



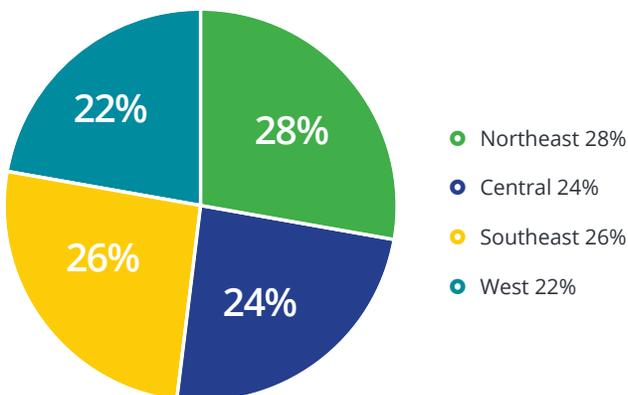
Interim Nursing Leadership 2018

EXECUTIVE SUMMARY

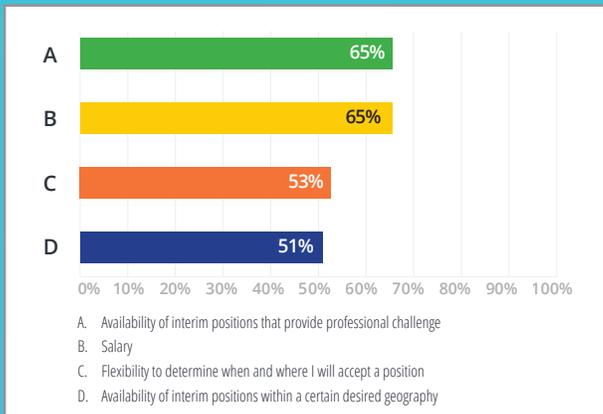
Interim leadership provides healthcare organizations a valuable resource when there are planned or unplanned departures of key leaders. Interim leaders can step into unique situations quickly when immediate talent is needed to support the organizational agenda.

Kirby Bates Associates (KBA) provides a robust platform of services that support healthcare leadership teams, including interim leadership services. To better understand the unique characteristics and perspectives of interim leaders, KBA conducted a survey to elicit feedback and input from interim leaders. Participants in this survey were predominately nursing leaders identified from the KBA database as having served as an interim leader or having an interest in pursuing interim leadership positions. They were geographically diverse.

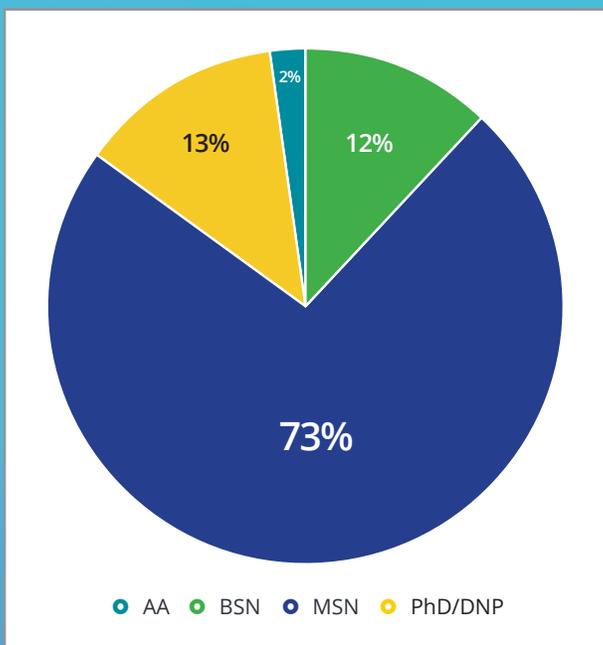
REGIONS WITHIN
THE US OF INTERIMS'
HOME RESIDENCE



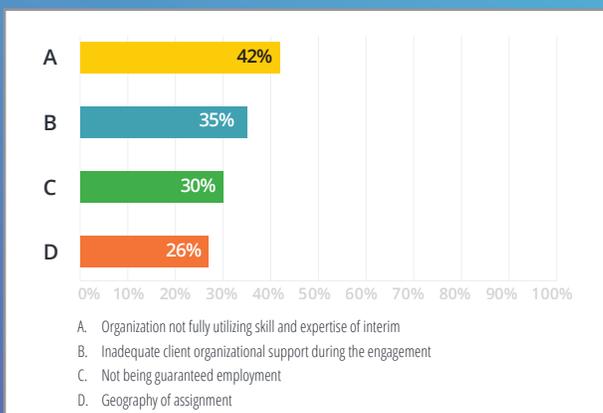
IF YOU HAVE SERVED AS AN INTERIM, WHAT HAVE BEEN IMPORTANT FACTORS IN YOUR DECISION MAKING TO ACCEPT A POSITION?



EDUCATIONAL CREDENTIALS



WHAT, IF ANY, WERE DISSATISFIERS IN WORKING AS AN INTERIM LEADER?



INSIGHTS ON INTERIM LEADERS

The Interim Leadership Survey was distributed to 1459 leaders and achieved a 27% return rate (N= 391). The results of this survey show there are three factors that are most important to interim leaders in making a decision to accept an interim position. They are, in priority order, (1) Availability of interim positions that provide professional challenge, (2) Salary, and (3) Flexibility to determine when and where the interim will accept a position. It also showed that a key driver in deciding to pursue a position is the availability of interim positions within a certain desired geography.

This survey also showed the overall tenure and the educational preparation of interim healthcare leaders is significant with 42% of interim leaders having 20 years or greater experience in permanent leadership before serving as an interim and 86% holding a Master's Degree or higher.

The top three dis-satisfiers reported by interim leaders related to their interim engagements included, in priority order: (1) Organization not fully utilizing their skill and experience (2) Inadequate client organizational support during their engagement, and, (3) No guarantee of employment. It also showed that a key driver in not considering an interim assignment is the geographic location of the assignment.

Given the results of the survey, it is evident to us that interim leaders bring significant credentials, experience, and talent to organizations. There may be opportunity for client organizations to explore greater use of interim leaders and to better utilize the talent of interim leaders for enhanced achievement of the organizational agenda.

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