Successful Job Advancement and Career Planning in the Nursing Profession: A Study of Naturalistic Inquiry.

Alyssa S. Campbell DNP, MBA, RN, RN-BC
Lehigh Valley Health Network, Alyssa_S.Campbell@lvhn.org

Published In/Presented At

Showcase of DNP Projects

Alyssa S. Campbell, DNP, MBA, RN, RN-BC
Marie Kimberly Jordan, DNP, MHA, RN, NE-BC
Kimberly T. Korner, DNP, MBA, RN, NE-BC

610-402-CARE   LVHN.org

Lehigh Valley Health Network

Showcase Objective

- Describe the process and implications to practice for identified research studies

Successful Job Advancement and Career Planning in the Nursing Profession: A Study of Naturalistic Inquiry

Doctor of Nursing Practice Scholarly Project

Alyssa S. Campbell, DNP, MBA, RN, RN-BC

Lehigh Valley
Health Network

Project Objectives and Aims

- Provide industry background
- Discuss project significance
- Describe application of Naturalistic Inquiry (NI)
- Provide summary of study results

Background and Significance

- Trends are both industry and nursing specific
- Growing nursing shortage[1]
  - Shortage of nursing faculty
  - Nursing workforce nearing retirement age
  - Increase in number of older adults, requiring more nurses
  - Insufficient and unstandardized staffing leading to dissatisfaction, burnout, and turnover
- Cost of attrition[2]
  - $88,000
- Turnover rate[3]
  - 8.8%
- Interest in transition[4]
  - 50% of nurses consider transitioning to a different role several times per year

1 American Association of Colleges of Nursing, 2014
2 Krsek, 2011
3 Benson, 2012
4 Homberg, 2013

Background and Significance

- Job Satisfaction and Engagement Report[1]
  - 94% "Skill application is very important"
  - 83% "Career advancement within their current organization is very important"
- Long-term organizational viability lies largely on the ability of the nurse to take ownership of career and development planning[2]
- Continuous career planning is a strategy that can offer nurses the means to respond to both short and long-term changes in their profession[2]

1 Human Resource Management, 2015
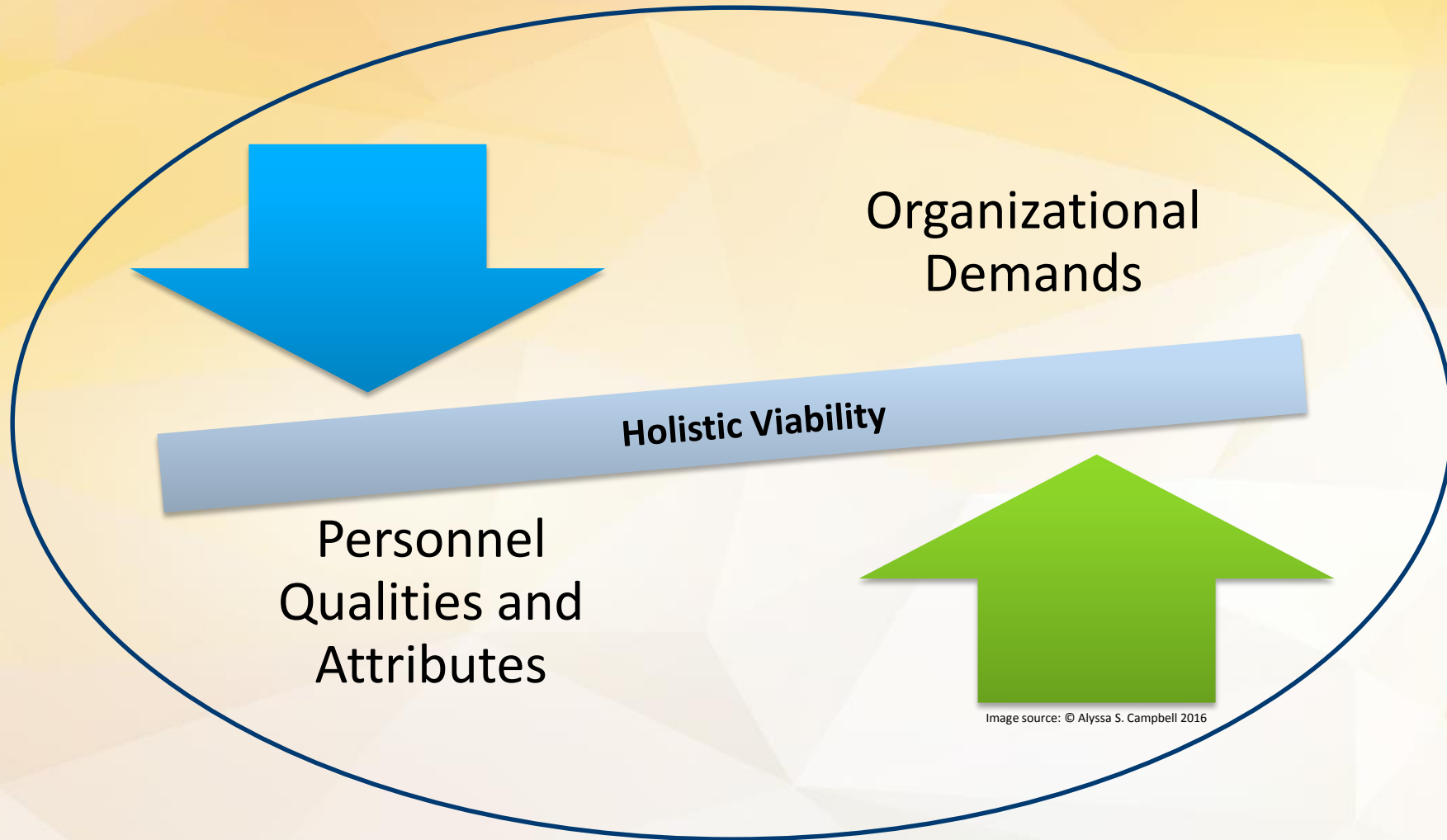2 Hall, Waddell, Donner, & Wheeler, 2004

Summary of Literature Review

- Historical predictors of success
- Academic faculty expectations
- Career paths
- Role abilities and characteristics
- Career development programs
- Attrition

KEEP CALM AND LOVE LITERATURE

Image source: http://reverberaquerida.blogspot.com/2013_07_01_archive.html

What Does This Mean?

Organizational Demands

Holistic Viability

Personnel Qualities and Attributes

Image source: © Alyssa S. Campbell 2016

Inquiry Question

- What personal characteristics do nurses attribute to success in their current roles?

Project Design: Naturalistic Inquiry

- Qualitative design
  - Reliability commonly questioned
- Naturalistic Inquiry[1]
  - Characteristics of NI that closely aligned with this project:
    - Natural setting
    - Utilization of tacit knowledge
    - Purposive sampling
    - Inductive data analysis
    - Emergent design

1 Lincoln & Guba, 1985

Project Design

- Setting
  - Online survey
- Population and Sample
  - Inclusion/Exclusion criteria
  - Use of purposive sampling to facilitate variety, whereas random sampling suppresses deviant cases[1]
  - Recruitment
- Data Collection
- Survey Questions

1 Lincoln & Guba, 1985

Survey Questions

▪ The study survey included five questions, and allowed for unlimited text and unlimited time

1. Current role
2. Essential functions (responsibilities/tasks) required by your current role
3. Position related strengths that are required to be successful in your role
4. Weaknesses that prevent others from being successful in your role
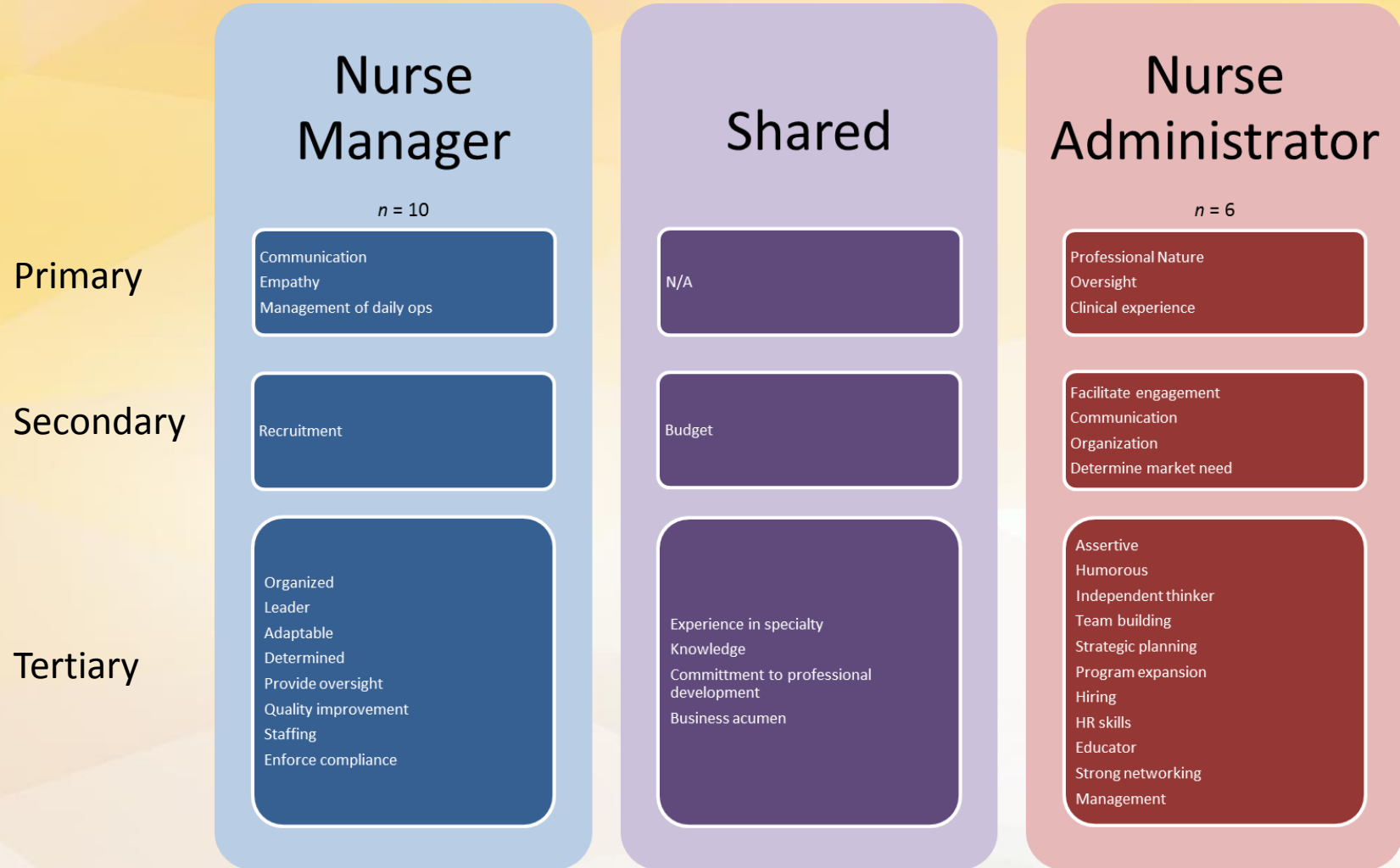5. Personal characteristics that attribute to success in your role

Results

- A total of 34 responses were selected for analysis (*N* = 34)
- Subgroups and demographics
  - Nurse Manager
  - Nurse Educator
  - Nurse Administrator
  - Professional Development
  - DPC M/S Nurse

Role Subgroup Respondents and Demographics						
Role	n	Years in Current Role	Years as a Registered Nurse	Age	Prepared with Advanced Degree	Held a Pertinent Certification
Nurse Manager	10	4-11*	13-32*	35-52*	60%	80%
Direct Patient Care Medical/Surgical Nurse	8	1-7	1-7	24-45	0%	12.5%
Nurse Educator	7	7-20*	16-35*	48-55*	100%	57.1%
Nurse Administrator	6	2-5*	16-35*	39-58*	66.6%	66.6%
Professional Development	3	3-21	23-30	44-52	0%	0%
Other	15	-	-	-	-	-
Total (N)	49	-	-	-	-	-
*Outliers removed						

Results: Nurse Manager v. Nurse Administrator

	Nurse Manager	Shared	Nurse Administrator
	n = 10		*n* = 6
Primary	Communication Empathy Management of daily ops	N/A	Professional Nature Oversight Clinical experience
Secondary	Recruitment	Budget	Facilitate engagement Communication Organization Determine market need
Tertiary	Organized Leader Adaptable Determined Provide oversight Quality improvement Staffing Enforce compliance	Experience in specialty Knowledge Committment to professional development Business acumen	Assertive Humorous Independent thinker Team building Strategic planning Program expansion Hiring HR skills Educator Strong networking Management

Conclusion

- Actual study findings illustrated characteristics of nurses in five distinct roles
- Study established differences between roles
  - Demographics
  - Individual characteristics
- Limitations
  - Saturation of subgroup data
  - Insufficient diversity in responses
  - Subject to reporter/researcher bias
- Strengths[1]
  - Authenticity of responses
  - Participants divulged as much as desired when responding, leading to study richness
  - Methodology allowed for flexibility during analysis, allowing themes to naturally emerge

1 Lincoln & Guba, 1985

Future Considerations

- Expand study to include wider breadth of roles and settings
- Consider cohorting specific geographical areas
- Create evidence-based career recommendations
  - Increase job satisfaction
  - Increase individual/organizational efficiency
  - Decrease turnover

References

- American Association of Colleges of Nursing. (2014). Nursing shortage. Retrieved from http://www.aacn.nche.edu/media-relations/fact-sheets/nursing-shortage

- Benson, A. (2012). Labor market trends among registered nurses: 2008-2011. *Policy, Politics, & Nursing Practice, 13*(4), 205-213.

- Hall, L., Waddell, J., Donner, G., & Wheeler, M. (2004). Outcomes of a career planning and development program for registered nurses. Nursing Economic$, 22(5), 231-238.

- Homburg, V., Heijden, B., & Valkenburg, L. (2013). Why do nurses change jobs? An empirical study on determinants of specific nurses' post-exit destinations. Journal of Nursing Management, 21(6), 817-826. doi:10.1111/jonm.12142

- Krsek, C. (2011). Investing in nursing retention is a smart move in today's economy. American Nurse Today, 6(4).

- Lincoln, Y., & Guba, E. (1985). Naturalistic inquiry. Beverly Hills, CA: Sage Publications.

- Society for Human Resource Management. (2015). Employee job satisfaction and engagement: Optimizing organizational culture for success. Retrieved from http://www.shrm.org/research/surveyfindings/pages/default.aspx

- Trochim, W. (2006). Research methods knowledge base. Retrieved from www.socialresearchmethods.net/kb/dedind.php