

An Ethnographic Approach to Understanding the Nurse's Role as Supervisor of Nursing Assistants in Nursing Homes



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June 7, 2006

Acknowledgements



- Dissertation committee
 - Pamela H. Mitchell, PhD, RN, FAAN, FAHA
 - Heather M. Young, PhD, GNP, FAAN
 - Sarah Shannon, PhD, RN
 - Linda Teri, PhD
- Funding
 - deTornyay Center for Healthy Aging Doctoral Scholarship
 - John A. Hartford Foundation Building Geriatric Nursing Capacity Scholars Program
 - Hester McLaws Nursing Scholarship Fund
- Study participants

Introduction



- Trends (2000 – 2030)
 - 65+ yrs: 35 → 71 million
 - 85+ yrs: 4 → 9 million
 - Nursing homes 1.5 → 1.9 to 3 million
- 40% of 65+ yrs: at least 1 NH stay
- NH quality, work environments

Statement of the Problem



- Nursing assistants ↔ Nurses
- Supervision
- Preparedness for supervisory role
- Enactment of supervisory practices
- Essential role components
- Organizational environments

Study Purpose & Aims



To explore and describe
the supervisory role of nurses,
within a context of the organizational
environments in which nurses work

1. Identify explicit expectations
2. Identify implicit expectations
3. Identify role congruence, ambiguity, conflict
4. Describe supervisory practices

Methods



- Ethnographic approach – 3 sites
- Data collection
 - Observation: 170+ hrs, 7 months
 - Interviews: 31 participants
 - Document review: policies, job descriptions
- Data analysis: Micro-coding, constant comparative

Role Components

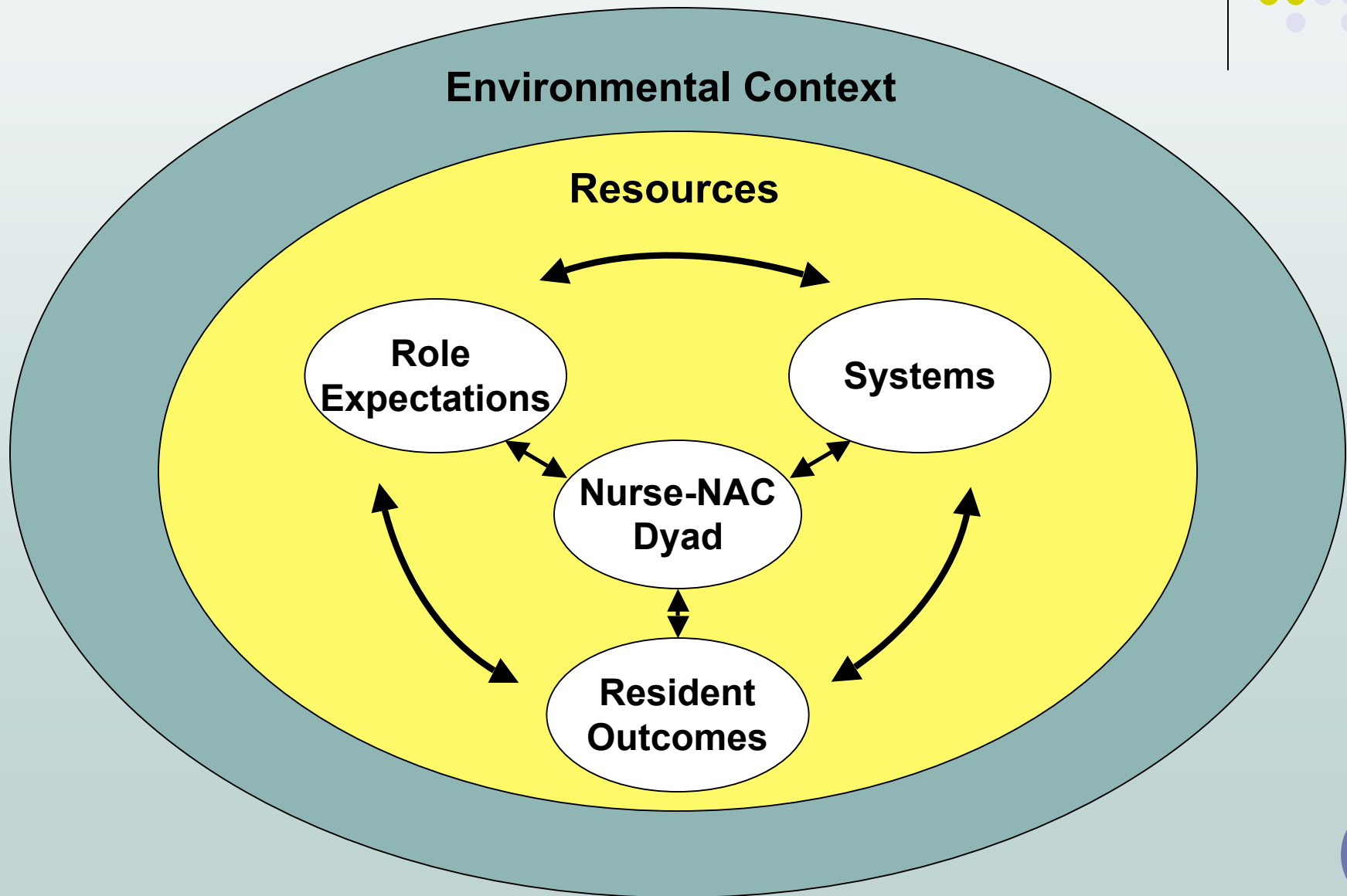


- Oversight, monitoring
- Communication
- NAC skill assessment, performance evaluation
- Guidance, training
- Discipline, counseling
- Direction, assignments
- Leadership
- Problem solving
- Support (interpersonal and task focused)
- Teamwork
- Advocacy*
- Conflict resolution (NAC-NAC)*

* Not reported by management



Nurse's Supervisory Role



Conclusions



- Not all facilities offer opportunities for formal supervisory role development
- Few nurses pursue this training independently
- Some nurses are ill-prepared to facilitate optimal performance by nursing assistants in their charge
- Limitations

Implications for Nursing Practice



How can mandates for high quality care be achieved if nurses are not adequately prepared and supported to lead and manage the direct caregivers under their supervision?

Implications for Nursing Research



- Expand breadth & depth of current study
- Linking supervisory role to outcomes
- Organizational context
- Teaching strategies



Thank You!

