Mindfulness in Nurse Leaders: The Relationships Between Mindfulness of Nursing Leaders and Nurse Subordinate Outcomes

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Background: Challenges that nurses face in United States hospitals, including burnout, job dissatisfaction, and nursing shortage, have been documented. These burdens have been linked to poor outcomes both for nurses and for patient care. In light of these challenges, recent research has found benefits of both mindfulness and effective leadership for nurse and patient outcomes. However, to date, no studies have examined the relationships between mindfulness of leaders in the hospital setting with outcomes for subordinate healthcare professionals.

Purpose: The present research will use a tiered approach to examine the relationships between nurse leader trait mindfulness and nurse subordinate measures of trait mindfulness, burnout, job satisfaction, psychological need satisfaction, and turnover rate, at multiple levels within the hospital nursing staff hierarchy.

Methods: Participants currently employed as chief nursing officers, directors of nursing, nurse managers, charge nurses, and staff nurses will be recruited from up to five hospitals in New Orleans and Marrero, Louisiana. Surveys will be administered to participants using inventories measuring trait mindfulness, burnout, job satisfaction, and psychological need satisfaction, and nurse turnover rates per unit and per hospital overall will be collected. Relationships between these variables in nursing leaders and subordinates will be examined at each level of the nursing staff hierarchy. Descriptive and correlational statistics will be performed for the data collected. Regression analysis will be performed and variance will be assessed using ANOVA.

Results: Results are forthcoming as data will be collected over spring 2019.

Significance: Relationships found between nurse leader trait mindfulness and burnout, job satisfaction, psychological need satisfaction, and/or turnover rate in subordinate nurse populations would suggest possible benefits of mindfulness training in nurse leaders for nurse subordinates and for patient care (via lower rates of burnout and turnover for nurse subordinates). Correlations between variables could additionally suggest that (a) nurse leader traits affect their nurse subordinates’ burnout, job satisfaction, psychological need satisfaction, and turnover rates; (b) nurse leader traits affect their subordinates’ job performance through their effects on subordinate nurse outcomes; (c) nurse leader traits may indirectly affect patient care through their effects on subordinate nurse outcomes and subordinate nurse job performance.

Title:
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References:


Abstract Summary:
Mindfulness has demonstrated benefits for individuals, organizations, and effective leadership. However, the relationships between mindfulness in hospital leadership and outcomes for subordinate healthcare professionals have not been studied. The present research will investigate mindfulness in nurse leaders and its relationships to burnout, job satisfaction, and other outcomes in nurse subordinates.
Content Outline:

Left Panel

I. Abstract

II. Introduction

A. Challenges to Nurses

1. Nurses are at higher risk for burnout than other occupations (Maslach, 2003; Gelsema et al., 2006)
   a) Nurse burnout is linked to Depression (Iacovides et al., 1999) and lower ratings of patient care (Poghosyan et al., 2011)

2. High risk for job dissatisfaction (Aiken, 2001)
   a) Job dissatisfaction is, in turn, linked to higher rates of nurse turnover (Hayes et al., 2006)

   a) Increased nurse stress has been linked to staffing shortages (Yin & Yang, 2002)

B. Review of Literature (Mindfulness and Leadership)

1. Mindfulness is “the state of being attentive to and aware of what is taking place in the present” (Brown & Ryan, 2003, p. 822).

2. Cummings, Hayduk, and Estabrooks (2005)—nurses working for leaders who scored high on leadership competencies reported:
   a) Less emotional exhaustion and psychosomatic symptoms
   b) Improved emotional health
   c) More satisfaction with their jobs and supervision
   d) Fewer unmet patient care needs

3. Reb et al. (2014) -- Leader trait mindfulness in a corporate setting was associated with:
   a) Lower employee burnout
   b) Higher employee psychological need satisfaction, work-life balance, and job satisfaction
   c) Higher measures of employee job performance and lower measures of employee deviance

Center Panel

I. Title, Authors, University
II. Purpose

A. The present research will use a tiered approach to examine the relationships between nurse leader trait mindfulness and nurse subordinate measures of trait mindfulness, burnout, job satisfaction, psychological need satisfaction, and turnover rate, at multiple levels within the hospital nursing staff hierarchy.

III. Participants

A. The following nurse populations will be recruited:

1. Chief nursing officers (CNOs)
2. Directors of nursing (DONs)
3. Nurse managers
4. Charge nurses
5. Staff nurses

B. Participants will be recruited from up to five hospitals in New Orleans:

1. Children’s Hospital of New Orleans
2. New Orleans East Hospital
3. Touro Infirmary
4. University Medical Center New Orleans
5. West Jefferson Medical Center

IV. Study Design

A. Chart visualizing variables measured for each population and relationships between these variables

Right Panel

I. Instruments

A. Mindful Attention Awareness Scale (MAAS; Brown & Ryan, 2003)

1. Measures an individual’s trait mindfulness through self-rating of frequency of experiences from 1 (almost always) to 6 (almost never)

B. Maslach Burnout Inventory (MBI; Schaufeli et al., 1996)

1. Measures an individual’s burnout through participant self-rating of how much they agree with a series of statements on a scale from 1 (strongly disagree) to 7 (strongly agree)
C. Michigan Organizational Assessment Questionnaire – Job Satisfaction Subscale (MOAQ-JSS; Cammann et al., 1979)

1. Measures an individual’s job satisfaction through participant self-rating of how much they agree with a series of statements on a scale from 1 (strongly disagree) to 7 (strongly agree)

D. Basic Psychological Need Satisfaction at Work Scale (BPNS-WS; Deci et al., 2001)

1. Measures an individual’s satisfaction of basic psychological needs through participant self-rating of how much they agree with a series of statements on a scale from 1 (strongly disagree) to 7 (strongly agree)

II. Data Collection and Analysis

A. Surveys will be administered via SurveyMonkey

B. Data will be collected in each nurse population for the following variables:

1. MAAS scores
2. MBI scores
3. MOAQ-JSS scores
4. BPNS-WS scores
5. participant background data
6. unit and overall hospital turnover rates

C. Both descriptive and correlational statistics will be performed including variance (ANOVA) and regression analysis

III. Significance and Implications

A. Significant relationships would suggest possible benefits of mindfulness training in nurse leaders for nurse subordinates and for patient care.

B. Relationships found between variables could also suggest:

1. Nurse leader traits affect their nurse subordinates’ individual outcomes
2. Nurse leader traits affect their subordinates’ job performance through their effects on subordinate nurse outcomes
3. Nurse leader traits may indirectly affect patient care through their effects on subordinate nurse outcomes and subordinate nurse job performance.

First Primary Presenting Author

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**Professional Experience:** As a neuroscience undergraduate at Tulane University I co-authored eight published scientific research manuscripts while working in a behavioral pharmacology lab. As a sophomore student nurse at Louisiana State University Health New Orleans (LSUHNO), I was accepted to the MUSES student research honors program, in which I have been working with School of Nursing Dean Dr. Demetrius Porche, as well as University Medical Center CNO Dr. Denise Danna on the present research on mindfulness in nurse leaders. I have been practicing mindfulness meditation for ten years and have completed numerous formal meditation retreats at Tibetan Buddhist retreat centers in New York and Colorado. I have completed six semesters (not including this fall) of LSUHNO’s nursing program and plan on graduating in May, 2019.

**Author Summary:** John DiLeo is a senior nursing student at LSU Health New Orleans. Before nursing school, he received his bachelor's degree in Neuroscience from Tulane University. He has been practicing mindfulness meditation for ten years and has completed numerous formal meditation retreats at Tibetan Buddhist retreat centers in New York and Colorado.

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**Professional Experience:** Dr. Demetrius James Porche is Professor and Dean of Louisiana State University Health Sciences Center in New Orleans, Louisiana School of Nursing. He holds an appointment also in the School of Public Health at Louisiana State University Health Sciences Center. He received his undergraduate Bachelor of Science in Nursing degree from Nicholls State University and his Master of Nursing and Doctor of Nursing Science from Louisiana State University Medical Center. He completed Family Nurse Practitioner post-graduate coursework at Concordia University Wisconsin. Dr. Porche earned a Doctorate of Philosophy from Capella University in Organization and Management with a specialization in Leadership.

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**Author Summary:** Dr. Denise Danna is an adjunct faculty member and the Director of Academic-Practice Partnership at Louisiana State University Health Sciences Center School of Nursing. Dr. Danna also serves as Chief Nursing Officer for University Medical Center. Dr. Danna was inducted into the Louisiana Nurses Foundation Hall of Fame in 2014.