Nursing Leadership COVID-19 Insight Longitudinal Study

February 24, 2021

SURVEY INSIGHT: RESPONSE

2,471
respondents

86%
completion rate

99%
confidence level

2.45%
margin of error

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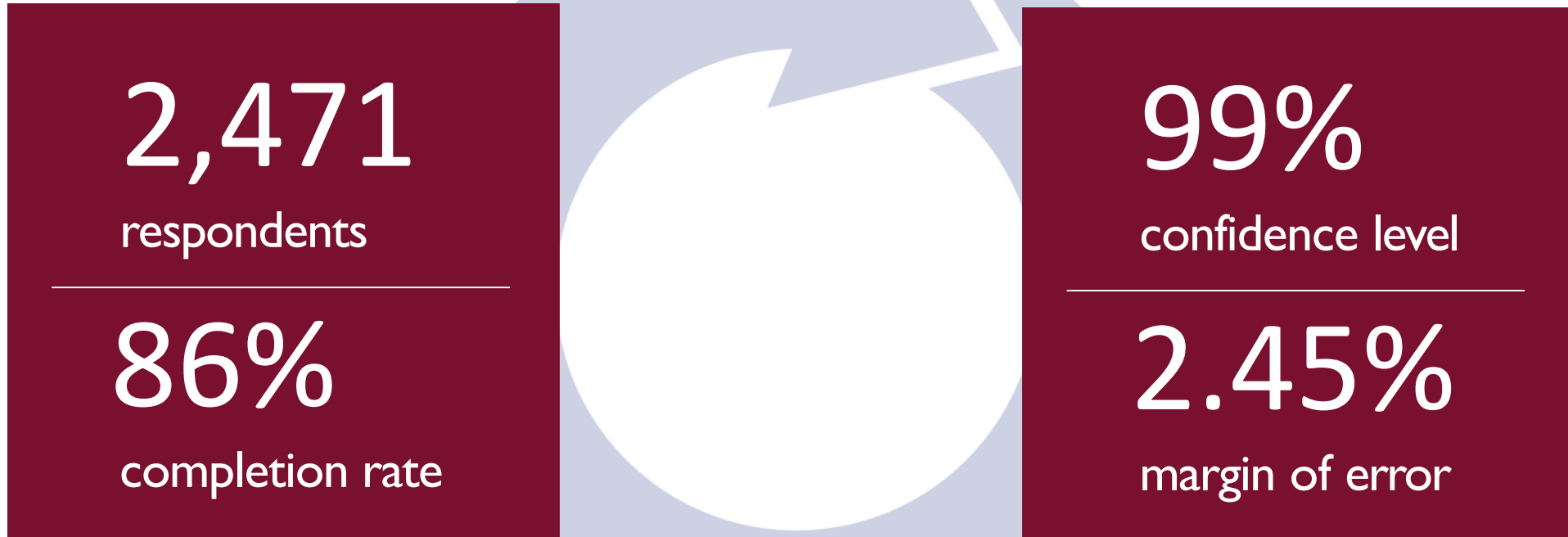
RESPONDENTS

Which of the following best describes your primary role?
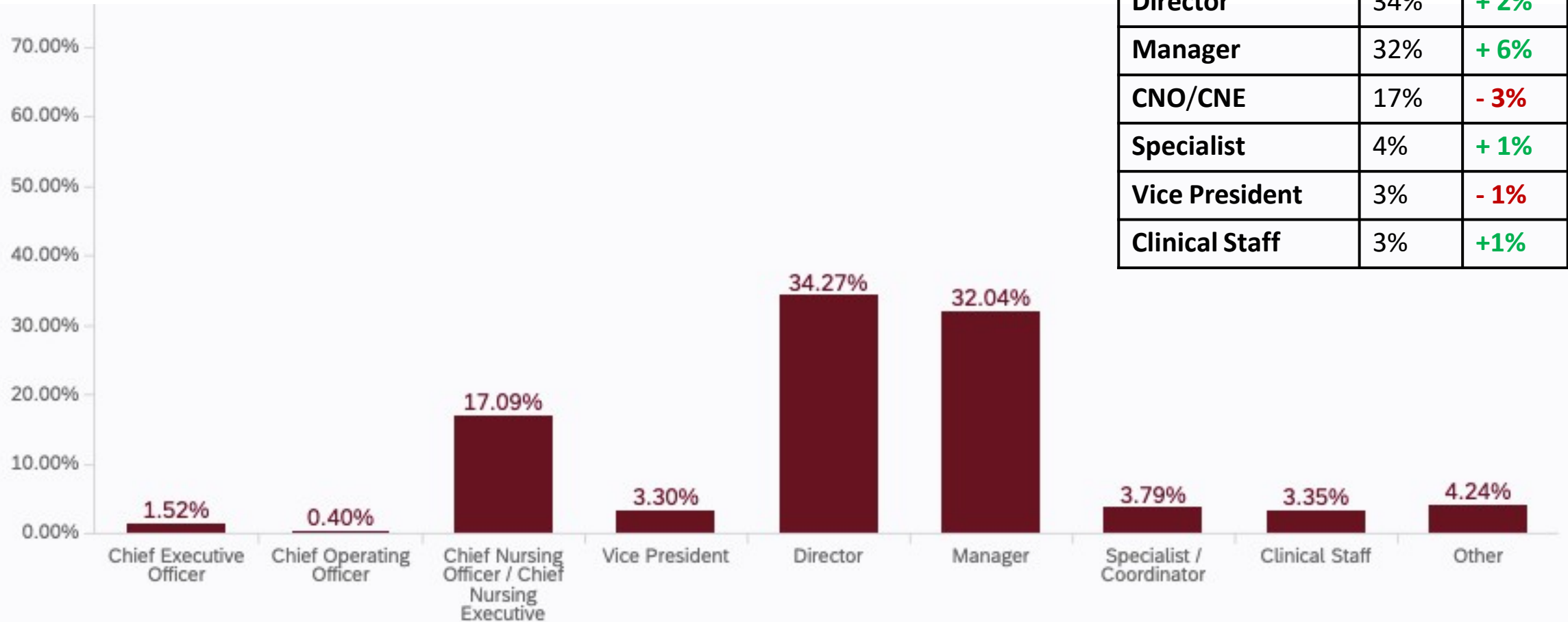
Change since July

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

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SURVEY INSIGHT

Which of the following best describes your primary work setting location?

Change since July

Urban	50.56%	- 3%
Suburban	29.55%	- 1%
Rural	19.88%	+ 4%

19.88%

50.56%

29.55%

Urban   Suburban   Rural

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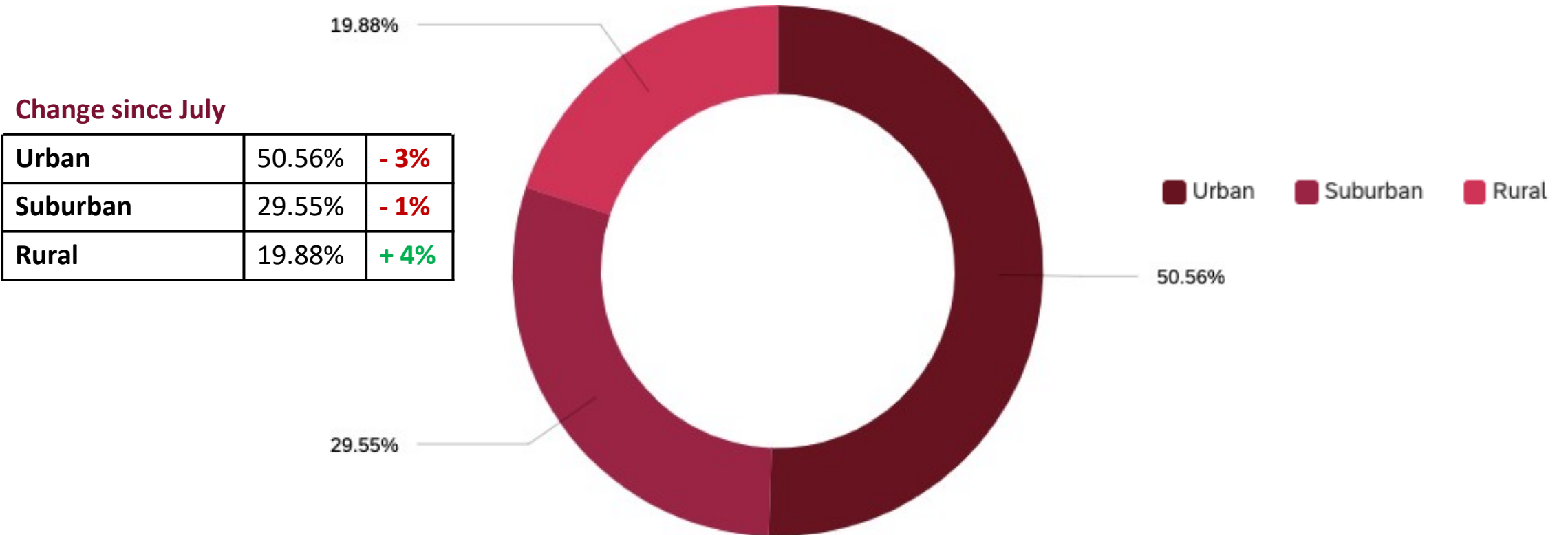
RESPONDENT'S LOCATION
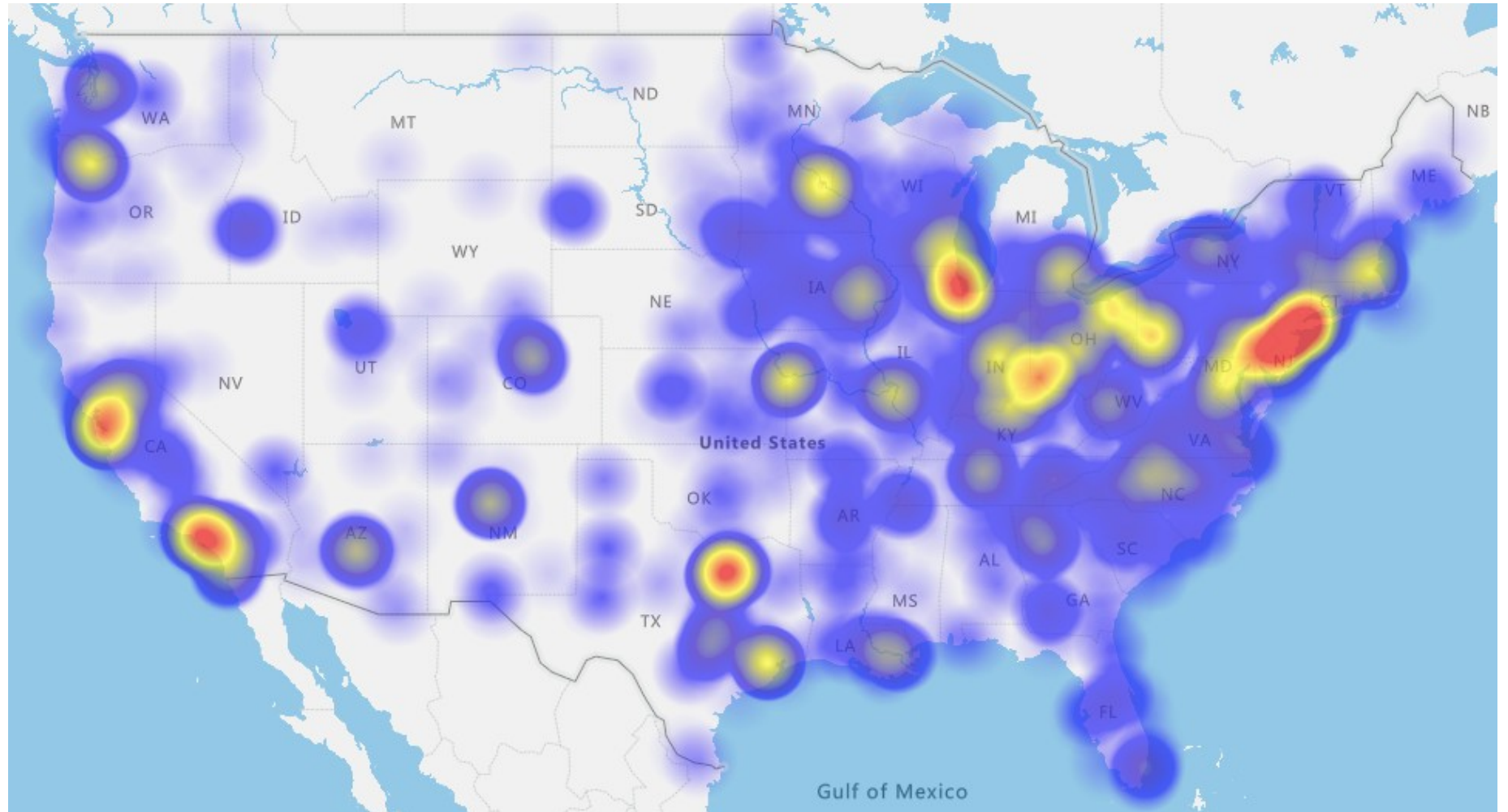
RESPONDENT'S PRIMARY WORK SETTING

Change since July		
Hospital	52%	**+ 3%**
Health system	14%	**0%**
Academic, health care provider	4%	**- 5%**

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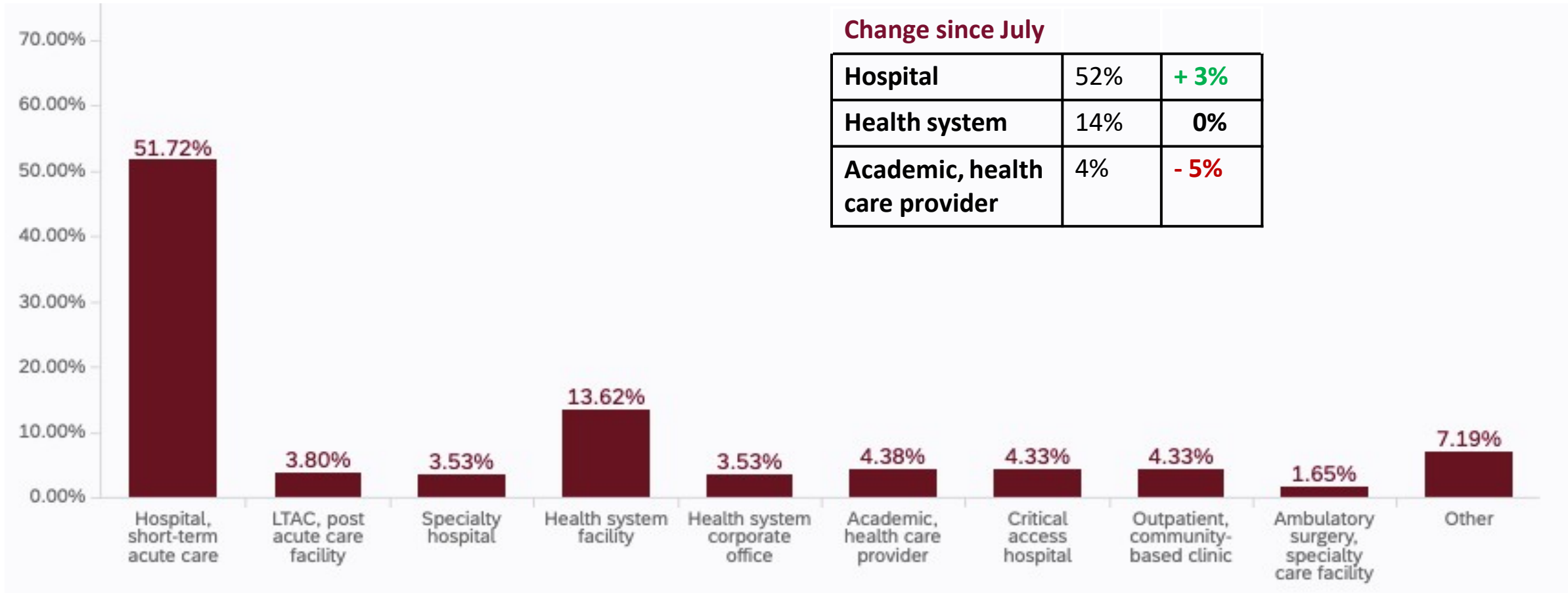
CHALLENGES BY SEGMENT

	Primary Challenge	**Secondary Challenge**
SHORT TERM ACUTE CARE	**Staffing**; safety, inconsistency, agency pricing	**Health and wellbeing;** too much death, PTSD, **burnout** & low morale
CRITICAL ACCESS & RURAL COMMUNITY	**Staffing financial impact;** can't compete with larger hospitals	**Burnout;** lack of **support network**
LONG TERM ACUTE CARE, IRF, SNF	**Lack of direction;** personal wellbeing, alone without **support**	**Staffing;** constantly cycling due to quarantine or illness

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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 burnout and PTSD

Dealing with a plethora of staffing issues
- Finding enough staff to return to regular 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 burnout
- 16 hours 7 days a week
- Not certain there is an end

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

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COMMENTARY

Over-all Impact

Story from July 2020 has changed
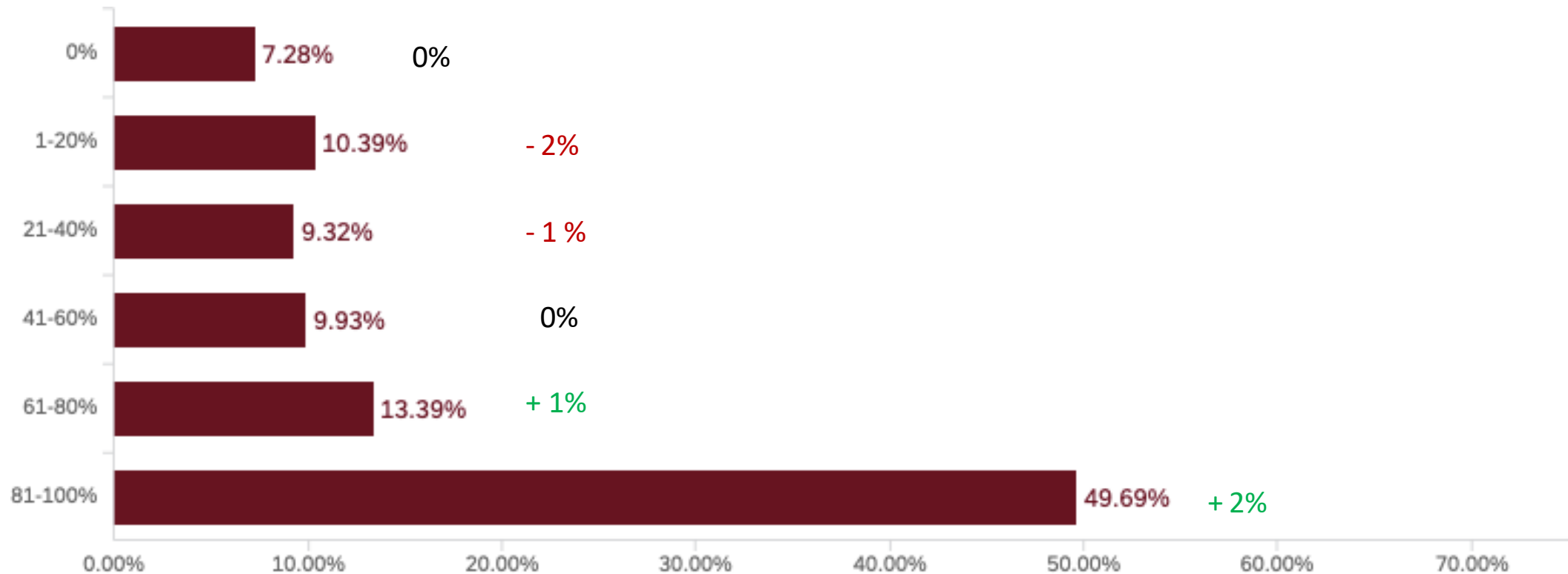
Emotional impact increased

Financial challenges have escalated due to agency staffing

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

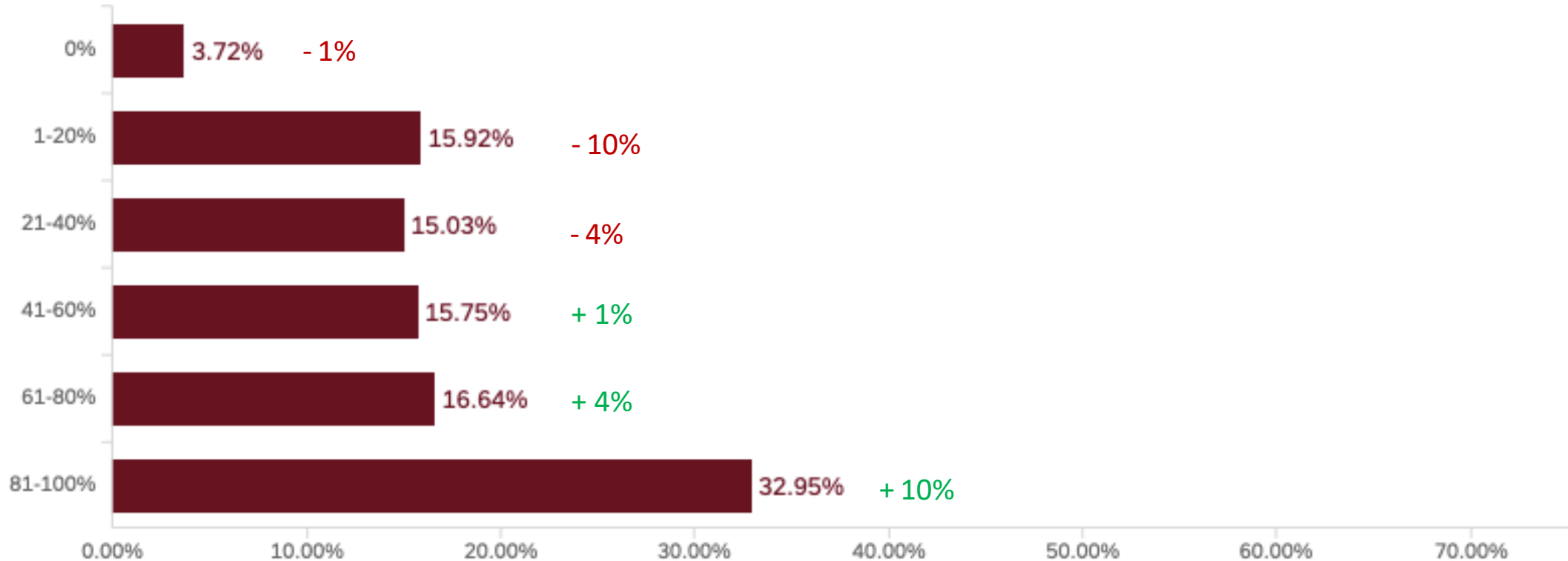The closer to the point of care, the more acute the pain

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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?

Category	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%

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SURVEY INSIGHT

What percentage of your nursing staff has been needed to treat COVID-19 patients?

Category	Value	Change
0%	3.72%	- 1%
1-20%	15.92%	- 10%
21-40%	15.03%	- 4%
41-60%	15.75%	+ 1%
61-80%	16.64%	+ 4%
81-100%	32.95%	+ 10%

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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

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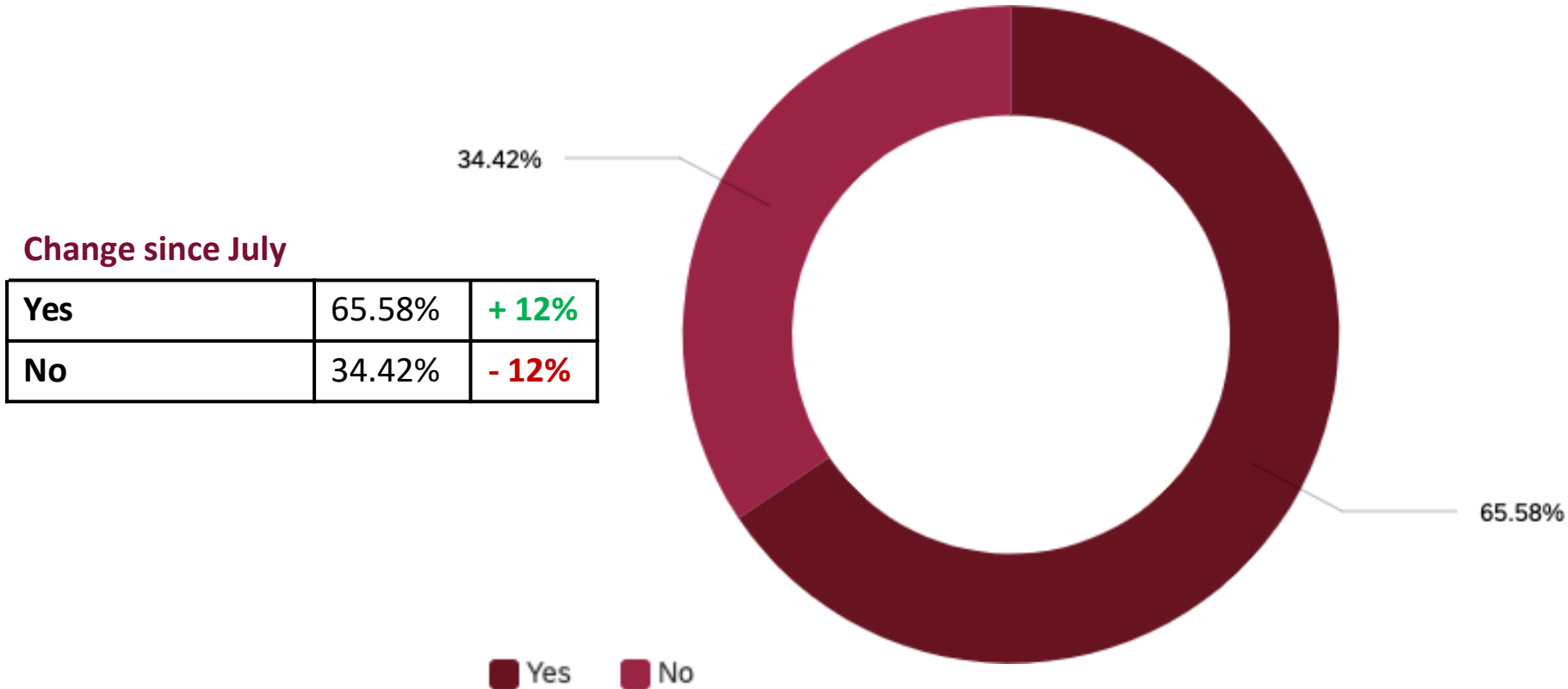
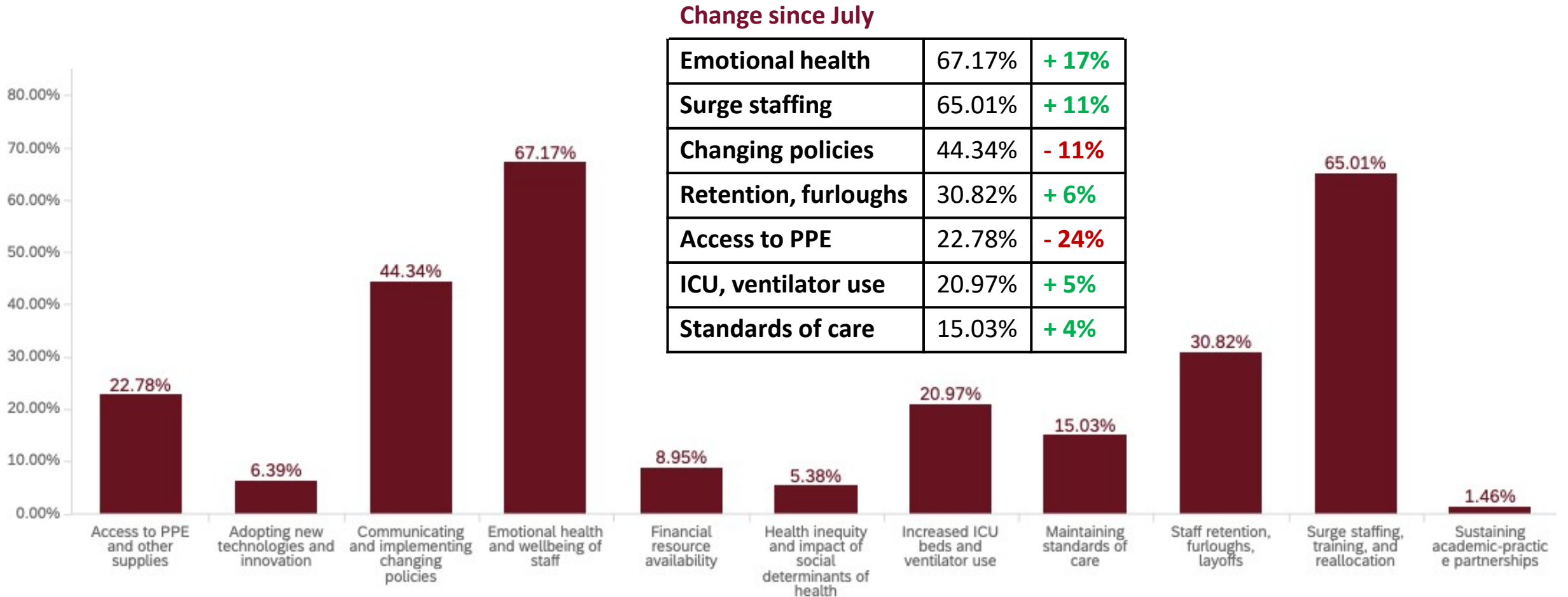# SURVEY INSIGHT

For approximately how many days (cumulatively) has your organization had to increase its ICU beds to accommodate COVID-19 patients?


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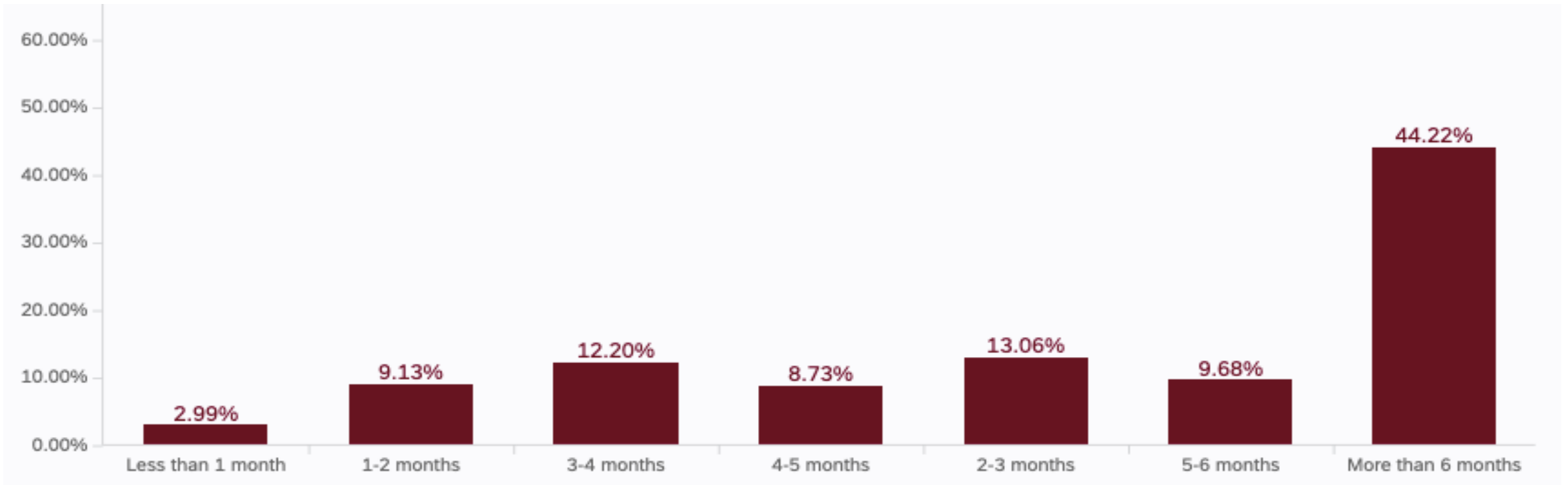
SURVEY INSIGHT

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

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%**

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SURVEY INSIGHT

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

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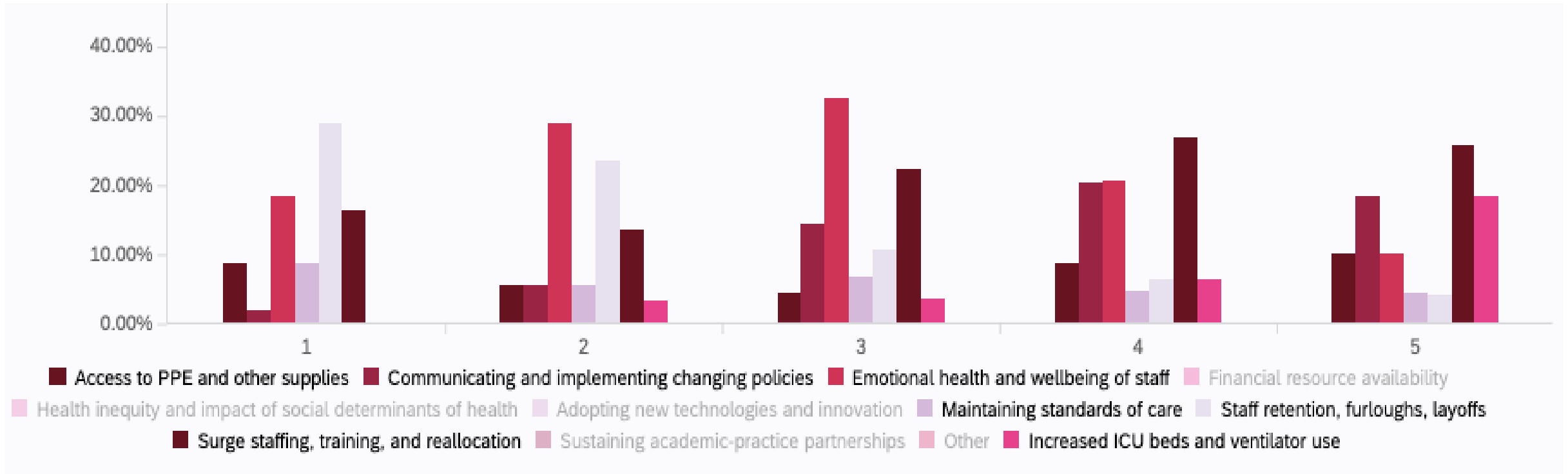
SURVEY INSIGHT

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

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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. 21% of CNOs identified staffing shortages.
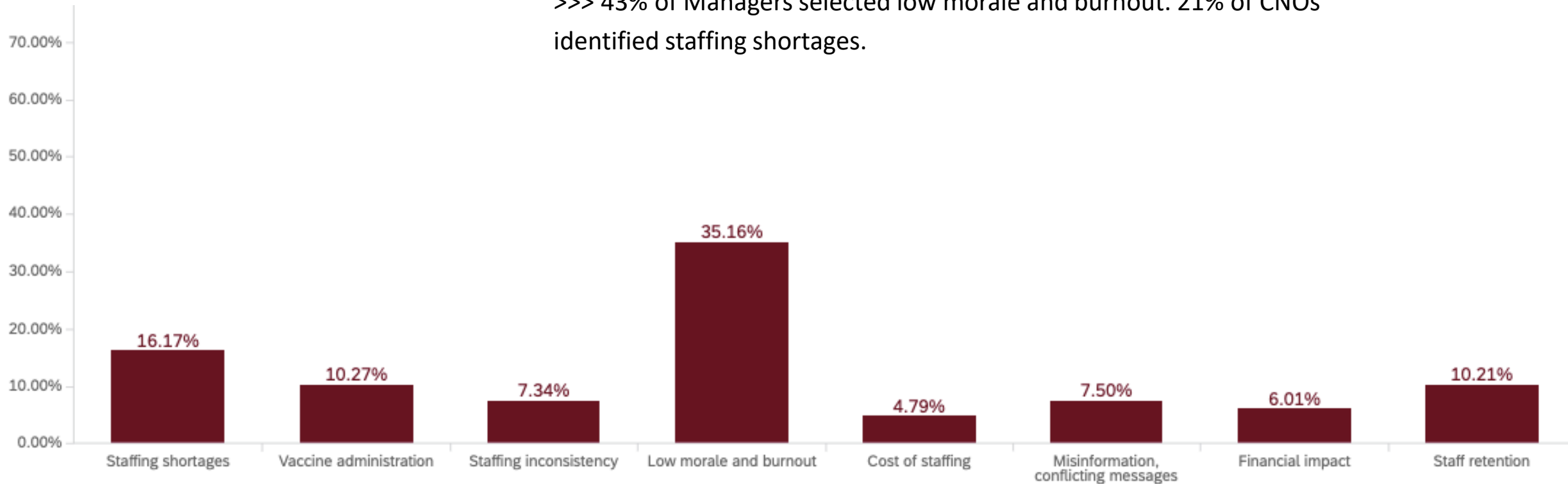
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SURVEY INSIGHT

What structures, behaviors, adaptations, or innovations were most helpful in addressing staffing shortages?

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**

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

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

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SURVEY INSIGHT

What structures, behaviors, adaptations, or innovations were most helpful in addressing 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… 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."

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SURVEY INSIGHT

What structures, behaviors, adaptations, or innovations were most helpful in addressing staff retention?

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."

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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.*
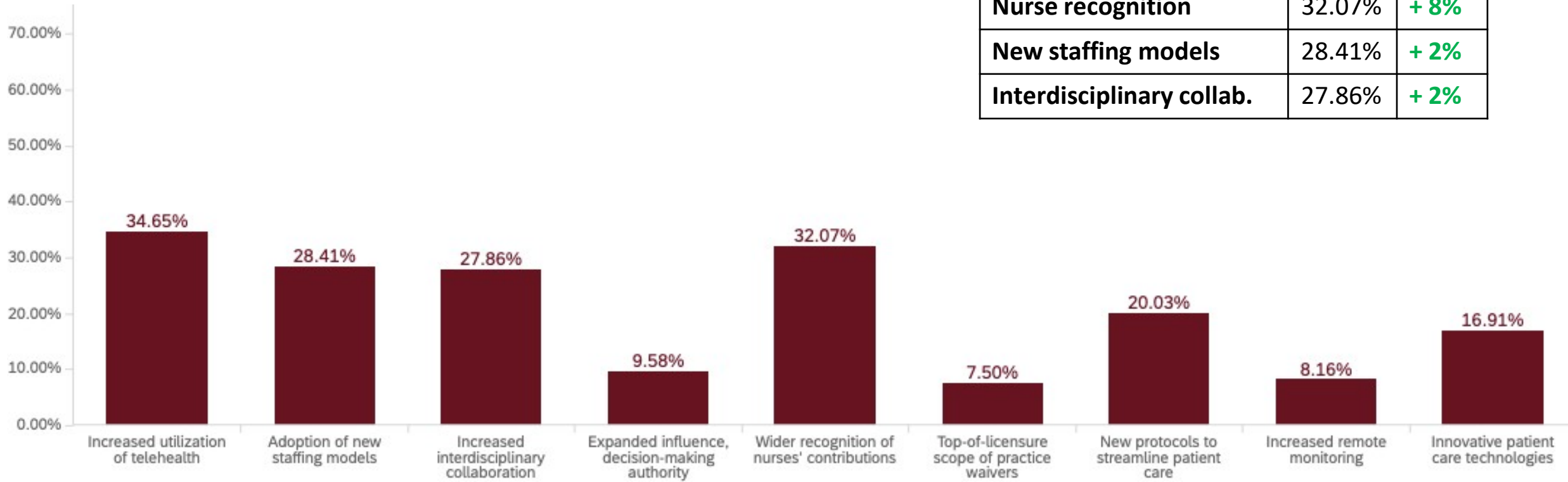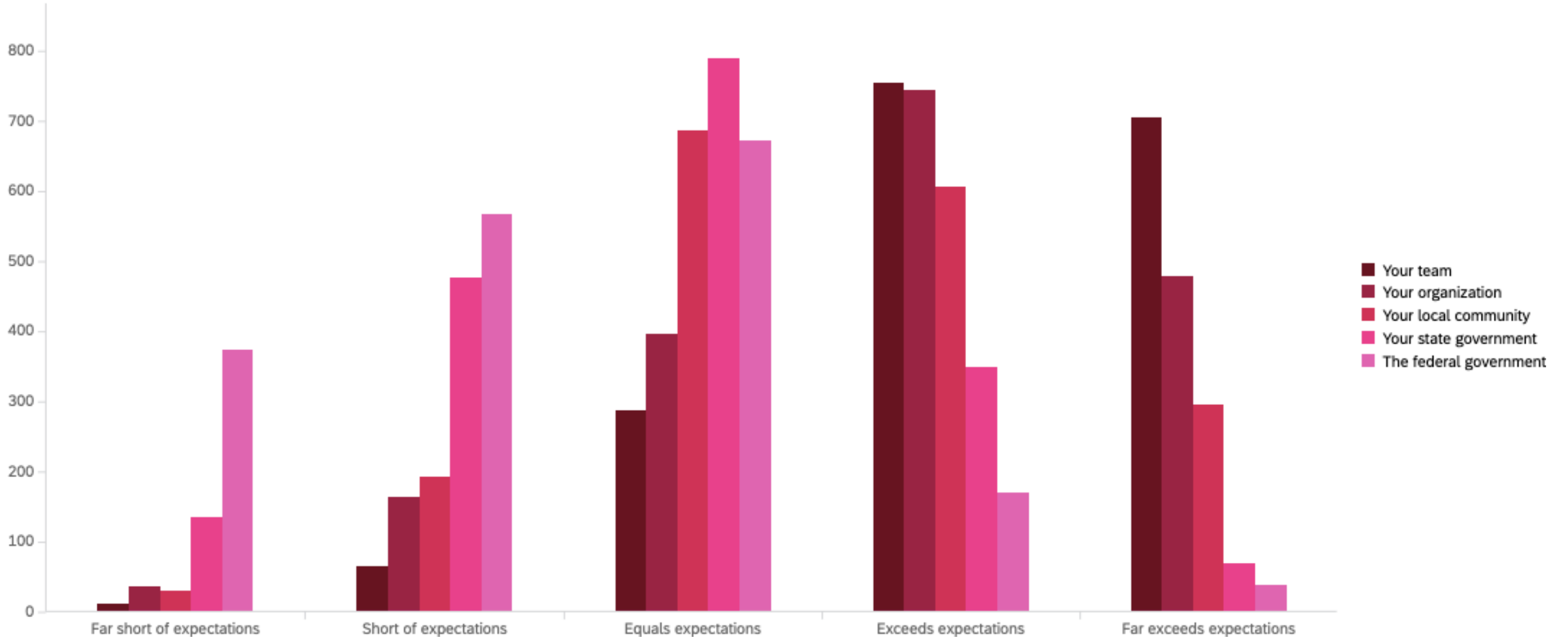
Change since July

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

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SURVEY INSIGHT

How would rate the support you have received from the following entities during the pandemic?

Legend:
- Your team
- Your organization
- Your local community
- Your state government
- The federal government

X-axis categories: Far short of expectations, Short of expectations, Equals expectations, Exceeds expectations, Far exceeds expectations

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SURVEY INSIGHT

How would rate the support you have received from the following entities during the pandemic?

| #	Field	Far short of expectations		Short of expectations		Equals expectations			Exceeds expectations		Far exceeds expectations		Total
1	Your team	4.17%	+ 0.75%			15.77%	287	+ 0.65%	80.05%		- 1.41%		1820
2	Your organization	10.96%	+ 2.31%			21.81%	396	+ 3.83%	67.23%		- 6.14%		1816
3	Your local community	12.33%	+ 1.80%			37.89%	685	+ 4.88%	49.78%		- 6.70%		1808
4	Your state government	33.64%	+ 6.94%			43.39%	788	+ 4.74%	22.96%		- 11.68%		1816
5	The federal government	51.70%	- 2.13%			36.96%	672	+ 6.18%	11.34%		- 4.05%		1818

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SURVEY INSIGHT

How would you rate your current emotional health?

>>> 65% of CNOs chose very emotionally healthy or emotionally healthy, and 7.3% selected either not emotionally healthy or not at all emotionally healthy. 41% of managers selected very emotionally healthy or emotionally healthy, and 24% selected not emotionally healthy or not at all emotionally healthy.

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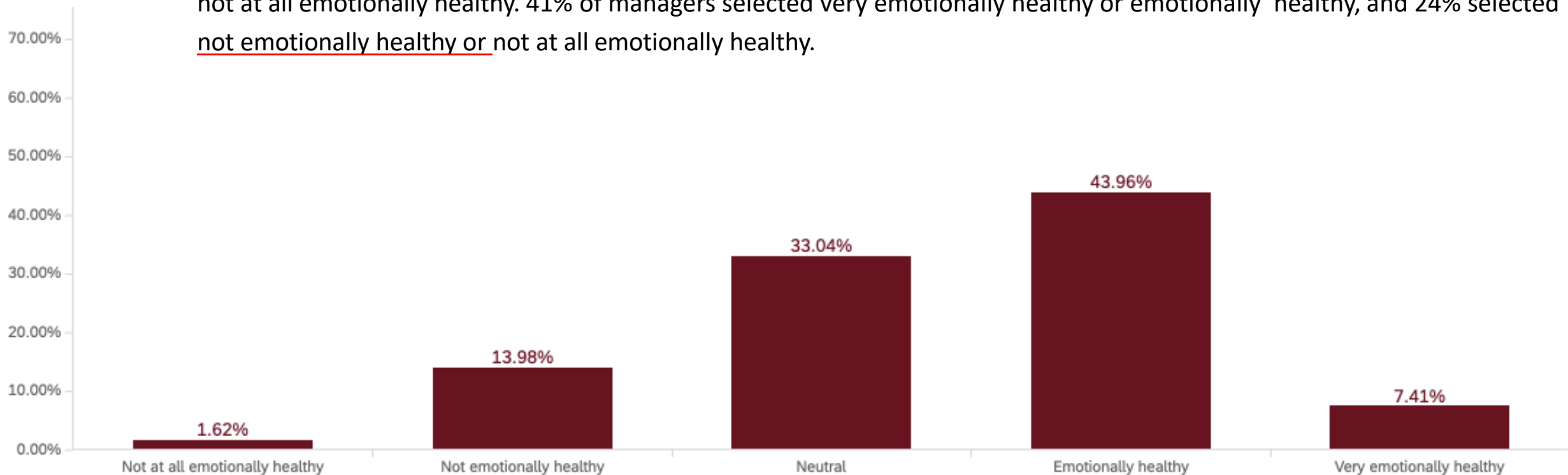
SURVEY INSIGHT

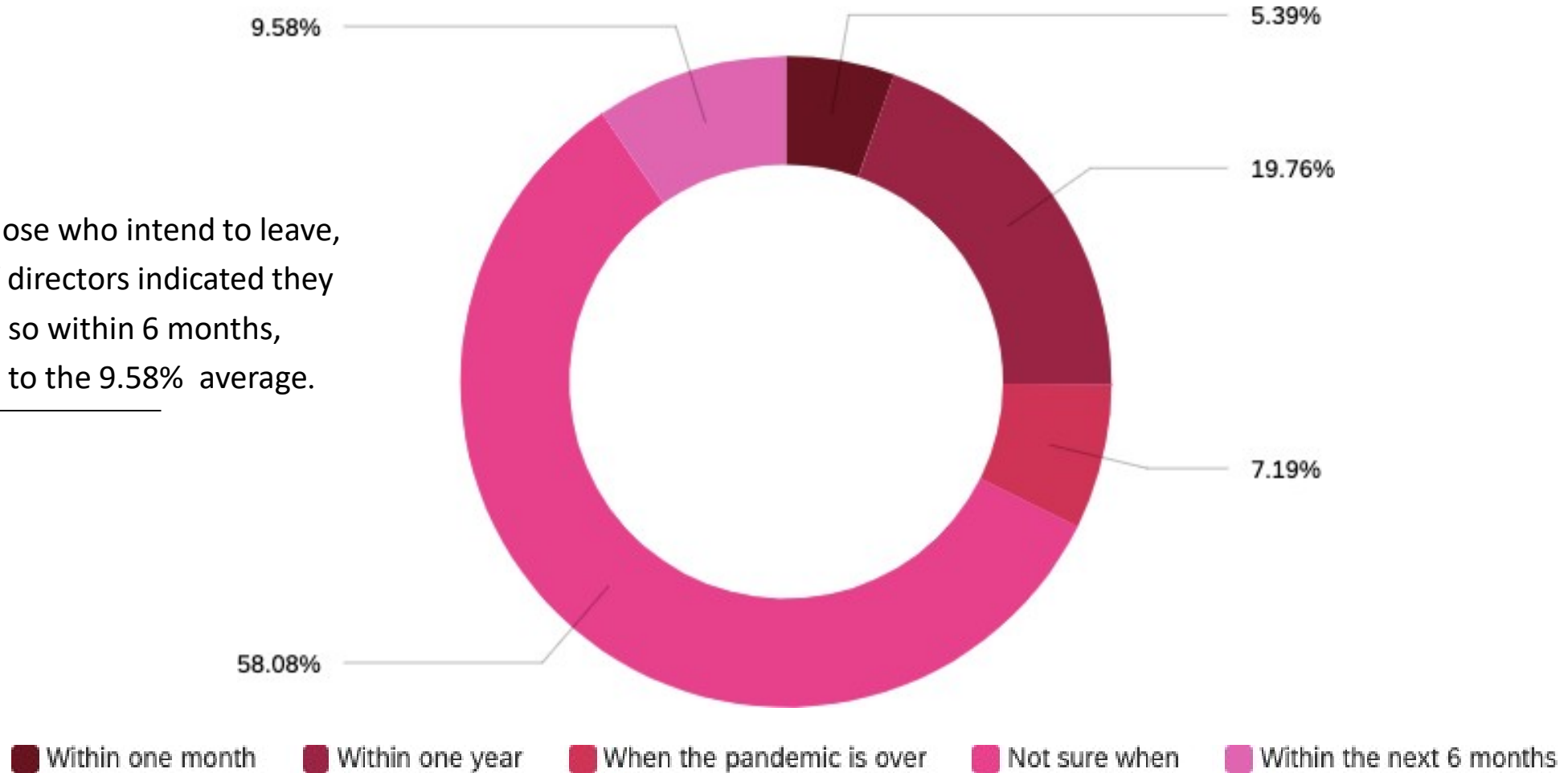Do you intend to leave nursing as result of the pandemic?

7.76%

1.63%
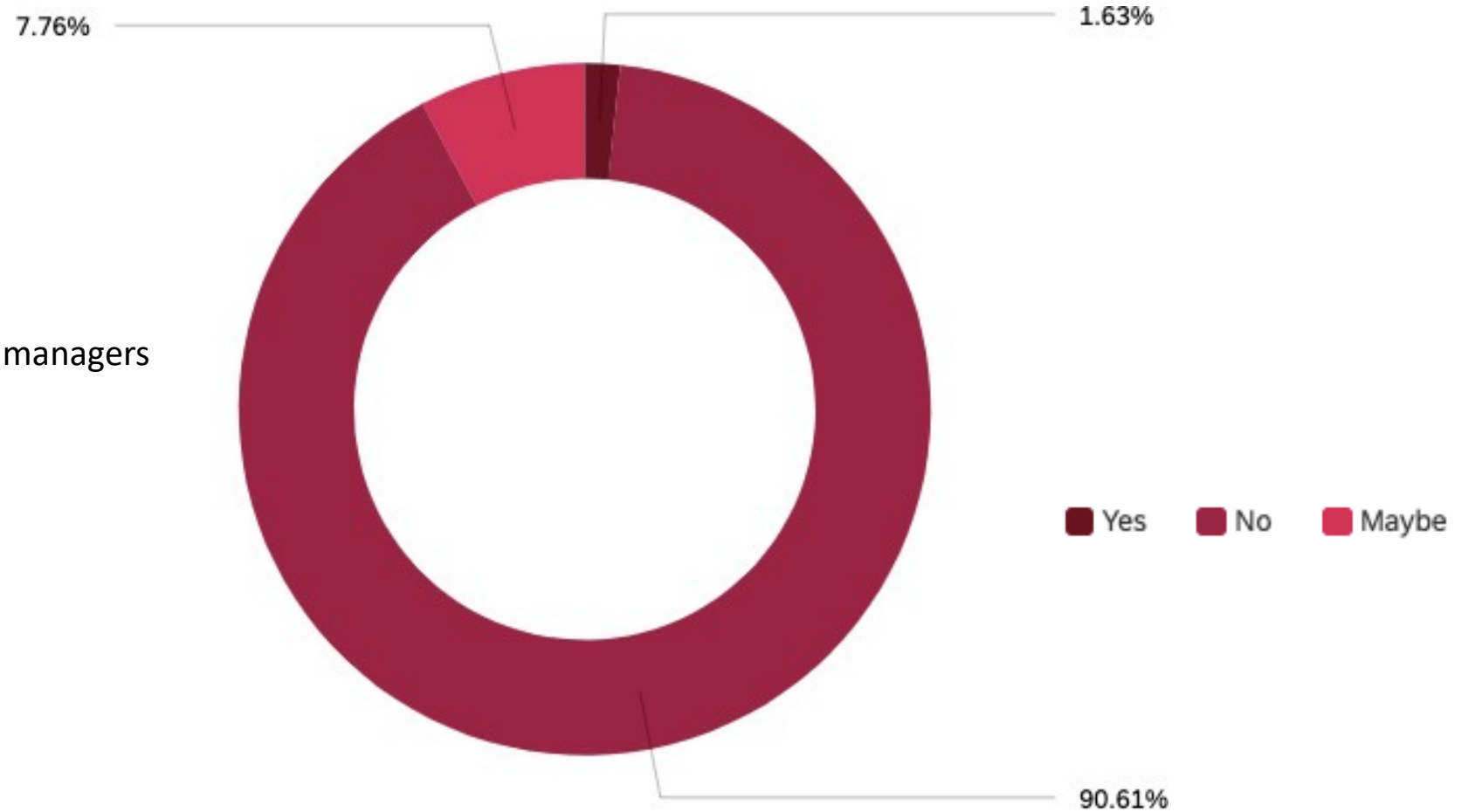
>>> 6.29% CNOs vs 10.15% managers answered maybe.

■ Yes   ■ No   ■ Maybe

90.61%

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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 indicated they plan to do so within 6 months, compared to the 9.58% average.

5.39%

19.76%

7.19%

9.58%

58.08%

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

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SURVEY INSIGHT

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

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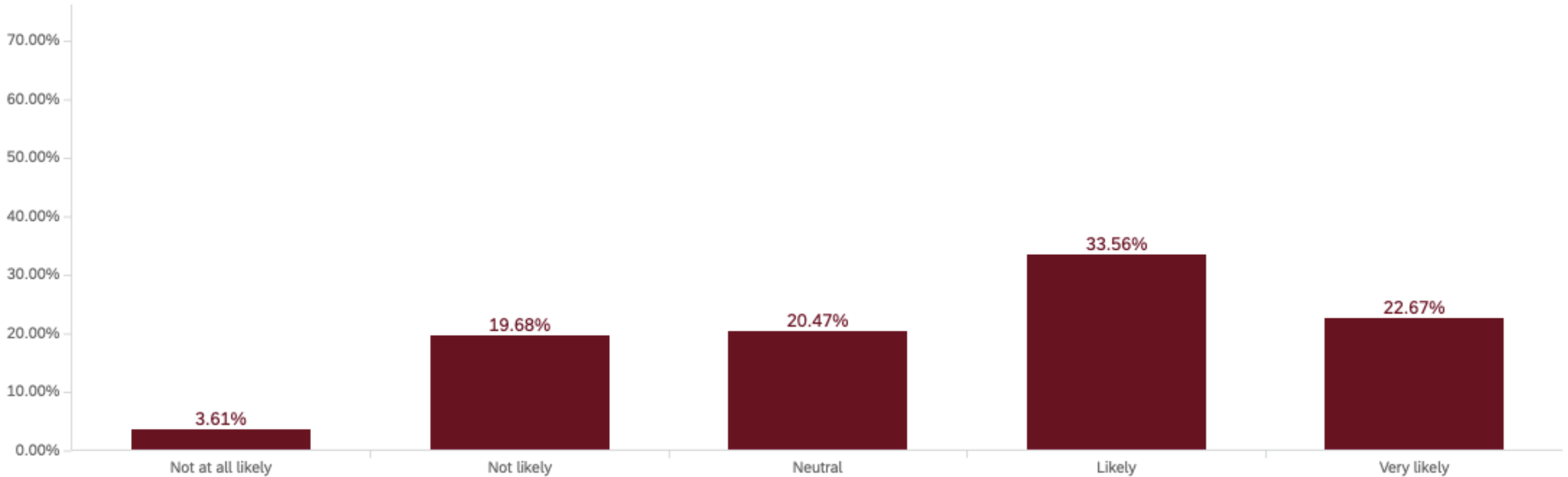
SURVEY INSIGHT

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**

"Burnout, 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."
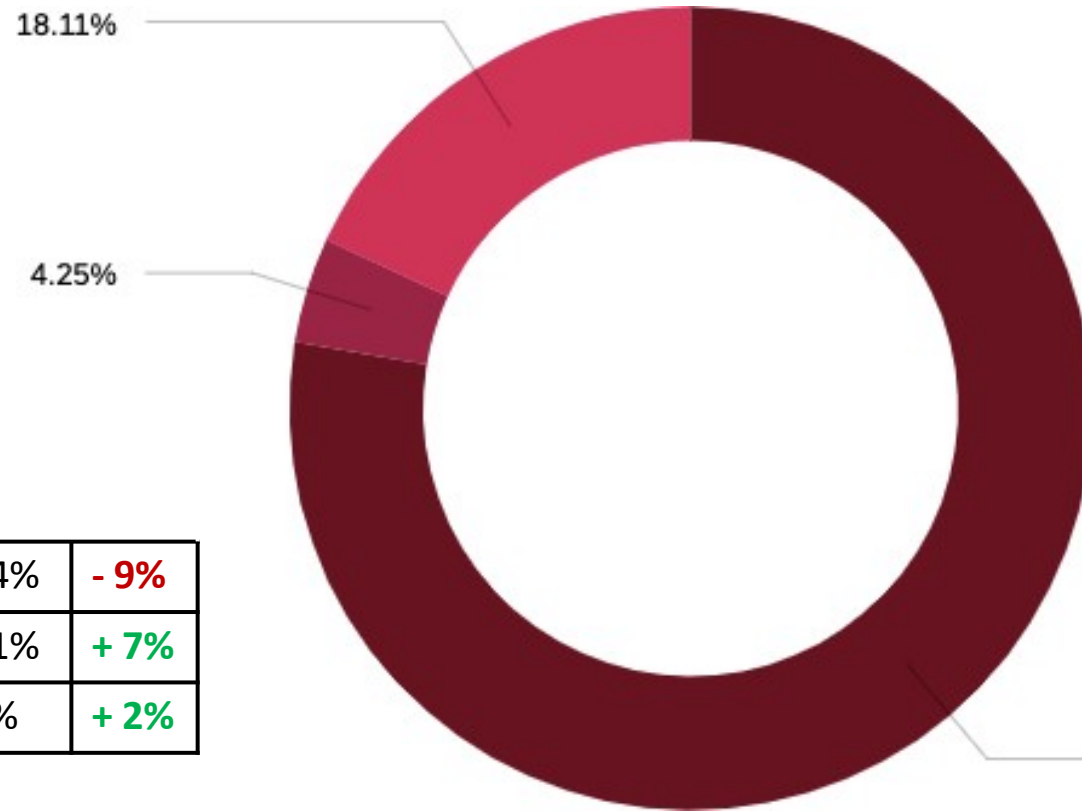
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SURVEY INSIGHT

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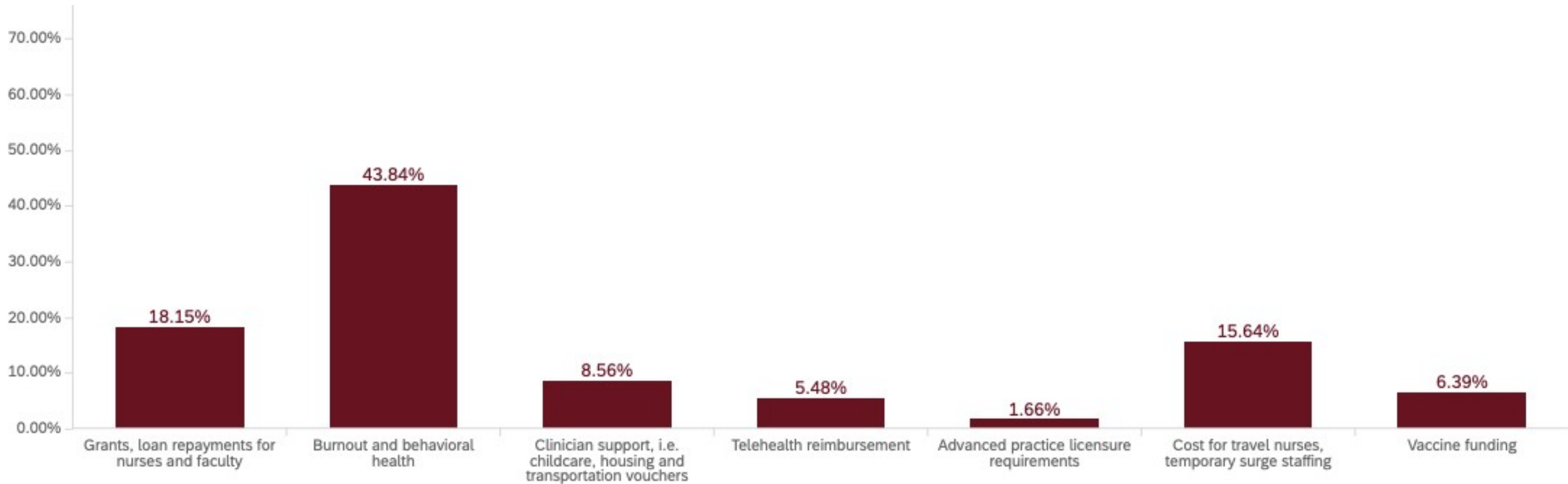
SURVEY INSIGHT

Do you feel your team is prepared for a future pandemic or surge?

>>> 83.5% of CNOs, 79% of directors and 74% of managers say yes.

18.11%

4.25%

77.64%

Legend: ■ Yes ■ No ■ Maybe

Change since July

Yes	77.64%	- 9%
Maybe	18.11%	+ 7%
No	4.25%	+ 2%

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OVERVIEW

Key Themes from Interviews and AONL COVID-19 Longitudinal Survey

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

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