

Evaluating the use of reflective practice principles to support nurse manager well-being during a period of chronic distress

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INTRODUCTION

The COVID-19 pandemic brought a crisis that the US healthcare system was not prepared for. Unlike other crises, the duration was ongoing and unknown, **leading to chronic stress on healthcare workers.**

Chronic stress can lead to burnout of teams and individuals. This impacts employee engagement, healthcare costs, and patient care. **One category of healthcare workers that is at high risk for burnout is the nurse manager.**

Nurse managers are key leaders that serve in the important role between strategy and day to day operations. They are the leaders that best understand high-level decision-making and the impact on direct care staff.

One strategy that may support nurse manager well-being is the use of self-reflective practice. Reflection is a proven strategy to evaluate experiences, develop insight, and improve future responses.

OBJECTIVES

This DNP project developed a **program that used reflective practice principles to support nurse manager well-being during a period of chronic distress.**

Aims:

- To develop a program for nurse managers to engage in reflective practice principles to reduce burnout during a period of chronic distress.
- To implement and evaluate the program.
- To make recommendations for scaling and sustainability of this program in a relevant context.

METHODS

The project used evidence-based practice recommendations guided by the nine Dimensions of Leadership for reflective practice to develop a curriculum that consisted of five modules, delivered to two Cohorts.



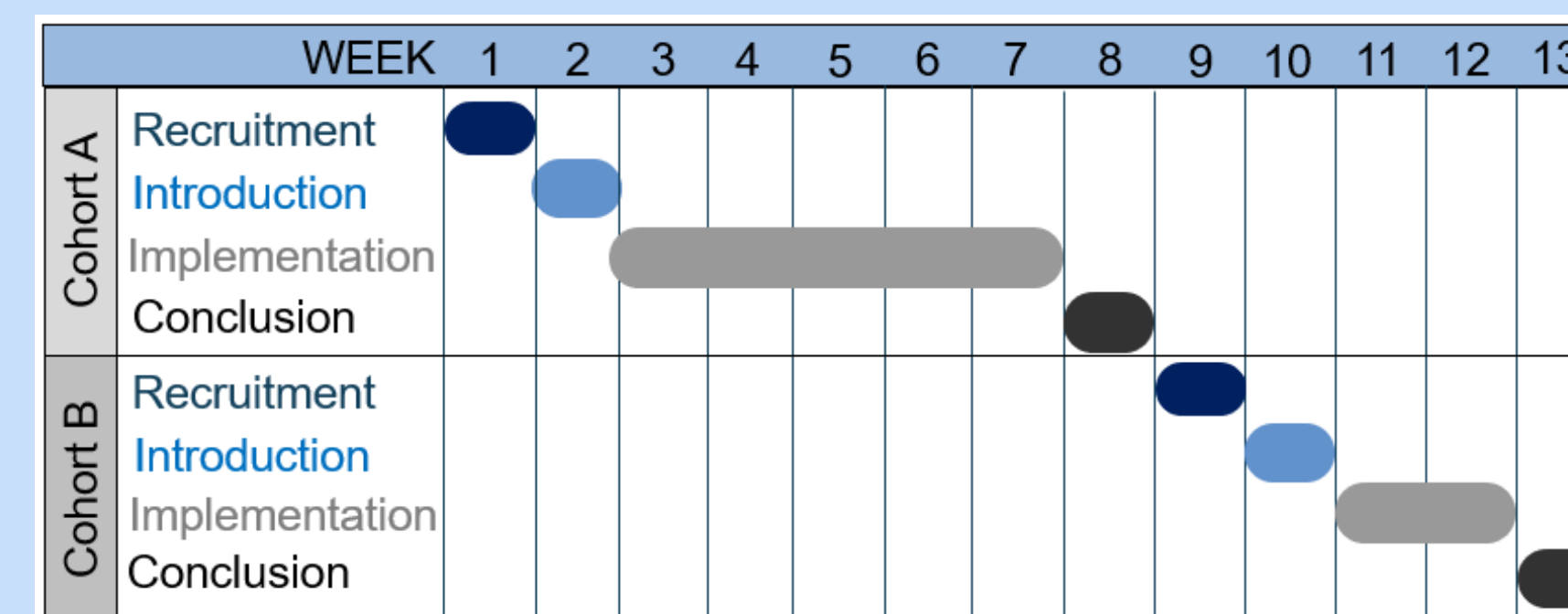
Implementation:

- Cohort A**
 - Five 30-minute live sessions delivered in person over 5wk period.
 - Evaluations were completed on paper.
- Cohort B**
 - Five 10-minute pre-recorded sessions delivered on day 1. On demand access available for 14 days.
 - Evaluations completed online.

Evaluation: Descriptive and bivariate statistics used.

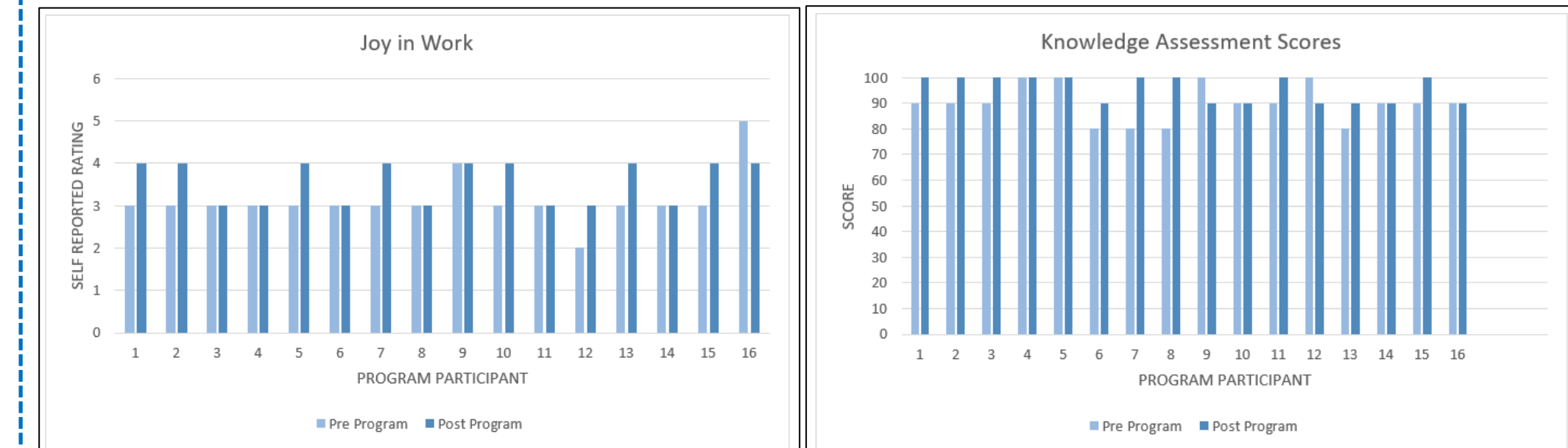
- Likert Scale for Joy in Work.
- Multiple-choice knowledge assessments, pre and post scores categorized by cohort and compared descriptively, paired t-test on pooled cohorts.

Project Timeline:



RESULTS

31 (52%) nurse managers & assistant nurse managers enrolled, 20 (30%) participated; 16 (27%) completed: Cohort A (n=8), Cohort B (n=8). All completed pre/post assessment.



Joy in work: intellectual, behavioral & emotional commitment to meaningful & satisfying work. Significant improvement post-program (t = 2.782, P = .014)

10 item multiple choice quiz used to measure knowledge of reflective practice pre/post program. Significant knowledge increase post-program (t = 2.522, P = .023)

Program Evaluation: Cohort A: 20 comments- liked attending in-person, knowledge and attitude of facilitator. Wanted more time for dialogue. Cohort B: 11 comments- liked curriculum content, having the offering, but all would have liked to attend the in-person cohort.

Conclusion: Nurse managers are eager to participate in wellness offerings that provide opportunity to: 1) connect with peers; 2) gain knowledge and skills to support resilience. Organizations should support nurse managers by prioritizing participation in such programs.

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