

Creating Healthy Work Environments VIRTUAL 2021

Multidimensional Factors that Impact Nurses' Sense of Engagement, Resilience and Intent to Stay Employed

Mary Laly Chacko, DNP, RN-BC, NPD-BC, CRCST, ACE¹

Kimberly Arnold, BSN, RNC-LR²

Alicia Goldberg, MBA, MHA, SHRM-SCP³

Kim Nugent, EdD⁴

Rosario Tarriman Suico, MSN, RNC, ACM-RN⁵

Theresa Wilson, MSN, RN, NPD-BC²

Kenn M. Kirksey, PhD, RN, ACNS-BC, FAAN⁵

(1)Executive Nursing Practice Group, Harris Health System, Houston, TX, USA

(2)Women & Infant Services, Lyndon B. Johnson Hospital, Harris Health System, Houston, TX, USA

(3)HR Strategic Projects, Harris Health System, Houston, TX, USA

(4)Learning & Resource Center, Harris Health System, Houston, TX, USA

(5)Center for Nursing Scholarship, Harris Health System, Houston, TX, USA

Purpose:

Nurses are an indispensable component of healthcare and comprise the largest segment of the health professions (Haddad, Annamaraju, & Toney-Butler, 2020). Supply and demand has historically been cyclical; however, there are serious concerns that nurse shortages will grow exponentially over the next few years as Baby Boomers retire and burnout, violence in the healthcare environment, and numerous other factors contribute to turnover (Halter, et al., 2017). The unanticipated and capricious arrival of COVID-19 has also negatively affected nurses' well-being (e.g., viral susceptibility, increased patient acuity and workload, emotional and physical fragility). There are reports nationally that nurses have been stigmatized as vectors of contagion; resulting in abuse, assaults and societal ostracization (Semple, 2020). This can exacerbate the propensity for higher nurse turnover rates.

Methods:

Similar to many organizations, our safety-net healthcare system has recently experienced higher rates of nurse turnover. Nurse leaders initiated focused conversations with nursing personnel in order to delineate the factors associated with job satisfaction and intent to stay with the organization. An interprofessional team implemented a comprehensive, evidence-based practice project to glean insight from the published literature to be paired with the experiential knowledge provided through the nurse interviews.

A PICO question was developed to guide the retrieval of salient literature: "Among professional nurses employed in patient-facing areas across a multi-institutional academic healthcare setting (P), what evidence-based and multidimensional strategies (e.g., alliances in value congruence; nurse-centric versus organizationally-driven commitment to the strategic mission; perceptions of leader-initiated investment & compassion; and personal & professional connectedness/ collaborative culture across the spectrum of intra- and interprofessional teams) positively impact (I) or impede (C)

sense of engagement and belonging, adaptive resilience, and intent to stay employed by the parent organization (O)?”

Results:

Literature (N=132) was retrieved from Nursing Reference Center Plus, PubMed and CINAHL. After eliminating duplicates, and screening of titles, abstracts and key words, 25 articles met the specific inclusion criteria and were independently appraised by at least two team members using the Johns Hopkins Evidenced-based Practice criteria. Scoring discrepancies were resolved by team consensus. Appraisal ratings included: (Level 1 [1 meta-analysis]; Level 2 [0 quasi-experimental]; Level 3 [15 non-experimental; 3 qualitative; 1 mixed method]; Level 4 [1 systematic review]; and Level 5 [3 literature reviews; 1 expert opinion]).

Conclusion:

Several authors denoted the influence of leadership styles and nurse empowerment as key factors in job satisfaction (Asiri, et al., 2016; Mularz & Johansen, 2016). One study explored managers’ roles in supporting nurses’ well-being. However, managers noted the need for additional support and training to master this role (Adams, Chamberlain, & Giles, 2019). Emotional intelligence (Al-Hamdan, et al., 2019), value congruence (Shao, J., et al., 2018), and organizational commitment (Rina & Hermanto, 2019) are all positively associated with intent to stay. While transformational leadership had no direct association with job satisfaction and intent to stay, it has the potential to decrease attrition and enhance retention by creating a positive work environment; likely increasing the probability for intent to stay (Brewer, et al., 2016).

Title:

Multidimensional Factors that Impact Nurses’ Sense of Engagement, Resilience and Intent to Stay Employed

Keywords:

Intent to stay, Job satisfaction and Multidimensional strategies

Abstract Summary:

A comprehensive, nurse-led, evidence-based practice project was implemented by an interprofessional team employed by a multi-institutional academic healthcare organization to determine what evidence-based and multidimensional strategies positively impact or impede sense of engagement and belonging, adaptive resilience, and intent to stay employed.

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First Primary Presenting Author

Primary Presenting Author

Mary Laly Chacko, DNP, RN-BC, NPD-BC, CRCST, ACE
 Harris Health System
 Executive Nursing Practice Group
 Nursing Professional Development Specialist
 Houston, Texas
 USA

Author Summary: Dr. Chacko is a certified nursing professional development practitioner, working as a nursing instructor, and responsible for facilitating and teaching onboarding licensed nursing orientation program in collaboration with other departments. She is also responsible for coordinating new equipment/product in-services for the organization. She is a member of different professional organizations, such as Association for Nursing Professional Development (ANPD), International Association of Healthcare Central Service Material Management (IAHCSMM), and Oncology Nursing Society (ONS).

Second Author

Kimberly Arnold, BSN, RNC-LR
Lyndon B. Johnson Hospital, Harris Health System
Women & Infant Services
Nurse Clinician II
Houston, Texas
USA

Author Summary: Ms. Arnold is employed as a Nurse Clinician II at Lyndon B. Johnson Hospital (part of the Harris Health System) in Houston, TX. She works in Women & Infant Services.

Third Author

Alicia Goldberg, MBA, MHA, SHRM-SCP
Harris Health System
HR Strategic Projects
Program Manager Employee Experience
Houston, Texas
USA

Author Summary: Alicia Goldberg, MBA, MHA, SHRM-SCP is employed as the Program Manager, Employee Experience at Harris Health System in Houston, Texas. Alicia is a Human Resources and Talent Management professional focused on improving retention of healthcare professionals, particularly in Nursing. Her professional interests include equipping leaders with the tools and training needed to provide their employees with an outstanding to employee experience.

Fourth Author

Kim Nugent, EdD
Harris Health System
Learning & Resource Center
Leadership Development Coach
Houston, Texas
USA

Author Summary: Kim S. Nugent, EdD is employed as a Leadership Development Coach in the Learning & Resource Center at Ben Taub Hospital (part of the Harris Health System in Houston, Texas).

Fifth Author

Rosario Tarriman Suico, MSN, RNC, ACM-RN
Harris Health System
Center for Nursing Scholarship
Nursing Professional Development Specialist, Research & EBP
Houston, Texas
USA

Author Summary: Rose Suico is currently Nursing Professional Development Specialist, Research & EBP for Harris Health System. Mrs. Suico has been an active member of the INSPIRE Team (and its predecessor “research council”) for many years.

Sixth Author

Theresa Wilson, MSN, RN, NPD-BC
Lyndon B. Johnson Hospital, Harris Health System
Women & Infant Services
Clinical Resource Nurse
Houston, Texas
USA

Author Summary: Theresa Wilson is employed as a Clinical Resource Nurse at Lyndon B. Johnson Hospital (part of the Harris Health System) in Houston, Texas. She works in Women & Infant Services.

Seventh Author

Kenn M. Kirksey, PhD, RN, ACNS-BC, FAAN
Harris Health System
Center for Nursing Scholarship
Director, Nursing Research & Sr. Nurse Scientist
Houston, Texas
USA

Author Summary: Dr. Kirksey has served as director for two multi-hospital research enterprises for 15 years. He earned baccalaureate, master's and doctoral degrees, and completed a post-doctoral fellowship at the University of California. Kenn has been a member of STTI since 1988, a member of the International HIV Nursing Research Network, board certified as an Adult Health Clinical Nurse Specialist, and is a Fellow of the American Academy of Nursing.