

**From Paula Crespín : Do you have recommendations for span of control for nurse managers? How many staff, assistants etc.?**

Dr. Sarah Delgado:

We can't give exact numbers because so many factors affect decisions about span of control. A resource that might be helpful is this [short blog from SHRM that discusses the factors](#) that should be considered when determining span of control (SHRM is the Society for Human Resource Management- they provided a representative to the Nurse Staffing Task Force). Another resource specific to nursing is [a blog by Rose Sherman](#) on this topic. Both these references cite that the total workload of the manager, and the complexity of the unit's work are key considerations.

**LINKS:**

- <https://www.shrm.org/resourcesandtools/tools-and-samples/hr-ga/pages/whatfactorsshoulddeterminehowmanydirectreportsamanagerhas.aspx>
- <https://emergingrleader.com/rethinking-nurse-manager-span-of-control/>

**From Katie Swinyer : How can we engage our interprofessional colleagues (such as physicians) in helping to create healthy workplace environments?**

Dr. Sarah Delgado:

This is a great point- we absolutely need to engage all team members in building healthy work environments. Recently, there has been increased awareness, at the national level, about the wellbeing of all members of the healthcare workforce and how addressing work environments could benefit everyone. Two resources that might be helpful in engaging inter-professional colleagues:

- The [National Academy of Medicine's National Plan for Health Workforce Well-being](#) includes a priority to "Create and Sustain Positive Work and Learning Environments" and includes specific recommendations and actions
- The Surgeon General has issued [an advisory related to Health Workforce burnout](#) that includes tools and resources

**LINKS:**

- [National Academy of Medicine's National Plan for Health Workforce Well-being](#)
- [Current Priorities of the U.S. Surgeon General - Health Worker Burnout](#)