

2019 DNP National
Conference
Interim chief nursing officer:
A valuable option during a
leadership gap?

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Problem

- ▶ Little research has been done to determine if interim CNOs, within the United States, and *external* to the organization, bring the subject matter expertise needed to provide stability to organizations experiencing a CNO vacancy.

Purpose

- ▶ To present an investigation of self-reports by participants on the role of interim CNOs and their contributions to an organization experiencing a CNO leadership transition.

Overview

- CNOs are responsible for creating the framework for practice excellence and innovation at every level within the nursing organization (Batcheller, 2010)
- Leadership retirements and resignations increasing (O'Conner & Batcheller, 2015)
- Involuntary CNO turnover (Batcheller, 2010)
- Lack of CNO succession planning (Trepanier & Crenshaw, 2013)
- 2018 saw a 113% increase in demand for interim leadership services (Kirby Bates Associates, 2019)

Evolution to today's CNO

Strategic Focus

Operations

Broad Service
Line
Responsibility

Limited
Responsibility

Organizational
Influence

Clinical
Influence

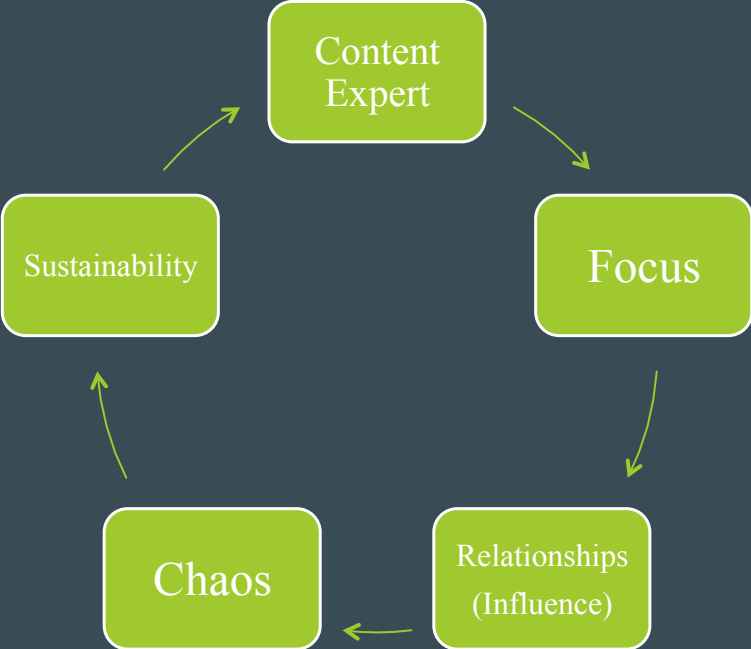
Driver of
Technology

Consumer of
Technology

Project design

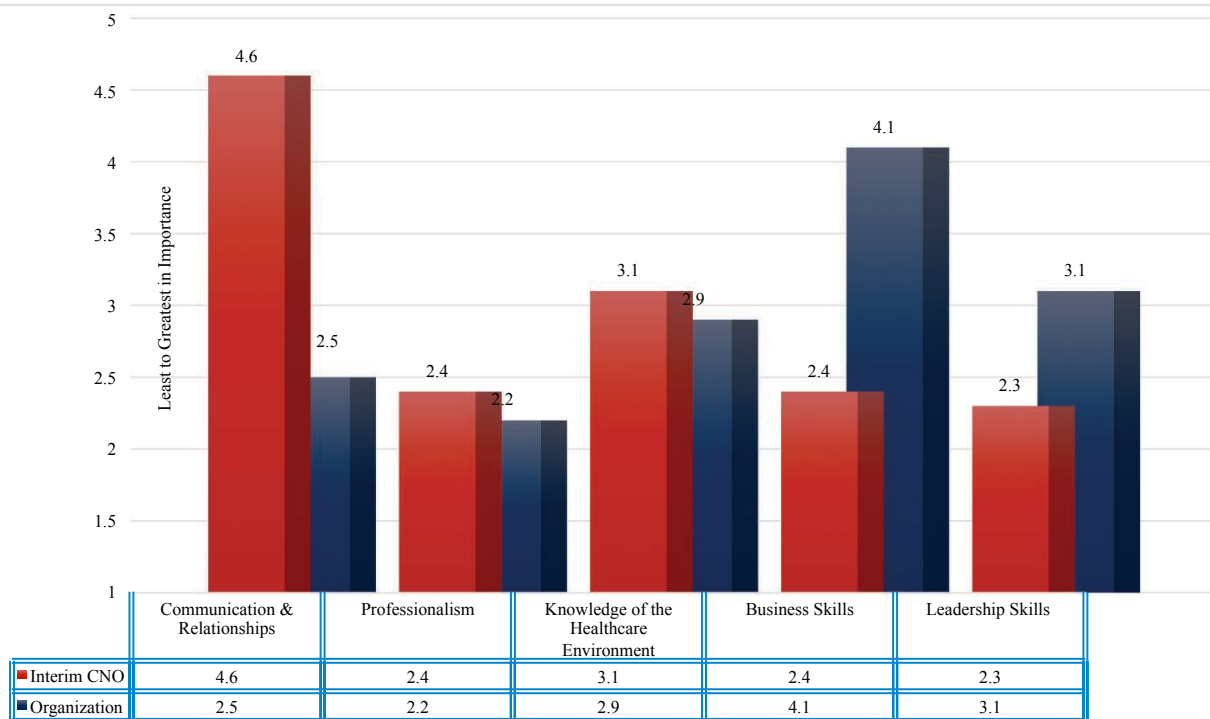
- Qualitative, exploratory, descriptive approach
- Collection of narrative stories conducted through exploratory interviews
- Validity ensured with inquiry audit and expert nurse reviewers
- Audio taped/Live transcription
- Data collected until saturated
- Known participants/Snowball sampling
- No placement firm input

Themes/Success depends upon:



AONE competency ratings

A Comparison Between Interim CNO and Organizational Priorities



(AONE, 2015)

Summary

- Can be involved in all or part of a new activity
- Administrators/CEOs recognizing the advantages of diverse experience and creative solutions
- Interims emphasized the increasing instability in healthcare and the great importance of experienced leaders in the delivery of care
- Interims serve as change agents, advocates, experts, educators, and problem solvers
- Interims will continue to be utilized when succession planning is not aligned with organizational needs

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