Issue:

As the frontline caregivers in health care today, nurses accomplish a myriad of tasks and responsibilities, but often at high personal cost. The need to juggle competing priorities in often high-stress situations can result in feeling overwhelmed or burnout. The negative effect of these stressors can affect the ability of health care professionals to care for others.[1] Organizations have a responsibility to support nursing staff and address the causes of burnout. An emerging method to do this is by developing and fostering resilient environments and individuals.

Developing strategies for nurse resilience is a patient safety strategy, as burnout negatively affects the physical and emotional health of staff and contributes to rising costs.[2] It also has been shown to have a negative impact on patient satisfaction, worsen patient outcomes or increase rates of safety events, and increase mortality.[2] This impact is understandable given that nursing staff responsibilities include:

- Providing direct care in a highly complex environment.
- Overseeing and coordinating care and treatment provided to patients by others.

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Quick Safety

Sentinel Event Alert

resilience.[9] Issues can be the result of: challenging patients or clinical scenarios; organization-related stressors around, for example, communication and leadership; or workplace changes requiring enhanced education, training or required professional development. Although some individuals become overwhelmed by these challenges, others thrive in new roles. Res   -29.7270e(d)[. 1dg e

- Purpose: The desire to do something that has meaning and importance. Businesses that only focus on profits without valuing purpose will end up with poor customer service and unhappy employees.[15]

Safety actions to consider:

Leaders at health care organizations should take an active role in developing and fostering resilient environments and individuals, including nurses. The following safety actions are directed toward leaders:

- Inform leaders in your organization about the professional factors that foster resilience:[2]
  - Feeling valued professionally.
  - Colleague support.
  - Use of mentors/role models.
  - Feeling of making a difference.
  - Team support.
  - Organizational support.
  - Use of debriefings.
  - Feeling competent to meet needs of the job.
  - Positive reappraisal.
  - Empowerment.
  - Sense of accomplishment.
- Develop and practice LEBs by:
  - Creating a safe and positive work environment. Security concerns have been identified as a risk factor for development of staff burnout. Engage with your staff around their perceived environmental threats and develop action plans to address concerns.
  - Enabling employees to participate in decisions related to their work. Shared decision making strengthens the voice of the clinical nurse as they collaborate with leaders around optimal staffing plans.[16]
  - Expressing confidence in employees' ability to perform at a high level.
  - Facilitating goal attainment.
  - Providing autonomy.
- Ensure that leaders engage in discussions and have a physical presence in the department. Engaging with nurses allows for an open dialogue and exchange of ideas, as well as providing validation. Open dialogue provides the nursing leader a forum to foster best practices, find workable solutions for departmental issues, and teach leadership skills through mentoring sessions.[17]

In addition to the above supportive actions by leaders, health care organizations can use the following safety actions to help nurses develop resilience in order to combat burnout.

- Provide education for nurses, preceptors and nurse leaders to:
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