$50,000 Research Grant in honor of AONE’s 50th Anniversary
made possible by generous members and friends of AONE and the
AONE Foundation

Evaluating the Impact of Nurse Manager Job Design and Practice
Environment on Achieving the Quadruple Aim

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Abstract:
Healthcare leaders are responsible for setting the strategic direction of healthcare
organizations; therefore, responsible for enacting the Institute of Healthcare Improvement’s
(IHI) Quadruple Aim. Nurse managers create the environments necessary to achieve quality
patient experiences and outcomes, reducing costs of care, and creating high performance
teams at the point of care. Thus, leveraging nurse managers to advance the Quadruple Aim is
critical to organizational success. Given the wide variation in job design and the dearth of
evidence on effective job design and practice environments needed to maximize nurse
managers’ job performance, we propose to determine which aspects of job design and
practice environments assist nurse managers in achieving the Quadruple Aim. This study
aligns with AONE’s priority to understand the impact of nursing leadership on achieving the
IHI Quadruple Aim by determining effective job design of the nurse manager role.

The cross-sectional study design will use an electronic survey of nurse managers to assess
their role preparation, self-assessed competence, job design, practice environment (using the
Nurse Manager Practice Environment Scale), and nurse manager demographics. Press Ganey
is administering the survey in 70 hospitals to nurse managers responsible for units that
provide patient care and participated in the nurse survey in the past two years. The Nurse
Manager survey data will be linked to unit-level RN survey data including the following
measures: the Practice Environment Scale of the Nursing Work Index (PES-NWI), intent to
stay in their position, job enjoyment, RN reported quality of care, and missed nursing care.
Descriptive statistics will be used to examine and describe nurse manager practice
environment, span of control, and position support. Multilevel mediation modelling will be
used to test our hypotheses. Recommendations for improving job design and practice
environments to support effective nurse managers will be made based on our findings.