



The potentials of courage and compassion in nursing leadership

The voices of hospital nurses and nurse leader

LNN – Ledernes Netverk i Norden
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Agenda:

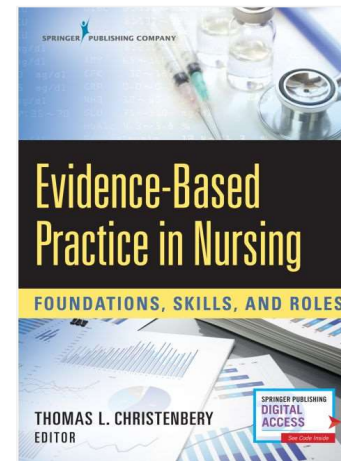
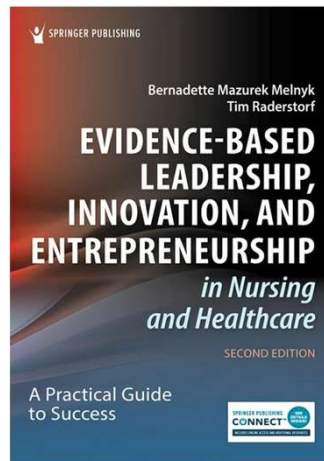
1. Scientific evidence on the factors of a healthy nurse work environment
2. Nurse's experiences of a healthy work environment – Qualitative study
3. Practical takeaways



What is the evidence about:

- Healthy nurse work environment
- Nurse well-being

How many studies are published yearly and what do they tell us?



Web of Science - Quick Search 30th April 2024



Number of nurse well-being and work environment publications each year: 1990-2023

- Nurse job satisfaction
- Nurse job burnout
- Nurse work environment
- Nurse leadership

- Nurse engagement
- Nurse thriving and happiness
- Nurse empowerment
- Nurse effective work environment
- Nurse effective management
- Nurse effective leadership

The screenshot shows the Web of Science search interface. At the top, it displays "8,667 results from Web of Science Core Collection for: nurse job satisfaction (All Fields)". Below this, there are buttons for "Analyze Results", "Citation Report", and "Create Alert". The search bar contains "nurse job satisfaction (All Fields)".

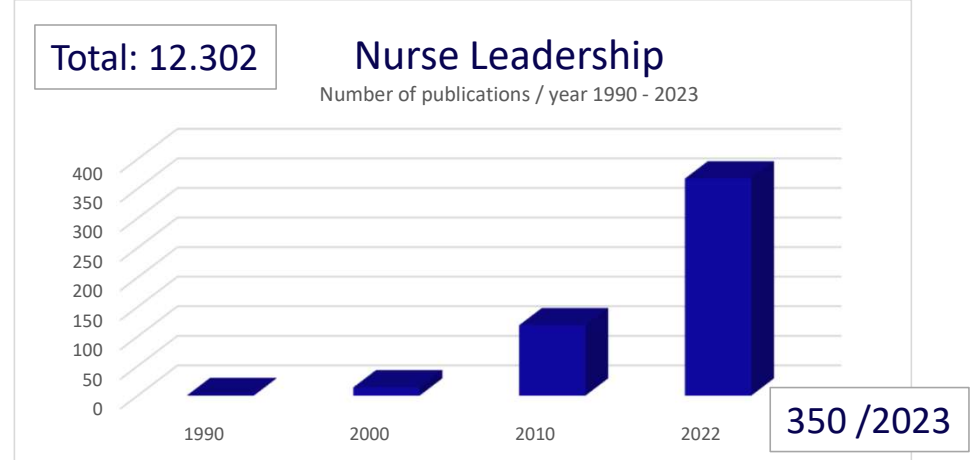
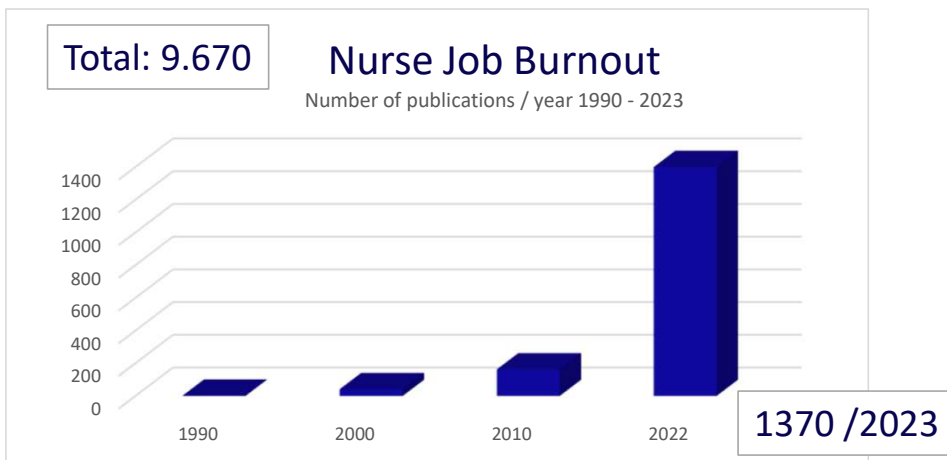
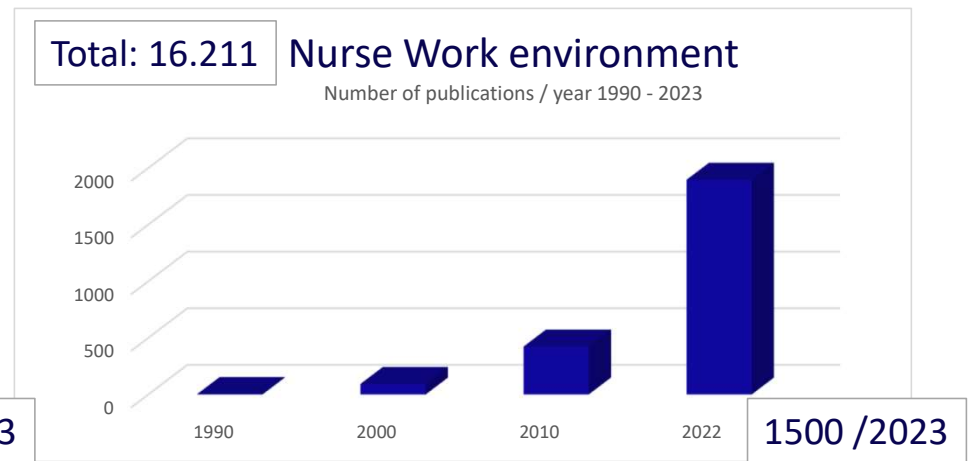
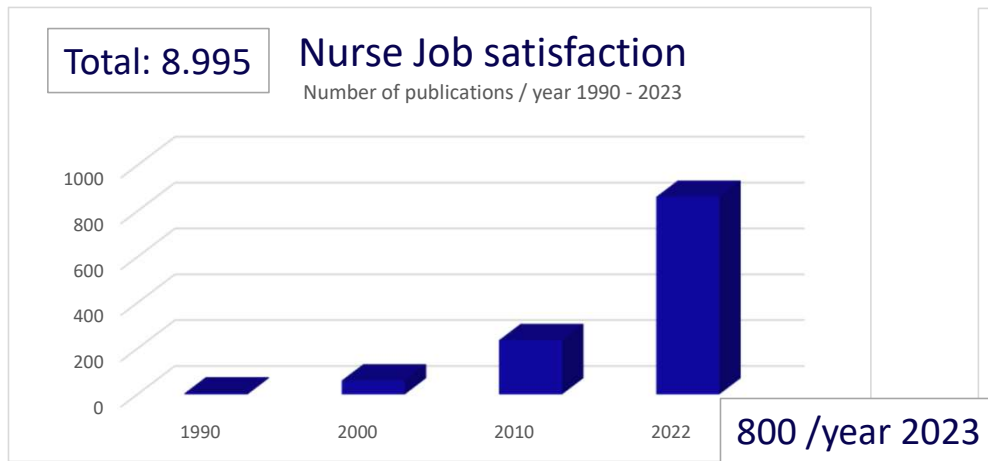
Underneath the search bar, there are "Quick add keywords" buttons for: JOB SATISFACTION, NURSES, BURNOUT, INTENTION TO LEAVE, INTENT TO LEAVE, INTENT TO STAY, and PRACTICE ENVIR.

The "Refine results" section shows "0/8,667" results and "Add To Marked List" and "Export" buttons. The "Sort by" is set to "Relevance" and "1 of 174" results are shown.

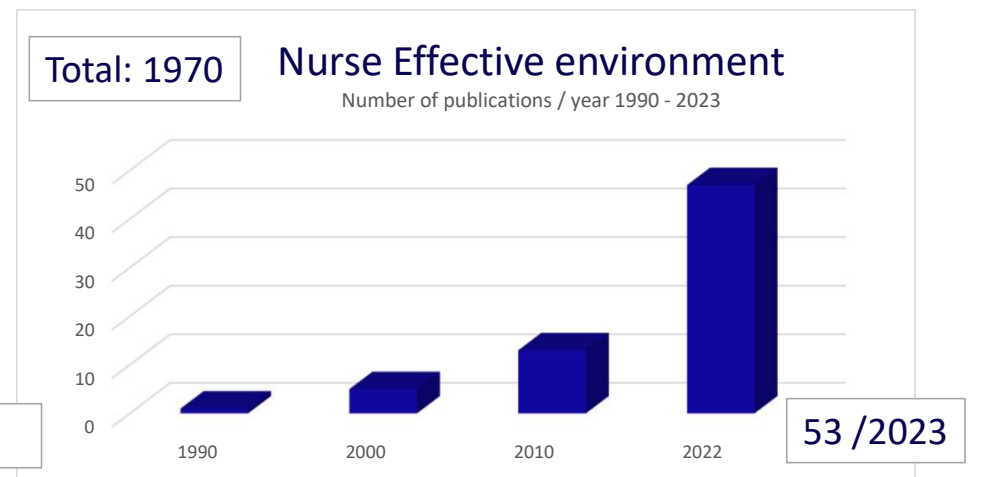
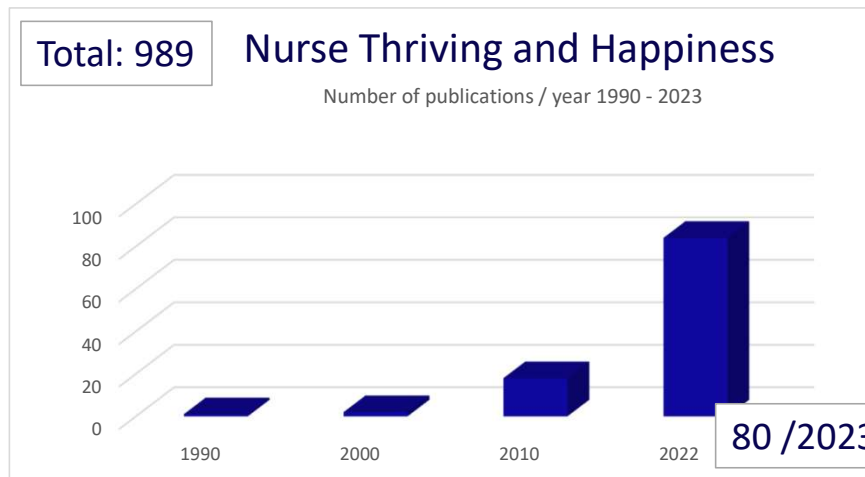
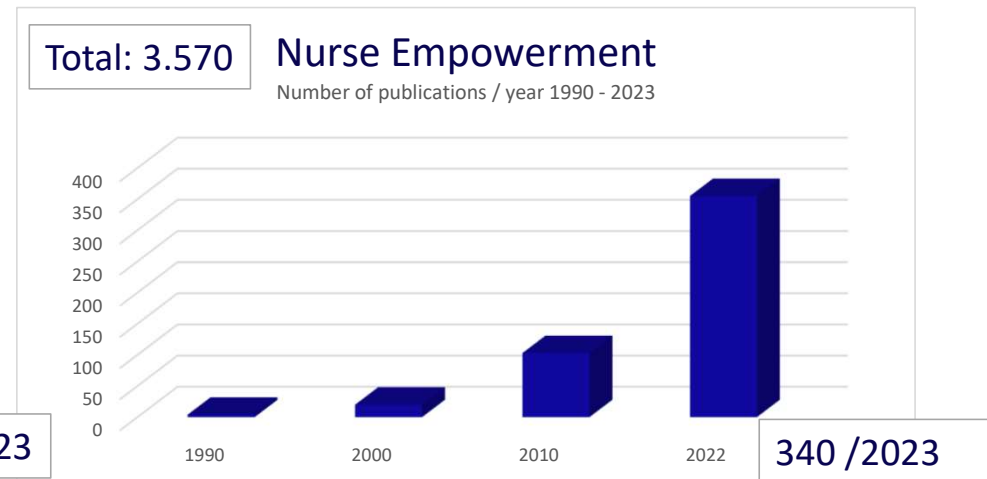
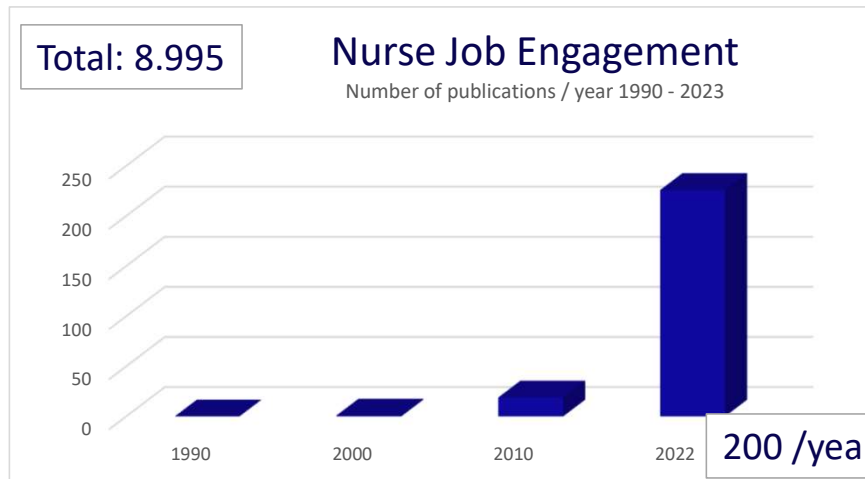
Two results are visible:

- Staffing and job satisfaction: nurses and nursing assistants**
Kulich, B and Lee, M
May 2014 | JOURNAL OF NURSING MANAGEMENT | 22 (4), pp.465-471
35 Citations
35 References
Aim: The aim of this study was to examine the relationship between staffing and job satisfaction of registered nurses (RNs) and nursing assistants (NAs). Background: Although a number of previous studies have demonstrated the link between the numbers of patients cared for on the last shift and/or perceptions of staffing adequacy, we could find only one study that utilized a measure of actual... Show more
Find a copy at the UA library | Full Text at Publisher
- Job satisfaction in nursing: a concept analysis study**
Liu, J, Dunne, S, Y and Sun, B
Mar 2016 | INTERNATIONAL NURSING REVIEW | 63 (1), pp.84-91
65 Citations
61 References
Aim: This study aims to undertake a concept analysis of job satisfaction in the nursing profession. Background: Amid current global shortages of nurses, it is important to stabilize the nursing workforce. Nurses' job satisfaction has been found to be related to intention to leave... Show more
Find a copy at the UA library | Full Text at Publisher

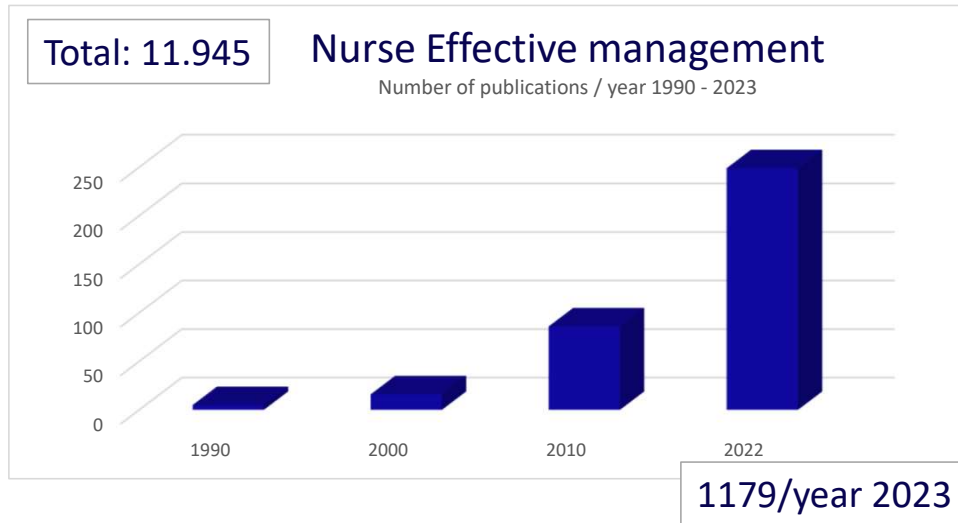
Web of Science. Nurse well-being-work-environment. Publications per year 1990-23



Results from Web of Science. Research papers. Publications per year 1990- 2023



Results from Web of Science. Research papers. Publications per year 1990- 2022



Scientific evidence on healthy nurse work environment and nurse well-being

The total number of published studies is extensive

- Years 1990-2023: **75.947** research papers
- Year 2023, only: **5.045** research papers



What does this extensive evidence tell us?

The evidence builds on well-established models of a healthy work environment

Karasek and Theorell (1990); Maslach and Leiter (1981/2004); Kanter and Laschinger (1996)

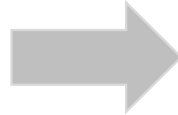
Key components of a healthy nurse work environment :

- 1) Meaningful work and communication
- 2) Clarity, participation in decision-making
- 3) Support from colleagues
- 4) Opportunities to grow professionally
- 5) Supportive nurse leadership
- 6) Adequate staffing levels

Recent data: McKinsey April 2024

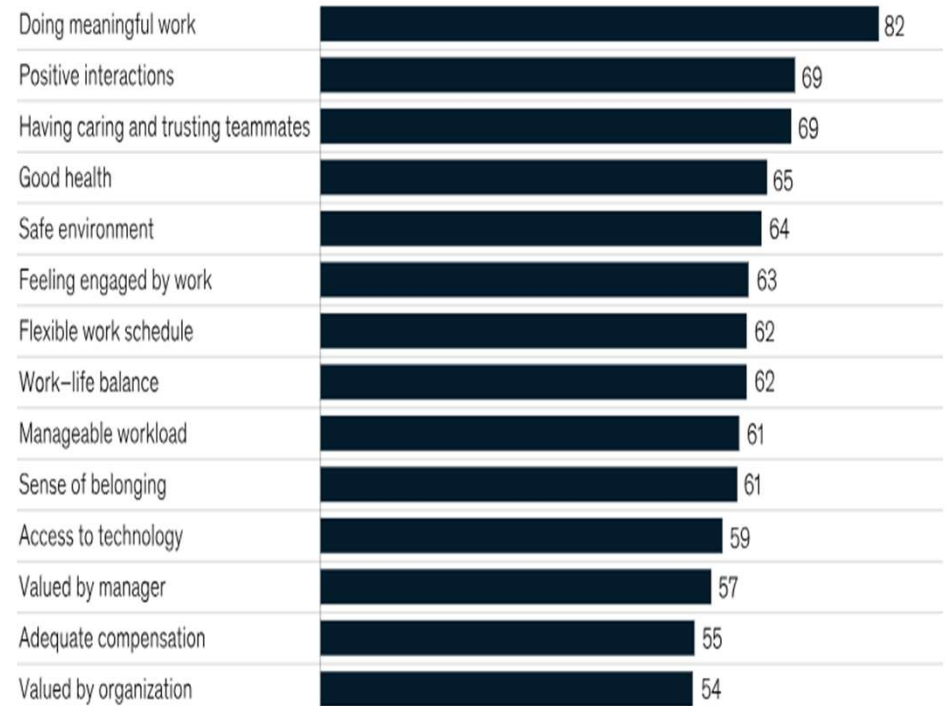


Around the world, nurses say meaningful work keeps them going



Meaningful work and flexible schedules are the most important factors that would influence surveyed RNs to stay in their positions.

Top factors surveyed RNs say impact their likelihood to stay in current position, Sept 2022, % responding "extremely likely" and "very much likely"



[Back to McKinsey Chart of the Day](#)

Bringing nurses back



Healthcare | Workplace

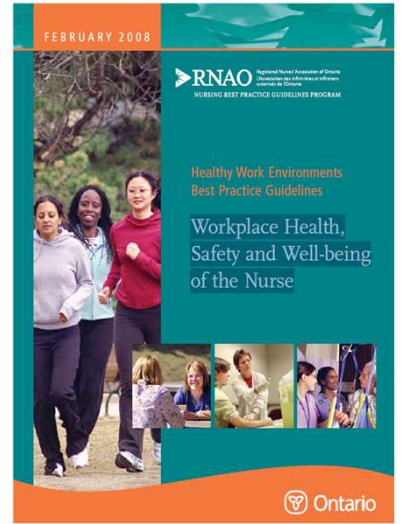
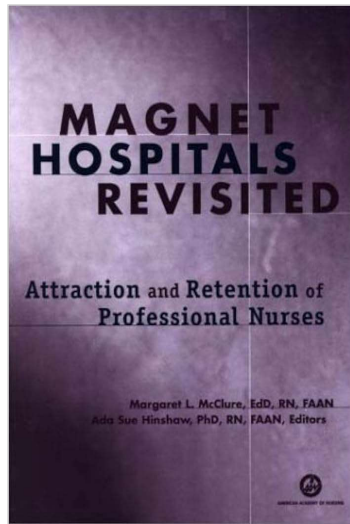
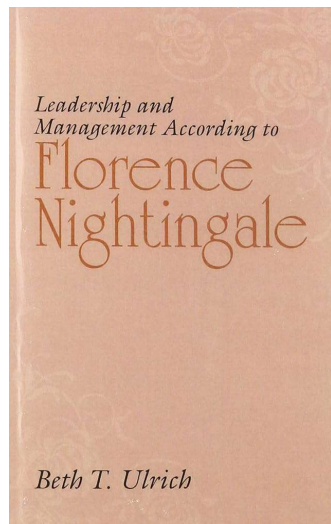
April 24, 2024 - In the nursing workforce, intent to leave—particularly clinical care roles—remains high. Currently or previously retired nurses could be a crucial cohort to attract back to the bedside, given their experience and ability to help train early-tenure nurses, note senior partner [Gretchen Berlin](#) and coauthors. In a McKinsey survey, 34 percent of currently retired or previously retired nurses say they would consider clinical care roles if they could also educate nurses, while 31 percent of these respondents flagged mentoring as an important reason, the second- and third-highest choices behind schedule flexibility.

2022, McKinsey surveyed 867 frontline nurses who are currently providing direct patient care across seven countries. <https://www.mckinsey.com/industries/healthcare/our-insights/around-the-world-nurses-say-meaningful-work-keeps-them-going>



Have we used this evidence to strengthen the work environment of nurses?

Do nurses enjoy the benefits of this evidence?





LANDSPÍTALI

Landspítali hospital Reykjavík - The case of the Cardiac Unit, one of the successful units

Many of the hospital units suffer from a lack of nursing staff

All units share the same conditions for finance, salaries, collective agreements

The Cardiac Unit at Landspítali is one of the largest units at the hospital

- Nurse job satisfaction is high
- Nurse sick leaves are limited
- Patient satisfaction is high

- Lack of nurses at the unit is non-existing
- Job-burnout among nurses non-existing
- Recognition for excellent learning environment

A qualitative interview study

1) How do the nurses experience job satisfaction and a healthy work environment?

Participants: Twelve nurses at the Cardiac unit:

Age: 26-55 years

Education: MSc (4), diploma (8)

Average years of experience, 14 years

2) What can be learned from insights into their nurse manager's priorities?

Insights from their nurse manager:

MSc, 14 years experience as a unit manager

Leads the management team of three

Findings

How do the nurses experience job satisfaction and a healthy work environment?

Three themes emerged from the data:

1. "We are always helping each other out"
2. "You are expected to do well"
3. „The management is encouraging and very professional“

#1 We are always helping each other out“

“You are somehow never alone”

“The collaboration was one of the things that attracted me”

“No question is silly”

#2 "You are expected to do well"

"It is also good to have the frame, you know what is expected of you"

"You always learn something new, - on every shift"

"It is the professionalism and the staff morale, - you just feel good on the ward"

#3 „The management is encouraging and very professional“

“It is important to them, how I feel at work”

“The management is on the same level as the staff”

“Most of the decisions are made in collaboration with the staff”

“If there is something new, they just implement it quickly, and involve everyone”

In summary:

The nurses link their job satisfaction and healthy work environment with:

- Supportive morale at the unit Helpful culture
- Clear expectations, role clarity and autonomy Clarity - Growth
- Opportunities to learn and to develop professionally
- Active, ambitious, supportive and visible managers Active management

Nurse manager priorities for the good of the nursing staff

Clear expectations, growth and courage

Step forward and set well-defined expectations



“We raise expectations ... We create the frame ... It is all about the patient”

“Always thinking about how to do better ... gather courage, experience and make mistakes”

“You take the initiative ... Dare to change what you can change”

“They (staff) dare to argue with me Just great when others know more than I do”

Nurse manager priorities for the good of the nursing staff

Compassion, humility and care

“To be present and then listen and hear”

“Be comfortable with my self ... and develop the humility”

“To help people feel that what they say is important and actual ... execute some ideas”

“To be visible and somewhat involved with people ... Bringing out the best in everyone”

“Strong focus on good onboarding”



Healthy nurse work environment and nurse job satisfaction

Nurses' experiences

Helpful culture

Clarity - Growth

Active management

Nurse Manager's priorities

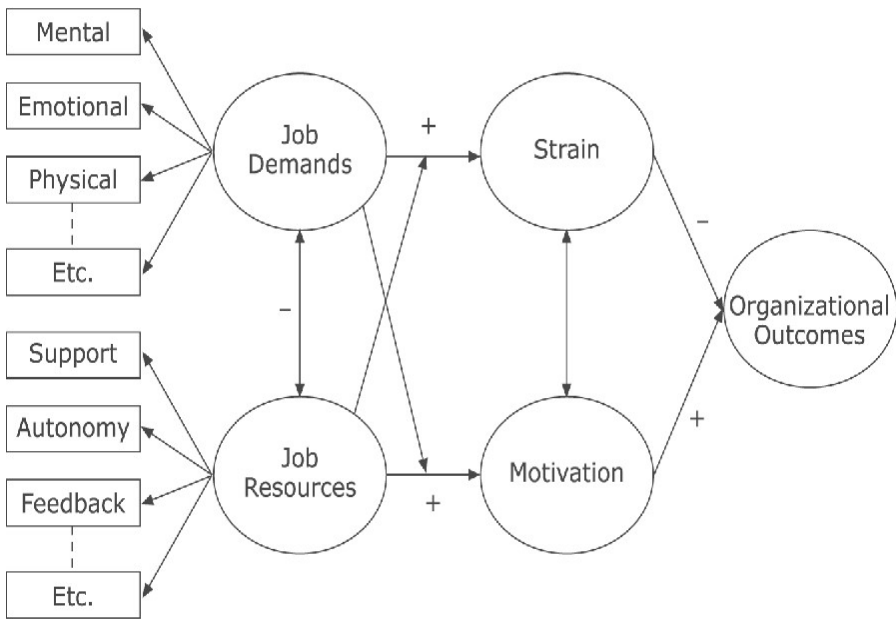
Inner strength - Compassion

Expectations – Clear frame

Courage to try and learn

The findings are in line with evidence-based models of healthy work environment

Balance: Demands - Resources (control/support)



Work-life factors - prevent job burnout



Karasek and Theorell
Demand – Support – Control

https://www.isonderhouden.nl/doc/pdf/arnoldbakker/articles/articles_arnold_bakker_344.pdf

Job Demands–Resources Theory

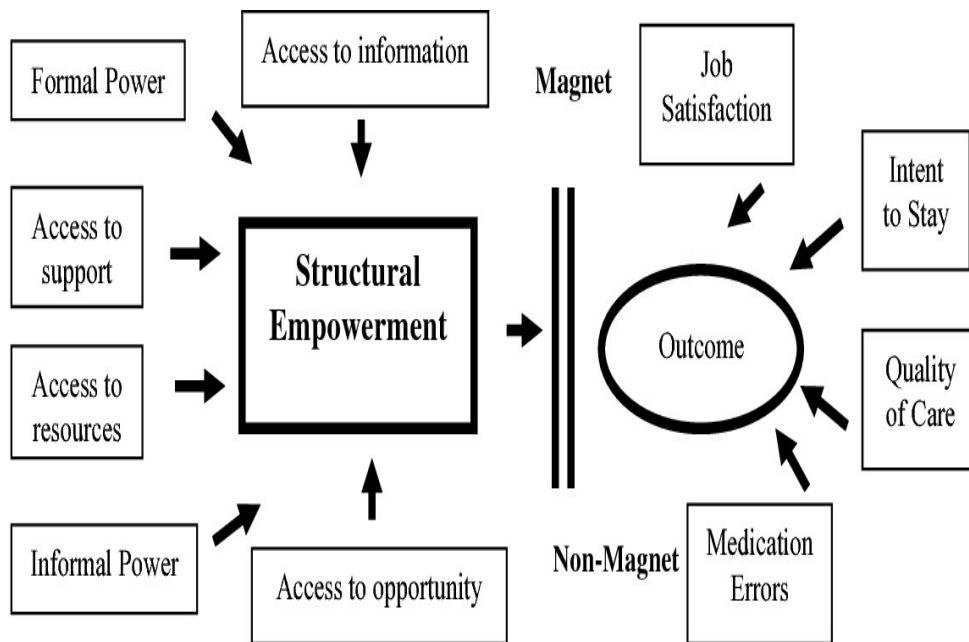
Arnold B. Bakker
Erasmus University Rotterdam, The Netherlands and
Lingnan University, Hong Kong
Evangelia Demerouti
Eindhoven University of Technology, The Netherlands

Maslach and Leiter areas of work-life
Determinants of job burnout

<https://www.mindgarden.com/274-areas-of-worklife-survey>

The findings are in line with evidence-based models of healthy nurse work environment

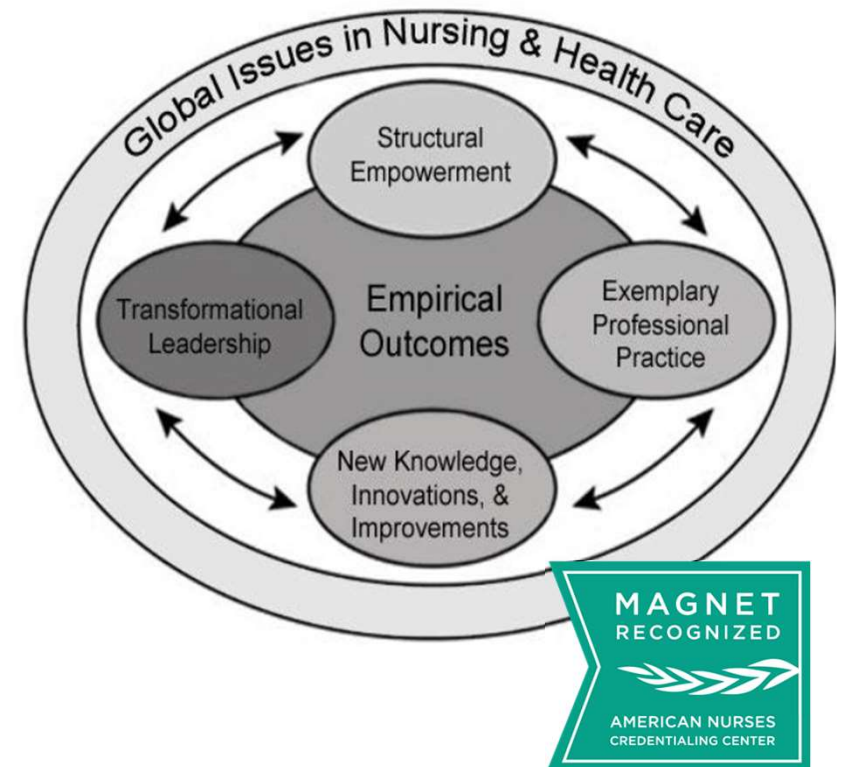
Nurse structural empowerment. Laschinger et al model, - based on Kanter's theory



Structural empowerment's influence on nursing outcomes in Magnet(TM) and non-Magnet(TM) healthcare organizations

Jr. Jimmy Dale Callicut • Published 2015 • Medicine, Business

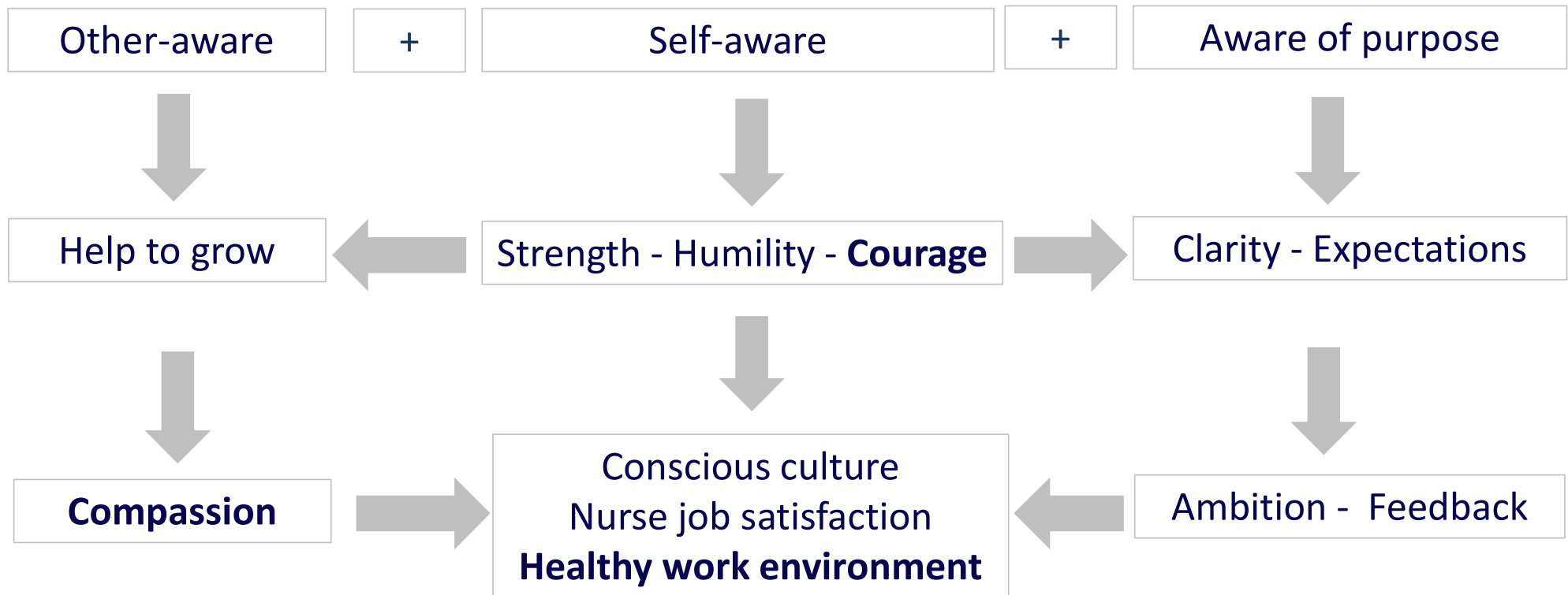
Nurse Magnet hospital based on a long line of studies, - linked to the the Laschinger model



<https://www.nursingworld.org/organizational-programs/magnet/magnet-model/>

Practical evidence-based takeaways - Compassionate and courageous nurse leadership

Leading a healthy nurse work environment and growth, - starts with awareness



Self-aware

Inner strength
Growth mindset

Other-aware

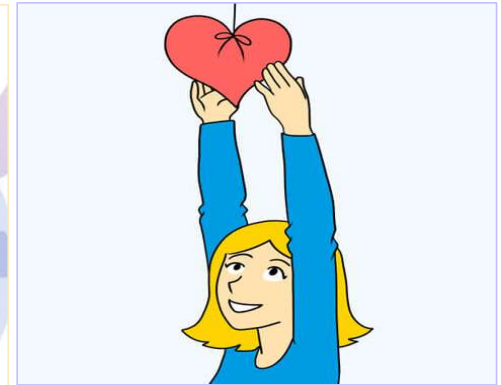
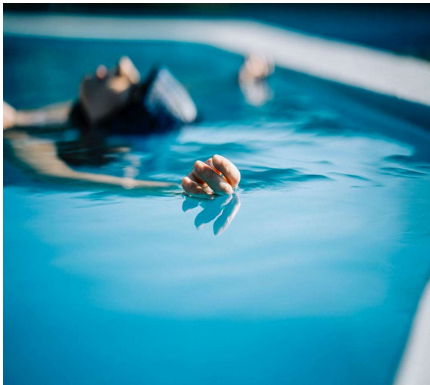
Humility
Listening - Support

Purpose-aware

Courage
Clear expectations

Helpful culture

Nurse motivation
Nurse well-being





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