

Title:

Nurse Managers' Roles in Leading a Culturally Diverse Nursing Workforce

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Session Title:

Leadership Strategies for the Workforce

Slot:

H 18: Monday, 30 October 2017: 2:45 PM-3:30 PM

Scheduled Time:

2:45 PM

Keywords:

Cultural diversity, Nursing management and Nursing workforce

References:

Caplan, P.J., & Ford, J.C. (2014). The voices of diversity: What students of diverse races/ethnicities and both sexes tell us about their college experiences and their perceptions about their institutions' progress toward diversity. *Aporia, The Nursing Journal*, 6(3), 30-67.

Conference Board of Canada. (2016). *Importing a solution. Can immigration help mitigate looking labor shortages?* Retrieved from <http://www.conferenceboard.org>

Cuellar, N.G. (2016). Marginalization of cultural groups. *Journal of Transcultural Nursing*, 27(2), 93.

Racine, L. (2014). The enduring challenge of cultural safety in nursing. *Canadian Journal of Nursing Research*, 46(2), 6-9.

Udod, S., & Racine, L. (2014). A critical perspective on relations between staff nurses and their nurse manager: Advancing nurse empowerment theory. *Canadian Journal of Nursing Research*, 46(4), 83-100.

Abstract Summary:

The purpose of this presentation is to inform on strategies to facilitate the management of an increasingly diverse nursing and healthcare workforce in Canada. Achieving effective management of a culturally diverse workforce is complex but comes from the manager's motivation to support cultural safety and build a supportive environment.

Learning Activity:

LEARNING OBJECTIVES	EXPANDED CONTENT OUTLINE
Understand the complexity of managing a culturally diverse nursing workforce	The achievement of this objective will be facilitated by the presentation of the results
Understand the central role of nursing leaders in building a culturally safe and competent work environment	This objective will be attained through the sharing of the findings of the study
Capture how individual and institutional racism can affect the development of a healthy and culturally diverse workforce	This objective will be achieved through the dissemination of the results through oral or poster presentation.

Abstract Text:

Purpose: The purpose of this presentation is to inform on strategies to facilitate the management of an increasingly diverse nursing and healthcare workforce in Canada. **Background:** Nurses' migration does not represent a new phenomenon, however, with globalization the amplitude of the phenomenon represents a major issue for nurse administrators in Western countries. The literature proposes that leaders actively participate in building cultural competency skills to create a more culturally sensitive, productive, and diverse health care workforce. It is less clear, however, how nurse administrators can rely upon evidence to support managing practices that facilitate the integration of internationally educated nurses within Canadian healthcare workplaces. This ethnography addressed the following research questions: 1) What is the experience of internationally educated nurses (IENs), Canadian educated nurses, and nurse managers working in culturally diverse units? And 2) How do race, gender, and social class impact the professional, social and cultural integration of internationally educated nurses in nursing workplaces? A postcolonial approach was used to guide the study and provide the paradigmatic lens to examine issues of race, gender, ethnicity, and social class on internationally-educated nurses' integration and nurse administrators' managing practices. **Methodology:** Ethics was secured from the University's Behavioural Ethics Board, and operational approvals obtained from 4 health authorities. Issues of confidentiality and anonymity were attended. An ethnography was conducted to explore how race, gender, class, ethnicity, culture, and the political context of migration intersect with professional, cultural, and social integration in health organizations. A sample of convenience composed 19 immigrant and Canadian nurses participated in the study. Data was collected through open-ended individual interviews, participant observation sessions, and field notes. Thematic analysis was used to analyze data. **Results:** Findings suggest that nurse administrators encounter significant challenges in managing a culturally diverse workforce, especially in rural settings. Nurse administrators are called to address issues of professional incompetency, social isolation, and individual and institutional racism that pervade the workplace. Achieving effective management of a culturally diverse workforce is complex and challenging, but comes from the manager's motivation to support cultural competency and safety and build a supportive environment. This presentation fits with the conference as managing a culturally diverse workforce represent a global issue affecting many high-income countries while depleting low- and middle-income countries.