

Leading Together: Reducing Nurse Manager Burden Through Development and Collaboration

2025 OHA Annual Meeting

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Disclaimer

I have no real or perceived conflicts of interest that relate to this presentation.

Presentation Overview

Session participants will be presented with actionable insight on fostering supportive partnerships to promote effective, sustainable leadership practices.

Agenda

- Nurse Manager Role & Responsibilities
- Nurse Manager Burden
- Nurse Manager Support

Nurse Manager Role & Responsibilities

What do Nurse Managers do?



Nursing Organizations Alliance™

Elements of a Healthy Practice Environment

The Nursing Organizations Alliance™ believes that a healthy practice environment is supported by the presence of the following elements:

- 1. Collaborative practice culture**
Respectful, collegial communication and behavior
Team orientation
Presence of trust
Respect for diversity
- 2. Communication rich culture**
Clear and respectful
Open and trusting
- 3. A culture of accountability**
Role expectations are clearly defined
Everyone is accountable
- 4. The presence of adequate numbers of qualified nurses**
Ability to provide quality care to meet client/patient's needs
Work/home life balance
- 5. The presence of expert, competent, credible, visible leadership**
Serve as an advocate for nursing practice
Support shared decision making
Allocate resources to support nursing
- 6. Shared decision making at all levels**
Nurses participate in system, organizational and process decisions
Formal structure exists to support shared decision making
Nurses have control over their practice
- 7. The encouragement of professional practice and continued growth/development**
Continuing education/certification is supported/encouraged
Participation in professional association encouraged
An information rich environment is supported
- 8. Recognition of the value of nursing's contribution**
Reward and pay for performance
Career mobility and expansion
- 9. Recognition by nurses for their meaningful contribution to practice**

These nine elements will be fostered and promoted, as best fits, into the work of individual member organizations of the Alliance.

What Skills do Nurse Managers Need?



AONL Nurse Leader Core Competency Model.
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Nurse Manager Burden

What is Nurse Manager “Burden”?

Physical, emotional & psychological strain due to the demands of the role that can lead to stress, burnout, decreased job satisfaction, and turnover

Administrative responsibilities – such as staffing, budgeting, compliance, and policy implementation

Emotional labor – managing team dynamics, handling conflicts, and supporting staff through burnout or crisis

High expectations – balancing patient care quality, staff satisfaction, and organizational goals

Workload and time pressure – long hours, constant multitasking, and being the go-to person for both staff and leadership

Moral distress – facing ethical dilemmas, especially when resources are limited or decisions conflict with personal values

What brings Nurse Managers “Joy”?

Recognition

Mentoring

Engaging/Collaborating with colleagues

Rounding on team/patients

AONL Boston 2025



Current work to validate tool to help with defining “span of control”



Discussion regarding changing the concept of “span of control” to “span of accountability”

Nurse Manager Support

How do we support our NMs?



Structure & Strategic Plan

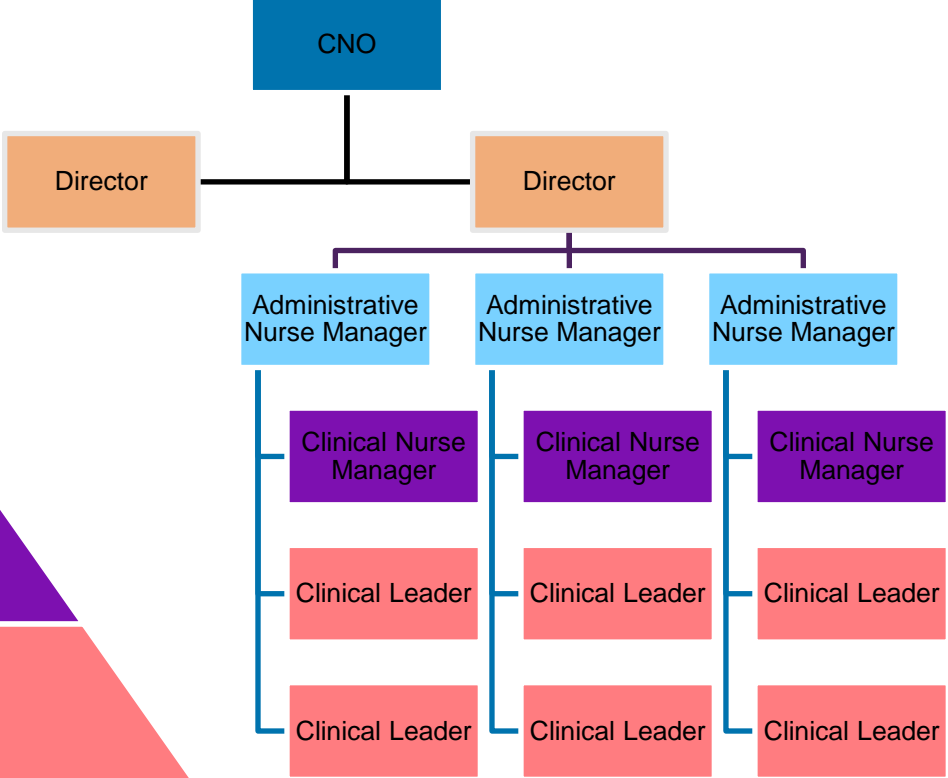
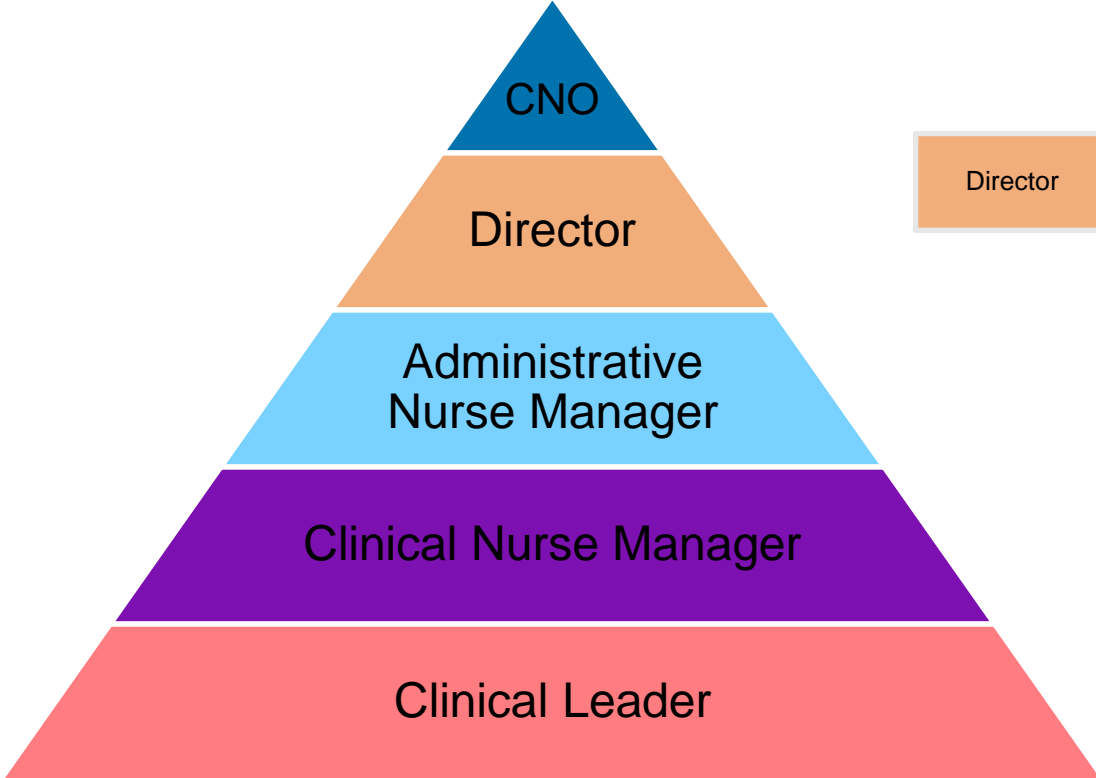


Intentional Development



System Collaboration

Nursing Leadership Structure



Nursing Strategic Plan Overview



Vision: Every OhioHealth Nurse is a leader in improving the lives of those we serve.



Key focus areas:

Bedside leader turnover
Nurse turnover



Invest in nurse leader talent through professional development.

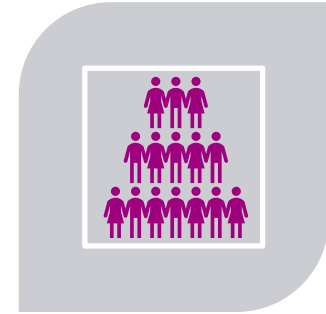
System Collaboration to Support Nurse Leaders



DESIGN, IMPLEMENT & FACILITATE
NURSE LEADER DEVELOPMENT
PROGRAMS/ COURSES IN
ALIGNMENT WITH NURSING
STRATEGIC PRIORITIES



PROMOTE LIFELONG
PROFESSIONAL DEVELOPMENT OF
NURSE LEADERS



CREATE POOL OF “READY
LEADERS” (SUCCESSION
PLANNING)

Nurse Leader Development Progression

From Bedside to Boardroom



Goal: Provide a progressive leadership program that develops nurse leaders to excel at our core business of caring.



Expected Outcomes:

Foster formal internal pipeline for nursing leadership

Improve nurse leader retention

Curriculum Alignment

- OhioHealth Priorities
- OhioHealth Leadership Competencies
- AONL [Nurse Leader Core Competency Model](#)



Culture Builder <i>(Leading Yourself)</i>	People Developer <i>(Leading Others)</i>	Results Driver <i>(Leading the Business)</i>
Emotional Intelligence	Servant Leadership	System Agility
Leading in the Gray	Team Development	Lean Management & Operational Excellence
Continuous Learning	Mentor & Coach	Communication



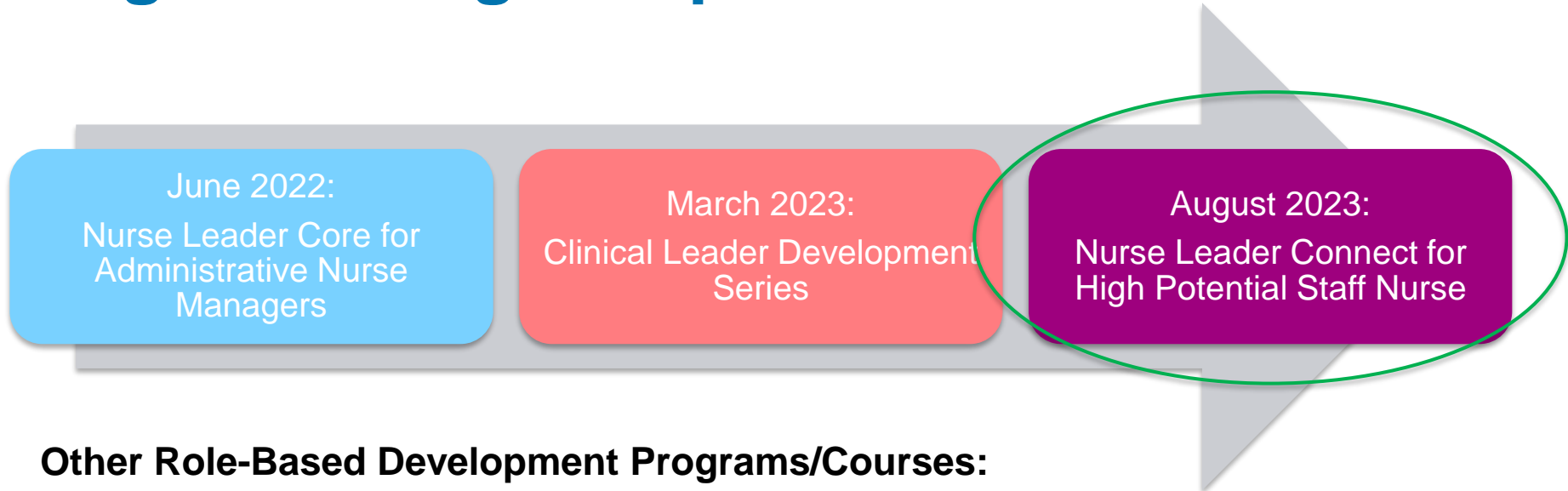
Development Program Highlights

Initiated in November 2021

Launch an updated nurse leader development program to support the OhioHealth Nursing Vision & Strategy

- Leadership Skill Development
- Retention & Succession Planning
- Formalized, meaningful, timely
- Business of Caring

Program Design: Implementation Timeline



Other Role-Based Development Programs/Courses:

- Nurse Residency Program Seminar (January 2023)
- Tangible Tools: Getting Started as a Nurse Preceptor Course (June 2022)
- Tangible Tools: Getting Started as a Charge Nurse Course (April 2024)

Program Highlight: High Potential Staff Nurse Development

Program: *Nurse Leader Connect*

Launch: August 2023

Program Overview

Plan

- Candidates: BSN-prepared staff nurses who have the potential to move into formal nurse leadership roles as identified by their care site nurse executive leaders (high potential/emerging leaders)
- Requires sponsorship by a current nurse leader (director) who will actively participate in the development of the candidate
- Blend of work hours to maintain clinical role and Nurse Leader Connect program (0.2 FTE)

Design

- Formal curriculum focusing on leadership behaviors
 - Introduction to formal nursing leadership
 - Role preparation focused on the pillar of “Excel at Our Core Business” through Operational Execution & Execution Excellence
- Duration: 16 weeks
- Cohort maximum of 10 candidates

Program Sessions

Leadership & Professionalism

- Role Expectations
- Professional Presence
- Managing vs. Leading
- Servant Leadership
- Role Transition: Peer-to-Leader
- Reflective Practice

Culture & Engagement

- Mission, Vision, Values & Strategy
- Healthy Work Environment
- Shared Decision-Making
- Diversity & Inclusion
- Resilience
- Communication, Collaboration, Civility

Healthcare Business

- Systems Thinking
- High Reliability Organization
- Driving Results: Service, Finance, Quality
- Prioritization
- Resources

Developing Self & Others

- Coaching for Performance
- Giving Feedback
- Defining Success
- Individual Development Plan
- Resume Development

Additional Learning Experiences

Practicum

- Scheduled time with nurse leaders throughout the organization
- Provides opportunities to network, learn, and apply seminar topics
- Candidates complete a guided reflective summary of each practicum experience

Workshop

- Independent work sessions with focused prompts
- Completion of personality/work type assessments
- Deep dive into current leadership topics such as retention/succession planning
- Individual development planning, resume building, vision statement work

Program Status

4 cohorts completed

Candidates

- 30 staff nurses representing 11 care sites
- 13 have promoted to formal nurse leader positions

Key Learnings Regarding Development Programming

Connect curriculum design and learning topics to strategy

Integrate multiple programs to support growth within role and in preparation for promotion

Promote self-awareness through reflective practice & resilience-building

Prioritize practical application of learnings

Flex and adapt to ensure timely, meaningful, learner-driven competency development

Utilize participant feedback to revise curriculum/programming

Build network of “development sponsors”

Cultivate relationships

System Collaboration

System Collaboration



Nursing & HR partnership



Candid discussions with Nurse Managers about “making their jobs easier”



Benchmarking with other organizations around “span of control” to determine next steps

Key Insights

24/7 Accountability vs. Availability

Standard Work processes

Resource awareness

System technology inefficiencies

Consistent utilization of supporting leadership roles

Focused, intentional personal/professional development

Current Results: Nurse Leader Turnover & Engagement

Headcount – April 2025 (443)

- Clinical Nurse Managers – 210
- Administrative Nurse Managers – 182
- Directors/Sr. Directors – 51

Turnover

- FY 2023 = 8.7%
- FY 2024 = 2.7%
- FY 2025 = 4% (March 2025)

Administrative Nurse Manager Engagement

- Engagement Index: 4.34 (May 2025)

THANK YOU!

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BELIEVE IN WE™  OhioHealth

Let us never consider
ourselves finished nurses....
**we must be learning
all of our lives.**

– Florence Nightingale

