Creating Healthy Work Environments VIRTUAL 2021

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

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**Title:**

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**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.

**References:**


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