



Exploring Nurse Managers' Views About the Practice of Compassion in the U.S.

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Background

- ▶ Previous research published in 2015 and 2016
- ▶ Papadopolous, I., Zorba, A., Koulouglioti, C., Ali, S., Aagard, M., et al. (2016). International study of nurses' views and experiences of compassion
- ▶ Papadopolous, I., Taylor, G., Ali S., Aagard, M., et al. (2015). Exploring Nurses' Meaning and Experiences of Compassion: An International Online Survey Involving 15 Countries.
- ▶ Recommendation: Study meaning and experience of compassion among nurse leaders.

Background

- ▶ The need for this study was highlighted following the analysis of the data from a previous international survey about compassion in nursing (Papadopoulos et al., 2016).
- ▶ The results showed that only **4.3%** of nurses felt that that they received compassion from their managers, which means that a staggering **95.7%** of the sample of 1323 nurses and healthcare professionals were not receiving compassion from their managers.

Background

- ▶ This is an important finding because the literature suggests that people who receive compassion are more likely to provide compassion (Gustin & Wagner 2012).
- ▶ Therefore it can be argued that if a nurse receives compassion from their manager, he/she is more likely to be compassionate to patients.

Study Aims

- ▶ The aim of this study was to find out how managers viewed, defined, recognized and practiced compassion and whether they experienced any barriers in practicing compassion.
- ▶ We wanted to find out if nurse managers received compassion from others.

Study Aims

- ▶ We sought to explore the cultural point of view of the above, by looking for similarities and differences between countries.
- ▶ We were interested in what factors influenced people's behaviours at a deeper level, in terms of their values and motivations around compassionate behavior.

Methodology and Study Design

- ▶ Mixed methods
 - ▶ Quantitative
 - ▶ Close ended questions – Likert scale
 - ▶ Qualitative
 - ▶ Open ended questions
- ▶ Survey delivered via Survey Monkey

Recruitment

- ▶ Random sampling of 500 members of a 3,000 member list purchased from the American Organization of Nurse Executives (AONE).
- ▶ Postcard mailed to the selected member with purpose of the study and link to the survey with estimated time to take survey of 10 – 15 minutes.
- ▶ Informed consent was at the beginning of the survey.
- ▶ Zero responses to the survey were received from the direct mailing.

Recruitment

- ▶ A change to procedure form was submitted for IRB approval to add recruitment through social media, and emails to contacts and snowball sampling.
- ▶ Recruitment posts were placed on Facebook with blasts sent every 3 days. It was posted on LinkedIn. It was also posted on the Circle in Sigma.

Recruitment

- ▶ I sent emails to all of my healthcare professional contacts, who sent it on to their contacts. Two of the investigators in the study who had contacts in the U.S. sent emails to their contacts also.
- ▶ After six additional months of recruitment through emails and social media, 35 responses were received.

Data Analysis

- ▶ Content analysis of the qualitative data was conducted using:
 - ▶ open coding,
 - ▶ coding sheets,
 - ▶ grouping,
 - ▶ categorizing,
 - ▶ abstraction

Results

- ▶ Compassion is showing empathy, caring and concern
 - ▶ Create a healing workplace – builds relationships, motivates, builds morale, expresses caring
 - ▶ When we are compassionate with staff, they are compassionate with patients
 - ▶ When someone shows me compassion I feel valued – peers, staff, supervisors
 - ▶ Advocacy demonstrates compassion – support staff decisions, support them with leadership and physicians, support them when they need more staff

Results

- ▶ Create opportunities to listen and interact with staff
 - ▶ Rounding, individual meetings, staff meetings
 - ▶ Build relationships and trust
 - ▶ Understand the individual's cultural and generational background
 - ▶ Understand the individual communication preferences

Results

- ▶ Barriers to providing and receiving compassion
 - ▶ Work fatigue
 - ▶ Rules and regulations
 - ▶ Lack of experience
 - ▶ Lack of empathy

Results

- ▶ Culturally sensitive with staff
 - ▶ Learn individuals' background, culture, values, generation
 - ▶ Meet individual's where they are
 - ▶ Support individual needs as able to

Implications for Nurse Managers

- ▶ Understand what showing compassion means so you can put it into practice.
 - ▶ Create time to listening to staff
 - ▶ Build trust with staff
 - ▶ Create opportunities to provide and receive compassion
 - ▶ Work to diminish barriers to providing compassion

Implications for Nurse Managers

- ▶ If you are compassionate with staff, it pays off.
 - ▶ When we are compassionate with staff, they are compassionate with patients
 - ▶ When you are compassionate with staff they feel valued and appreciated.

Implications for Nurse Managers

- ▶ Culturally sensitive compassion
 - ▶ Know your staff
 - ▶ Tailor your interactions with them based on their needs, as you are able

Recommendations

- ▶ Repeat the qualitative study with a larger sample size.
- ▶ Conduct the study with specific groups of nurse leaders
 - ▶ Chief Nursing Officers
 - ▶ Nursing Directors
- ▶ Conduct the study in different geographic locations
- ▶ Conduct the study in different size and types of hospitals