

Purpose

Perioperative Nurse Managers are an integral part of the administration of quality health care, performing an array of clinical, financial, and leadership roles. The focus of this research was to improve the human and social conditions of the Perioperative Nurse Managers. It is important to determine ways to manage job demands and define job resources that can support Perioperative Nurse Managers to decrease burnout and increase work engagement. Perioperative Nurse Managers lack the available resources to effectively cope with role demands on a daily basis.

Operational definitions

Burnout - the emotional fatigue, depersonalization, and decreased individual achievement within the human services¹

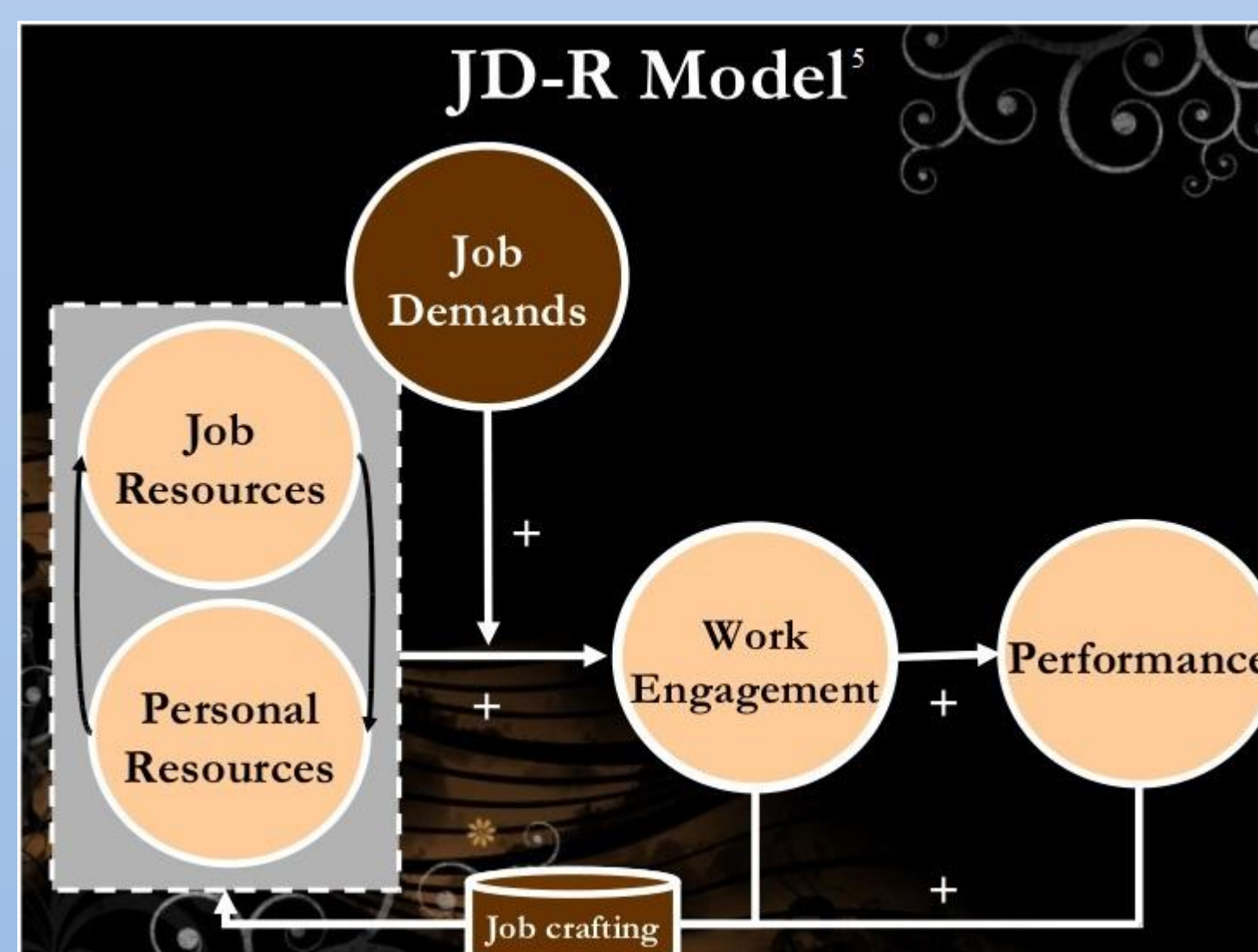
Job demands - the physical, social, or structural aspects of a job that needs ongoing physical or mental efforts²

Job resources - the physical, psychological, social, or structural aspects of a job that can help one achieve job goals, reduce work demands, and inspire personal growth and development²

Background

- Lack of resources has led to decreased work engagement, job dissatisfaction, frustration, and ultimately attrition. The Job Demands-Resource Model provides a conceptual framework to increase work engagement, motivation, and organizational outcomes.
- The responsibilities of nurse managers have expanded and if role preparation is inadequate, there is the potential for role confusion, increased stress, and undermining of role effectiveness.³
- The nature of the nurse manager role and work day are underlying causes of burnout.⁴

Conceptual Framework



Tool

Nurse Manager Engagement Questionnaire⁶ (NMEQ)
Pre-established

Sampling

- 10 Perioperative Nurse Managers
- Inclusion criteria**
 - ✓ nurse managers from any perioperative unit with the hospital
- Exclusion criteria**
 - ✓ not holding the official title of Nurse Manager for at least 1 consecutive year
 - ✓ not working within the perioperative setting
 - ✓ not being employed by the hospital
 - ✓ no desire to participate

Research Design

- Qualitative case study design**
- Data sources**
 - ✓ interviews
 - ✓ field notes
 - ✓ observational guides
- Analysis of data**
 - ✓ Open and axial coding of data from all data sources
 - ✓ Use of a data matrix for analysis
- Credibility and reliability**
 - ✓ triangulation of data sources
 - ✓ member checking

Results

- The findings regarding participant demographics represented characteristics of the purposeful sample included both genders and multiple ethnicities, ages ranging from 30-62 years, tenure as a nurse manager ranging from 1-30 years, and varied educational backgrounds ranging from associate degree prepared nurses to masters prepared nurses. This representation of the group provided maximum variation to assure diversity and a wide-range of perspectives.
- All participants concurred that motivation and work engagement was present when discussing patient care, and the group placed more value on motivation when staff, physician, or patients indicated verbal satisfaction.
- Saturation of data was evident by the generation of commonalities in interviews, field notes, and observations.
- Emerging themes:**



Conclusion

- The perioperative nurse managers provided rich and descriptive data relative to the experiences and interpretation of their experiences.
- The emerging themes have the potential to create positive social change among this specific group of nurses by improving the human and social conditions of this group.
- Implementing new strategies and actions of the perioperative nurse managers could help them advance in their professional role, increase personal dignity, and promote a positive voice within the organization.

Limitations

- Participants lacked maximum variation and should have been chosen from more diverse units.
- Future research should be employed related to perioperative nurse managers nationally and/or internationally to address the problems and challenges of managing within the perioperative setting.
- Research can foster professional development of perioperative nurse managers and in turn increase work engagement, satisfaction, and daily motivation to prevent attrition of perioperative nurse managers while improving staff satisfaction and patient outcomes.

Implications for Practice

- Changes related to the implementation of strategies will contribute to a better appreciation of the emotional job demands and necessary utilization of job resources to increase motivation and satisfaction.
- In order to prevent burnout of Perioperative Nurse Managers, roles need to clearly be delineated and appropriately delegated to decrease overtasking.
- Positive feedback from providers, patients, and staff members must be encouraged and embraced by upper administration to assist in motivation.
- Formal and informal leadership training is an imperative aspect of professional development that must be established to increase motivation, work engagement, and prevent burnout.

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