Recognize, reflect, and respond: Developing informed leadership to optimize well-being in healthcare

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Roadmap

Facilitator introductions

Recognizing, valuing, and encouraging

Exploring and broadening our understanding

Examining power of informed and aware leaders

Reflecting on leadership identity and impact potential

Wrap-up

Facilitator Introductions

Recognizing, valuing, and encouraging

Intentions and Expectations

- Although abstract at times, intentions and expectations are powerful influences over choices and behaviors

- It is important to know and understand our own intentions and felt/set expectations, and those of the people with whom we work

- This awareness of self and others helps us manage and work better with others
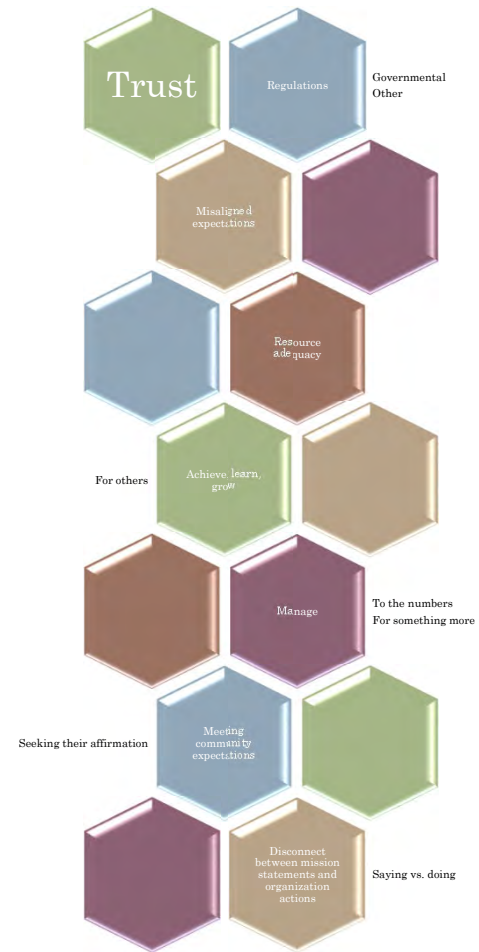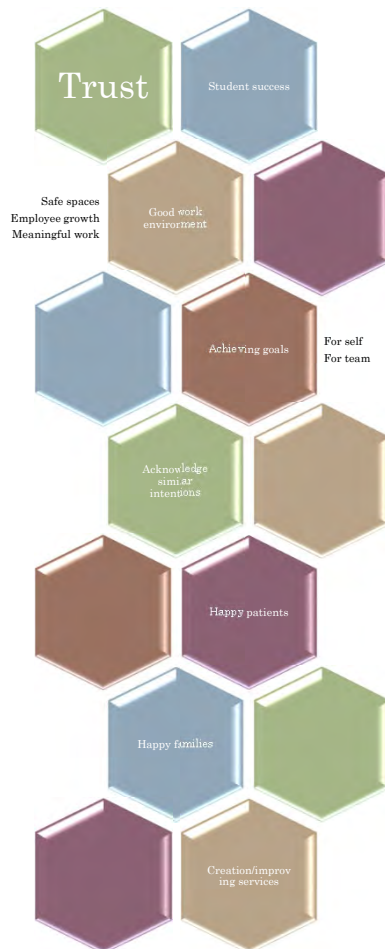
Intentions and Expectations

- Our own intentions and expectations dictate what we do and how we do it – this also influences how we work with and interact with our teams

- Knowledge of intentions and expectations can help us lead others away from outcome-centered fears of losing or failing and toward more positive and sustaining objectives of purpose and joy connected to one's "doing"

- When we know what drives us and others, we can avoid fears and anxieties linked to ambiguity around our purpose, and instead focus on joy that comes from doing the work we find meaningful

Activity: "Intentions and expectations shuffle"

- **Being intentional** = being connected to your meaning and purpose, through your choices

- **Reacting to expectations** = reacting to others' demands and priorities

- Thinking about this and where you are in your current role as a leader:

  - What are your *intentions*, what gives you meaning in the work you do?

  - What are your *expectations*, your job responsibilities you are allowed to do (may or may not align with your intentions)?

- Write down at least one of each in your journal (provided), specific to you, but not so personal that you would not feel comfortable sharing with others

- Introduce yourself to two people near you and share what you have written

- What have we learned from and about each other?

Our Intentions and expectations

Trust

Student success

Safe spaces
Employee growth
Meaningful work

Good work environment

Achieving goals

For self
For team

Acknowledge similar intentions

Happy patients

Happy families

Creation/improving services

Trust

Regulations

Governmental
Other

Misaligned expectations

Resource adequacy

For others

Achieve, learn, grow

Manage

To the numbers
For something more

Seeking their affirmation

Meeting community expectations

Disconnect between mission statements and organization actions

Saying vs. doing

Exploring and broadening our understanding of current challenges

One-third of nurses plan to quit their jobs in 2022

32% plan to retire or leave the field altogether

40% plan to pursue a nursing role elsewhere

High Turnover

Nurses are the Backbone of Our Healthcare System!

Burnout and a high-stress environment as the reason for their desire to leave.

Anger regarding hospital/COVID guidelines (52%)

47% frustration around staffing/care

32% experienced racism at work.

Travel/agency nurses

65% were verbally or physically assaulted by a patient or patient's family

Travel/Agency Nurses

- 75%+ of nurses surveyed reported seeing an increase in travel or agency nurses in their unit during the past year

- Half of those polled indicated that this increase made them dissatisfied or extremely dissatisfied:

  - Compensation differences were the main cause of their dissatisfaction with travel nurses (86%)

  - Quality of patient care compromised from such temporary staffing (47%)

  - Change in unit culture changes with the addition of travel nurses (33%)

Exit Interview Reasons for Turnover

- 42% started a new nursing role since January 2021
- Higher pay (58%)
- Burnout and a high-stress environment (44%)
- Searching for a different role (33%)
- An improved schedule (31%)
- Their preferred location (25%)
- Career advancement or training opportunities (24%)
- Better staffing overall (24%)

Key sources for preceding stats (if needed)

- Kelly LA, Lefton C, Fischer SA. Nurse Leader Burnout, Satisfaction, and Work-Life Balance. J Nurs Adm. 2019 Sep;49(9):404-410. doi: 10.1097/NNA.0000000000000784. PMID: 31425307.
- Gorges RJ, Konetzka RT. Staffing Levels and COVID-19 Cases and Outbreaks in U.S. Nursing Homes. J Am Geriatr Soc. 2020 Nov;68(11):2462-2466. doi: 10.1111/jgs.16787. Epub 2020 Aug 28. PMID: 32770832; PMCID: PMC7436613.
- COVID-19 and How It's Changed Nursing: A Two Year Reflection | NurseJournal
- COVID-19 and Nursing: 6 Ways the Pandemic Has Made an Impact |
- Nursing Facility Staffing Shortages During the COVID-19 Pandemic | KFF

Understanding Psychological Health

- Psychological health is essential to healthcare provision
- Psychological health is > mental health > burnout
  - Affective, Behavioral, Cognitive elements
- Maintaining psychological health has always been challenging
  - Particularly damaging is chronic social stress and insecurity
  - Exacerbated by absence of social support from peers, colleagues
- COVID has added a new layer to these challenges

A Continuum of Psychological Health

- Psychological health is changeable and frequently changing
- Factors affecting psychological health are internal and external, personal and social and environmental…
- Effects of psychological health are also broad and varied

Poor psychological health
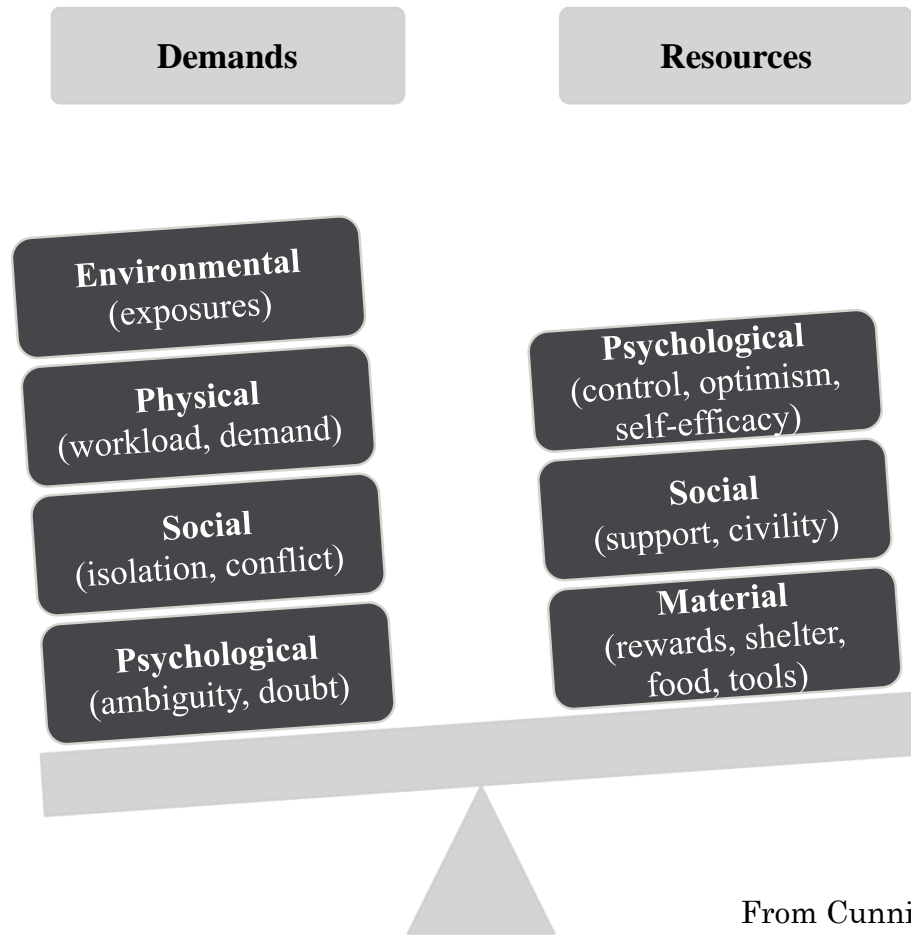
Good psychological health

Mental and Psychological Health

- *Mental health*:
  - "a state of mind characterized by emotional well-being, good behavioral adjustment, relative freedom from anxiety and disabling symptoms, and a capacity to establish constructive relationships and cope with the ordinary demands and stresses of life" (APA, 2020)
  - Realizing one's own abilities and being able to work productively and contribute to one's community (WHO, 2018)
- *Psychological health* inclusively captures the affective, behavioral, and cognitive elements to optimal functioning

Stress (D-R imbalance) Affects Psychological Health

Demands

Resources

Environmental
(exposures)

Physical
(workload, demand)

Social
(isolation, conflict)

Psychological
(ambiguity, doubt)

Psychological
(control, optimism, self-efficacy)

Social
(support, civility)

Material
(rewards, shelter, food, tools)

From Cunningham & Black (2021), *Essentials of OHP*, Routledge/Taylor Francis
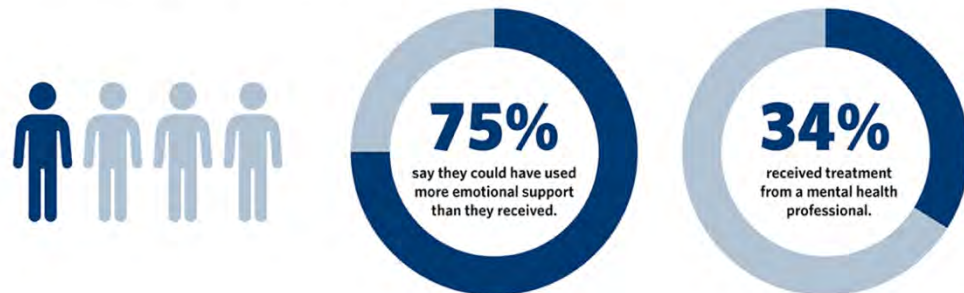
Sometimes the demands we face in our nonwork and work lives are <u>not</u> "ordinary"...

- Example: Essential workers, struggling in and outside of work
  - Real demand for <u>emotional support</u>
  - Treatment seeking is being normalized

1 in 4 Essential Workers (25%) Diagnosed With Mental Health Disorder Since Start of Pandemic

PANDEMIC SURVEY

1 in 4 Essential Workers (25%) Diagnosed With Mental Health Disorder Since Start of Pandemic

AMERICAN PSYCHOLOGICAL ASSOCIATION

75% say they could have used more emotional support than they received.

34% received treatment from a mental health professional.

STRESS IN AMERICA™

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In this infographic from APA's Stress in America™ pandemic survey, 75% of essential workers say they could have used more emotional support than they received, 34% received treatment from a mental health professional, and 1 in 4 (25%) was diagnosed with a mental health disorder since the start of the pandemic.
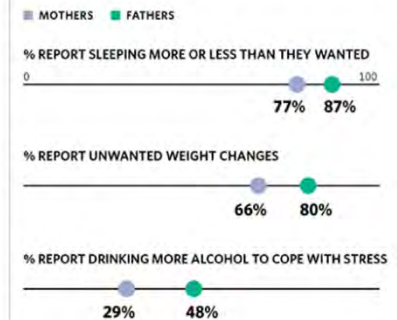
These extra-ordinary demands are also felt outside of work

- Example: Parents – working or not, trying to manage a set of demands that changes even within the space of a few hours
  - Real demand for <u>emotional support</u>
  - Treatment seeking is being normalized

PANDEMIC SURVEY

Parents' Mental, Physical Health Impacted Since Start of Pandemic

AMERICAN PSYCHOLOGICAL ASSOCIATION

75% say they could have used more emotional support than they received.

32% received treatment from a mental health professional.

24% were diagnosed with a mental health disorder since the pandemic started.
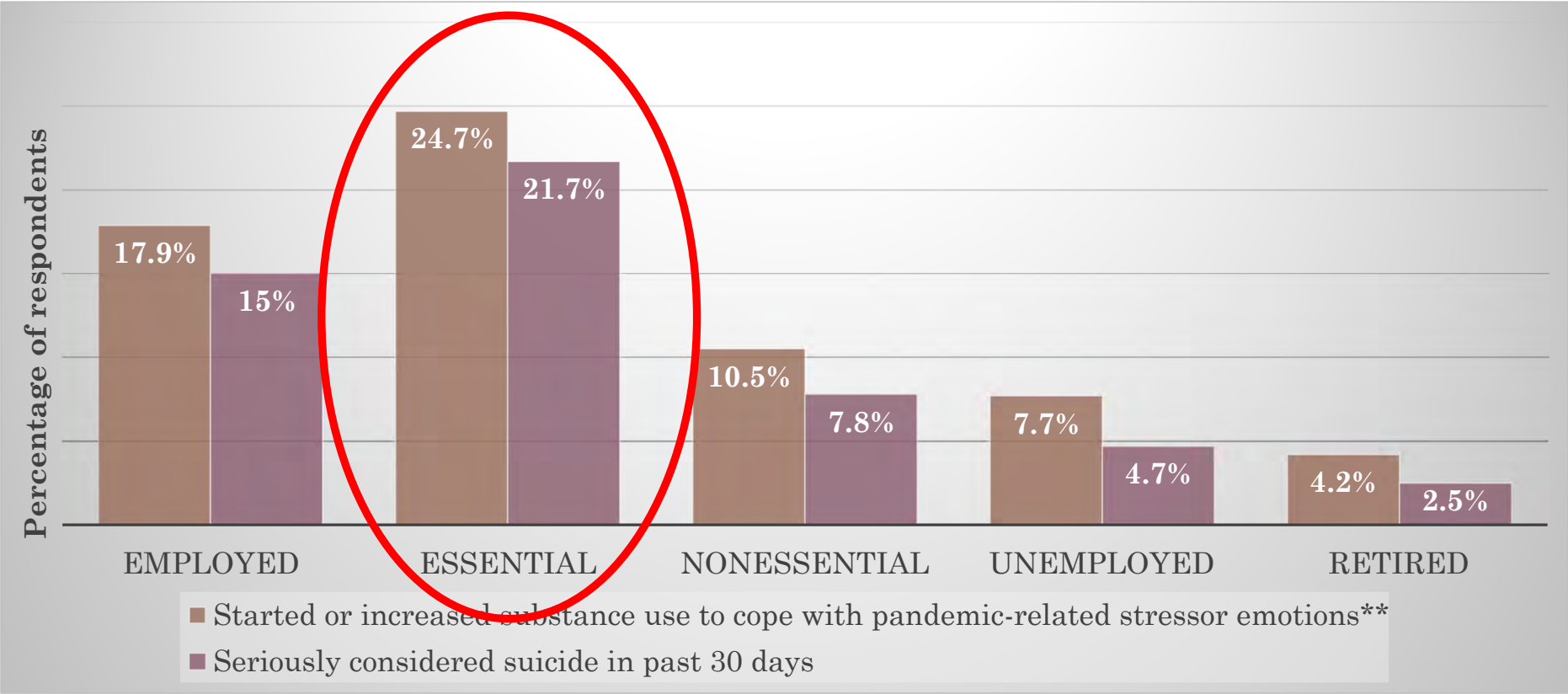
STRESS IN AMERICA™

Mothers are more likely than fathers to say their mental health has worsened compared with before the pandemic (**39%** vs. **25%**), but fathers are more likely to report behavioral and physical changes:

MOTHERS   FATHERS

% REPORT SLEEPING MORE OR LESS THAN THEY WANTED

0   100

77%   87%

% REPORT UNWANTED WEIGHT CHANGES

66%   80%

% REPORT DRINKING MORE ALCOHOL TO COPE WITH STRESS

29%   48%

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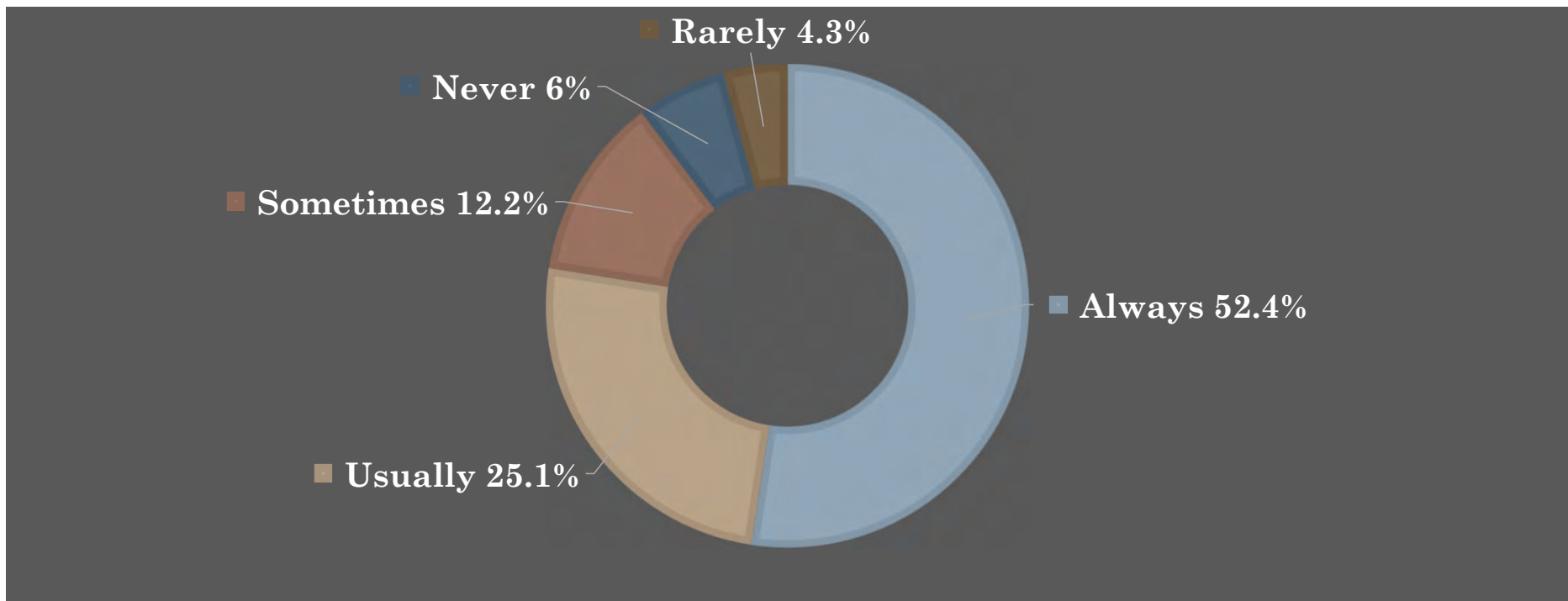# Percentage of U.S. adults with increased substance use or suicidal ideation related to COVID-19 as of June 2020, by employment status*

Percentage of respondents

EMPLOYED
- 17.9%
- 15%

ESSENTIAL
- 24.7%
- 21.7%

NONESSENTIAL
- 10.5%
- 7.8%

UNEMPLOYED
- 7.7%
- 4.7%

RETIRED
- 4.2%
- 2.5%

■ Started or increased substance use to cope with pandemic-related stressor emotions**
■ Seriously considered suicide in past 30 days

statista

Percent distribution of how often U.S. adults received the social and emotional support they needed from July to December 2020

Perception of social and emotional support among U.S. adults as of 2020

Rarely 4.3%
Never 6%
Sometimes 12.2%
Always 52.4%
Usually 25.1%

statista

Burnout in Women

- Balancing demands and resources spans all life domains
- Burnout is not limited to work domain; especially pertinent for women is parental burnout
- Social factors are very influential, including:
  - Social expectations (meta-demand)
  - Personal "do it all discrepancy"
  - Emotions linked to social comparisons via social media
- *These findings from ongoing study of burnout in women with UTC-HOW lab and TrueveLabs: Black, Cunningham, Gillespie, & Wyatt (in press). Frontiers in Psychology. https://doi.org/10.3389/fpsyg.2022.977782*

Activity: Managing Burnout Risks

- Break into small groups to discuss (and then share back):

    1) On days when you feel more than just tired, how does this affect the way you do your work and interact with others at work?

    2) What have you observed in your staff/on your teams lately – what feelings (if any) are your people showing most days?

    3) What factors or forces do you think are most strongly triggering these feelings for your staff/teams?

Examining power of informed and aware leaders

Leadership and Areas of Worklife

Leadership style and actions influence work environments and work experiences

Example: Lewis & Cunningham, 2016, *Nursing Research, https://doi.org/10.1097/NNR.0000000000000130*
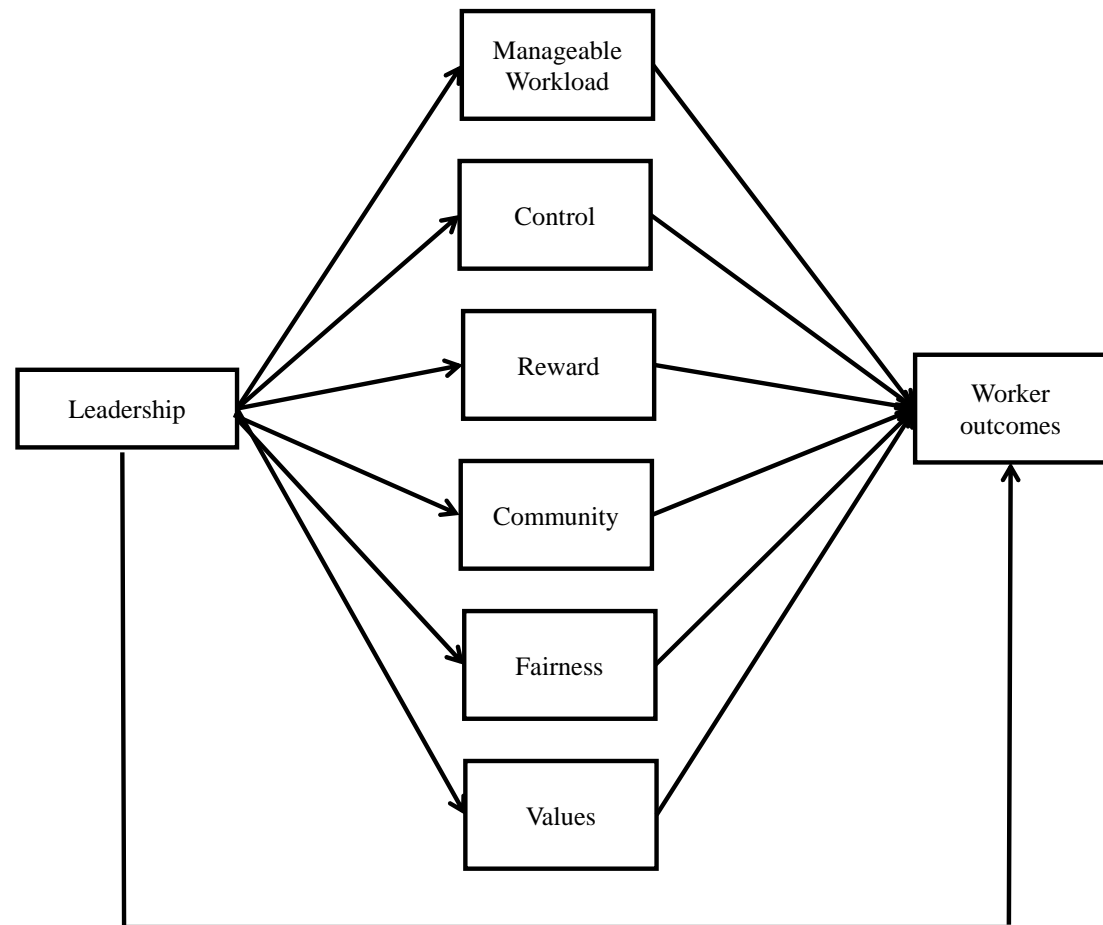
Leaders Can Influence Burnout

- Burnout is not just driven by personal or internal factors
- A "master" factor in work environments is the action of leaders, guiding and directing work-related efforts (and access to resources)
- Lewis & Cunningham found that perceived transformational leadership was (a) negatively associated with staff burnout and (b) channeled through influences on positive work environment characteristics of the AWL model (previous slide)
  - Especially via workload and reward aspects
- TL and AWL elements explained nearly **30**% of the variance in nurse burnout

Core Leader Competencies

- Decades of leadership research suggest that effective leaders demonstrate a handful of core competencies (here, adapting Dries & Pepermans, 2012)
- The gist across various such frameworks is that leaders…
  - …influence individuals and groups within an organization.
  - …establish goals, guides achievement, and secures needed resources.
  - …are integral parts to nearly every group hierarchy.

Analytical Thinking

Learning Agility

Drive

Emergent Leadership

Effective Nurse Leaders…

- …manage limited resources (especially people) to address never-ending demands using these critical behaviors and actions:
  1) Listening, hearing, connecting
  2) Providing strategic direction and vision
  3) Motivating and coaching
  4) Initiating, enforcing, interpreting
  5) Gathering and distributing resources
  6) Demonstrating consistency and authenticity
  7) Juggling priorities and demands
- *Leadership competence and abilities can be developed.*

Activity: Leadership and Well-being

- Reflect on and share responses to the following:

  1) How would you describe the leadership characteristics and/or methods of the best and worst leaders with whom you have worked?

  2) How would you describe your general approach to leading others?

  3) Would your staff/teams agree with what you've described?

  4) What are ways in which leaders can influence the health and well-being of staff/teams?

Reflecting on leadership identity and impact potential

Protecting Worker Health Requires Multilevel Actions

- Protecting nurses from burnout is a complex goal requiring a complex strategy
- Leaders play a major role in such efforts
- Such interventions done well are serious organization development (OD), not just small "tweaks"
- *More details about IGLOO: Nielsen et al.,2017 and 2018 in Work & Stress*

US Surgeon General's Solutions to health worker burnout (Figure 3)

Example Strategy:
Building Support for Psychological Health into Work

- Protecting and promoting positive psychological health is a work and organization design challenge

- Building organizational climates (practices) that encourage positive interaction among employees

- How people interact with one another needs to be changed throughout the organization.

  - Psychological safety: open and respectful dialogue among employees; people are supported by others

  - Inclusion: Everyone is accepted for who they are and are shown respect.

- Example: https://paulspector.com/employment-can-contribute-to-suicide-prevention/

Activity: I am who I am (and how can that help *you?*)

- To lead others in a healthy and sustaining way requires knowing ourselves and those we lead.

- Reflect on, then share your responses to the following:

  1) How have other people (mentors, colleagues, friends, family) helped you to get to where you are today?

  2) What tools and/or strategies do you use to maintain a positive and joy-filled attitude while working?

  3) Now reflecting on your responses to the preceding questions, how can you put your own awareness of these forces into practice to improve your personal positive impact at work and that of your staff/teams?

Where Can We Go From Here?

Identify and embrace intentions and expectations as a nurse leader

Recognize where you do/do not have power as leader to affect your staff members' health

Try to understand your staff's burnout-related antecedents and consequences

Consider building a culture of support within the work area you manage:

- Identify and address risk factors for isolation (lack/absence of social support)
- Provide resources to facilitate an encourage supportive networks
- Looking out for each other protects us (our occupations, families, and communities)
- Note that not all support is helpful (https://paulspector.com/leaders-should-provide-helpful-support/)

Questions?