Beyond Diversity: Addressing racism in nursing for the good of the profession

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National Black Nurses Association 13th President
May 19, 2022
A need for a new inclusivity and equity paradigm for the nursing profession

NURSING DEMOGRAPHICS

- White: 73.3%
- Black: 1.7%
- Hispanic: 1%
- Asian: 0.6%
- Indian: 0.3%
- HawPac Islanders: 0.6%
Nursing Leadership: A Call to Action: A need for a new inclusivity and equity paradigm for the nursing profession
Nursing Leadership A Call to Action: A need for a new inclusivity and equity paradigm for the nursing profession

Pie chart showing the distribution of highest degrees earned:
- Bachelor Degree: 44.6%
- Associate Degree: 29.6%
- Graduate Degree: 19.3%
- Diploma in Nsg: 6.4%
NURSING DEMOGRAPHICS

RN by Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>&lt;30</td>
<td>8.5%</td>
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<tr>
<td>30-34</td>
<td>10.7%</td>
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<tr>
<td>35-39</td>
<td>11.5%</td>
</tr>
<tr>
<td>40-44</td>
<td>10.3%</td>
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<tr>
<td>45-49</td>
<td>11.5%</td>
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<tr>
<td>50-54</td>
<td>9.7%</td>
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<tr>
<td>55-59</td>
<td>12.0%</td>
</tr>
<tr>
<td>60-64</td>
<td>11.9%</td>
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<tr>
<td>65-69</td>
<td>8.5%</td>
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<tr>
<td>70-74</td>
<td>3.4%</td>
</tr>
<tr>
<td>75+</td>
<td>2.0%</td>
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National Commission to Address Racism in Nursing
On January 25, 2021 leading nursing associations launched the National Commission to Address Work is being led by the American Nurses Association (ANA), National Black Nurses Association (NBNA), National Coalition of Ethnic Minority Nurse Associations (NCEMNA), and National Association of Hispanic Nurses (NAHN)
# 2022 National Commission to Address Racism in Nursing Foundational Report

<table>
<thead>
<tr>
<th>Outline</th>
<th>Public Comment</th>
<th>Publication</th>
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| Historical context of racism in nursing  
Contemporary context of racism in nursing  
How racism shows up in four target areas: Education, Policy, Practice and Research | Draft report posted on ANA's website from January 18 – February 14, 2022 | Publication date is May 6, 2022 in celebration of the anniversary of Mary Eliza Mahoney's birth |
PARTICIPATING ORGANIZATIONS

- American Academy of Nursing
- Asian American/Pacific Islander Nurses Association
- American Association for Men in Nursing
- Chi Eta Phi
- American Association of Colleges of Nursing
- Minority Fellowship Program at the American Nurses Association
- American Nurses Credentialing Center
- National Alaska/Native American Indian Nurses Association
- National Association of Licensed Practical Nurses
- American Organization for Nursing Leaders
- National League for Nursing
- ANA Eastern Region of Constituent and State Nurses Associations
- Organization for Associate Degree Nursing
- ANA Midwestern Region of Constituent and State Nurses Associations
- Philippine Nurses Association of America
- ANA South-Eastern Region of Constituent and State Nurses Associations
- The Minority Nurse
- ANA Western Region of Constituent and State Nurses Associations
VISION & MISSION

VISION: The nursing profession exemplifies inclusivity, diversity, and equity creating an antiracist praxis and environments.

MISSION: Set as the scope and standard of practice that nurses confront and mitigate systemic racism within the nursing profession and address the impact that racism has on nurses and nursing.
GOALS

1) Engage in national discussions with the nursing profession to own, amplify, understand, and change how racism negatively impacts colleagues, patients, families, communities, and the healthcare system.

2) Develop strategies to actively address racism within nursing education, practice, policy, and research, including addressing issues of leadership and the use of power.

3) Use the *Nursing: Scope and Standards of Practice* as a framework to create a roadmap for action to address racism in nursing.
COMMISION’S DEFINITION OF RACISM

Assaults on the human spirit in the form of actions, biases, prejudices, and an ideology of superiority based on race that persistently causes moral suffering and physical harm of individuals and perpetuates systemic injustices and inequities
"Black supremacy is as dangerous as white supremacy, and God is not interested merely in the freedom of black men and brown men and yellow men." God is interested in the freedom of the whole human race and the creation of a society where all men will live together as brothers, and all men will respect the dignity and the worth of all human personality."

Rev. Martin Luther King Jr.

September, 1960 DePauw University
Nurses’ Personal Experience with Racism in the Workplace

- **92%** Black Nurses
- **73%** Asian Nurses
- **69%** Hispanic Nurses
- **28%** White Nurses

**OVER 3/4** of Black nurses say racism negatively impacts their professional well-being.
Racism is a public health crisis?

NOT

“I have PTSD from the way I was treated. I saw a therapist and was prescribed antidepressants.”

Survey shows substantial racism in nursing
CDC and WHO Definition of PH

Public health is the science of promoting and protecting the health of people by tracking, reporting, preventing and responding to disease outbreak. Simply stated, nurses are people, not a disease and when we experience racism, it does not impact the public health of the general population, but it causes moral suffering and physical harm to those that have to live this experience every day. This is why so many underrepresented nurses have to practice hyper-resiliency.
**LISTENING SESSIONS: VOCIES OF OUR COLLEAGUES**

Five sessions held between February – April, 2021

<table>
<thead>
<tr>
<th>Attitudes</th>
<th>Actions</th>
<th>Impact</th>
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<tbody>
<tr>
<td>Implicit Bias</td>
<td>Discrimination</td>
<td>Inequity</td>
</tr>
<tr>
<td>Prejudice</td>
<td>Oppression</td>
<td>Self-doubt</td>
</tr>
<tr>
<td>Stereotypes</td>
<td>Exclusion</td>
<td>Demoralization</td>
</tr>
<tr>
<td>Microaggression</td>
<td>Insistence on Conformity</td>
<td>Spirit Murder</td>
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<td></td>
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<td>Invisible Workload</td>
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<td></td>
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<td>Feeling Silenced</td>
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<td></td>
<td></td>
<td>Feeling Invisible</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exhaustion</td>
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</tbody>
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“Nursing is the most racist profession outside of law enforcement.”

“Many Black girls don’t make it through this nursing education program.”

“I have been told people like me never get anywhere.”

“Nursing has not been safe or particularly uplifting.”
“[I] always had a hard time; never easy for me; first Black nurse in multiple departments in the hospital; they never made it easy; I have been told “people like me never get anywhere.” I have staff—both Black and White—who disrespect you; they make fun of you; I looked forward to retirement.”

“Regardless of education, as [for] a nurse of color, the opportunities do not seem to come; clinical skills are always being questioned; ‘nurses eat their young’ is doubled if you are a nurse of color.”

“Why should any Black nurse go back for a PhD or DNP—[when they] will never get hired or promoted even with a DNP or a PhD?”

“If I were to replace my face with a White person’s face, where would my career be?”
IMPACT OF RACISM ON HEALTH AND WELL-BEING

“Racism has affected my well-being with having to take a leave of absence from a job in 2008 for 4 weeks diagnosis of severe hypertension. After 4 weeks off the job denied further pay.”

“I live in constant fear that I will be fired or my license will be under threat. So I do my best to follow all rules and protocols and hope that everyday I can go home to my family without a racist person with power in the workplace taking advantage of me.”

“Made me feel worthless.... given me anxiety, I no longer apply for higher positions.”
“I have been called the n word by multiple patients on multiple occasions. I have been asked to not care for a few patients by the patient themselves because I am black. I have been called colored by a nurse manager.”

“The power in nursing is primarily held by middle-age to old-age white women who have just recently begun to consider racism in nursing care. There are racist principles that have been carried down through history and never challenged.”

Survey shows substantial racism in nursing
**Origination Pattern**

- Workforce Analytics
  - Computation of data
  - Workforce dashboard
  - Measure of recruitment ROI
  - Target benchmark - success or failure
  - Specific indicators
    - recruitment, staffing, training and development,
    - personnel, and compensation and benefits,
    - standard ratios that consist of
      - time to fill,
      - cost per hire,
      - accession rate,
      - retention rate,
      - add rate,
      - replacement rate,

**Origination Integration**

- Workforce Picture
  - Not excluding people
  - Global policies and procedures
  - Remove barriers that marginalize others
  - Appreciations of uniqueness/abilities
  - Diverse ways of thinking, knowledge, characteristics, and skills
  - The organizational table is set for more than just one
  - Invite people to at the table as equal partners
  - Learn and grow from mutual understanding
  - Groom all for the top positions and not an elect few

**Origination Support**

- Leaders Relations
  - Right to be heard
  - Opportunity to use talent
  - Allocation of resources
  - Dismantle the in and out club
  - Equality racial, sexual, gender, disability
  - Removing institutional barriers
  - Recognition of worth and dignity
  - Pay and compensation
  - Recognitions and rewards
  - Professional growth, development, training and investment
  - Equity in promotion
  - Laws, statues, policies and Procedures

**Origination Fairness**

- Leaders Fairness
  - Look beyond compliance
  - Address root causes of inequity
  - Use an equity framework
  - Focuses on implicit and explicit biases
  - Create accountability from the boardroom to basement
  - Make this a data driven initiative
  - Move from your comfort zone
  - Partner with communities and diverse stakeholder
  - Own it and change it
  - Be your best self as a leader
“Diverse RNs have greater negative perceptions about equitable opportunities and workplace support for diversity compared to white and heterosexual RNs. Diverse RNs also have higher career satisfaction.”
The WAY FORWARD

Nursing Workforce: Leading social change
SOCIAL DETERMINANTS AND SOCIAL NEEDS – MOVING UPSTREAM

**STRATEGIES**

- Improve Community Conditions
- Addressing Individual’s Social Needs
- Providing Clinical Care

**UPSTREAM**

- Economic, Education, Housing, Environment, Food
- Systemic and Institution
- Laws, policies and regulations that create community conditions supporting health for all people

**TACTICS**

- Include patient screening questions about social factors. Use data to inform and provide referrals.
- Social workers, community health workers, and community organizations providing Direct support to meet patients social needs
- Medical Interventions

**DOWNSTREAM**

- Illness Care & Treatment
- US Healthcare System, costly, wasteful, poorer outcomes
Data driven awakening: Call to action

1. Approximately 1 million registered nurses will retire between 2017 and 2030, with the number of retirements estimated at 70,000 in 2020 (Buerhaus et al., 2017).

2. In a 2021 survey of over 6,000 nurses: AMN Healthcare.com
   • 45% stated continue with same employer
   • 19% would leave
   • 13% would travel
   • 5% outside of patient care
   • 3% agency staff
   • 2% leave nursing
   • 3% part-time
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Vroom’s Expectancy Theory of Motivation: Managerial Implications

**Expectancy:** Belief that effort leads to a specific level of performance

**Instrumentality:** Performance $\rightarrow$ outcome perception

**Valence:** The value of a reward or outcome
Expectancy Theory Concepts

**Effort** (an important input)

**Performance**

**Outcomes**

**Expectancy**
A person's perception about the extent to which his or her effort will result in a certain level of performance

**Instrumentality**
A person's perception about the extent to which performance at a certain level will result in the attainment of outcomes

**Valence**
How desirable each of the outcomes available from a job or organization is to a person
Expectancy Theory Concepts

- **Expectancy is high**: People perceive that if they try hard, they can perform at a high level.
- **Instrumentality is high**: People perceive that high performance leads to the receipt of certain outcomes.
- **Valence is high**: People desire the outcomes that result from high performance.

**High Motivation**
Managerial Implications of Expectancy Theory

- Determine the outcomes an employee values.
- Identify good performance so appropriate behaviors can be rewarded.
- Make sure employees can achieve targeted performance levels.
- Link desired outcomes to targeted levels of performance.
- Make sure changes in outcomes are large enough to motivate higher effort.
- Monitor the reward system for inequities and correct these.
- Employees will compare salaries regardless of the policy.
Reward people for desired performance & decrease leaders and staff salary gaps
Do not keep pay decisions secret & perform pay equity surveys
Design challenging jobs & provide equal training opportunities
Tie rewards to group accomplishments to build teamwork & cooperation
Reward managers for creating, monitoring & maintaining expectancies, instrumentalities & outcomes that lead to high effort and goal attainment
Monitor employee motivation through interviews or anonymous questionnaires
Accommodate individual differences by building flexibility into the motivation program
Principle of Human Caring and Using One Voice

Watson (1997), the core of the Theory of Caring is that “humans cannot be treated as objects and that humans cannot be separated from self, other, nature, and the larger workforce.”

Her theory encompasses the whole world of nursing; with the emphasis placed on the interpersonal processes between the caregiver and individuals/patients...authentic and holistic.
Principle of Human Caring and Using One Voice

6 C’s of Caring

• Care
• Compassion
• Competence
• Communication
• Courage
• Commitment

“Nursing is a human science of persons”
Caring consists of carative factors that result in the satisfaction of certain human needs.

Effective caring promotes health and individual or group growth.

Caring responses accept the people as they, as well as what they may become.
The practice of caring is central to nursing. A caring environment is one that offers the development of potential while allowing one to choose the best action at a given point in time. A science of caring is complementary to the science of curing.
Adams’ Equity Theory

People Strive for Fairness & Justice in Social Exchanges

Cognitive Perception of Fairness or Lack of It Affects Behavior

Inputs: Education, skills, training, work effort, time, marketing etc.

Outputs: Pay, fringe, security, recognition, support, respect, etc.
Primary assumption: People compare their situation to that of relevant others

- Compare efforts & rewards with others’
- Strive to restore equity if an imbalance exists
- Desire to restore equity is the cause of goal-directed behavior
Inputs
- All contributions that a person makes to the employment relationship
  - Effort, years & type of education, prior experience, training, etc.

Outcomes
- Anything provided by an employee’s job
  - Pay, benefits, working conditions, company car, etc.
A. An Equitable Situation

Self

Other

B. Negative Inequity

Self

Other – rewarded more

C. Positive Inequity

Self

Other – rewarded less
Organizational Justice

**Distributive Justice:**
The perceived fairness of how resources and rewards are distributed

**Procedural Justice:**
The perceived fairness of the process and procedures used to make allocation decisions

**Interactional Justice:**
The perceived fairness of the decision maker’s behavior in the process of decision making
Lessons in Equity Theory

- Pay attention to what employees’ perceive to be fair & equitable
- Allow employees to have a “voice”
- Employees should have opportunity to appeal
- Organizational changes, promoting cooperation, etc. become easier with equitable outcomes
- Failure to achieve equity could be costly
- Climate of justice
Leading Social Change and Influence

What change should we focus on?

Are nurses comfortable in the space of power, change, influence and justice

Are we comfortable speaking up and speaking out with caring voices to advocate for others?
“Elevating Every Nurse Equally and Appreciating the Uniqueness of EACH Nurse is the Way Forward for Our Profession. We cannot Address and Help Society until WE Help Ourselves and Our Colleagues”

Martha A. Dawson, 2021
NURSES: POWERFUL, INFLUENTIAL, and CARING VOICES
References


National Commission Addressing Racism in Nursing Listening Sessions on Racism in Nursing (June 2021)

National Commission Addressing Racism in Nursing Survey shows substantial racism in nursing (nursingworld.org)
Quinto, S. (2022). As nurses quit, states seek to train more. Stateline, As Nurses Quit, States Seek to Train More | The Pew Charitable Trusts

