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:
1. To develop a program for nurse managers to engage in reflective practice principles to reduce burnout during a period of chronic distress.
2. To implement and evaluate the program.
3. 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 5 wk period.
- Cohort B: Five 10-minute pre-recorded sessions delivered on day 1. On demand access available for 14 days.

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.

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.

REFERENCES