

An Exploration of Frontline Nurse Managers Experience during the 2020 COVID-19 Pandemic

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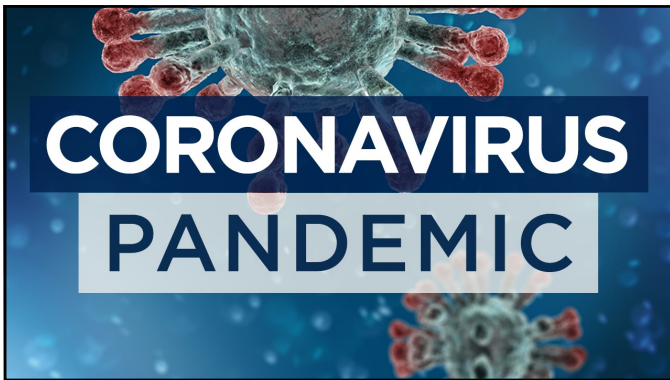
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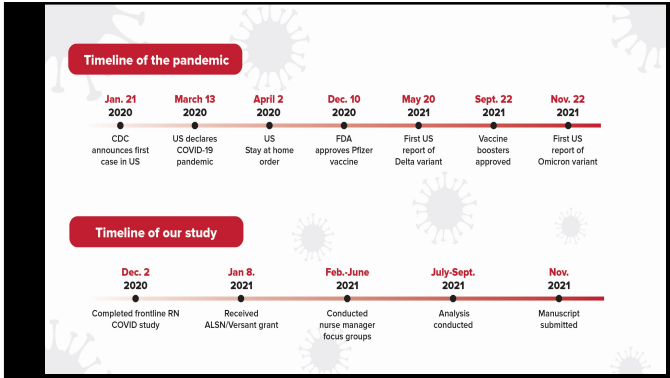


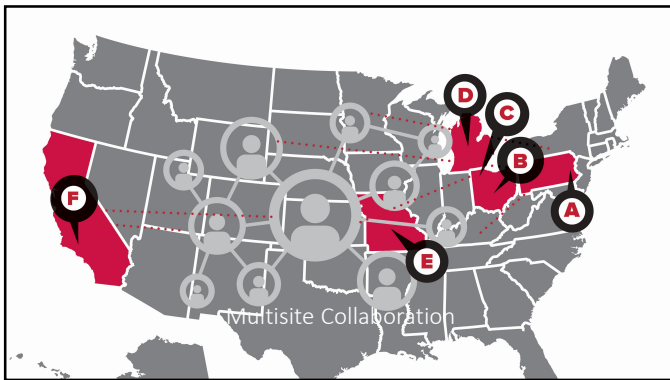


Study Purpose

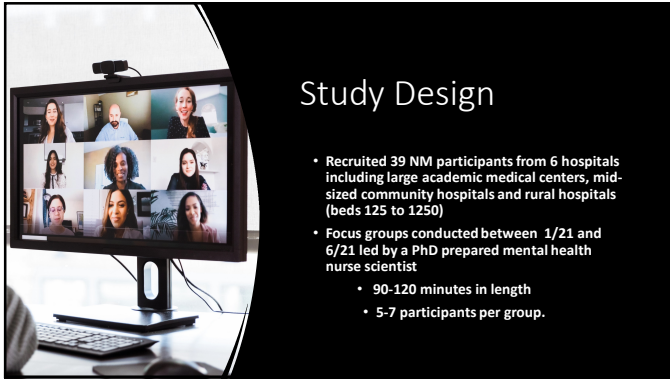
- The objective of this multisite study was to explore the professional and personal experiences of U.S. Nurse Managers during the COVID-19 pandemic across Eastern, Midwest, and Western United States.











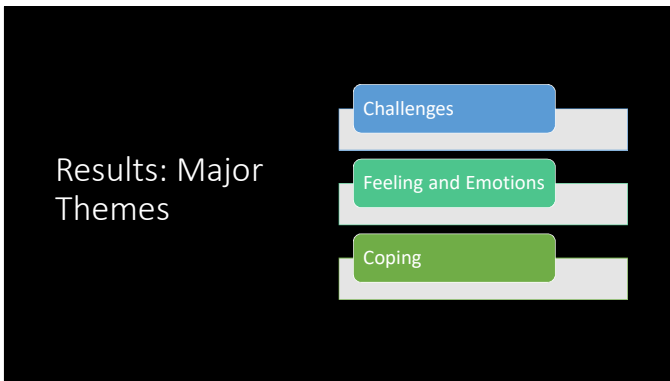
Study Design

- Recruited 39 NM participants from 6 hospitals including large academic medical centers, mid-sized community hospitals and rural hospitals (beds 125 to 1250)
- Focus groups conducted between 1/21 and 6/21 led by a PhD prepared mental health nurse scientist
 - 90-120 minutes in length
 - 5-7 participants per group.



Analysis





Results: Major Themes


- Challenges
- Feeling and Emotions
- Coping

Challenge:
Subthemes

- ❑ Organizational and Leadership Challenges
- ❑ Challenges from Workforce and Teams
- ❑ Death and Dying
- ❑ Personal Challenges
- ❑ Challenges with Communication
- ❑ Moral and Ethical Challenges


Theme: Challenges

Subtheme:
Organizational and
Leadership
Challenges




Theme: Challenges

Subtheme:
Challenges with
Workforce and Team



Theme:
Challenges


Subtheme:
Personal
Challenges



Theme:
Challenges

- Subtheme:
• Challenges with
Communication





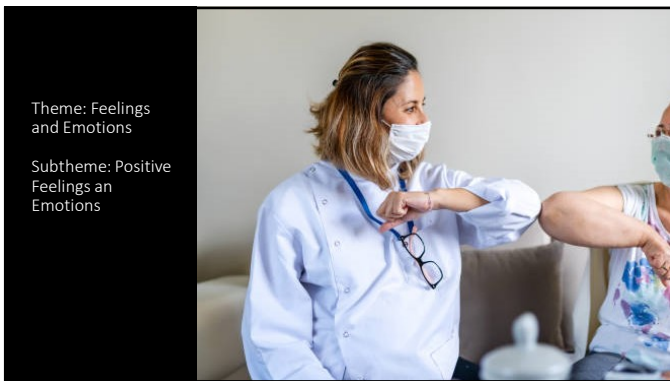
Theme: Challenges

Subtheme: Moral
and Ethical
Challenges



Theme 2:
Feelings and
Emotions

- Subthemes
 - Positive feelings and emotions
 - Negative feelings and emotions



Theme: Feelings
and Emotions

Subtheme: Positive
Feelings an
Emotions

Theme: Feelings and Emotions
Subtheme: Negative Feelings and Emotions



Theme 3: Coping

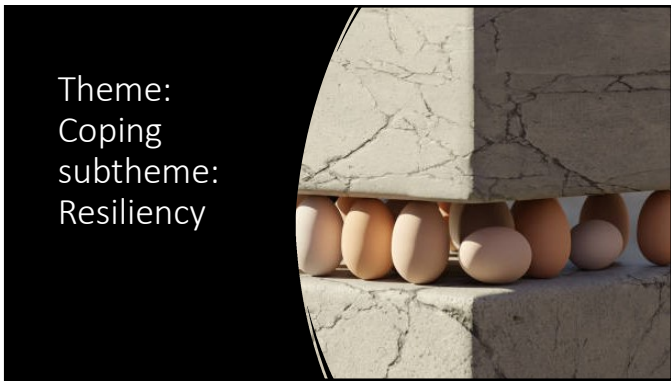
Self-care

Resiliency

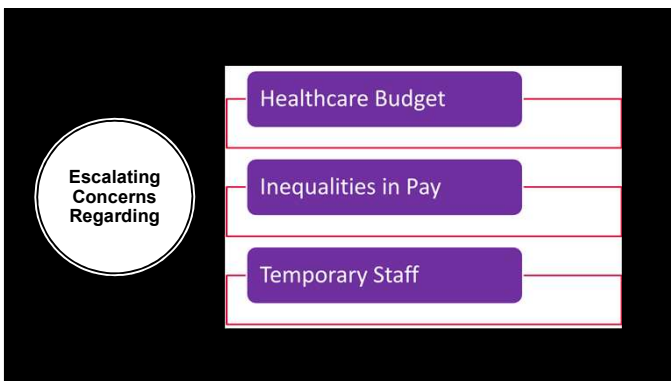
Support

Theme: Coping
Subtheme: Self-care









Escalating Concerns Regarding

Not using available support resources

Managerial Dissonance

Alternative Careers

Limitations

Did not collect demographic data

Surge rates were varying across the country at time of data collection

Research team may have had some bias as they had completed a similar study with frontline staff RNs.

Research Team



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Day In The Life

Q: What is in a day in the life of a Nurse Manager?


A: A lot!

- Let's take a look....

Monday Calendar

The Planned

- Reviewing emails by phone
- Drop off the kids to day care
- Look for parking
- Payroll approval Mon/Tues
- Review event reports
- Round on night shifts staff
- Change of shift staffing / safety huddle / report
- Clean sweep – TIC ready every day
- ACNO/Director/NM Leadership huddle – focus of the week
- Meet with Educator / CNS – onboarding templates / preceptors
- New Hire meet/greet
- Quality rounds – HAI reduction / Line rounds
- Multidisciplinary huddle / team rounding
- Leadership rounds
- Midday staffing huddle
- Staff Recognition – emails, BRAVOs
- Review Patient Satisfaction
- Prep for Staff Meetings
- Interview candidate



The Unplanned

- Staff call off sick / no show
- Covered charge nurse role 2hrs
- Staff assault – to ED for eval
- Self-extubation of pt → helped w/code


The Left Incomplete

- Professional development of self
- Finalizing payroll
- Work on special projects

Tuesday Calendar

The Planned

- Reviewing emails by phone
- Drop off the kids to day care
- Look for parking
- Review event reports
- Round on night shifts staff
- Change of shift staffing / safety huddle / report
- Clean sweep – TIC ready every day
- Quality rounds – HAI reduction / Line rounds
- Multidisciplinary huddle / team rounding
- Leadership rounds
- Midday staffing huddle
- Interview candidate
- Operations Council
- Coaching conversation
- Nursing Town Hall
- Work on staff schedule
- Plan for staff engagement survey



The Unplanned

- Parking garage closure – extra 30min quest!
- Staff call off sick / no show
- Physis discrepancy → evaluation of documentation / review of history
- Patient family complaint with plan of care – schedule team care huddle


The Left Incomplete

- Finish orientation calendars / preceptor matches
- Finish prep for staff meetings
- Work on staff engagement survey messaging
- Professional development of self

Wednesday Calendar

The Planned

- Reviewing emails by phone
- Drop off the kids to day care
- Look for parking
- Review event reports
- Round on night shift staff
- Change of shift staffing / safety huddle / report
- Follow up on patient family complaint – plan of care
- Clean sweep – TIC ready every day
- Staff Meeting 3 @ 7:30am
- Leftover from Monday / Tuesday
- Finish orientation calendars / preceptor matches
- Corrective action hearings w/ labor union
- Quality rounds – HAI reduction / Line rounds
- Multidisciplinary huddle / team rounding
- Leadership rounds
- Midday staffing huddle
- Interview candidate
- Prep for Nurse Manager meeting
- Work on staff schedule
- Staff meeting 2 @ 6pm



The Unplanned

- Staff call off sick / no show
- Water leak in patient rooms – clogged drain – 3 beds out of service for at least 24hrs – moving patients
- Mortality review – new Root Cause Analysis scheduled

The Left Incomplete

- Labor union conversation – CA hearing
- Professional development of self
- Engagement survey announcement
- Finalize orientation calendars

Thursday Calendar

The Planned

- Reviewing emails by phone
- Drop off the kids to day care
- Look for parking
- Staff meeting 3
- Review event reports
- Round on night shift staff
- Change of shift staffing / safety huddle 2 report
- Clean sweep – TIC ready every day
- Staff Meeting 1
- Charge meeting – focus on productivity, staffing assignments
- Lefover from Tuesday / Wednesday
- Quality rounds – HAI reduction / Line rounds
- Multidisciplinary huddle / team rounding
- Leadership rounds
- Midday staffing huddle
- Prep for Nurse Manager meeting
- Interview candidate
- Work on staff schedule – balance with peers
- Follow up meeting with pyxis discrepancy



The Unplanned

- Staff call off sick / no show
- Patient found to be smoking in his room – dropped cigarette in bed and caught linen on fire – quickly extinguished without incident

The Left Incomplete

- RCA review and prep
- Professional development of self

Friday Calendar

The Planned

- Reviewing emails by phone
- Look for parking
- Interview candidate @ 0500 – works elsewhere at 0700
- Review event reports
- Round on night shift staff
- Change of shift staffing / safety huddle 2 report
- Clean sweep – TIC ready every day
- Interview candidate
- Lefover from Tuesday – Thursday
- Finish orientation calendars / preceptor matches
- Quality rounds – HAI reduction / Line rounds
- Multidisciplinary huddle / team rounding
- Leadership rounds
- Midday staffing huddle
- Interview candidate
- Finalize staff schedule – post to staff



The Unplanned

- NO STAFF CALL OFF'S

The Left Incomplete

- Professional development of self
- Being present in every minute

Saturday / Sunday Calendar

The Planned

- Family time
- Grocery shopping
- Meal prep for family
- Get school supplies for kids
 - Kleenex – 4 boxes of double ply w/lotion
 - Crayons – 24 Crayola, no substitution
- Folders – 3-prong, blue only
- Mow the lawn
- Try to study for class
- Work on paper / presentation
- Prep for the work week
 - Catch up on emails
 - Look at M-F work schedule
 - Any opportunity to cancel anything?




The Unplanned

- Phone calls from staff
 - Call in for day shift
 - Staff unhappy with schedule posted
- Emails from staff
 - Staff unhappy with schedule posted
 - Staff requesting to discuss day shift positions & FMLA
 - Staff giving notice that they're looking for ambulatory job
 - Staff requesting to go to day shift
 - Staff requesting to decrease FTE
- Flat tire when going to grocery store

The Left Incomplete

- Family time
- Professional development of self
- Respite



Summary

- Q: What is NOT in a day in the life of a Nurse Manager?
- A: Enough time, energy, resources...

Nurse Managers – The Stretch



- The Quest...
 - High Reliability Organizations
 - High Reliability Teams (people)
- Goal
 - Consistency in achieving an expected outcome
 - Preoccupation with failure
 - Reluctance to simplify interpretations
 - Sensitivity to operations
 - Commitment to resilience
 - Deference to expertise
- Challenge
 - Complex environments
 - Dynamic variables – people, resources, pandemics!
 - "Human Factors 101"



KaiNexus

Nurse Managers – The Stretch



- NM Role in an HRO
 - Accountability, Consistency, Ownership...KPI's
 - Quality
 - Financial
 - Staff Engagement → "Culture"
 - Patient Satisfaction
 - Daily Operations
 - Long hours
 - Staffing shortage
 - Situational Crises
 - The unplanned
 - The unfinished
 - New models of care
 - No staff applicants
 - Everyone wants day shift, no weekends, no holidays



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Nurse Managers – The Stretch



- Successful HRO's
 - Adaptive Capacity (in part)
 - People / System / Resources
 - All stretch / adapt to an extent...
 - ...until they don't
- In the absence of Adaptive Capacity...
 - Rubber bands
 - Stretch, stretch, stretch...but eventually break
 - People
 - Cope / adapt / stretch...until they can't
 - Fatigue, emotional / moral distress, departure from profession, or worse



American Nurses Association COVID-19 Workplace Survey NM only (n=487)

NM Mental Health and Wellness	Overall Emotional Health
<i>Stressed = 77%</i>	<i>Neutral = 40%</i>
<i>Frustrated = 70%</i>	<i>Not Emotionally Healthy = 21%</i>
<i>Exhausted = 64%</i>	<i>Not at all Emotionally Healthy = 4%</i>
<i>Overwhelmed = 59%</i>	
<i>Burnout = 41%</i>	Intent to Leave
<i>Supported = 28%</i>	<i>Yes = 22%</i>
<i>Hopeful = 27%</i>	<i>Maybe = 29%</i>
<i>Valued = 24%</i>	
<i>Empowered = 15%</i>	
<i>Fulfilled = 13%</i>	

American Nurse Association, 2022, <https://www.nursingworld.org/practice-policy/work-environment/health-safety/disaster-preparedness/coronavirus/what-you-need-to-know/covid-19-survey-series-anf-2022-workplace-survey/>

AONL Longitudinal Study: Nursing Leadership Insight Study (NM=483)

Overall Emotional Health	Intent to Leave
<i>Neutral = 29%</i>	<i>Yes = 16%</i>
<i>Not emotionally Healthy = 22%</i>	<i>Maybe = 29%</i>
<i>Not at all Emotionally Healthy = 2%</i>	
Top Challenges	Reason for departure
<i>Emotional Health/Wellbeing of staff = 66%</i>	<i>Better work-life balance = 54%</i>
<i>Staff retention, furloughs, layoffs = 62%</i>	<i>Burnout / Exhaustion = 59%</i>
<i>Travelers, contingent work = 35%</i>	<i>Need a break to rest = 24%</i>

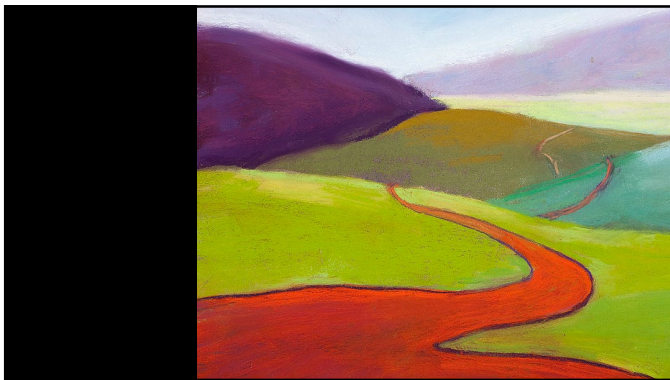
American Organization for Nursing Leadership, 2022, <https://www.aonl.org/resources/nursing-leadership-covid-19-survey>

The rubber band stretches until it breaks.



Our NM's also stretch until they break.

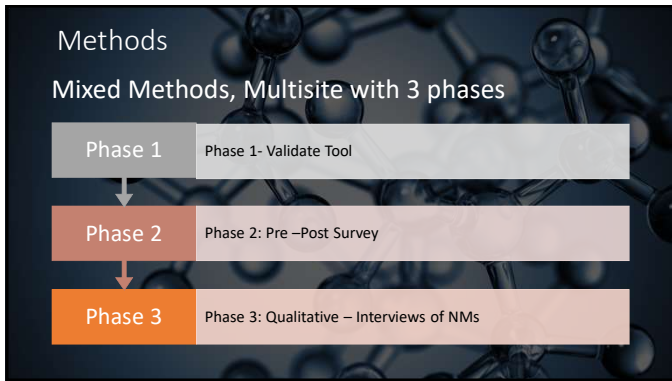


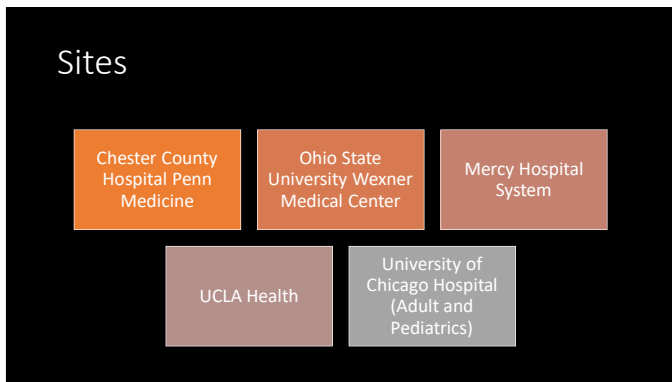


The Impact of the COVID-19 Pandemic on Workload and Responsibilities Among Nurse Managers

- **Purpose:**
 - To examine and compare the work and practice environment of nurse managers (NM) before and during the COVID-19 pandemic.
- **Specific Aims:**
 - To develop and validate a survey to assess the workload and responsibilities of NM before and during the COVID-19 pandemic
 - To compare pre-pandemic responsibilities to current responsibilities including time spent on each
 - To explore strategies to address fluctuating NM workload and responsibilities.

Funding: Southeastern PA-ONL, PI: C. Monturo








Administrative Operations
Clinical Operations
Quality Meetings
Nursing Leadership/Organizational Meeting
Unit Meetings
Compliance
Short term events (< quarterly)

Survey Tool

Personal Reflections



Thank You!
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