Supportive Practice Environments Improves Nurse Manager Work-Family Balance and Considerations in a Post-COVID Era



≻There are no conflicts of interest to disclose.

➤The primary research study received grant funding from The Versant Center for Advancement of Nursing<sup>®</sup> (VCAN<sup>®</sup>) and the American Organization for Nursing Leadership<sup>TM</sup> Foundation (AONL) in 2016.

Presenter was not employed or had any affiliation with VCAN<sup>®</sup> at the time of the research.

# Background: Nurse Managers



Nurse Managers (NMs) are essential to...
the success of a unit/organization.

- developing safe and supportive nurse practice environments.
- achieving positive patient and nurse outcomes.
- Stressful and demanding role
- COVID-19 Impact:
  - Bureaucratic and command and control leadership
  - Changing policies and PPE challenges
  - Furloughs and job insecurity
  - Exhaustion, burnout, and dissonance
- Importance of a supportive NM practice environment
  - Nurse Manager Practice Environment Scale (NMPES)
     References 1-10



# Background: Work and Family

- NMs juggle between work and family
- Changes in family structures and demands
   Social and Demographic
- Inflexible expectations and policies
   On-call, work schedule, PTO
- Demands and accountability · Professional growth and advancement
- COVID-19 Impact
  - School, child and elder care
  - Significant work hours
  - Inability to take PTO

References 6, 8, 12



### Background: Work-Family Balance

- Allocating available resources of time, thought, and labor among the elements of life • Work Family Balance (WFB):
- Two constructs: Work-Family Conflict (WFC) and Family-Work Conflict (FWC)
- Theoretical foundations: Ecological Systems
   Theory, Role Theory, and Boundary/Border Theory
- Complex: Individual, Family, and Work Influences Many work-related risk factors can influence WFB
- and have significant impact on individual level outcomes

Reference 13

# Work-Family Conflict: Predictors and Outcomes

	Work-Family Conflict Predictors
•	Number of Hours Worked

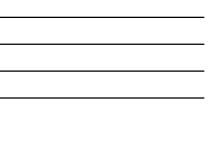
- Exposure to Stress
   Work Demands

- Work Demands
   Role Ambiguity
   Job Dissatisfaction
   Ineffective Coping
   Job Level (?)
   Job Level (?)
   Social Support from Supervisor or Co-Worker
- Organizational Culture
- Work-Family Conflict Outcomes Overall psychological and physical well-being is impacted Stress
   Anxiety/Depression Emotional Exhaustion
   Medication Use Drinking Problems • Fatigue Skipping Meals/Overeating
   Lack of Exercise

Refe

- Poor Performance
- Dissatisfaction

Turnover Intent



"My day:	: became longer, my phone rang more, my ability to disconnect dwindled, and my dreams were filled with unresolved issues
from day	s before. I would come in on various shifts because there was a need in the hospital.
only ene that nee	Id it be that the thing I had worked so hard for began to consume my life in such a way? I came home exhausted at times, and my gy was to shower and get in bed. Time spent with my sons and holidays would, at times, be interrupted by issues at the hospital def my attention. Did I really have the full understanding that leadership was a 24/7 role? How was this role affecting my ability arent, partner, friend, and daughter?
	o self-reflect and wrestle with the thought that my dream career was somehow shifting. Was I ready to give up the white coat hone that seemed to rule my life? I wrote and rewrote my letter of resignation several times before building up the courage to words.
Could I re	ally walk away without knowing what my next steps would be?
	ily, I could. I gave notice. I spoke with and received encouragement from my family and close friends. Though it was probably one rdest break-ups of my life, it was absolutely necessary.
As childr vastly dif	en, we are taught that we would grow up, choose a career, have a family, and live happily ever after. The reality of adulthood is ferent.
	res change, our careers may most likely change too. In moving up the nursing leadership ladder I lost sight that nursing has many d while I'm not sure where my next role will land me, <mark>i know I'm making the right decision in the search for a balanced life."</mark>

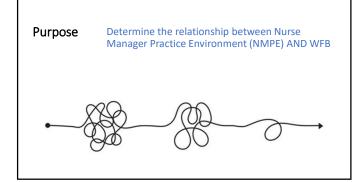
"Why I Quite My Dream Nursing Job"- by Latoya L. Stewart, MSN, RN (March 9, 2022 on Medscape) Reference 14



# Significance

- Supportive practice environments are needed for NMs
- Help manage stress and WFB
- Improve personal well-being
- Increase job satisfaction
  Mitigate burnout
- NM Turnover
- Impact
  - Financial impact to the organization
  - Detrimental effects on patient and nurse outcomes
  - Personal and professional

Reference 1, 2, 15-27



# Sample NMs with inpatient or inpatient/outpatient leadership responsibility Plan to leave their position within the next 3 years Within the United States Sample size (n=181)

## Instruments

#### NMP

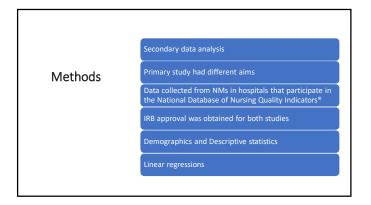
Nurse Manager Practice Environment Scale (NMPES): 44 questions

#### WF

Measured by using two constructs:

- Work-Family Conflict (WFC): 3 questions
- Family-Work Conflict (FWC): 3 questions

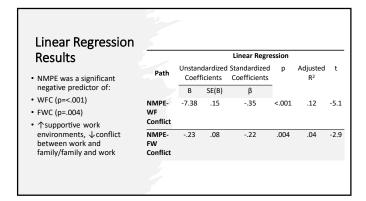
Reference 9 & 13



		N	%
Demographic Results	Gender	N	70
	Female	147	83.1
	Male	29	16.4
	Other	1	0.6
	Race/Ethnicity		
	Asian/Pacific Islander	4	2.3
	Black or African American	3	1.7
	Hispanic/Latina(o)	9	5.1
	White/Non-Hispanic	153	86.4
	American Indian	1	0.6
	Other/Mixed	2	1.1
	Prefer not to answer	5	2.8
	Education		
	Diploma	1	0.6
	ADN	6	3.3
	BSN	107	59.1
	MSN	63	34.8
	DNP	4	2.2
	Setting		
	Inpatient	108	59.7
	Inpatient and Outpatient	73	40.3

		N	Min	Max	Mean	Std Deviation	Variance
	Age	175	26.0	66.0	45.1	10.6	112.7
	Years of NM Experience	181	0.0	40.0	7.2	7.1	50.5
	Full Time Equivalents	177	3.0	250.0	61.9	34.6	1196.9
Descriptive	Hours Worked/Week	180	11.0	60.0	50.6	6.1	37.2
Results	Nurse Manager Practice Environment Scale	181	2.7	5.9	4.6	.6	.4
	Work-Family Conflict*	181	1.0	6.0	4.0	1.3	1.7
	Family-Work Conflict	180	1.0	4.0	1.6	.7	.47
	* WFC scores hig more often than				onflicted	l with family	,







#### Limitations

- Cross-sectional
- Self-reported
- Secondary Data: unavailable data (ex. Marital status, # of children)
  Limited generalizability
- Liffiteu generalizau
- Inherent BiasConfounding causes and consequences
- Causal relationships cannot be inferred



#### Implications and Considerations in a Post-COVID19 Era



- Pandemic exacerbated personal and professional challenges for NMs
  Less tolerance for the challenges- different career
- Less tolerance for the challenges- different career choices/paths
- Boundaries: Individual, Leadership, and Cultural
- Leaders need to: Listen, Connect, and Support
- Consider: Different leadership models and support
   Examples: 2 manager model, House supervisors, # of FTEs, flexible schedules
- HR Policies and Benefits: PTO, Child Care, Elder Care, Sabbatical (use)
- Culture: Evolve and move beyond pandemic and crisis leadership

## **Future Research**

- Leadership, Individual, and System Interventions
- Moderation consideration and testing
- Additional demographic considerations:
  - Marital status
  - Children
  - Elder Care
  - Support Network
  - Non-work roles and commitments (school)
- Longitudinal
- Multi-level modeling





- Work and Family structures and demands: changing and stressful





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