

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

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**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

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### 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

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### 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

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### Work-Family Conflict: Predictors and Outcomes

#### Work-Family Conflict Predictors

- Number of Hours Worked
- Exposure to Stress
- Work Demands
- Role Ambiguity
- Job Dissatisfaction
- Ineffective Coping
- Job Level (?)
- Job Insecurity
- 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
- Poor Performance
- Dissatisfaction
- Turnover Intent

Reference 13

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"My days became longer, my phone rang more, my ability to disconnect dwindled, and my dreams were filled with unresolved issues from days before. I would come in on various shifts because there was a need in the hospital.

How could 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 only energy was to shower and get in bed. Time spent with my sons and holidays would, at times, be interrupted by issues at the hospital that needed my attention. Did I really have the full understanding that leadership was a 24/7 role? How was this role affecting my ability to be a parent, partner, friend, and daughter?

I began to self-reflect and wrestle with the thought that my dream career was somehow shifting. Was I ready to give up the white coat and cellphone that seemed to rule my life? I wrote and rewrote my letter of resignation several times before building up the courage to say those words.

Could I really walk away without knowing what my next steps would be?

Apparently, I could. I gave notice. I spoke with and received encouragement from my family and close friends. Though it was probably one of the hardest break-ups of my life, it was absolutely necessary.

As children, we are taught that we would grow up, choose a career, have a family, and live happily ever after. The reality of adulthood is vastly different.

As our lives change, our careers may most likely change too. In moving up the nursing leadership ladder I lost sight that nursing has many areas, and while I'm not sure where my next role will land me, I know I'm making the right decision in the search for a balanced life."

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

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### 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

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**Purpose** Determine the relationship between Nurse Manager Practice Environment (NMPE) AND WFB

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### 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)

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### Instruments

- NMPE
  - Nurse Manager Practice Environment Scale (NMPE): 44 questions
- WFB
  - Measured by using two constructs:
    - Work-Family Conflict (WFC): 3 questions
    - Family-Work Conflict (FWC): 3 questions

Reference 9 & 13

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### Methods

- Secondary data analysis
- Primary study had different aims
- Data collected from NMs in hospitals that participate in the National Database of Nursing Quality Indicators®
- IRB approval was obtained for both studies
- Demographics and Descriptive statistics
- Linear regressions

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### Demographic Results

	N	%
<b>Gender</b>		
Female	147	83.1
Male	29	16.4
Other	1	0.6
<b>Race/Ethnicity</b>		
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
<b>Education</b>		
Diploma	1	0.6
ADN	6	3.3
BSN	107	59.1
MSN	63	34.8
DNP	4	2.2
<b>Setting</b>		
Inpatient	108	59.7
Inpatient and Outpatient	73	40.3

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### Descriptive Results

	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
Hours Worked/Week	180	11.0	60.0	50.6	6.1	37.2
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 higher than FWC: work conflicted with family more often than family with work

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### Linear Regression Results

- NMPE was a significant negative predictor of:
- WFC (p<.001)
- FWC (p=.004)
- ↑supportive work environments, ↓conflict between work and family/family and work

Path	Linear Regression					
	Unstandardized Coefficients		Standardized Coefficients	p	Adjusted R <sup>2</sup>	t
	B	SE(B)	β			
NMPE-WF Conflict	-7.38	.15	-.35	<.001	.12	-5.1
NMPE-FW Conflict	-.23	.08	-.22	.004	.04	-2.9

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### Limitations

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




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



- Pandemic exacerbated personal and professional challenges for NMs
- 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

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### 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




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### Summary/Conclusion



- Work and Family structures and demands: changing and stressful
- In this study:
  - **Work conflicted more with Family than Family conflicted with Work**
  - **There is less WFC and FWC when there is a supportive NMPE**
- Interventions to support WFB need to occur at all levels
- Leadership/culture are paramount
- Impact on NM, staff, patient, and organizational outcomes
- More research is needed especially in a post-COVID19 Era

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Thank you for attending and your leadership!

Thank you Vcan® and the AONL™ Foundation!




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### Questions and Answers




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