

A new framework for rebuilding healthy practice environments:  
What team virtuousness looks like in healthcare teams

ALSN 2022  
International Conference

Margot Lisa Hedenstrom  
Lynn Varagona  
Nancy Ballard

---

---

---

---

---

---

---

---

Objectives

- Discuss** at least three benefits of team virtuousness found in the social sciences research literature
- Describe** the two core components of team virtuousness on hospital units and the strongest elements of each one
- Identify** two ways you can use the healthcare team virtuousness framework to model virtue ethics and support and encourage its development within your healthcare team

---

---

---

---

---

---

---

---

Problem, Background & Rationale

- COVID-19
- Nurse leader burnout
- Nursing turnover
- Need for evidence base practices

© 2020 Pearson Education, Inc. All rights reserved.

---

---

---

---

---

---

---

---



**Healthy Practice Environments**

- Fostered by virtuous leadership
- Followers emulate virtuous leaders
- Minimal guidance re: what virtuous leadership looks like
- New solutions needed to guide nurse leaders

---

---

---

---

---

---

---

---

**Virtue Ethics May Offer a Solution**

- Major ethical theory in the Western world
- How virtues & character strengths lead people to
  - take the right action
  - work for the common good
  - promote human flourishing
  - produce benefit to others regardless of reciprocity or reward
- People on virtuous teams
  - treat one another well
  - feel positive, grateful, safe & supported
  - view work as more meaningful
  - more committed to improving team performance

---

---

---

---

---

---

---

---



**Purpose of Integrative Review**

- Evaluate & summarize nursing virtue ethics literature
- Examine how virtue ethics has been applied to healthcare teams
- Discuss how virtue ethics may offer a new solution for nurse leaders

---

---

---

---

---

---

---

---

Research Question

How is virtue ethics incorporated in nurses' healthcare team research?



---

---

---

---

---

---

---

---

Methods, Collaboration, Implementation & Evaluation

- Integrative review process
- Key terms "virtue ethics" AND nurs\*
- Few studies
- Emerging synthesis approach used
- Team approach
  - Three researchers analyzed findings multiple times independently and via multiple team discussions

---

---

---

---

---

---

---

---

Results, Outcomes, Implications

- Databases and screening of over 60 abstracts
- Twelve articles relevant
- Hand searching led to two additional articles
- Two research articles
- Emerging synthesis work

---

---

---

---

---

---

---

---

## Quantitative Research Finding

Varagona & Ballard (2022) developed & validated a framework for team virtuousness on hospital units based on Aquinas' Virtue Ethics Theory

---

Exploratory Factor Analysis & Confirmatory Factor Analysis on data from 1,402 nursing unit staff at three hospitals in the southeastern U.S.

---

Two main components of team virtuousness emerged: wisdom & excellence

---

Team virtuousness differs significantly among nursing units & has a positive, significant correlation ( $r = .42, p < .05$ ) with unit staff engagement

---

---

---

---

---

---

---

---

Perceived Trustworthiness Indicator<sup>®</sup> Subscales

**Wisdom**

- Degree to which team members manifest moral & ethical principles & just judgment

**Excellence**

- Degree to which team members approach their work heartily

---

---

---

---





---

---

---

---

### Wisdom Subscale Themes

 <b>Reconciliation</b> Forgive Rebuild trust & reconcile Give others second chances	 <b>Kindness</b> Loyal Generous Gracious, courteous, & gentle Tolerant of others' weaknesses Kind & compassionate Encourage others Empathize	 <b>Team-orientation</b> Engage with others Have no hidden agendas Strive to understand others' viewpoints Put highest priority on what benefits the team	 <b>Relational &amp; Inner Harmony</b> Address their physical, mental, & emotional needs Express thoughts & feelings directly & appropriately Give due consideration before accepting others' thoughts, ideas, values, or attitudes Do not attribute their negative thoughts, feelings, & behaviors to others
--	---	---	---

---

---

---

---

---

---

---

---

### Excellence Subscale Themes

 <b>Helpfulness</b> Readily cooperate Volunteer to help one another	 <b>Competence</b> Competent Decisive & proactive Diligent in their thinking, planning, & work Purposeful, determined, & disciplined Adequately prepare Do what they say they will do	 <b>High Self-standards</b> Self-confident Have high but achievable expectations of themselves Act in accordance with their beliefs & convictions regardless of how difficult
---	---	--

---

---

---

---

---

---

---

---

### Conclusion & Next steps

- More work is needed
- Educating and guiding nurse leaders to develop and coach their teams
- Mentoring nurse leaders to help develop strong healthy teams through virtue ethics approaches
- Pilot study planning in process

---

---

---

---

---

---

---

---

### Reference

Varagona, L., Ballard, N. M., & Hedenstrom, M. L. (2022). Virtue ethics in healthcare teams; its time has come: Review of the nursing virtue ethics literature. *Journal of Nursing Management*, 1-9.

---

---

---

---

---

---


---

---

Questions?

**Contact**

- Dr. Hedenstrom at [mhedenst@kennesaw.edu](mailto:mhedenst@kennesaw.edu)
- Dr. Varagona at [lvaragon@kennesaw.edu](mailto:lvaragon@kennesaw.edu)
- Dr. Ballard at [nballard@kennesaw.edu](mailto:nballard@kennesaw.edu)



---

---

---

---

---

---

---