of Nursing Management*, 21(7), 956-963.
<https://doi.org/10.1111/jonm.12174>
- Titzer, J. L., & Shirey, M. R. (2013). Nurse manager succession planning: A concept analysis: Nurse manager succession planning. *Nursing Forum (Hillsdale)*, 48(3), 155-164. <https://doi.org/10.1111/nuf.12024>
- Titzer, J. L., Shirey, M. R., & Hauck, S. (2014). A nurse manager succession planning model with associated empirical outcomes. *The Journal of Nursing Administration*, 44(1), 37–46. <https://doi.org/10.1097/NNA.0000000000000019>
- Titzer, J., Phillips, T., Tooley, S., Hall, N., & Shirey, M. (2013). Nurse manager succession planning: Synthesis of the evidence. *Journal of Nursing Management*, 21(7), 971–979. <https://doi.org/10.1111/jonm.12179>
- Trepanier, S., & Crenshaw, J. T. (2013). Succession planning: A call to action for nurse executives. *Journal of Nursing Management*, 21(7), 980-985.
<https://doi.org/10.1111/jonm.12177>
- Tyler, K. (2011). On the grid: The 9-box grid maps talent and identifies future leaders. *HR Magazine (Alexandria, Va.)*, 56(8), 67. <https://www.shrm.org/hr-today/news/hr-magazine/pages/0811tylera.aspx#:~:text=The%209%2Dbox%20grid%20maps%20talent%20and%20identifies%20future%20leaders.&text=In%20the%20interests%20of%20continuity,9%2Dbox%20grid%20can%20help.>

Wendler, M. C., Olson-Sitki, K., & Prater, M. (2009). Succession planning for RNs:

Implementing a nurse management internship. *The Journal of Nursing*

Administration, 39(7-8), 326–333.

<https://doi.org/10.1097/NNA.0b013e3181ae9692>

Whitney-Dumais, T., & Hyrkäs, K. (2019). Missing pieces of the retention puzzle.

Nursing Management, 50(5), 32-37.

<https://doi.org/10.1097/01.NUMA.0000554340.32390.ec>