

This is the author-created version of the following work:

Chun Tie, Ylona (2024) *Strategies to integrate culturally and linguistically diverse nurses into foreign healthcare systems: It's everybody's business*. International Journal of Nursing Studies, 27 (1) p. 21.

Access to this file is available from:

<https://researchonline.jcu.edu.au/79534/>

© Author(s) (or their employer(s)) 2023. No commercial re- use. See rights and permissions. Published by BMJ.

Please refer to the original source for the final version of this work:

<https://doi.org/10.1136/ebnurs%2D2022%2D103675>

Author's declarative title

Strategies to integrate culturally and linguistically diverse nurses into foreign healthcare systems: Its everybody's business

Commentary on: Kamau, S., et al. (2022). Integration strategies and models to support transition and adaptation of culturally and linguistically diverse nursing staff into healthcare environments: An umbrella review. *International Journal of Nursing Studies* 136: 104377.

Implications For Practice and Research

- Healthcare organizations must invest resources for effective integration of culturally and linguistically diverse (CALD) nurses
- Research on nurse integration must evaluate CALD nurse's needs, goals, and prospects for retention

Context

Kamau et al's ⁽¹⁾ study context includes primary, secondary and community care settings. Integration strategies to support transition of CALD nurses into foreign healthcare environments is essential. Kamau and colleagues confirm the complex nature of organizational socialisation, adaptation, and integration of CALD nurses into dynamic healthcare systems.

Methods

The authors ⁽¹⁾ reviewed databases for systematic or integrative reviews published from 2000 onwards in English or Finnish. 8541 studies titles and abstracts were screened. Two researchers simultaneously screened studies by title, abstract and full text (n=757). Eligible studies (n=27) were included in final synthesis.

Two reviewers analysed and scored each study independently using Joanna Briggs Institute Critical Appraisal Tool for Systematic Review. Data extracted were synthesized by inductive content analysis. 165 codes, 111 subcategories, ten categories, and three main domains were identified that answered the research question.

Findings

27 studies from 12 countries composed empirical and non-empirical studies. Integration strategies and models that supported transition of CALD nursing staff were categorised into three domains:

- intra-organizational,
- sociocultural,
- professional development

The authors ⁽¹⁾ first domain of *Intra-organizational strategies and models* were found to be unique to a particular organization and included policies, collegial and peer support, employee treatment, and workplace culture. The second domain *Sociocultural strategies and models* addressed social, cultural and group dynamics using cultural training and education, learning, social support, friendships, language, effective communication, and personal skills development. The last domain of *Professional development* enhanced nursing competence, ability to practice to full scope, and professional development. This was supported through regulatory bodies and organisations licensure and orientation to work, career and competence development opportunities, mentorship, and preceptorship.

Commentary

Kamau et al's. ⁽¹⁾ study focused on integration strategies and models to support CALD nurses noting strategies that support CALD nurses vary worldwide ^(1,2,3). Kamau et al's findings demonstrate integration strategies and models to support CALD nurses can be aligned with the theory of organizational socialization. ^(1,4) Saks and Gruman ⁽⁵⁾ advocate a shift in research and practice regarding organizational socialization arguing that it alone is insufficient when on-boarding new staff. They propose the concept of positive organizational behaviour (POB) may offer a neoteric approach to organizational socialization and suggest socialization processes should aim to develop the psychological capital of newcomers, and POB should be an integral part to any onboarding support strategy ⁽⁵⁾ regardless of people's backgrounds ⁽⁶⁾. Overall, the evidence suggests a multifaceted approach that combines strategies, is most effective in supporting the transition and adaptation of CALD nurses into healthcare environments. ^(1,5,6).

The establishment of a supportive and inclusive workplace culture is crucial for the professional growth, collaboration, and satisfaction of CALD nurses and their colleagues. Respectful, culturally safe, positive workplaces are critical for the satisfaction and retention of all nurses. Such a culture contributes to safe nursing care, improved nurse fulfilment, and better patient outcomes. The responsibility for a diverse and educated nurse workforce lies with educational, regulatory, and employing bodies in healthcare settings and jurisdictions. Healthcare organisations must prioritize promoting diversity and multiculturalism at all levels of the healthcare workforce, including employment, promotion, leadership, and fostering a culture of inclusion and respect. This is critical to meet the demand and expectations of healthcare professionals and the populations they serve, both now and into the future.

References

1. Kamau, S., et al. (2022). Integration strategies and models to support transition and adaptation of culturally and linguistically diverse nursing staff into healthcare environments: An umbrella review. *International Journal of Nursing Studies* 136: 104377.
2. Chun Tie, Y., Birks, M., & Mills, J. (2018). The experiences of internationally qualified registered nurses working in the Australian healthcare system: an integrative literature review. *Transcult. Nurs.* 29 (3), 274–284. doi.org/10.1177/1043659617723075
3. Ropponen, P. et al. (2023) Culturally and linguistically diverse nursing students' experiences of integration into the working environment: A qualitative study. *Nurse Education Today*, 120. doi.org/10.1016/j.nedt.2022.105654
4. Schein, E. H., & Van Maanen, J. E. (1977). *Toward a theory of organizational socialization*. Massachusetts Institute of Technology, 960.
5. Saks, A. M., & Gruman, J. A. (2011). Organizational socialization and positive organizational behaviour: implications for theory, research, and practice. *Canadian Journal of Administrative Sciences*, 28(1), 14–26. <https://doi.org/10.1002/cjas.169>
6. Chun Tie, Y., Birks, M., & Francis, K. (2019). Playing the game: A grounded theory of the integration of international nurses. *Collegian* (26) 470-476.

Commentator details

Dr Ylona Chun Tie

Associate Dean Research Education

James Cook University

Australia

Corresponding address:

1 James Cook Drive

Townsville Qld Australia

Email: Ylona.chuntie@jcu.edu.au