Insights from Nursing: Through the COVID-19 Lens

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ABOUT

National professional association of nurse leaders working in hospitals, health systems, academia and other settings across the care continuum

Voice of nursing leadership

Subsidiary of the American Hospital Association
MISSION To shape health care through innovative and expert nursing leadership
VISION Nursing leadership—one voice advancing health
2019–2021 AONL STRATEGIC PRIORITIES

**PRIORITY 1**
Advocate for nursing to shape the future of health care.

**PRIORITY 2**
Lead and influence the health care workforce.

**PRIORITY 3**
Advance and sustain evolving nursing leadership competencies.

**PRIORITY 4**
Advance and promote affordable, value-based health care.

**PRIORITY 5**
Strengthen AONL’s voice through a highly engaged, inclusive and diverse membership.
Education. Advocacy. Community.
LEARNING OBJECTIVES

• Explore COVID-19 insight from front-line nurses and nurse leaders
• Examine Nurse Executive Competencies heightened by COVID-19
• Identify lessons learned
What 32,000 Nurses Want You to Know About Treating COVID-19

More than half report being short on or out of HEPA filters, PAPRs and hoods, N95 and surgical masks, full and partial face shields, isolation and disposable gowns, goggles and sanitizer.

68% are worried about being short-staffed.

ANA National Survey N=32,174

87% are very or somewhat afraid to go to work.

36% have treated isolation patients with TB and other infectious disease without proper protection.

Don’t send me to the bedside with inadequate, recycled equipment to create some illusion [of protection]. It’s unconscionable.

26% have severe challenges isolating vulnerable populations.

43% have made their own PPE.

14% have made sanitizer, goggles and shields.

50% lack training to conduct COVID-19 testing.

Text THANKS to 20222 to Support Nurses

This data was collected through a survey administered by the American Nurses Association to identify needs and observations from nurses working during the COVID-19 pandemic. Between March 30 - April 10, 2020, 32,174 nurses responded.
COVID-19 Impact on Nurse Leaders
NURSING LEADERSHIP COVID-19 SURVEY KEY FINDINGS

AUGUST 4, 2020
METHODOLOGY

Survey
Joslin conducted a non-incentivized national Qualtrics survey to measure nurse leaders’ perceptions of key concerns, challenges, and future readiness.

Time Frame
July 16 – 26, 2020

Response
1,811 respondents
99% confidence level
+/- 2.82% margin of error

Hospitals were a combination of pre-surge, surge and sustaining COVID-19.
82% were CNO/CNE, VP, Director or Managers
RESPONDENT’S LOCATION
NURSING LEADERSHIP:
KEY CONCERNS
## COVID-19 PHASES

<table>
<thead>
<tr>
<th>Phase</th>
<th>Primary Challenge</th>
<th>Secondary Challenge</th>
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<tbody>
<tr>
<td><strong>Early</strong></td>
<td><strong>No playbook; created policy, procedures, staffing plan</strong></td>
<td><strong>Shortage of PPE, testing materials, ventilators, monitors, nurses</strong></td>
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<tr>
<td><strong>Surge</strong></td>
<td><strong>Not having answers; Lack of <em>trust</em> due to conflicting information</strong></td>
<td><strong>Change in culture dynamic of travel nurses and nursing shortage</strong></td>
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<td><strong>Sustaining</strong></td>
<td><strong>Personal financial impact creating lack of <em>trust</em></strong></td>
<td><strong>Change impact on staff adapting to reinvention</strong></td>
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Nurse leaders recognized the constant changes would make building trust among staff and patients difficult.
NURSING LEADERSHIP: COVID-19 CHALLENGES
On average, 75% of nursing staff received training to learn new competencies to COVID-19 patients.

On average, 62% of nursing staff were needed to treat COVID-19 patients.
ICU BED EXPANSION

46% of organizations increased ICU beds for COVID-19 patients; those that expanded used them longer than anticipated.
BIGGEST CHALLENGES

Communicating and implementing policy changes; surge staffing; staff wellbeing; access to PPE
MANY OF IDENTIFIED CHALLENGES WERE WELL HANDLED

As a nurse leader, how effectively do you feel you have been able to address these challenges? (1-5 scale; 5 = very well)

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Score</th>
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<tbody>
<tr>
<td>Increased ICU beds &amp; ventilators</td>
<td>3.96</td>
</tr>
<tr>
<td>Adopting new technologies</td>
<td>3.88</td>
</tr>
<tr>
<td>Surge staffing &amp; training*</td>
<td>3.68</td>
</tr>
<tr>
<td>Communicate &amp; implement change*</td>
<td>3.67</td>
</tr>
<tr>
<td>Maintaining standard of care</td>
<td>3.52</td>
</tr>
<tr>
<td>Access to PPE &amp; other supplies*</td>
<td>3.49</td>
</tr>
<tr>
<td>Staff retention, furloughs &amp; layoffs</td>
<td>3.33</td>
</tr>
<tr>
<td>Staff emotional health &amp; wellbeing*</td>
<td>3.33</td>
</tr>
<tr>
<td>Financial resource availability</td>
<td>3.01</td>
</tr>
<tr>
<td>Health inequity &amp; social determinants</td>
<td>2.92</td>
</tr>
<tr>
<td>Sustaining academic practice partners</td>
<td>2.68</td>
</tr>
</tbody>
</table>

*Identified as hospitals’ biggest challenge
NURSING LEADERSHIP: EXPECTATIONS MOVING FORWARD
Followed by maintaining new staffing models, increased interdisciplinary collaboration and wider recognition of nurses’ contribution.

Which of the following temporary advancements will be the most important to maintain beyond the COVID-19 crisis? Select two.
ORGANIZATION AND TEAM SUPPORT EXCEEDED EXPECTATIONS

However, majority indicate federal government support fell short of their expectations.

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

Joslin
VAST MAJORITY FEEL PREPARED FOR A FUTURE SURGE

Those who felt support from team and organization exceeded or far exceeded expectation felt better prepared for the future.
Nurse Executive Competencies
COVID-19: KEY LEADERSHIP THEMES

• Communication
• Academic Practice Partnership
• Changing Health Care Environment
• Leadership
• Health Equity
• Advocacy
• Technology/Telehealth
• Innovative Delivery Models
Nursing Leadership Lessons
LESSON 1: LEARNING IS CONTINUOUS

- Evidence is evolving
- Messages change…sometimes daily
- Innovation has accelerated

COMPETENCY: COMMUNICATION & RELATIONSHIP MANAGEMENT
LESSON 2: POWER OF CONNECTION, TECHNOLOGY

- **On-Demand Webinars**
  - Pandemic Surge Staffing: Insights from the Front Line - New York
  - Leading Through Covid-19: Nurse Executive Perspectives – California
  - Unique Staffing Models and Wellness of Caregivers During Surge

- **Website and Discussion Boards**
  - Academic-Practice Partnerships
  - Leader2Leader Community
LESSON 2: POWER OF CONNECTION, TECHNOLOGY

**AONL Resources**
- Leading Through Crisis: A Resource Compendium for Nurse Leaders
- Guiding Principles on Crisis Management
- Moral Distress

**AHA Resources**
- Covid-19: Pathways to Recovery
- COVID-19 Vaccine Primer
- Vaccine Advisory Taskforce

AONL.ORG/COVID
AHA.ORG/COVID19VACCINE
LESSON 2: POWER OF CONNECTION, TECHNOLOGY

- Telehealth
- Virtual communication platforms
  - Zoom
  - Microsoft Teams

COMPETENCIES: COMMUNICATION & RELATIONSHIP MANAGEMENT; PROFESSIONALISM; KNOWLEDGE OF HEALTH CARE ENVIRONMENT; BUSINESS SKILLS & PRINCIPLES
LESSON 3: FOSTERING RELATIONSHIPS, TRUST

- Communicating evolving information
  - Transparency
  - Frequency
  - Methods

- Following expert guidance, policies and procedures
  - State
  - Federal

COMPETENCIES: COMMUNICATION & RELATIONSHIP MANAGEMENT; KNOWLEDGE OF HEALTH CARE ENVIRONMENT
LESSON 4: UTILIZING INTERPROFESSIONAL TEAMS

- Examples of nurses leading
  - Incident Commanders

- Team-based models
  - Acute care
  - Across the continuum

COMPETENCIES: COMMUNICATION & RELATIONSHIP MANAGEMENT; PROFESSIONALISM; KNOWLEDGE OF HEALTH CARE ENVIRONMENT; BUSINESS SKILLS & PRINCIPLES
Future Challenges
How do we convert crisis to chronicity?

How do we deliver care?

How do we manage this and build resilience?

We are currently conducting a follow-up survey to measure response and perspective over time and to dig deeper into mental health support needs of our nursing workforce.
REFERENCES

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  aonl.org/resources/nursing-leadership-covid-19-survey

- ANA COVID-19 Survey Series
  nursingworld.org/coronavirus/what-you-need-to-know/covid-19-survey-results

- Press Ganey Special Report: Workforce Engagement During COVID-19
  healthcare.pressganey.com/2020-COVID-19-Resources

- Centers for Disease Control and Prevention National Pandemic Strategy
  cdc.gov/flu/pandemic-resources/national-strategy