

## COVID-19 Pandemic: Impact on Staffing, Turnover, and Intent to Leave Nursing


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## COVID amplified and stressed the nursing labor market.

True/False??



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## Disturbing Facts

- Hospital turnover 19.5%
- Hospital staff RN turnover 18.7%
- Average cost for turnover of bedside RN = \$40,038
- Average hospital loss \$3.6M - \$6.5M/year
- Takes approximately 3 months to recruit an experienced RN
- For every 20 travel RNs eliminated, savings can average \$3M

2021 NSI National Healthcare Retention & RN Staffing Report

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## Gallup says. . . .

Honesty and Ethical Ratings of Top-Rated Medical Professions, 1999-2020

% Very high/high honesty and ethical standards

U.S. Ethics Ratings Rise for Medical Workers and Teachers (gallup.com)

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## Nursing Turnover/Intent to Leave

Pre-COVID-19

- Work environment
- Burnout
- Engagement
- Job satisfaction
- Bullying
- Years in current position
- Work schedule

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## Nursing Turnover/Intent to Leave

Post-COVID-19

- Clinical stress/burnout/resilience
- Fear of infection
- Lack of proper "upscaling"
- Lack of adequate PPE
- Deployment/unplanned work schedules
- Psychological health
- Leadership support

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## Impact of Pandemic on Nursing Practice

- Emergency department
  - Point of entry into facilities
- Perioperative/perianesthesia departments
  - Cancelled elective procedures
  - Redeployments
  - PACUs transitioned to ICUs
- Ambulatory/outpatient departments
  - Telehealth
  - Testing tents
  - Inpatient care units



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## Nursing Leadership Stressors

- Staffing
- PPE
- Emotional health and well-being of staff
- Ever changing policies/isolation procedures
- 24/7 responsibility



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## Moral Distress

- Intense, stressful **work environment**
- Physical & mental fatigue
- Balancing patient care demands while managing “feelings”
- Staffing limitations
- Higher patient acuities
- Provision of quality care



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## Moral Distress Examples

- “In the beginning, you were overwhelmed when you came to work .. I just have to make sure my patients survive during my shift”.
- “Beforehand, I was told that I would not be solely responsible for the patients in the ICU, rather I would help the ICU nurses. . . I found myself responsible for two ICU patients. . . I had to figure things out on my own”.



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## Bergman et al. 2021

Nursing experience expressed in 3 different themes:



Tumbling Into Chaos



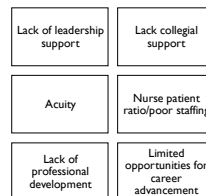
Diminished Nursing Care



Transition to Pandemic ICU Care

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## Nursing Turnover Acute Care Setting



### RETENTION STRATEGIES

- Positive leadership
- Healthy environment
- Adequate staffing
- Professional development opportunities



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## Resilience in Nursing

Nurses are available to their patients during the most intimate times of vulnerability

- Surgery, illness, grief

Causes emotional and physical stress and strain

- Stand by patient, provide support, watchful eye, ease discomfort
- Still have personal adverse events (health, financial, family)
- Workplace challenges

Ability to bounce back

- Adapt to stress, adversity, & thrive in challenging situations
- Referred to as resilience



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## Why Care?



- Nursing workforce trends
  - U.S. Bureau of Labor Statistics
    - 20% Growth from 2020-2030
- Ongoing challenges
  - High turnover
  - Aging nurse population
  - Generational differences
- Succession planning
  - Grow our own talent

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You have nurses lined up outside your doors for a job?

True/False??



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## Perianesthesia Environment

Unique

Patient turnover/environmental turbulence

On-call hours

Patient acuity

Nurse competencies

Census resets continually

Workflow challenges/distractions

Throughput

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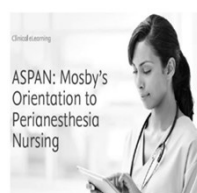
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## Perianesthesia Nurse Development

ASPAN CBO  
ADULT/PEDIATRIC



MOSBY'S E-LEARNING  
PRODUCT



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## Strategies to Stabilize Workforce

- Build strong teams that support each other
- Increase autonomy
- Encourage empowerment
- Accountability
- Flex/self-scheduling
- Professional development
- Adequate staffing/resources



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## Summary

Creating and maintaining healthy work environments with engaged healthcare teams is imperative to maintaining stable nurse retention. Building positive relationships between leaders and bedside RNs is one strategy in building lasting teams.

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## Resources

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## Resources

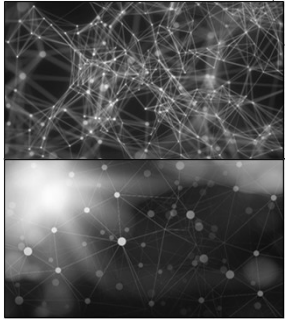
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## Thank You

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