Internationally Educated Nurses’ Experiences of Holding Management Positions in United States Healthcare Organizations

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Outline

Introduction

Definition of IENs in Management Positions

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<tr>
<th>Faculty Name</th>
<th>Lilian Allen, Ph.D., RN</th>
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<tbody>
<tr>
<td>Conflict of Interest</td>
<td>None</td>
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<td>Employers</td>
<td>Chamberlain University College of Nursing Chicago, IL.</td>
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<td>Saint Xavier University School of Nursing Chicago, Illinois, USA.</td>
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<td>University of Illinois Hospital and Health Sciences System, Chicago, IL.</td>
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<td>Sponsorship/Commercial Support</td>
<td>None</td>
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Session Goal:
To share the lived experience of IENs holding management positions in United States health care organizations.

Session Objectives
Nurse Leaders will apply the findings and recommendations from this study to assist IENs in attaining and successfully being part of the management/leadership team within their various organizations.
Introduction

Internationally Educated Nurses (IENs) are major part of United States Health Care workforce (Wolcott, Llamado, & Mace, 2013)

The presence of IENs in the United States is in response to the need for nurses to alleviate the nursing shortage affecting health care organizations (Wilson, 2007)
Nurses who were born and received their initial nursing license in countries other than the United States before immigrating to the United States.
IENs are integral part of the U.S. health care industry
(Xu, Zaikina-Montgomery, & Shen, 2010)

The United States health care industry employs IENs to ease the
nursing shortage (Pittman, 2013)

IENs face many challenges as they arrive including:
acculturation, passing and obtaining license to practice as
registered nurse.
General Problem:
Many IENs prefer to work at bedside than to hold management positions
(Wheeler & Foster, 2013)

Specific Problem:
It is unclear the obstacles and support experienced by IENs in management positions.
To explore the lived experiences of IENs holding management positions in U.S. health care organizations.
Research Questions

What are the lived experiences of IENs holding management positions in U.S. health care organizations?

Research Sub-question:

What obstacles and supports, if any, do IENs experience in management positions in U.S. health care organizations?
Theoretical Framework

Purnell’s Model of Cultural Competence

(Purnell, 2013)
Methodology and Design

- Qualitative Research Method
- Descriptive Phenomenological Design
  - Use of Colaizzi’s seven step phenomenological process.
Significance to Nursing

- Presenting the importance of IENs in Management
- Policymakers will gain insight into IENs experiences
- The need to improve negative recruitment practices.
- Create opportunities for IENs to participate in governance.
Sample and Setting

- **A total of 7 IENs** participated in this study.
  - Purposive sampling
  - Snowball sampling

- **Setting**
  - Chicago Metropolitan and Suburban hospitals
Inclusion and Exclusion Criteria

- IENs who received their initial nursing license in countries outside of the United States.
- IENs who have been in management position for at least one year
- IENs who are willing to participate in a face-to-face interview
Data Collection and Analysis

- Invitational flyer distribution
- Purposive and Snowball sampling
- Invitational e-mail
- Contacts Established
- Face-to-face interviews schedule
- Data analyzed using Colaizzi’s seven-step process

- Step 1: Listening to audiotape, transcribing, reading, and rereading
- Step 2: Extracting Significant Statements
- Step 3: Formulating meanings
- Step 4: Identifying themes
- Step 5: Comprehensive Description
- Step 6: Exhaustive Statement
- Step 7: Participant Verification
### Themes and Subthemes

<table>
<thead>
<tr>
<th>Themes</th>
<th>Subthemes</th>
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| **Theme 1**: The role of supervisors in IENs’ acceptance of management positions | - Hesitancy to accepting a management position  
   - Making Change |
| **Theme 2**: Challenges regarding job responsibilities                  |                                                |
| **Theme 3**: Cultural differences                                      | - Acceptance and respect  
   - Discrimination |
| **Theme 4**: Language and Communication                                  |                                                |
| **Theme 5**: Work relationships and support                              |                                                |
| **Theme 6**: Educational opportunities                                  | - Committees and resources  
   - Support of IENs’ involvement |

Chamb,
Research Findings

As Related to Research Question

• Role of Managers in IENs' acceptance
• Second thought

• Professional and Personal opportunities

• Difficult, yet rewarding experience

As Related to Theoretical Framework

• Cultural Relevance: Identification with birth countries
• Communication difficulties
• Diversity
• Workforce Issues
• Changes in Secondary characteristics
Research Findings as Related to Previous Research

- **Nurse-Leaders Roles** (Sherman Eggenberger, 2008)
- **Availability of Resource** (Hoxby et al., 2010)
- **Stress related to jobs** (Wheeler Foster, 2013)
- **Feeling of isolation and alienation** (Cho et al., 2011)
- **Communication Barriers** (Primeau et al., 2014)
- **Need for work relationship and support** (Ndolo & Etowa, 2014)
- **The value of educational opportunities** (Babenko-Mould & Elliott, 2015)
Implications of the Findings

- Insightful for IENs hoping to become managers
- Program creation by policy-makers
- Organizational professional development
- Need to address organizational bureaucracy
- Cultural and diversity coexistence training
- Existence of discrimination in any form
Recommendations

Recommendation for Leaders

• Support for IEN staff nurses
• Cultural awareness
• Accent-modification programs
• Professional mentoring
• Reassessment of job responsibilities
• Involvement and inclusiveness

Recommendations for Future Research

• Expanding the research geographically
• Nurse-leaders' perception of IENs readiness for leadership
• A mixed method study of IENs and U.S. educated nurses
• The role of race in leadership/management positions by IENs
• Determine whether IENs left management position because of discriminatory practices
Limitations and Reflection

Limitations

• Recruitment
• Research Approach
• Sample size and selection process
• Scarcity of previous research on the topic
• Research bias: Addressed by bracketing

Reflection

• Extraordinary fulfilling
• Common characteristics
• Living the American dream
• Participants shared sincere experiences
For Further Reading


For Further Reading II

L. O. Gostin
The international migration and recruitment of nurses: human rights and global justice

H. Hoxby; V. Fortier; N. Brown; G. Yardy., J. Blythe.
Internationally educated nurses: Building capacity for clinical/nurse managers.

M. M. Jose
Lived experiences of internationally educated nurses in hospitals in the United States.

P. Kelly

R. Lussier C. Achua
Leadership: Theory, application, and skill development (6th ed.).

L. E. Masselink C. B. Jones
Immigration policy and internationally educated nurses in the United States: A brief history.

N. Ndolo J. Etowa
Examining work environment practices as a resource for internationally educated nurses’s (IENs) integration.
A. Ocampo

Filipino immigration.