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## **IMPROVING NURSE MANAGER JOB SATISFACTION IN THE PERIOPERATIVE ENVIRONMENT BY IMPLEMENTATION OF AN EVIDENCE-BASED CAREER PLANNING PROGRAM**

### **PURPOSE**

The goal of this nurse manager quality improvement project was to explore if a career planning program can improve job satisfaction with an integrated career development program for perioperative nurse managers in an academic medical center setting.

### **BACKGROUND**

Nurse manager leadership has a profound influence on the job satisfaction of nursing staff and, in turn, the minimization of turnover and improved patient care outcomes. However, nurse managers, as clinical experts, are often underprepared for their leadership roles. Intentional career planning supports investment in leadership skills and equips nurse managers for the rapidly changing healthcare environment.

### **METHODOLOGY**

This project was an evidence-based quality improvement initiative that obtained the voluntary participation of all current perioperative NMs (8) and directors (4). A modified version of the American Organization for the Nursing Leadership

(AONL) nurse leadership tool was utilized to perform self- and direct-supervisor nurse managers evaluation. Each group completed a pre- and post-study questionnaire on the career planning process satisfaction and nurse managers' job performance.

### **RESULTS**

When comparing satisfaction survey results pre- and post-intervention, aggregate NM satisfaction increased by 37.2%. No significant change resulted in leadership competency scores or director perception of NM job performance, although positive trends were shown.

### **IMPLICATIONS**

The increased NM satisfaction and positive trends in leadership competencies indicate the need to spread the study to a larger sample size for a longer time period of study. Achieving a high-performing NM workforce has the potential to stabilize nurse retention, thereby improving patient outcomes.

*Keywords:* Nurse Manager, Career Development, and Leadership Competency