PRIORITY SETTING IN NURSING ADMINISTRATION RESEARCH: A RAPID REVIEW

STTI- CREATING HEALTHY WORK ENVIRONMENTS 2019

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Learning objectives

- To gain knowledge related to future research priorities in the area of nursing administration

- To better understand:
  - where the knowledge gaps exist in current nursing administration literature
  - how findings by Scott et al. (2016) reflect gaps in the current health administration literature
  - the type of research that is needed to support nurse administrator decision making and best practices moving forward
Leadership is essential!

“A leader takes people where they want to go. A great leader takes people where they don’t necessarily want to go, but ought to be.”

—Rosalynn Carter

Image source:
https://i.pinimg.com/originals/2b/f2/07/2bf207601852caaacs46bce1f78541f1.jpg
Strong, effective nursing administrators are critical to our healthcare systems
Nurse administrators are essential to organizations
Effective nurse administrators
- Promote collaboration within and between health care providers
- Promote efficiency
- Promote patient and provider safety
- Balance conflicting demands
- Manage resources (human and non-human)
- Promote the best interests of the patient and family
- Effectively manage a multi-generational workforce
The importance of nursing administrators in achieving desired organizational and patient outcomes is not disputed (Aiken et al. 2012; Higgins, 2015).

Administrators play an ‘essential’ role in promoting and sustaining evidence-based practice (Fleiszer et al., 2016; Van der Zijpp et al., 2016), ensuring a positive work environment (Higgins, 2015) and upholding the vision, mission and goals of their organization.
Ongoing and future challenges!

- Staff shortages
- Increased patient acuity
- Multi-generational workforce
- New technology and AI
- Social media
- Dwindling financial resources
- New models of care
- Soaring demand for healthcare
Research Questions

- “What is the state of the literature related to nursing administration?”

- “Do the nursing administration priorities identified by Scott et al. (2016) reflect gaps in the current (< 5 years) health administration literature?”
Methods

- Search of electronic databases
  - CINAHL
  - Business Premier
  - PsychINFO
  - PubMed
  - Embase

- Search terms included: ((MM "Nursing Leaders") OR (MM "Nurse Administrators+") OR (MM "Nurse Managers+") OR ((MM "Leaders") AND nurs*) OR (TI "nurs* leader*" OR AB "nurs* leader*")). These terms were then combined with the following MESH terms: 1) systematic or scoping reviews; 2) indigenous; 3) gender/sex; 4) development or capacity building or transition; 5) health care system or services improvement, reform, or redesign; 6) work environment; 7) professional role or role stress; and 8) priorities or agenda or trends or issues.
Methods cont’d

- Limits
  - Peer-reviewed
  - English language
  - Published in the last 5 years
  - Full text
- Grey literature was not scoped for this review.
- A matrix was developed
- The matrix included the study/publication year, study/article purpose, study method (where applicable) and key findings
Findings

- N=182 articles
- Thematic analysis
- Independently reviewed by 2 researchers (PB, NS)
- Consensus meeting
- Priority determined based on # of articles written on the topic areas
Findings cont’d

<table>
<thead>
<tr>
<th>Theme</th>
<th>Priority identified by Baxter et al. (based on amount of literature written on topic in the last 5 years) n=182</th>
</tr>
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<tbody>
<tr>
<td>Economic Value of Nursing</td>
<td>1 (0 articles)</td>
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<tr>
<td>Using Information Technology to Transform Care</td>
<td>2 (2 articles)</td>
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<tr>
<td>Innovative Research Design and Frameworks</td>
<td>3 (7 articles)</td>
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<tr>
<td>Design of Future Nursing Practice and Care Delivery Systems</td>
<td>4 or 5 (8 articles)</td>
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<tr>
<td>Patient Safety and Outcomes Research</td>
<td>4 or 5 (8 articles)</td>
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<tr>
<td>Leadership education</td>
<td>6 (19 articles)</td>
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<tr>
<td>Healthy Practice Environments</td>
<td>7 (58 articles)</td>
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<tr>
<td>Effective Leadership</td>
<td>8 (80 articles)</td>
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Aim: To determine the priorities for nursing administration research in the USA

3-staged Delphi technique used to identify nursing administration research priority areas

- Topic identification (focus group; 2013)
- Expert consensus development (field notes; literature review; 2013)
- Stakeholder survey (2015)
### Triangulating Results

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<tr>
<th>Inspire.</th>
<th>Priority identified by Baxter et al. (based on amount of literature written on topic in the last 5 years)</th>
<th>Priority identified by Scott et al. based on Delphi</th>
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<tr>
<td>Economic Value of Nursing</td>
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Summary of Findings

Top priority nursing administration research topic after triangulation:

‘Economic Value of Nursing’

– “the quantification of nursing’s value across the healthcare system”
– “measures for evaluating leadership and administration”
– “cost-benefit analyses of various nursing delivery models”

(Scott et al., 2016, p. 242).
Why the dissonance?

- Current knowledge translation strategies may be ineffective if trying to inform nurse administrators and their practice.
- International review of the literature versus a Delphi survey completed in the US.
- Scott et al. survey conducted 5 years ago and the tides are constantly shifting.
Why the dissonance?

- Consider
  - The minimal use of evidence by nurse administrators
  
  - Many factors limit use of evidence
Conclusion

- A program of research is needed to examine the topic of the economic value of nursing to healthcare delivery and to the attainment of organizational goals.
  - Research is also needed to evaluate the role of the administrator and to measure leadership related outcomes.

- Additional research is needed in the area of patient safety and outcomes
Limitations

- No quality appraisals completed on included studies
- English only
- Full-text only
- A secondary review using search terms outlined by Scott et al. would have increased reliability
Feel free to contact us!

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References


Thank you!