



Nurse Leader Burnout

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Disclosure

Authors of this presentation have the following to disclose concerning possible financial or personal relationships with commercial entities that may have a direct or indirect interest in the subject matter of this presentation: None

Objectives

1. Define nurse leader burnout and explain its causes, symptoms, and prevalence in healthcare settings.
2. Present data from the burnout project, highlighting key findings and trends among nurse leaders.
3. Identify contributing factors such as staffing shortages, administrative burden, emotional fatigue, and systemic issues.
4. Discuss the impact of burnout on nurse leaders' well-being, staff retention, patient care, and organizational performance.
5. Share evidence-based strategies and interventions implemented in the project to reduce burnout (e.g., wellness programs, leadership support, workload adjustments).
6. Evaluate outcomes of the project and lessons learned for future initiatives.
7. Inspire action by proposing next steps for policy, practice, or organizational change.

Lima Market – St. Rita's

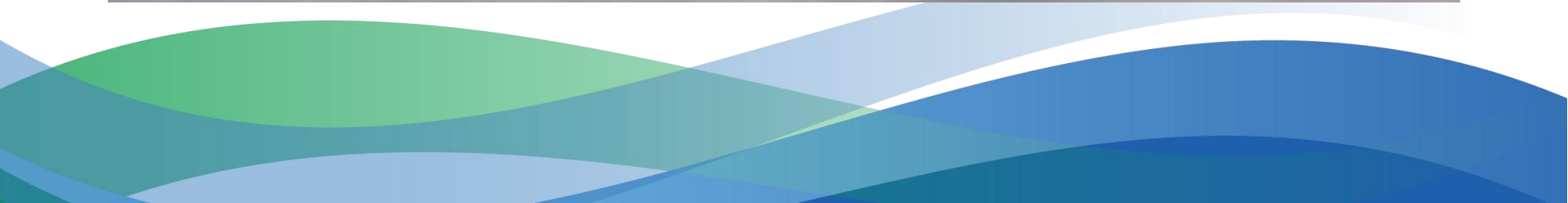




Dreams Do Come True!



My Story: Passion Behind the Changes



Purpose

Assess nurse manager burnout and implement the Institute for Healthcare Improvement (IHI) “joy at work” framework to reduce nurse manager burnout.



- Nationally, between 35-54% of healthcare providers experience signs of burnout.
- In addition, 33% of nurses seek other employment opportunities after one year.

Institute for Healthcare Improvement (IHI)

Focus on restoring joy to the health care workforce.

IHI developed four steps leaders can take to improve joy in work (the “how”)

IHI Framework for Improving Joy in Work — critical components of a system for ensuring a joyful, engaged workforce (the “what”).

Together, they serve as a guide for health care organizations, teams, and individuals to improve joy in work of all colleagues.

IHI 4 steps for Leaders

1

Ask staff, “What matters to you?”

2

Identify unique impediments to joy in work in the local context.

3

Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization.

4

Use improvement science to test approaches to improving joy in work in your organization.

IHI Framework for Improving Joy in Work

Real-Time Measurement

Wellness & Resilience

Daily Improvement

Camaraderie & Teamwork

Participative Management

Recognition & Rewards

Choice & Autonomy

Meaning & Purpose

Physical & Psychological Safety

Critical components for ensuring a joyful, engaged workforce.



Balance

“Balance is not better time management, but better boundary management. Balance means making choices and enjoying those choices.”

-Betsy Jacobson





Work-life balance may be viewed as maintaining equal number of hours between work and play.



It is prioritizing things as per their importance in a broader perspective.



Imperative for employees and positively affects an organization

Manager Unit Council

- Started in 2019
- Responsible for coordinating, integrating, monitoring, and coordinating the activities/needs of nursing leaders at St. Rita's
- Committee helps form an interdependent network to facilitate shared decision making and new ideas
- Provides the framework in which nurse managers from every specialized area in the hospital report out concerns, barriers, successes, and ideas to help facilitate safe and quality care for patients
- Listens to concerns of the nursing leaders related to work life balance, professional development, opportunities for improvement to continuously improve and maintain nurse manager satisfaction.
- Reports to CNO



Description of Nurse Leader Burnout Project

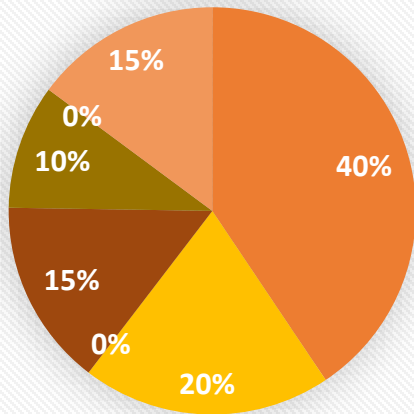
- Literature Search
- Survey
- Results
- Implemented Joy in Work Interventions
- Resurveyed
- Results



Burnout

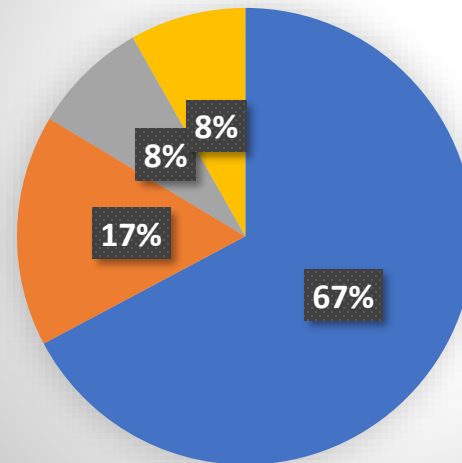
Demographics of Our Clinical Manager Team

Years of Experience of Nurse



0-4 years 5-10 years 11-15 years 16-20 years
21-25 years 26-30 years 31-35 years

Years of Experience as Manager



0-4 years
5-10 years
11-15 years
didn't answer

Results Focus Areas

Physical &
Psychological
Safety

Choice &
Autonomy

Recognition

Camaraderie &
Teamwork

Physical & Psychological Safety



Implementation of structured leadership training/onboarding with mentorship program



Onboarding agenda changed to variety of speakers discussing their expertise in the subject fields for leadership.




Created quick tip leader cards to serve as job aides for common workflows.

Choice & Autonomy

Work from home “project day” implemented once monthly.

Review calendars for meetings that could be combined, or the platform could be changed to utilize time wisely for leaders.

Commitments to leave work on time and permission to flex time when it doesn't happen.



Recognition



Created nurse leader recognition cards.



Utilize Called to Shine platform for leaders in addition to staff.

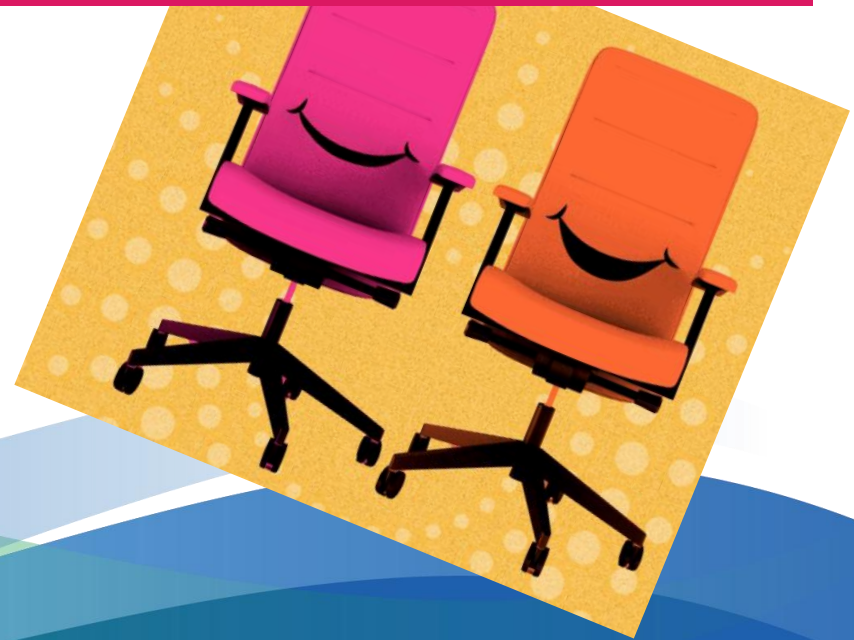
Camaraderie & Teamwork



- Quarterly bonding event off-site, during work time of 4 hours.
- Gather for lunch at same time together
- Added monthly lunch with Director and their reports.

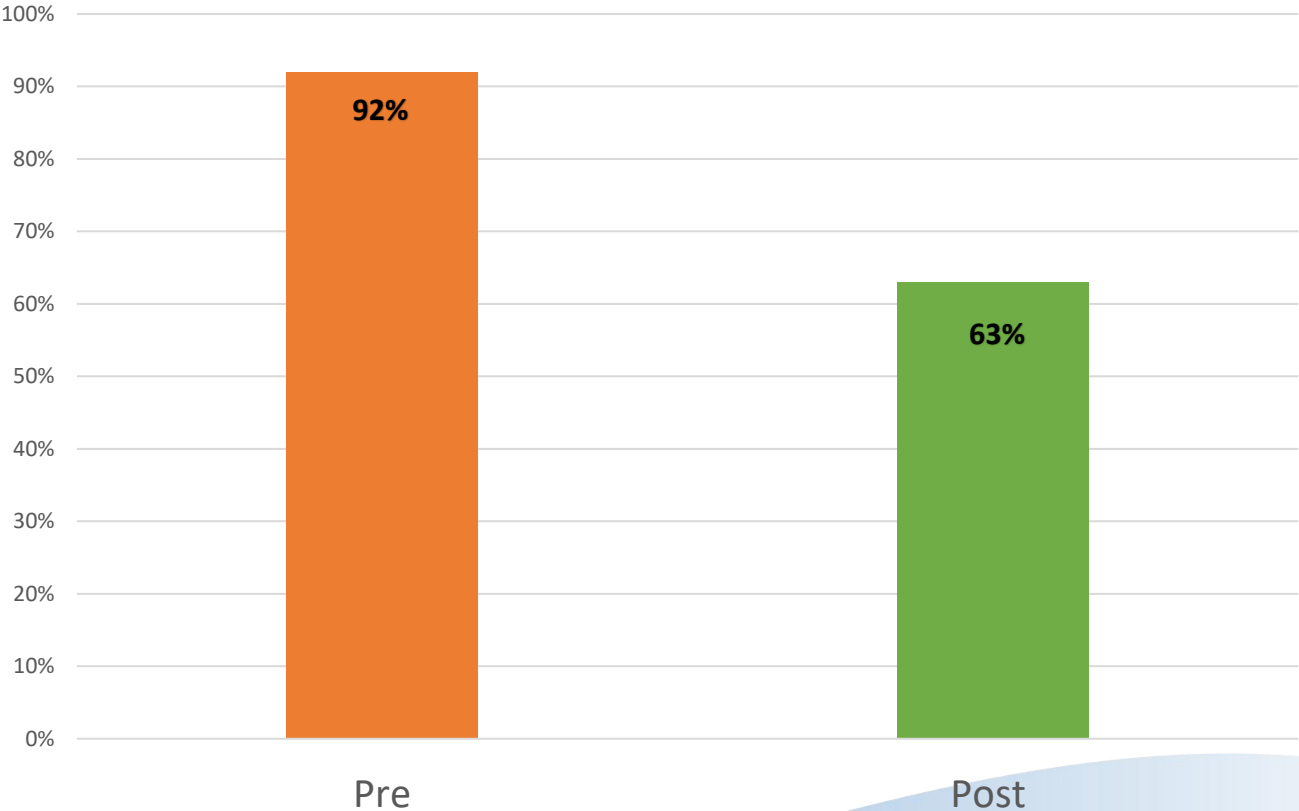


**WORK FRIENDS ARE IRREPLACEABLE
BECAUSE NO BOND IS STRONGER
THAN HAVING TO GO THROUGH
THE SAME CRAP FOR 8 HOURS
EVERY SINGLE DAY.**



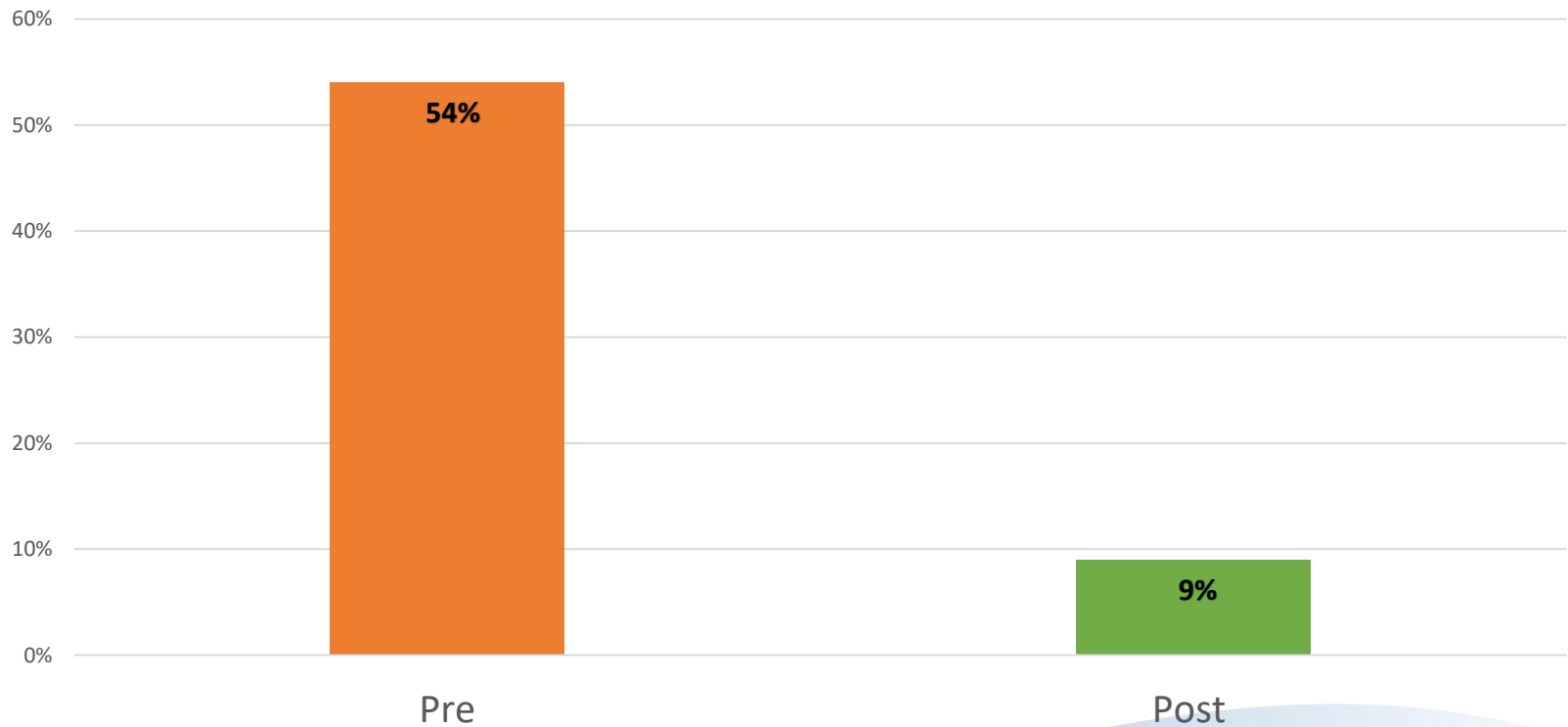
Post Survey Results

Managers Feeling a Great Deal of Stress in Their Job



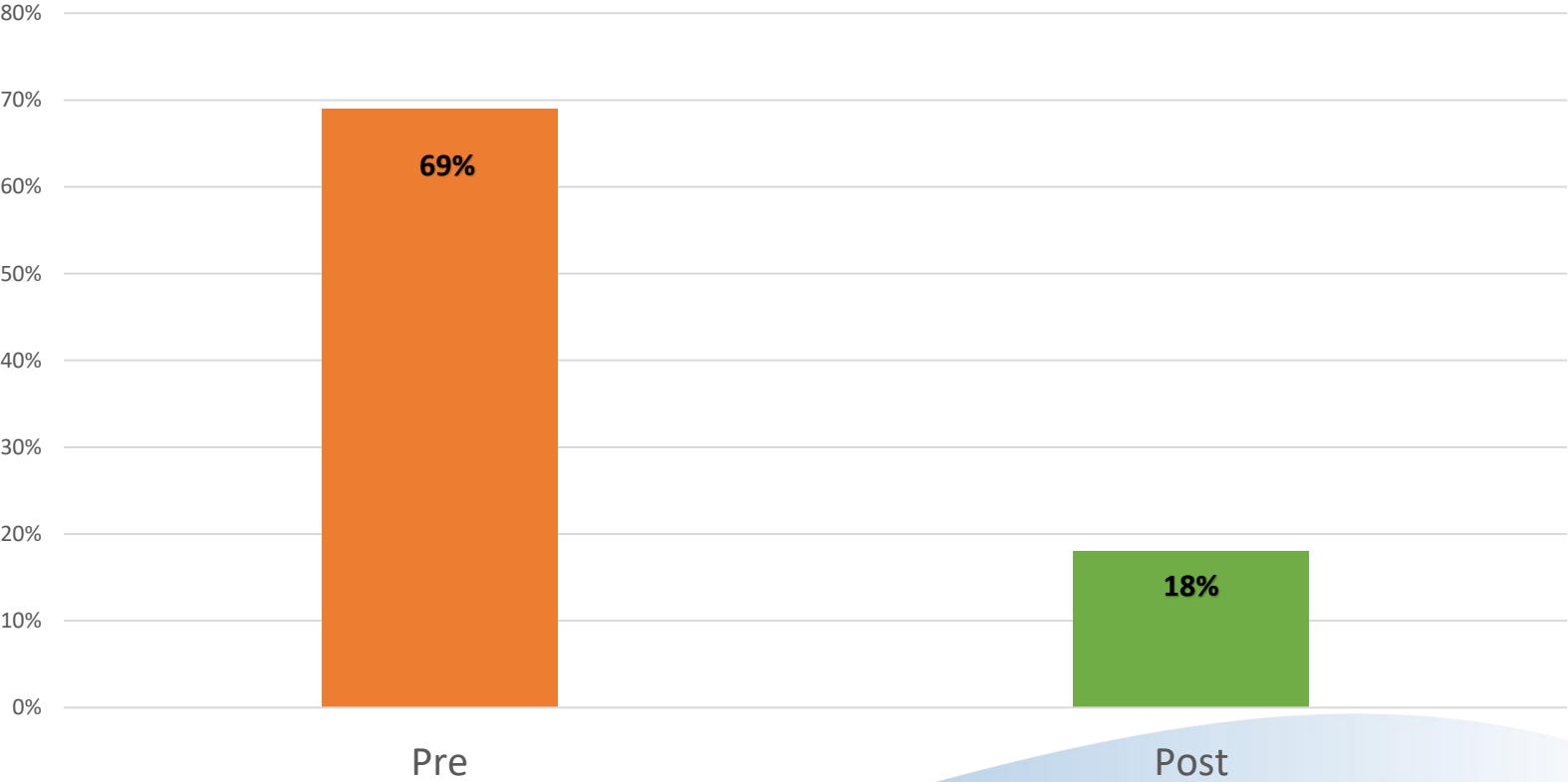
Post Survey Results

Nurse Managers Experiencing One or More Symptoms of Burnout



Post Survey Results

Nurse Managers Becoming Calloused Toward People Once a Month or More Since Took Job



Key Messages



Since Then...



References

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Questions?



Thank You!

