

ONA/OHA/OONE Blue Team Literature Review: compiled by Pam Baker, MSN, RN, CNS, BC and Grace Wakulchik, MSN, MBA, RN, CNS, Akron Children's Hospital, Akron, Ohio; March 2007

Nurse Manager Ability, Leadership and Support of Nurses					
Reference	Sample	Design	Topic	Recommendations	Strength/ Quality of Article
Kleinman, C. The relationship between managerial leadership behavior and staff nurse satisfaction. <u>Hospital Topics: research and perspectives in healthcare.</u> 2004, 82(4) p. 2-9.	89 staff nurses and managers	Descriptive, correlational study	Describe perceptions of managerial leadership behaviors associated with turnover. Also describe the differences of perception in nurse manger leadership behavior between staff nurses and nurse managers.	Active management by exception (focus on finding fault with the work of subordinates) was significantly correlated to turnover. Nurse managers perceived that they demonstrated a high frequency of transformational leadership behaviors, but staff perceptions did not concur.	5
Laschinger, H. & Finegan, J. Using empowerment. <u>Nursing Economics.</u> 2005, 23(1), p. 6-13.	289 random sample of staff nurses in Ontario	Non-experimental predictive design	Test a model linking nurse empowerment to organizational justice, respect and trust, job satisfaction and organizational commitment.	Structural empowerment has a positive impact on justice, respect, trust job satisfaction and organizational commitment.	4
Leach, L. Nurse Executive Transformational leadership and Organizational commitment. <u>JONA</u> , 2005, 35 (5), p228-237	Random sample from 4000 members of AONE; 148 Nurse managers; 651 staff nurses	Descriptive correlational design	To investigate the relationship between nurse executive leadership and organizational commitment among nurses in acute care hospitals	Nurse leaders are in a position to influence organizational commitment among nurse which leads to intent to remain with the organization, attendance, decreased turnover, increased job effort/performance, and increased satisfaction.	4
Parsons, M., Stonestreet, J. Factors that contribute to nurse manager retention. <u>Nursing Economics</u> , 2003, 21 (1), p120-126	Nurse Managers with 2 years experience in manager role from 1 heathcare systems 5 hospitals: N = 28	Qualitative	Describe factors that contribute to a health system's successful retention of nurse managers	Identified Key factors that contribute to successful retention: communication; empowerment, participation in planning and decision making, resource management, compensation and quality of care	4

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Collegial Nurse – Physician Relations					
Reference	Sample	Design	Topic	Recommendations	Strength/ Quality of Article
Kramer, M., Schmalenberg, C. Securing good nurse physician relationships. <u>Nursing Management</u> , 2003, July. P 34-38	279 staff nurses and 146 nurse managers from 14 magnet hospitals in a non-randomized sample	Qualitative	What do staff nurses mean when they say they have good relations with physicians?	5 categories of nurse/physician relationships: Collegial, Collaborative, Student-teacher, Neutral, or Negative with factors including power and respect between the 2 groups	4
Tschannen, D. The effect of Individual Characteristics on perceptions of collaboration in the work environment. <u>MedSurg Nursing</u> , 2004, 13 (1). p 312-318	71 Nurses and 37 physicians	Cross-sectional, non-experimental, retrospective design	Identify the relationship among nurse and physician attitudes towards team, commitment to one's organization and perceptions of collaboration	As teamwork and commitment to the organization increase this positively related to perceptions of nurse-physician collaboration	4
Schmalenberg, C., Kramer, M., King, C., et al Excellence through evidence: securing collegial/collaborative nurse-physician relationships, part 1. <u>JONA</u> , 2005, 35 (10). p. 450-457	44 clinical units from 5 hospitals: 67 staff nurses 43 nurse managers 31 physicians	Multi-site, evidenced based management practice study	What structure secures collegial/collaborative nurse-physician relationships	Describes collegial/collaborative nurse-physician relationships and factors that effect: trust, respect, open communication, teamwork	3