

Succession Planning and the Identification of Future Perioperative Leaders: A Mixed Methods Study

Donna J Doyle RN, MS, CNOR, NE-BC; Patricia Keane PhD; Kay Ball PhD, RN, CNOR, CMLSO, FAAN; Brian Garrett DNP, CRNA

Otterbein University, Westerville, Ohio

Purpose

- To determine if there is a relationship between succession planning and the identification of future perioperative leaders
- To understand the current state of leadership and what methods are used to identify nurse leaders in the operating room

Background

- Perioperative nursing shortage is expected in the next decade
- Access to care may be affected and is a concern of the Institute of Medicine (IOM) as well as quality, safety, equality, efficiency and cost
- Solutions to close the gap between supply & demand are needed

Introduction

- Nurse deficit by 2022 will be 2x as large as 1960s (Grant, 2016)
- Average age of perioperative nurse is 51 to 55 years old versus other specialties at 42 to 47 years old (Hader, Saver, & Steltzer, 2006)
- Majority of nurse leaders have >20 years experience (Sherman, Patterson, Avitable, & Dahle, 2014)
- Loss of experienced perioperative leaders pose a threat to business performance (Stevens, 2008)
- Absence of perioperative curricula in nursing schools exacerbates the nursing shortage (Ball, Doyle & Oocumma, 2015)

Problem Statement & Significance

- Rising demand for perioperative nurse leaders, coupled with a reduced supply, signals a need for identifying strategies to close the gap
- Inability to staff ORs will drive a domino effect for IOM concerns
- Perioperative leaders are in the best position to assess, implement and evaluate surgical patient care
- Succession planning is one strategy used to mitigate the nursing shortage
- However, it is not known if there is a relationship between succession planning and identification of future perioperative leaders**

Project Description, Design, Outcomes & Evaluation

- Descriptive survey design with quantitative and qualitative methods
- Target population of OR managers/directors in a hospital environment, who are members of the Association of periOperative Nurses (AORN), N=3935, Survey responses n=209 (5.3%)

Pearson Chi-Square for Key Variables

Future Leader Identified

Succession Plan

Frequency Percent Row Percent Col Percent	No	Yes	Total	
No	88 44.67 85.44 75.86	15 7.61 14.56 18.52	103 52.28	
Yes	28 14.21 29.79 24.14	66 33.5 70.21 81.48	94 47.72	
Total	116 58.88	81 41.12	197 100.00 Missing = 12	Pearson Chi-Square= 62.856 DF=1 P Value= 0.0001 Likelihood Ratio Chi-Square=66.8457

Select Qualitative Respondent Comments

Seven Major Themes Identified: Recruitment Strategies, Ease of Recruitment, How Potential Leaders are Identified, How Potential Leaders are Mentored, Most Important Components of a Succession Plan, Metrics Impacted if Leader Positions not Filled and Additional Comments

"We could make the transition easier if we had any 'plan' and we could engage the younger generation who tends to only stay in a job for 1-3 years." (Most Important Components of a Succession Plan Theme)

"We have longevity in our OR however, no one is stepping up into leadership roles. It pretty much goes in a pecking order the oldest nurses (who are set to retire in 7-9 years) taking the lead and the nurses below usually don't rock the boat." (Ease of Recruitment Theme)

"extremely difficult [We] often see national searches, and again, the positions [are] being filled with non-RNs." (Ease of Recruitment Theme)

"The work to grow OR resources to meet demand is dependent on nursing leadership. Growing OR volume, adding new programs, recruiting and retaining qualified staff are all dependent on competent leadership. Often times the value of a skilled leader of a program becomes more apparent in their absence than when they are fulfilling the role successfully", (Metrics Impacted if Leader Positions are not Filled Theme)

Conclusions & Recommendations

- A significant (p=0.0001) relationship between succession planning and the identification of future perioperative leaders was identified.**
- Identified leaders, once identified, were being mentored**
- Qualitative data responses indicated that although succession planning was important it was absent in the majority of organizations and future perioperative leaders had not been identified
- 43% of respondents planned to retire within 9 years and the majority of these have >20 years of OR experience
- Succession planning is a concrete strategy that can be used to identify future perioperative leaders who can be mentored for leadership roles**

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