

Supporting Night Shift Registered Nurses Through Transformational Leadership:

Determining Impact at an Acute-Care Hospital

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INTRODUCTION

Background

Night shift nurses are expected to deliver high-quality patient care despite often facing limited resources and minimal on-site leadership. Novice nurses often enter the profession on night shifts, creating a gap in clinical expertise that can impact care delivery. In 2024, Virtua Mount Holly Hospital hired forty (40) new nurses to the night shift, with nineteen (19) hires year-to-date.

Purpose

In response to these challenges and in recognition of the workforce demographics, a new nursing leadership role, the medical-surgical night shift Advanced Nurse Clinician (ANC), was created to provide dedicated support and engagement for night shift staff.

Framework

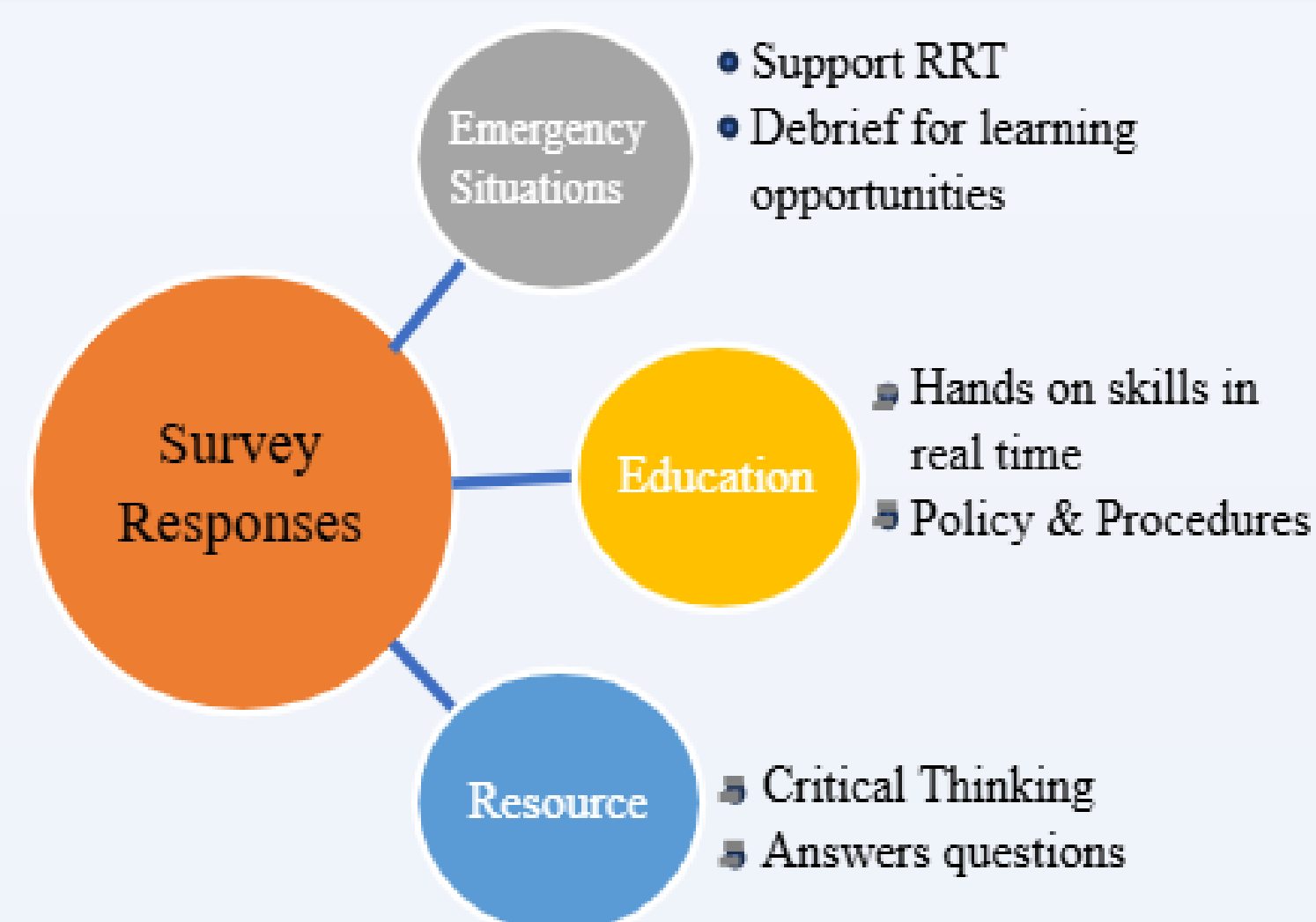
Utilizing the plan, do, study, act framework for conducting a quality improvement project, the ANC aims to assess and improve their impact on night shift support and engagement in clinical practice.

OBJECTIVES

1. Outline the responsibilities of the night shift Advanced Nurse Clinician's role
2. Explain the Advanced Nurse Clinician's impact on night shift nursing satisfaction and clinical practice.
3. Discuss future implications for the Advanced Nurse Clinician role on night shift.

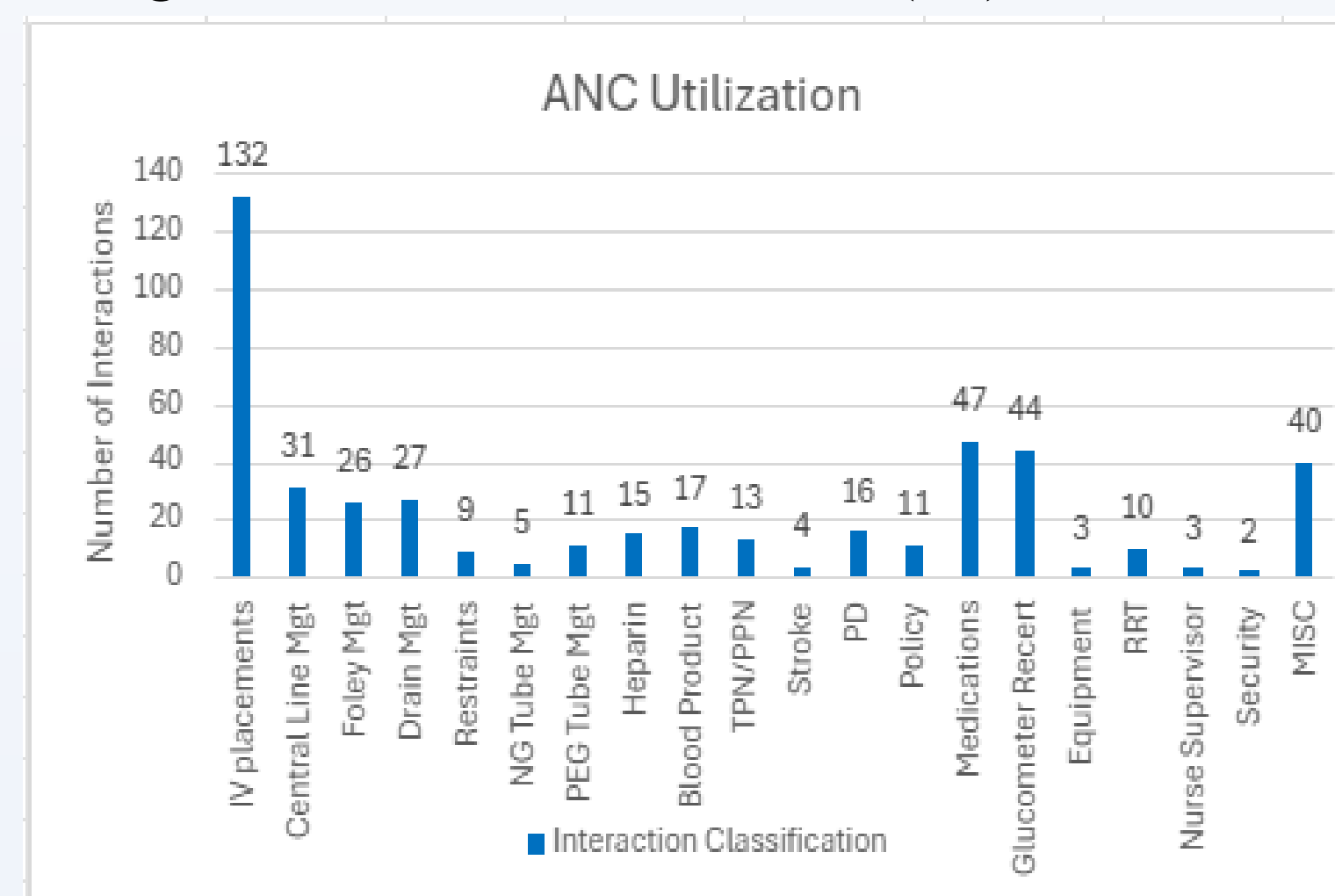
METHOD

- Virtua Mount Holly Hospital has six inpatient medical surgical units, totaling (188) beds.
- ANC is a resource for all the medical surgical units, as well as an axillary resource for the progressive care unit and intensive care unit.
- All phone calls and direct interactions with nurses is systematically documented
- Nursing interactions help identify gaps in practice and direct targeted education
- Quantitative data documented in an excel spreadsheet categorized by month, unit, and type of interaction
- A brief anonymous nurse satisfaction survey was posted on every medical surgical unit to evaluate their experience with this new leadership role
- Qualitative data documented in an excel spreadsheet



RESULTS

- December 1, 2024 to July 31, 2025, over four hundred sixty (460) intentional interactions were documented and categorized by the ANC.
- Graph 1, while ongoing, illustrates the most prominent interactions of peripheral IV insertion and maintenance (132), medication administration (47), and glucometer recertification (44).



Graph 1. ANC Utilization

- Assess questionable IVs and provide techniques for difficult insertions
- Sounding board for medication administration questions and improving critical thinking and communication skills regarding medications
- Improve accessibility to maintain glucometer certification compliance
- Nine (9) survey responses illustrate positive satisfaction and requests for future RN education

DISCUSSION

Initial feedback and engagement data suggest the night shift ANC role impacts nursing leadership, enhancing both clinical competence and staff satisfaction. The ANC role provides necessary support to night shift nurses to deliver high-quality patient care.

Limitations

- Limited pre-data reflective of night shift RN satisfaction and quality metric data
- Small sample size of survey responses

Recommendations for Clinical Specialists

- Night shift shared governance council
- Implementation at other Virtua divisions
- Flu shot extender to increase accessibility to maintain compliance
- Microlearning sessions
- Mock Code Blue
- Night shift annual skill competency classes
- Rolling education with product and equipment vendors
- Quality metric peer to peer observation
- Daily huddles

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