AONL COVID-19 LONGITUDINAL STUDY

RESEARCH GOALS

◆ Nursing leadership **pulse check**

◆ Identify **key challenges**

◆ Identify **changes in leadership perception**

◆ Leverage **nursing leadership advocacy support**

Identify differences in perception and needs
Focus: Leadership role

COMMENTARY

Over-all Impact

Story from July 2020 has changed

Emotional impact was consistent

Financial challenges have escalated with perceived price gouging

The smaller the facility, the greater the feeling that they have no support

The closer to the point of care, the more acute the pain

SURVEY INSIGHT: RESPONSE

2,471
respondents

86%
completion rate

99%
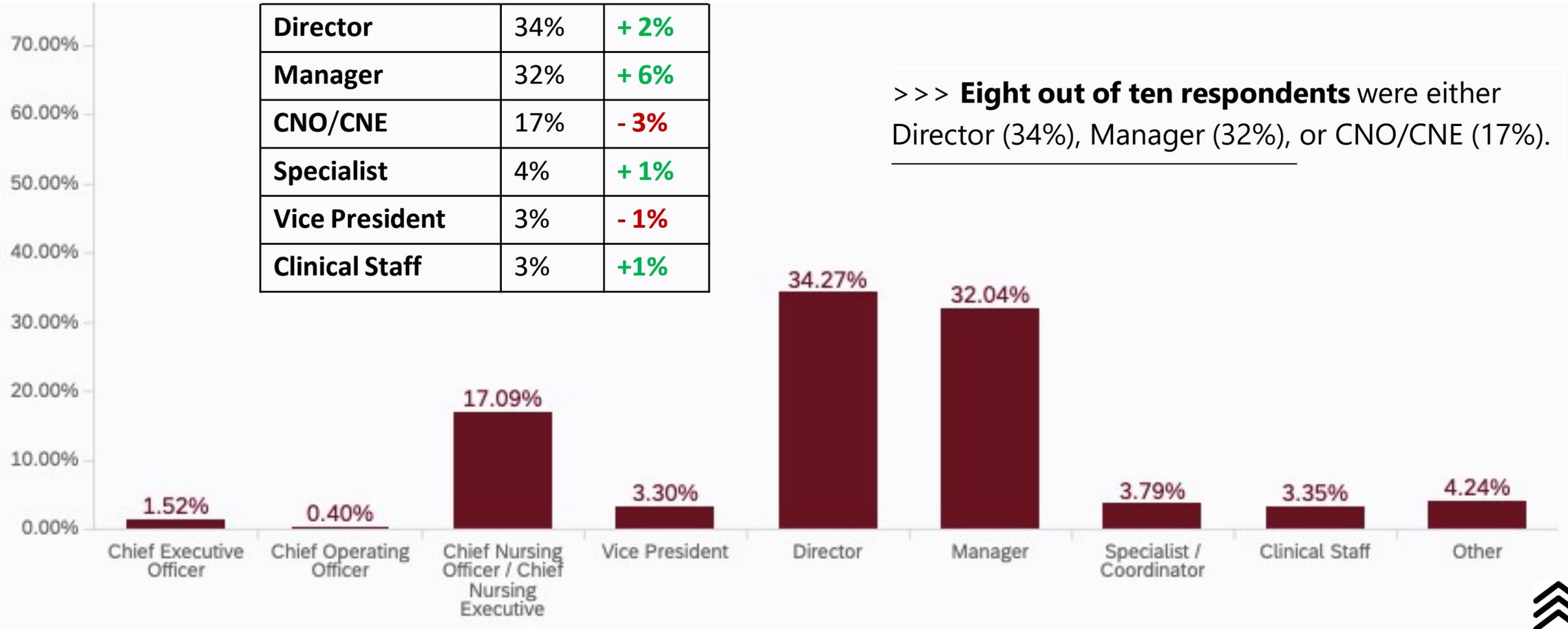confidence level

2.45%
margin of error

SURVEY INSIGHT

Which of the following best describes your primary role?

Change since July

Director	34%	+ 2%
Manager	32%	+ 6%
CNO/CNE	17%	- 3%
Specialist	4%	+ 1%
Vice President	3%	- 1%
Clinical Staff	3%	+1%

>>> **Eight out of ten respondents** were either Director (34%), Manager (32%), or CNO/CNE (17%).

PERCEPTION DIFFERENCES

CNO & VP

Tapped to lead many initiatives
- Most are incident commanders
- Responsibility now beyond inpatient

Focused on health & wellbeing of staff
- Seeking an after-the-fact solution for burn-out and PTSD

Dealing with a plethora of staffing issues
- Find staff to return 12 hr. shifts
- Ensuring staff and patient safety
- Managing financial impact

DIRECTOR & MANAGER

Lost in the unknown
- Responsibilities constantly changing
- e.g. NICU to MICU

Managing personal Burn-out
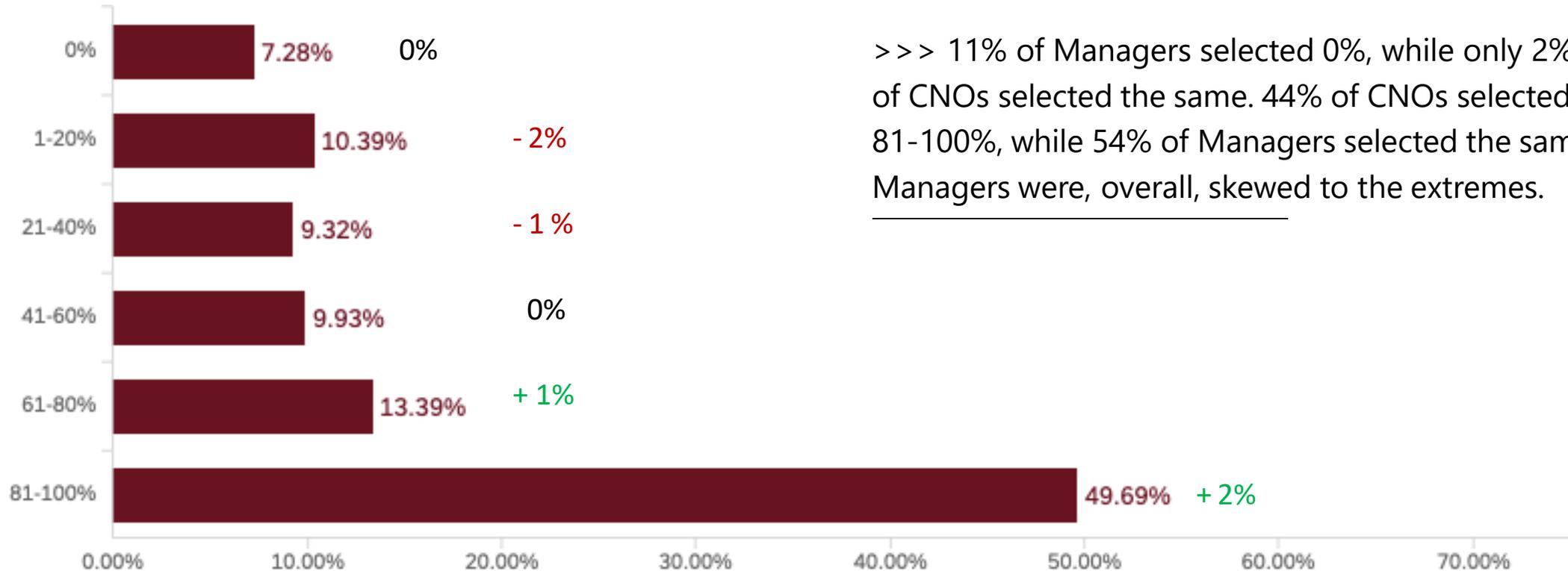- 16 hour 7 days a week
- Not certain there is an end

Inconsistency of staffing
- New person every day
- Teaching Nursing 101 daily

SURVEY INSIGHT

What percentage of your nursing staff received professional development to perform additional or new competencies to expand capacity for treating COVID-19 patients?

| Range	Percentage	Change
0%	7.28%	0%
1-20%	10.39%	- 2%
21-40%	9.32%	- 1 %
41-60%	9.93%	0%
61-80%	13.39%	+ 1%
81-100%	49.69%	+ 2%

>>> 11% of Managers selected 0%, while only 2% of CNOs selected the same. 44% of CNOs selected 81-100%, while 54% of Managers selected the same. Managers were, overall, skewed to the extremes.

SURVEY INSIGHT

Has your organization had to increase its ICU beds to accommodate COVID-19 patients?

Change since July

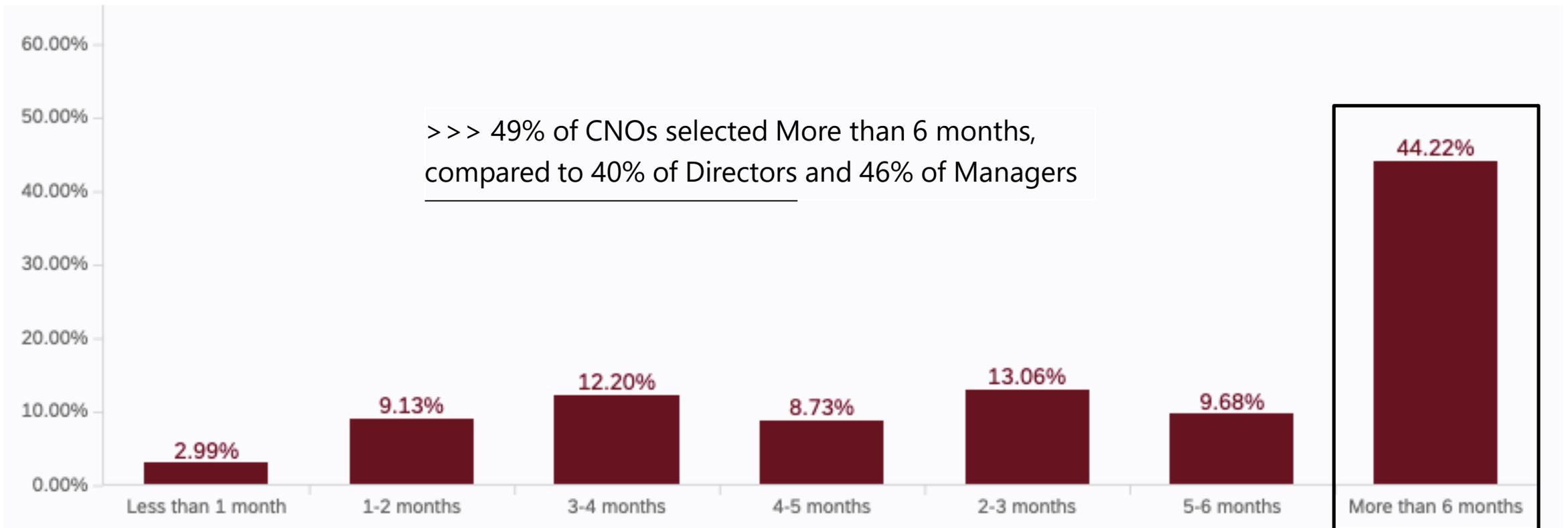|		
Yes	65.58%	**+ 12%**
No	34.42%	**- 12%**

34.42%

65.58%

■ Yes ■ No
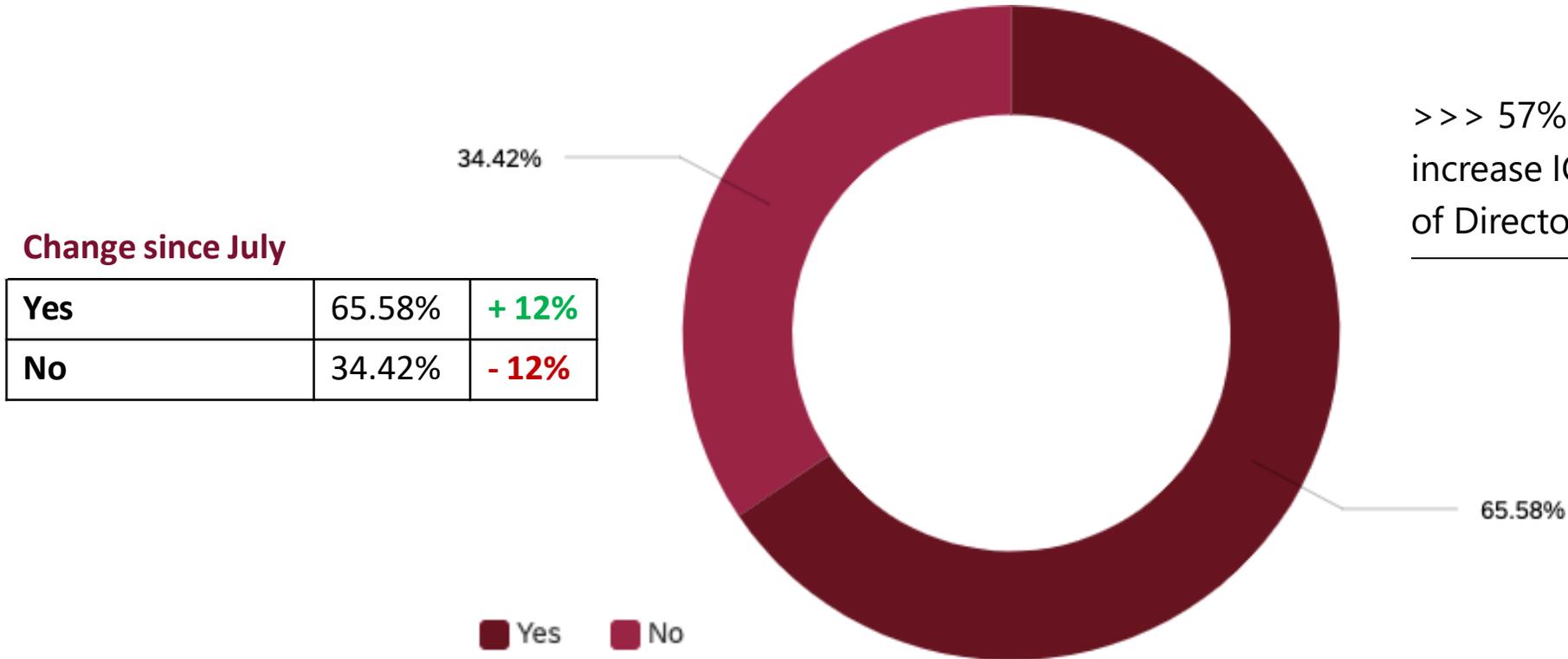
>>> 57% of CNOs said they had to increase ICU beds, compared to 66% of Directors and 70% of Managers.

SURVEY INSIGHT

For approximately how many days (cumulatively) has your organization had to increase its ICU beds to accommodate COVID-19 patients?
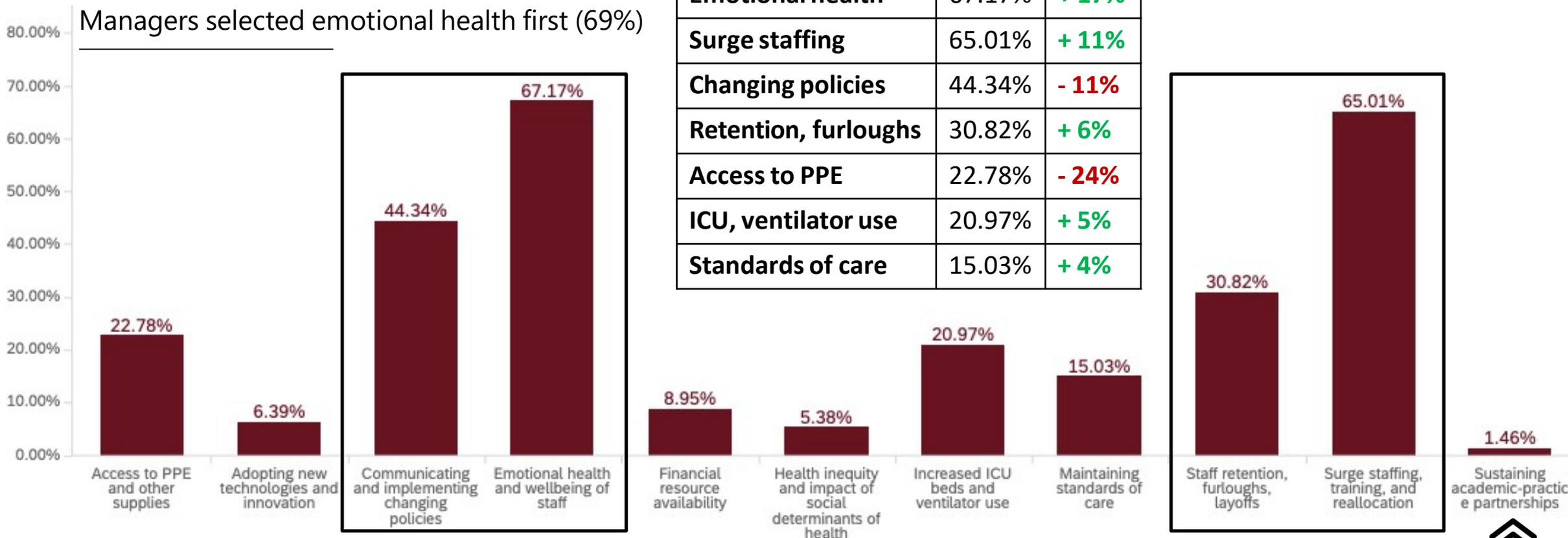
>>> 49% of CNOs selected More than 6 months, compared to 40% of Directors and 46% of Managers

Category	Value
Less than 1 month	2.99%
1-2 months	9.13%
3-4 months	12.20%
4-5 months	8.73%
2-3 months	13.06%
5-6 months	9.68%
More than 6 months	44.22%

SURVEY INSIGHT

What have been your organization's top three challenges during the COVID-19 pandemic?

>>> CNOs and Directors selected 1 surge staffing, 2 emotional health, 3 changing policies. Managers selected emotional health first (69%)

Change since July

Emotional health	67.17%	**+ 17%**
Surge staffing	65.01%	**+ 11%**
Changing policies	44.34%	**- 11%**
Retention, furloughs	30.82%	**+ 6%**
Access to PPE	22.78%	**- 24%**
ICU, ventilator use	20.97%	**+ 5%**
Standards of care	15.03%	**+ 4%**

SURVEY INSIGHT

As a nurse leader, how effectively do you feel you have been able to address these challenges? 5 being very well.

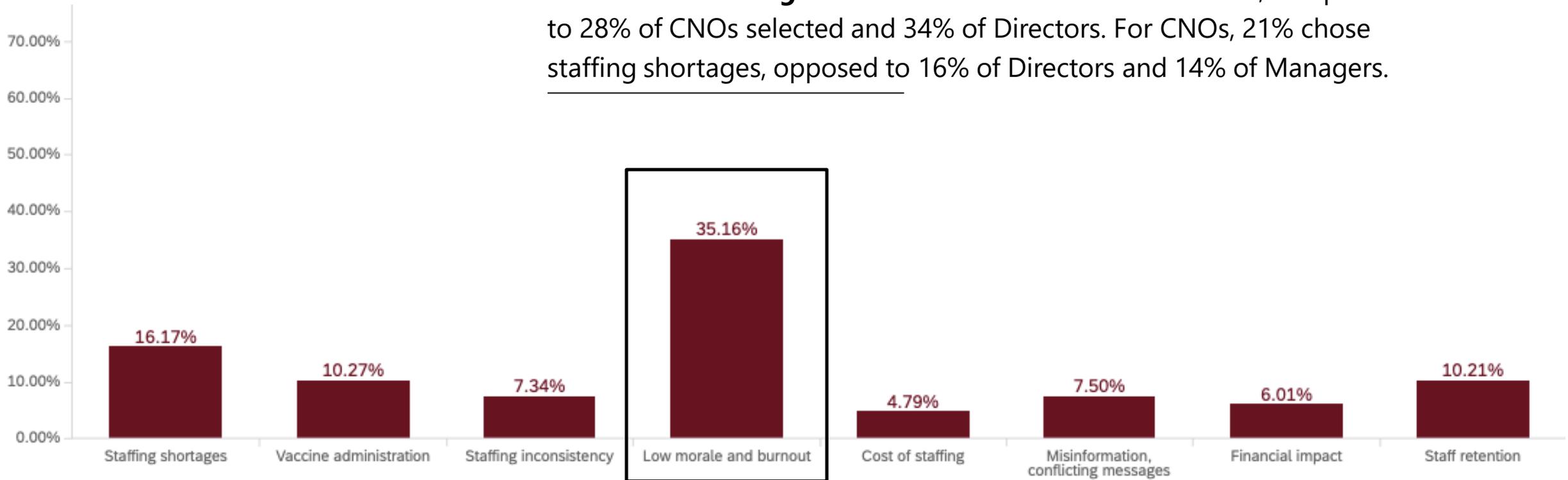| Field	Financial resource availability	Staff retention, furloughs, layoffs	Health inequity and impact of social determinants of health	Other	Emotional health and wellbeing of staff	Sustaining academic-practice partnerships	Maintaining standards of care	Access to PPE and other supplies	Surge staffing, training, and reallocation	Communicating and implementing changing policies	Adopting new technologies and innovation	Increased ICU beds and ventilator use
Minimum	1.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	1.00	1.00	1.00	2.00
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Mean	2.84	2.92	2.97	2.97	3.37	3.44	3.46	3.77	3.78	3.91	4.07	4.12
Std Deviation	1.15	1.10	1.23	1.19	0.95	0.83	1.03	0.96	0.86	0.71	0.83	0.85
Variance	1.31	1.22	1.52	1.41	0.90	0.69	1.07	0.92	0.75	0.51	0.69	0.72
Count	115	421	62	29	935	18	218	327	1,000	694	102	293

SURVEY INSIGHT

What is the biggest challenge you face today that you did not face six months ago?

>>> **43% of Managers selected low morale and burnout**, compared to 28% of CNOs selected and 34% of Directors. For CNOs, 21% chose staffing shortages, opposed to 16% of Directors and 14% of Managers.

Category	Value
Staffing shortages	16.17%
Vaccine administration	10.27%
Staffing inconsistency	7.34%
Low morale and burnout	35.16%
Cost of staffing	4.79%
Misinformation, conflicting messages	7.50%
Financial impact	6.01%
Staff retention	10.21%

SURVEY INSIGHT

What structures, behaviors, adaptations, or innovations were most helpful in addressing these challenges… <u>Staffing shortages</u>

26.9% **Temp staffing**

19.4% **Additional pay**

9.0% **Bonus Pay**

9.0% **Reassignment**

7.4% **Cross training**

6.0% **Team model**

3.0% **Increased ratios**

3.0% **Student externs**

16.3% **Other**

"Rapid response nurses added staff, however time to train to meet our expectations was non- existent. While they are capable of patient care, or patient experience, overall infection control measures, and documentation have declined."

"Offering more OT & double-time pay, but after a while money doesn't motivate."

"Bonuses, free meals, zoom counseling, more use of techs."

SURVEY INSIGHT

What structures, behaviors, adaptations, or innovations were most helpful in addressing these challenges… Morale and burnout

16.3% **Listening**
10.4% **Resiliency**
8.6% **EAP/HR support**
8.6% **Leader rounding**
6.7% **Psych services**
6.7% **Recognition**
6.7% **Virtual meetings**
5.8% **Honest & loving**
4.8% **Visible leaders**
25.4% **Other**

"Engaging staff in dialogue, hearing their concerns, sharing their challenges and creating a safe space for honest communication."

"Leadership resilience training and addition of a social committee. Resilience sessions & creative writing workshops with our counselling partners and behavioral health staff."

"Use of EAP, feeding staff, a lot of discussions."

"Daily leader rounding and access to a mental health provider on site to support staff."

SURVEY INSIGHT

What structures, behaviors, adaptations, or innovations were most helpful in addressing these challenges… <u>Staff retention</u>

48% **Loss to travelers**

11% **Loss to low acuity**

7.4% **Loss to family**

7.4% **Loss to more pay**

7.4% **Loss to retirement**

3.7% **Central Staffing**

3.7% **Focus on ED/ICU**

3.7% **Hope**

3.7% **Other**

"Retaining staff due to emotional toll of caring for our patients while feeling their families were safe — currently have the challenge of the enticements offered by staffing agencies for travel to states in need."

"30% of my staff chose to retire."

"RNs are getting frustrated that they are floating to areas they did not sign up for, but hopefully that will turn around with the return of surgical procedures and a sense of normalcy in patient populations."
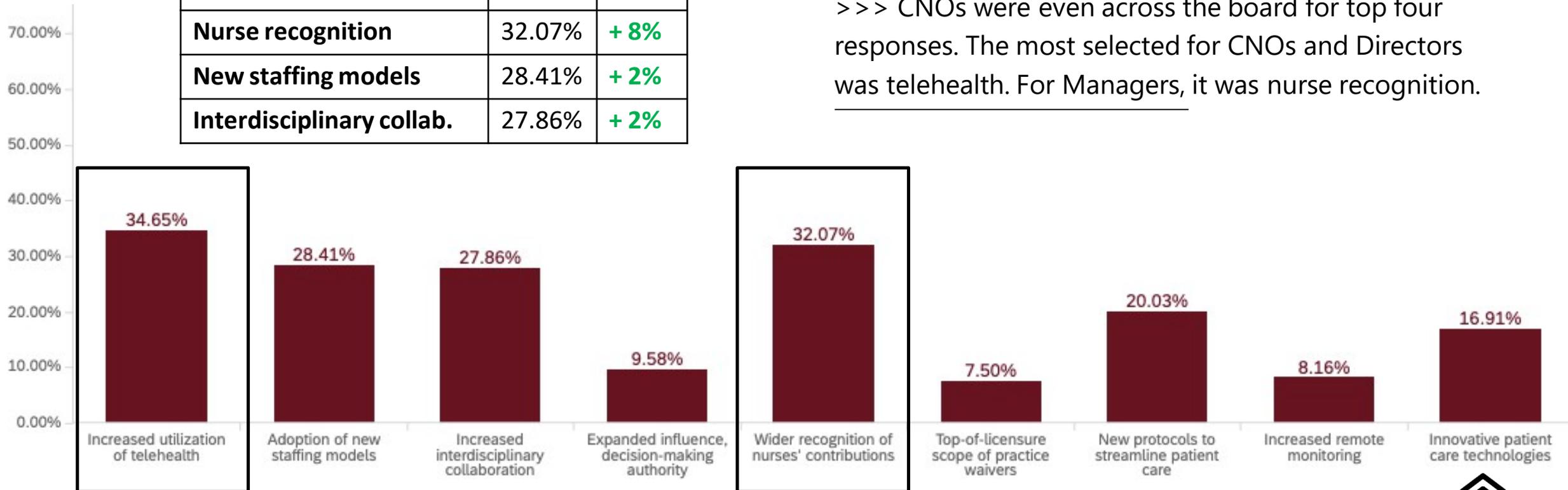
SURVEY INSIGHT

Which of the following temporary advancements will be the most important to maintain beyond the COVID-19 crisis? *Please select up to two.*

Change since July

Utilization of telehalth	34.65%	**- 9%**
Nurse recognition	32.07%	**+ 8%**
New staffing models	28.41%	**+ 2%**
Interdisciplinary collab.	27.86%	**+ 2%**

>>> CNOs were even across the board for top four responses. The most selected for CNOs and Directors was telehealth. For Managers, it was nurse recognition.
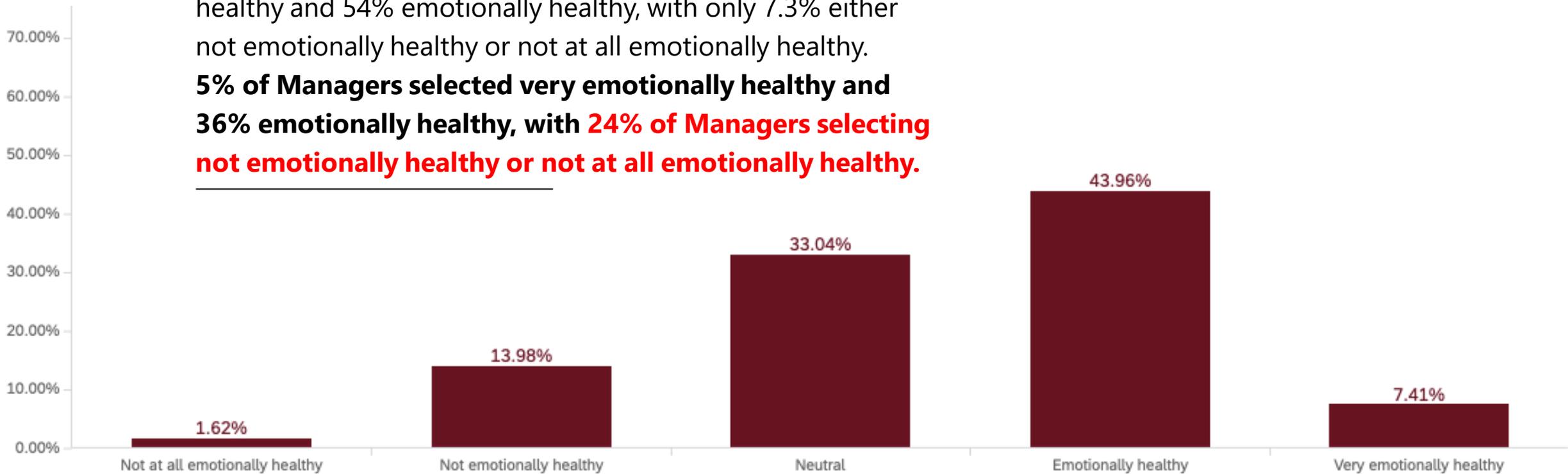
SURVEY INSIGHT

How would you rate your current emotional health?

>>> CNOs scored much higher. 11% chose very emotionally healthy and 54% emotionally healthy, with only 7.3% either not emotionally healthy or not at all emotionally healthy.
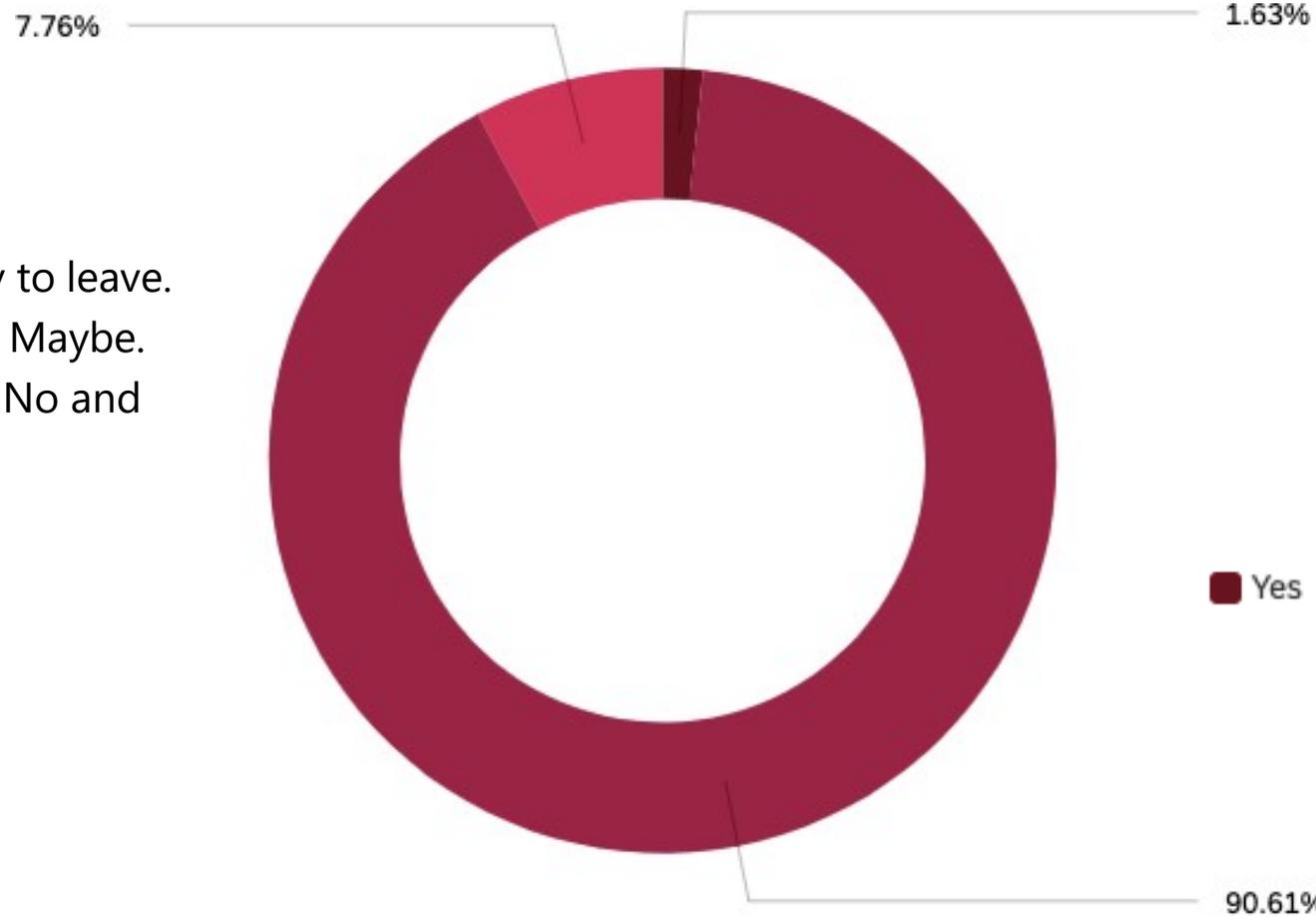**5% of Managers selected very emotionally healthy and 36% emotionally healthy, with 24% of Managers selecting not emotionally healthy or not at all emotionally healthy.**

SURVEY INSIGHT

Do you intend to leave nursing as result of the pandemic?

>>> CNOs are least likely to leave. 92.5% said No and 6.29% Maybe. 88.47% of Managers said No and 10.15% Maybe.

7.76%

1.63%
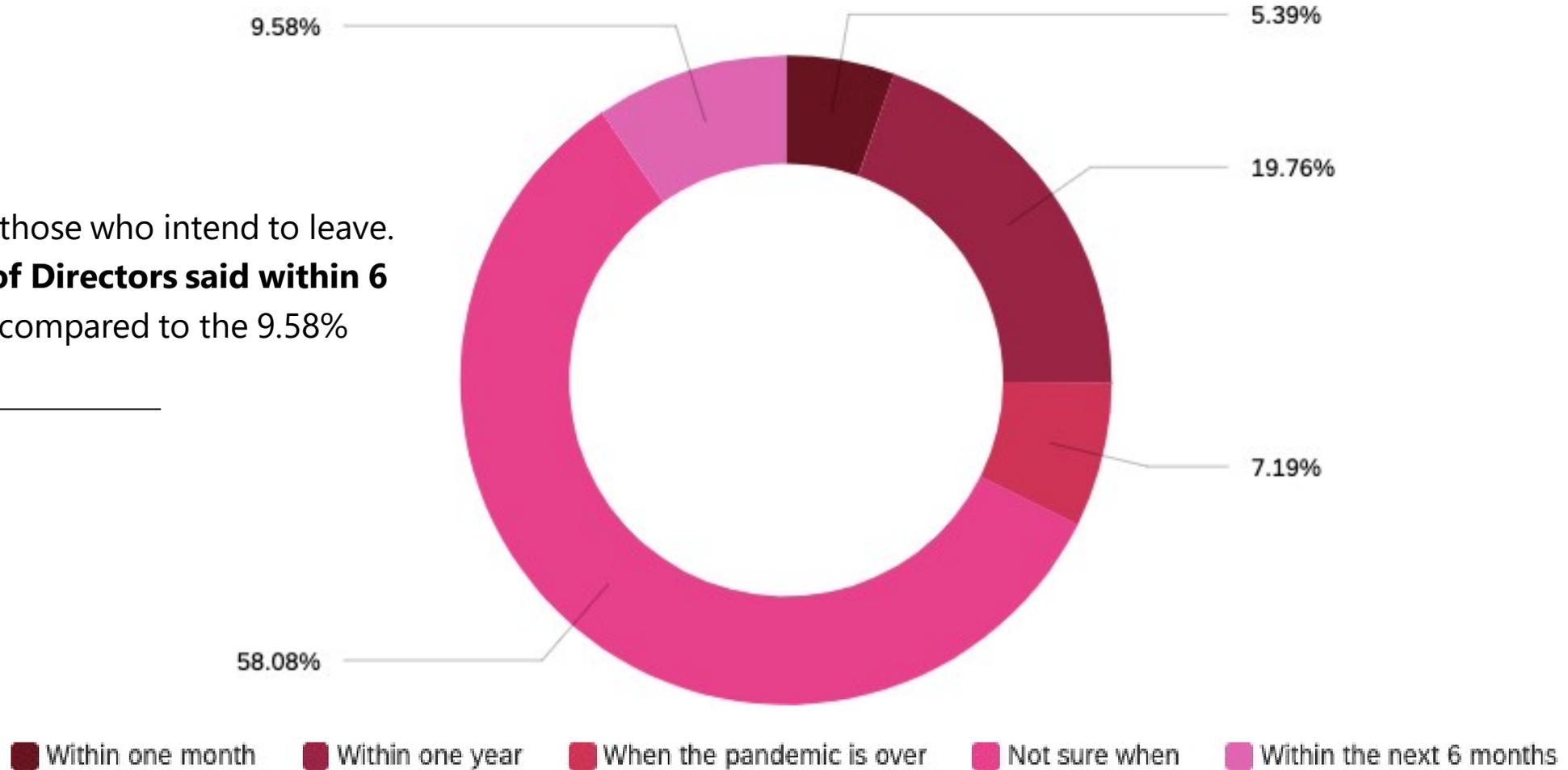
90.61%

Yes   No   Maybe

SURVEY INSIGHT

If Yes to Intent to Leave, When do you intend to leave nursing?

>>> For those who intend to leave.
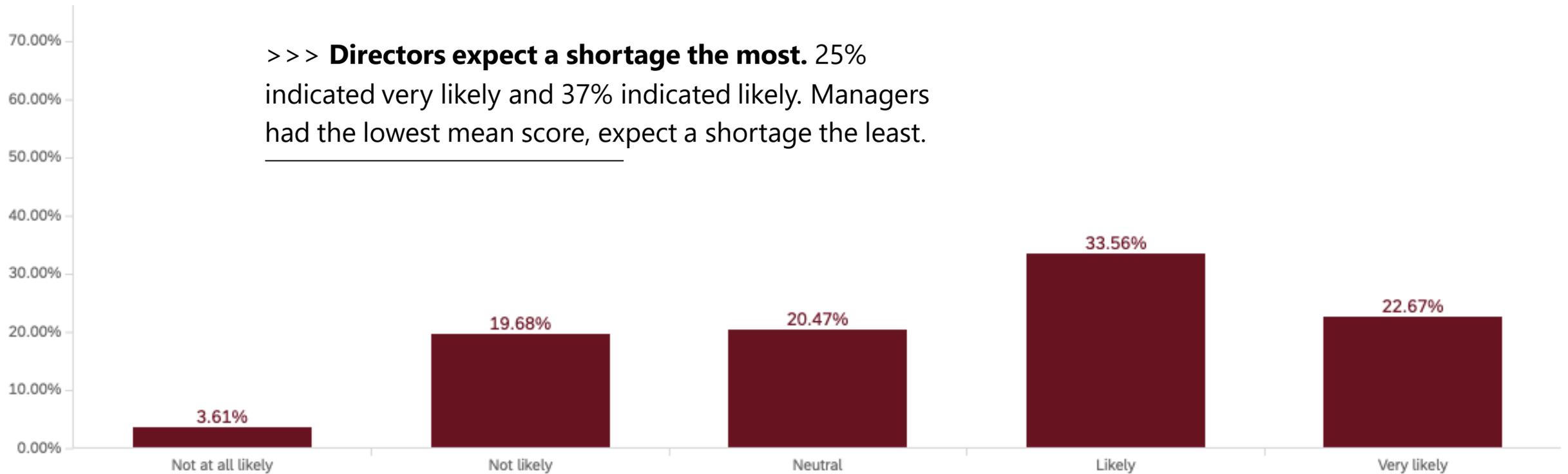**17.31% of Directors said within 6 months**, compared to the 9.58% average.

5.39%

19.76%

7.19%

58.08%

9.58%

Within one month | Within one year | When the pandemic is over | Not sure when | Within the next 6 months

CHALLENGES BY SEGMENT

	Primary Challenge	Secondary Challenge
SHORT TERM ACUTE CARE	**Staffing**; safety, inconsistency, agency price gouging	**Health and wellbeing;** too much death, PTSD, **burn-out** & low morale
CRITICAL ACCESS & RURAL COMMUNITY	**Staffing financial impact;** can't compete with larger hospitals	**Burn-out;** nurses and nurse leaders have **no support network**
LONG TERM ACUTE CARE, IRF, SNF	**Lack of direction;** personal wellbeing, alone with **no support**	**Staffing;** constantly cycling due to quarantine or illness

SURVEY INSIGHT

Following the pandemic, how likely is your organization to experience a staffing shortage?

>>> **Directors expect a shortage the most.** 25% indicated very likely and 37% indicated likely. Managers had the lowest mean score, expect a shortage the least.

SURVEY INSIGHT

What is the primary cause of your staffing shortage?

24.3% **Burnout / fatigue**
16.2% **Early retirements**
16.2% **Travel nursing**
8.1% **Leaving nursing**
8.1% **Furloughs / layoffs**
5.4% **Poor leadership**
5.2% **No replacements**
2.9% **COVID fear**
2.7% **New grads**
10.8% **Other**

"Burn out, extremely low morale."

"Resignations and retirements of FT and PD."

"Staff leaving the industry or taking on more lucrative travel positions."

"Staffing was an issue prior to the pandemic. The pandemic has exacerbated the issue."

"The organization not providing correct resources and staff now leaving due to short staffing issues."
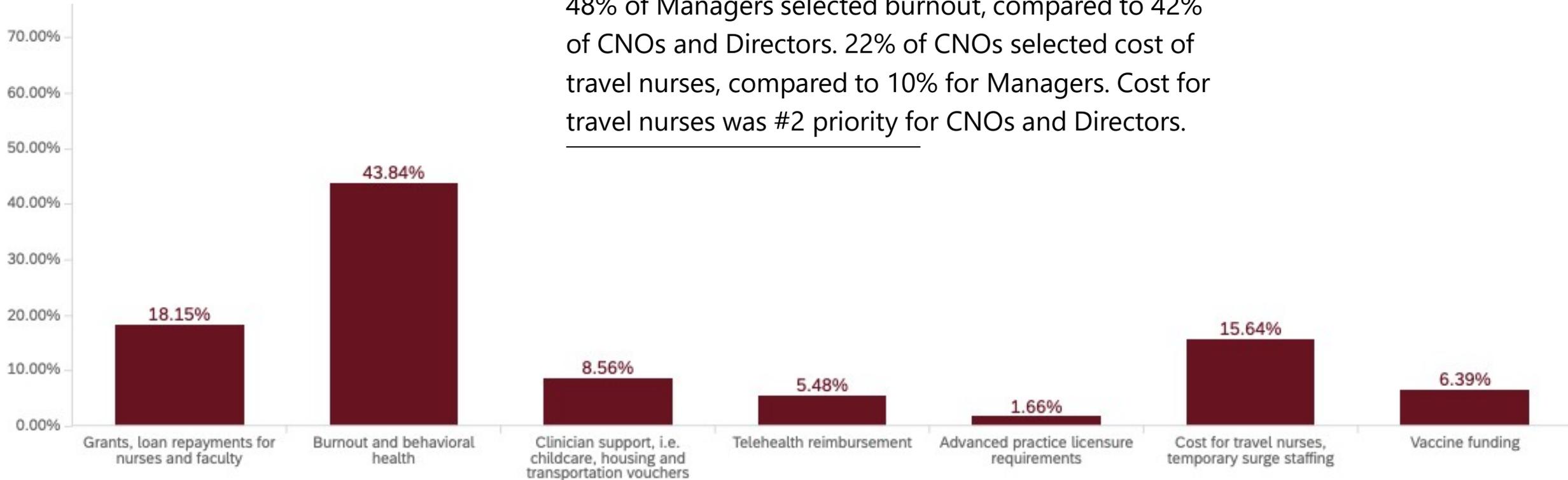
SURVEY INSIGHT

Which of the following advocacy initiatives is more important to you?

>>> **All three roles selected burnout as #1 priority.** 48% of Managers selected burnout, compared to 42% of CNOs and Directors. 22% of CNOs selected cost of travel nurses, compared to 10% for Managers. Cost for travel nurses was #2 priority for CNOs and Directors.

SUMMARY

Key Themes from Interviews and AONL COVID-19 Longitudinal Survey

- From interviews, **staffing is the primary challenge** across the continuum of care.

- From interviews, **angst increased** as the leader got closer to the point of care.

- **Surge staffing, training, and reallocation of staff** is #1 challenge for CNOs and Directors.

- The challenge of **emotional health and wellbeing of staff** has increased by 17% in six months, with 67% of nurse leaders identifying emotional health as a major challenge.

- **1 out of 4 nurse managers indicated they are not at all or not emotionally healthy.**

- There is evidence of a gap emerging between CNOs and Managers in many areas, including perception of operations (ICU beds, training) and personal emotional health.

Thank you.