| **Author(s)** | **Study Location** | **Intervention** | **Population** | **Aim** | **Methodology** | **Outcome Measures** | **Results** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Astala, Roos, Harmoinen, & Suominen, 2017 | Finland: Institution caring for people with intellectual and developmental needs | None | Staff nurses (n=87) | Describe staff experiences of appreciative management. | Cross-sectional design: Electronic survey | Appreciative Management Scale (AMS) | Staff perceived appreciation most from self and least from upper management. |
| Bacon, 2017 | United States: Acute and critical care medical-surgical units | None | Staff nurses (n=14) | Describe nurses' needs after caring for a patient who died after failure to rescue (FTR). | Qualitative: Phenomenological | Interview questions | Nurses' coping mechanisms are important, immediate peer and manager feedback and support are needed, subsequent supervisor support is needed, and both immediate and subsequent support are needed. |
| Baggett et al., 2016 | United States: Hospital | None | Staff nurses, therapists, technicians, and physicians (n=35) | Explore "feeling cared for" in health-care clinicians in the work place. | Qualitative: Descriptive | Interview questions | Staff felt "cared for" through words of appreciation, tangible gifts, acts of service, and quality time. |
| Bolima, 2015\* | North Eastern United States: Academic medical center | None | Staff nurses (n=183) | Explore the relationship between nurse manager caring leadership to nursing job satisfaction and turnover intentions. | Correlational design: Electronic survey | Caring Factor Survey-Caring of Manager (CFS-CM), Kuopio University Hospital Job Satisfaction Scale (KUHJSS), and the Anticipated Turnover Scale (ATS) | A positive relationship exists between caring leadership and high job satisfaction. A negative relationship exists between caring leadership and turnover intentions. |
| Dewar & Cook, 2014 | Scotland: Acute hospital | Leadership Program | Staff nurses (n=86) | To support staff to work together to develop a culture of inquiry to enhance the delivery of compassionate care. | Program evaluation | Evaluation questionnaire | Staff experienced enhanced self-awareness, better relationships, ability to reflect on practice, more compassionate and respectful conversations in the workplace, and continuation of learning. |
| Feather, Ebright, & Bakas, 2015 | Midwest United States: Two Magnet designated community hospitals | None | Staff nurses (n=28) | Explore staff nurses’ perceptions of what nurse manager behaviors most influence staff nurse job satisfaction. | Qualitative: Descriptive | Interview questions | Staff nurses want to be respected, included in communication, and feel cared for by the nurse manager to have increased job satisfaction. |
| Furunes, Kaltveit, & Akerjordet, 2018 | Norway: Community homecare | None | Staff nurses (n=12) | Explore experienced staff nurses’ understanding of a health-promoting work environment, health-promoting leadership and its role in retention. | Qualitative: Descriptive | Interview questions | Staff nurses believe a health-promoting work environment should provide autonomy, participation in decision-making, skills development, and social support. Health-promoting leaders should support an environment that encourages these elements. |
| Honkavuo & Lindström, 2014 | Finland: Hospital | None | Staff nurses (n=8) | Learn about the difficult situations staff nurses experience that may cause suffering and how nurse leaders can approach and alleviate this suffering. | Qualitative: Narrative | Interview questions | Staff nurses want to discuss issues about nursing and nursing science with nurse leaders. Staff nurses experience painful memories concerning patients struggling between life and death, despair of family and friends, and between hope and hopelessness. |
| Morsiani, Bagnasco, & Sasso, 2017 | Italy | None | Staff nurses (n=87)  Staff nurses (n=27) | Describe staff nurses' perceptions of nurse manager leadership style which ensured job satisfaction and identify what behaviors a nurse manager should change | Mixed method study: Correlational design and qualitative | Multi-factor Leadership Questionnaire  Focus group interviews | Staff nurses believe respectful nurse manager behaviors specifically regarding professional recognition and fairness impact job satisfaction.  Staff nurses reported higher job satisfaction when felt "cared for". Nurse managers demonstrated this when they advocated, listened, and supported them.  Staff nurses had higher job satisfaction when the nurse manager valued them and fostered development with them. |
| Olender, 2017 | Western United States: Healthcare agencies | None | Staff nurses (n=156) | Examine the relationship between staff nurse perceptions of nurse manager caring and perceived exposure to workplace bullying. | Correlational design: Electronic survey | Caring Factor Survey-Caring of Manager (CFS-CM), and the Negative Acts Questionnaire-Revised | There is an inverse relationship between staff nurses' perceptions of nurse manager caring and exposure to workplace bullying. Demographics influencing this relationship were gender, work environment, and high workload. |
| Peng, Liu, & Zeng, 2015 | China | None | Staff nurses (n=15) | Explore staff nurses' perceptions of nurse manager caring behavior in mainland China. | Qualitative: Phenomenological | Interview questions | Nurse manager caring behaviors included: promoting professional growth, democratic leadership, and supporting work-life balance. |
| Roch, Dubois, & Clarke, 2014 | Quebec, Canada: Urban, tertiary hospital | None | Staff nurses (n=292)  Staff nurses, nursing personnel, and managers (n=15) | Explain how organizational climate affected nurses' caring practices. | Mixed method study: Cross-sectional survey and single case study | Psychological Climate Questionnaire and Caring Nurse-Patient Interaction Short Scale  Interview Questions | Role perception was the strongest predictor of caring practices. Caring practices were performed but not as frequently as clinical or comfort care practices.  Managers' presence, respect, and openness promoted caring practices. |
| Wolverton, 2016\*\* | United States: Acute Care hospitals | None | Staff nurses (n=1143) | Evaluate the validity and reliability of the Caring Assessment Tool-Administration (CAT-adm©) survey. | Psychometric testing | Factor analysis | CAT-adm© instrument was reduced to a 25-item survey. The tool provides hospital administrators and researchers with an instrument to gain information about nurse manager caring behaviors. |

\*Dissertation

\*\*Dissertation and Publication