



# RESILIENCE AT WORK AMONG FIRST-LINE NURSE MANAGERS



Ron C. Carpio, MSN, MHA, RN-BC, NE-BC  
Laura P. Castro, MSN, RN  
Heinrich M. Huerto, MSN, RN, ONC, CMSRN  
Martha E.F. Highfield, PhD, RN  
Sherri Mendelson, PhD, RNC, CNS

October 29, 2017

# PROVIDENCE HOLY CROSS MEDICAL CENTER



- Mission Hills, CA – 22 mi NW of Los Angeles
- 377-licensed beds

- ANCC's 3<sup>rd</sup> Magnet® re-designation
- Level II Trauma Center
- Primary Stroke Center
- Baby Friendly Hospital
- NICU CCS designation
- CARF accreditation
- 2017 Healthgrades® Distinguished Hospital for Clinical Excellence™
- Top 10 Best Hospitals in L.A. Metro Area – U.S. News & World Report
- One of “150 Great Places to Work in Healthcare” – Becker's Hospital Review

# RESILIENCE

- “The process of negotiating, managing, and adapting to significant sources of stress or trauma... the capacity for adaptation and ‘bounce back’ in the face of adversity” (Windle, 2011, p. 331).



# BACKGROUND

- Work-life balance, overall quality of life, resiliency
- No guidance for current and new NMs
- Reduction of stress, burnout, and improve support, development, satisfaction
- Retention and recruitment of NMs
- Opportunity with PHCMC Nurse Research Fellowship Grant



# RESEARCH QUESTIONS

- What is the level of Resilience At Work among first-line NMs?
- Are years of experience in NM role, total years of experience as an RN, level of education, ethnicity, age, gender, or the number of direct reports related to resilience at work?



# METHODOLOGY

- **Study Setting and Sample**

- PH&S Southern California Region (6 ministries)
- NMs with direct reports (IP and OP)
  - 77 Nurse Leaders = accessible population

- **Design**

- Descriptive, cross-sectional study
- System IRB approved



# METHODOLOGY cont.

- **Instrument = R@W Tool** - Valid and reliable
  - First time use for NMs
  - **25 statements** R/T resilient, workplace behaviors
  - **7 subscales**
    1. Living Authentically
    2. Finding Your Calling
    3. Maintaining Perspective
    4. Managing Stress
    5. Interacting Cooperatively
    6. Staying Healthy
    7. Building Networks

# METHODOLOGY cont.

- **Procedure**

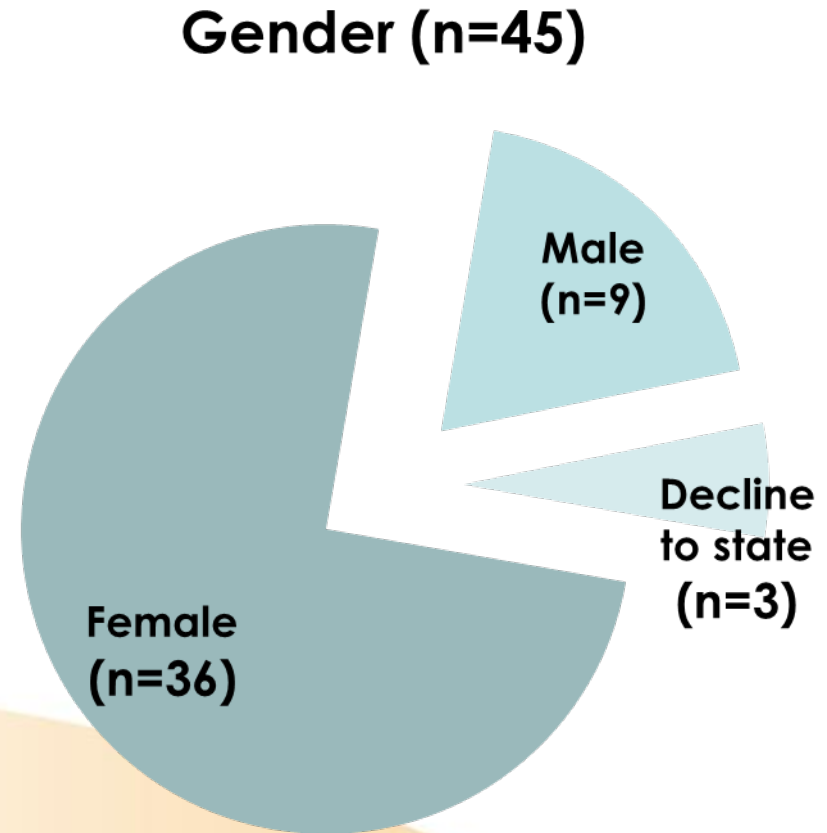
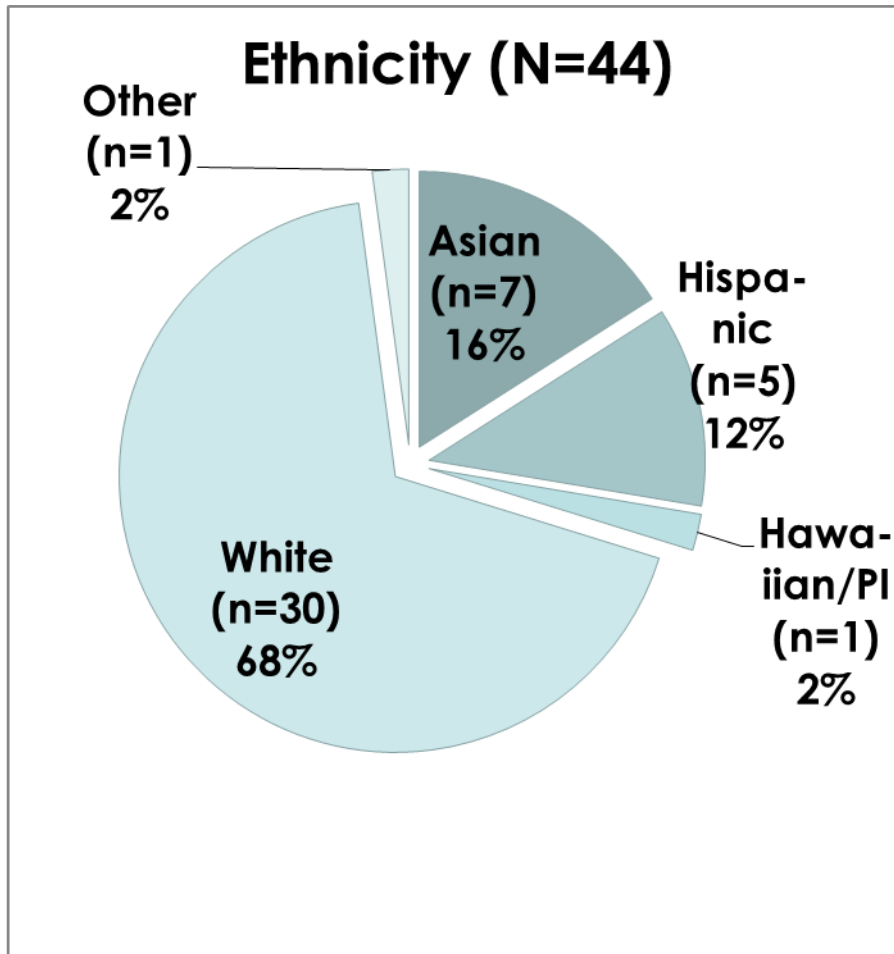
- Electronic survey
- Voluntary participation; anonymous response
- Fast and easy process

- **Analysis**

- Descriptive (M & SD)
- Inferential (Spearman correlation coefficient)
- Cronbach's  $\alpha$



# Results (Demographics)



# RESULTS - Demographics

**TABLE 2.** Distribution of Race, Gender, and Nursing Degree, Age, Years in Current Role, Total Years as Nurse Manager, Years as Registered Nurse, and Number of Direct Reports

DEMOGRAPHICS		n (%)
<b>Race (n=44)</b>		
Asian		7 (15)
Hispanic or Latino		5 (11)
Native Hawaiian or Other Pacific Islander		1 (2)
White		30 (64)
Other (White/Hispanic)		1 (2)
<b>Gender (n=45)</b>		
Female		36 (75)
Male		9 (19)
Decline to State		3 (6)
<b>Nursing Degree (n=48)</b>		
Diploma/Associates		5 (10)
Bachelors		23 (48)
Masters		20 (42)
<b>Age (n=48, M=48, SD=9)</b>		
30-39		8 (17)
40-49		16 (33)
50-59		21 (44)
60-69		3 (6)
<b>Years in Current Role (n=48, M=4, SD=4)</b>		
1-3		28 (58)
4-6		11 (23)
7-10		7 (15)
>11		2 (4)
<b>Total Years as Nurse Manager (n=48, M=8, SD=6)</b>		
1-5		17 (35)
6-10		16 (33)
11-15		9 (19)
>16		6 (13)
<b>Years as Registered Nurse (n=48, M=21, SD=10)</b>		
1-10		10 (21)
11-20		14 (29)
21-30		14 (29)
>30		10 (21)
<b>Number of Direct Reports (n=48, M=67, SD=39)</b>		
1-25		9 (18)
26-50		8 (17)
51-75		10 (21)
76-100		13 (27)
>100		8 (17)

## RESULTS – Question #1

- 62% response rate (N=48)
- **4.2 = R@W Scale overall mean**
- Subscale means
  - **Living Authentically (*highest*)** (5.3/0.4)
  - Interacting Cooperatively (5.1/0.8)
  - Finding Your Calling (5.0/1.0)
  - Building Networks (4.7/0.9)
  - Staying Healthy (4.1/1.3)
  - Managing Stress (3.9/1.1)
  - **Maintaining Perspective (*lowest*)** (3.1/1.0)

## RESULTS – Question #2

- **Correlated items ( $p < .05$ ) with total years as NM**
  - R@W overall
  - Maintaining Perspective
  - Staying Healthy
- **Non-correlated items**
  - Age, Years in Current Role, Years as RN, & Number of Direct Reports

# DISCUSSION

- Mean Overall R@W Score (4.2)
  - Between Average and High Resiliency
  
- Mean Subscale Score
  - Highest/Lowest
    - Living Authentically (5.3)/Maintaining Perspective (3.1)

## DISCUSSION cont.

- Correlation between Total R@W Score/  
Subscale and Demographics
  - Statistically significant with overall R@W mean score AND Total Years as Nurse Manager Maintaining Perspective, and Staying Healthy scores

# STUDY LIMITATIONS

- Small, convenience sample not generalizable beyond participants
- Self-identification
  - Role and title clarification
  - Supervisors, Directors with direct reports
- R@W = new tool
  - Initial testing shows potential weakness in 2 subscales
  - Never been tested and standardized with NMs

## **NURSING IMPLICATIONS:** **Create, measure, & maintain resilience**

- Research
  - Expand survey to PH&S system
- Education
  - Self-care practice intervention
- Education/Administrative
  - Career developmental plan
  - For new NMs – part of orientation
- Monitor literature
  - Development of the tool



# REFERENCES

- Cline, S. (2015). Nurse leader resilience. *Nursing Administration Quarterly*, 39(2), 117-122. doi:10.1097/NAQ.0000000000000087
- Judkins, S., Reid, B., & Furlow, L. (2006). Hardiness training among nurse managers: Building a healthy workplace. *The Journal of Continuing Education in Nursing*, 37(5), 202-207. doi: 10.3928/00220124-20060901-03
- Kath, L.M., Stichler, J.F., & Ehrhart, M.G. (2012). Moderators of the negative outcomes of nurse manager stress. *The Journal of Nursing Administration*, 42(4), 215-221. doi:10.1097.NNA.0b013e31824ccd25
- Windle, G., Bennett, K.M., & Noyes, J. (2011). A methodological review of resilience measurement scales. *Health and Quality of Life Outcomes*, 9(8), 1-18. doi:10.1186/1477-7525-9-8
- Winwood, P.C., Colon, R. & McEwen, K. (2013). A practical measure of workplace resilience: Developing the resilience at work scale. *American Journal of Occupational and Environmental Medicine*, 55(10), 1205-1212. doi:10.1097/JOM.0b013e3182a2a60a
- Zastocki, D. & Holly, C. (2010). Retaining nurse managers. *American Nurse Today*, 5(12).

# QUESTIONS



THANK YOU!

***For more info: [ronald.carpio@providence.org](mailto:ronald.carpio@providence.org)***