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Relationships among five categories of front-line nurse managers visions discovered through their narratives

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Background: For effective unit management, front-line nurse managers (FLMs) must imagine and share their visions. Previously, we found that despite difficulties in verbalizing their visions, FLMs could explain actual cases where they felt those visions had come closer to realization; qualitative inductive analysis of their narratives about the actual cases revealed five categories (18 subcategories), common to all participants, comprising the contents of FLMs' visions. However, how these categories relate to each other remained unanalyzed.

Objective: To elucidate relationships among the above-mentioned five categories by analyzing the narrative data and employing a novel point of view. **Methods:** Using a qualitative inductive approach, we analyzed the same interview data from the previous study (from 12 FLMs in two university hospitals). We focused on the narrative contexts, which indicated relationships among the categories.

Results: FLMs envisioned five common categories that they aimed to realize simultaneously and perceived mutual interactions among these categories. FLMs recognized that the category of 1. Provide excellent care to ensure patient recovery based on reliable knowledge and skills" is the essential

foundation. They simultaneously tried to realize "2. Make effort to broaden patients' future." "3. Create a climate for pursuing better practice" and "4. All staff continuously pursue development as a nurse" were closely related categories. FLMs perceived that promoting categories 3 and 4 led to realizations of the first and the second categories, and vice versa. "5. Provide nursing care that responds to external changes" was perceived as a category that, in addition to the external environment, could change the contents of the other categories. Therefore, FLMs aimed to realize their visions by changing actual specific details of categories 1, 2, 3, and 4.

Conclusion: The five categories of FLMs' visions can be considered inseparable and articulating them collectively will be helpful for FLMs.

Speaker Biography

Tamaki Isobe, RN, MHS, is a doctoral course student of Nursing Administration at Graduate School of Medicine, the University of Tokyo. Over the course of seven years of clinical experience as an RN at university hospitals in Tokyo, she became interested in workplaces that can effectively motivate nurses. Her research interest is sharing of visions between front-line nurse managers and staff nurses. Her dissertation for her MHS addressed elucidating front-line nurse managers' visions.

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