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How COVID-Related Stressors and Work Environment Impact Burnout, Turnover Intention, and Resilience among Nurse Leaders during the Pandemic




SPEAKER:
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ACKNOWLEDGEMENT

- Nurse Leaders, Birmingham area
- Funding:**
 - Versant Center for the Advancement of Nursing (VCAN), ALSN
- Mentor:**
 - Dr. Patricia A. Patrician

BACKGROUND

- Attributed to the COVID-19 pandemic: overwork, burnout, and even suicide.
- The pandemic introduced new stressors to nurse leaders, e.g.,
 - managing complex staffing situations,
 - staff shortages,
 - reassigning nurses to cover COVID-19 units,
 - limited bed capacity,
 - high patient acuties,
 - shortage of personal protective equipment,**all while supporting their staff nurses**



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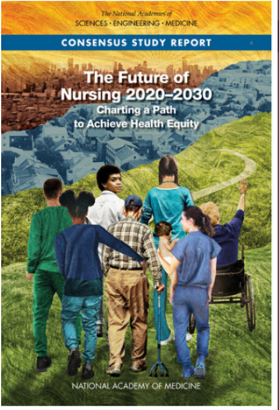
BACKGROUND

The Future of Nursing 2020-2030: Charting a Path to Achieve Health Equity
By
The National Academy of Medicine (NAM)

Topics:

- Social determinants of health and health equity
- The nursing workforce
- The role of nurses in improving health care access and equity
- Nurses leading change
- Supporting the health and professional well-being of nurses

Burnout




THE NATIONAL ACADEMY OF MEDICINE

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GAPS OF KNOWLEDGE

- Since COVID-19 began, there has been research concerning COVID-related stressors, burnout, turnover intention, and resilience among nursing staff but not among nurse leaders.
- Furthermore, understanding nurse leaders' resilience would help to understand how they can adapt successfully to the pandemic situation and remain hopeful about the future.



Alabama
NURSE LEADERS'
RESPONSE TO COVID-19

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STUDY AIMS


- 1) Investigate the presence of COVID-related stressors, work environment, burnout, resilience, and turnover intention
- 2) Examine how work environment and resilience impact burnout and turnover intention
- 3) Explore strategies that nurse leaders are using during this pandemic to maintain resiliency and recommendations that they have for other nurse leaders

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METHODS

- Descriptive, cross-sectional study
- Electronic survey to measure
 - COVID-related stressors (CSS)
 - Nurse Manager Practice Environment Scale (NMPES)
 - Connor–Davidson Resilience Scale (CD-RISC-25)
 - Copenhagen Burnout Inventory (CBI)
 - Intent to leave
 - Resilience strategies
 - Recommendations

Opened-ended questions


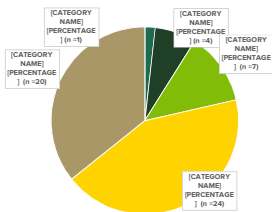


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RESULTS

- ~11 years as nurse leader
- 89% female (n = 50)
- 79% married (n = 44)
- Race
 - 75% White (n = 42)
 - 23% AA (n = 13)
- Education
 - 68% Graduate (n = 38)
 - 20% Undergraduate (n = 11)



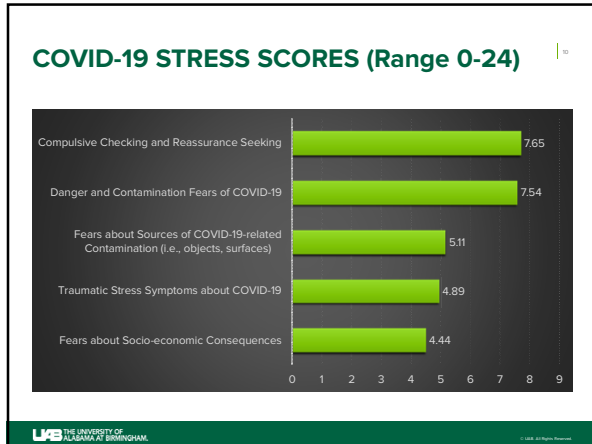
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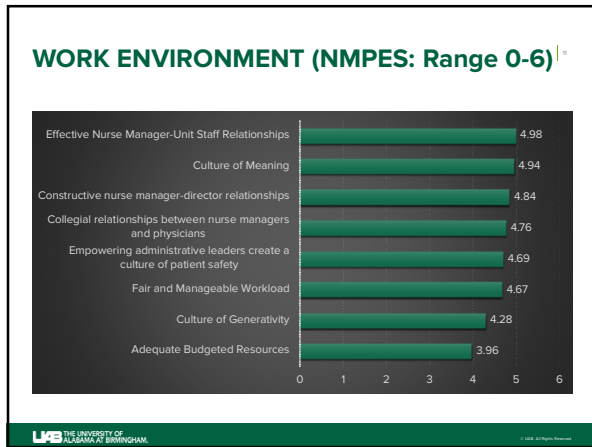


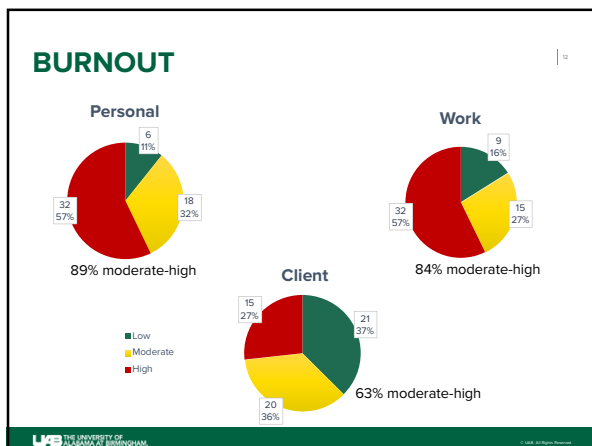
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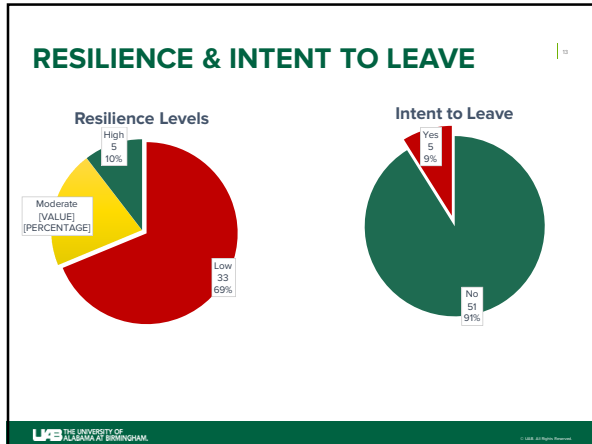
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CORRELATION MATRIX

	1	2	3	4	5
1. Work Environment	1				
2. Resilience	.59**	1			
3. Personal Burnout	-.63**	-.53**	1		
4. Work-related Burnout	-.68**	-.54**	.85**	1	
5. Client-related Burnout	-.63**	-.59**	.57**	.70**	1
6. Turnover Intention	-.30*	-.32*	.33*	.30*	.24

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What resilience strategies are you using during the pandemic? | +

Resiliency Strategies (n = 35)	
Themes	Frequency
Prayer and faith	14
Friend and/or family support	13
Self-care (e.g., exercise)	10
Work-life balance	8
Hobby (e.g., reading)	6
Positive thinking	4
One day at a time	3

“...spending more time with my family, and Jesus to take care of us. He is providing good nurses and sleep habits.”



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What recommendations do you have for other nurse leaders who are experiencing the same situation? | +

Recommendations (n = 34)	
Themes	Frequency
Disconnect or time off	8
Positive and creative thinking	8
Self-care (e.g., exercise)	7
Ask for help	6
Friend and/or family support	4
Peer support	3
Transparency	1

“...I would take care of you. I would create a family, you like to do more of that”

POSITIVE THINKING

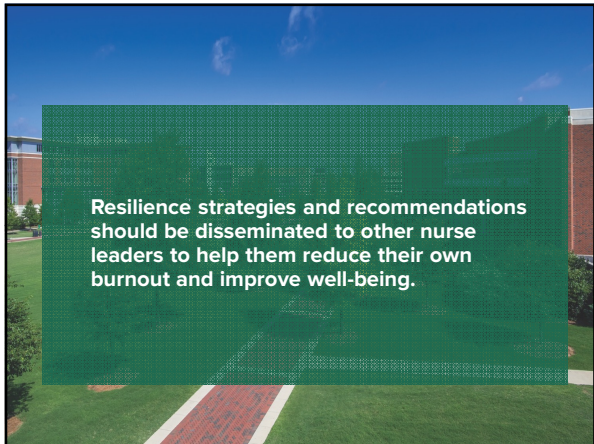
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Comparisons between Resilience Strategies and Recommendations

Resiliency Strategies (n = 35)		Recommendations (n = 34)	
Themes	Freq	Themes	Freq
Prayer and faith	14	Disconnect or time off	8
Friend and/or family support	13	Positive and creative thinking	8
Self-care (e.g., exercise)	10	Self-care (e.g., exercise)	7
Work-life balance	8	Ask for help	6
Hobby (e.g., reading)	6	Friend and/or family support	4




Healthcare organizations and stakeholders should implement effective strategies to improve the work environment which could lead to enhance resilience, reduce burnout, and turnover intention of their nurse leaders especially during and following this pandemic.



Resilience strategies and recommendations should be disseminated to other nurse leaders to help them reduce their own burnout and improve well-being.

Dr. Patrician and team received a grant from *Health Resources and Services Administration (HRSA)*

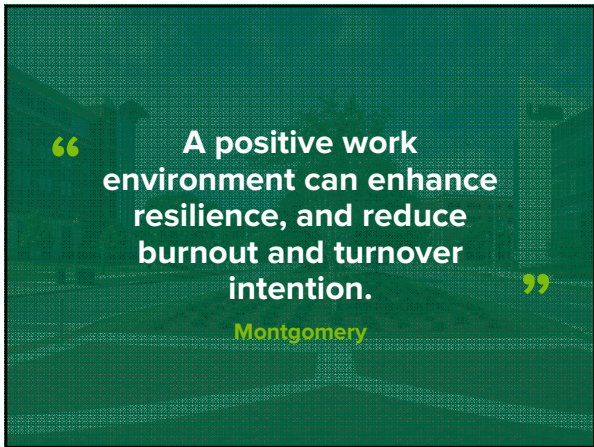
- To implement and study programs, in collaboration with UAB Medicine
- To reduce burnout and promote mental health and well-being within the nursing profession.



UAB SCHOOL OF NURSING WE CARE Workforce Engagement for Compassionate Advocacy, Excellence, & Empowerment UAB MEDICINE UAB Nursing Partnership

“ A positive work environment can enhance resilience, and reduce burnout and turnover intention. ”

Montgomery



Reference

Montgomery, A. P., & Patrician, P. A. (2022). Work environment, resilience, burnout, intent to leave during COVID pandemic among nurse leaders: A cross-sectional study. *Journal of Nursing Management*.



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Thank you!
