Disclosure

• No conflict of Interest
• No sponsorship or commercial support
• Research partially funded by a grant from Sigma Theta Tau Phi Chapter
Learner Outcomes

• The learner will develop an understanding of the relationship among change fatigue, resilience, and job satisfaction of hospital staff nurses.

• The learner will identify the differences between change fatigue and change resistance.

• The learner will identify the differences in level of change fatigue, resilience, and job satisfaction of novice and seasoned hospital staff nurses.
• “We are shaping the world faster than we can change ourselves, and we are applying to the present, the habits of the past”

– Winston Churchill
Purpose of the Study

• Determine if there is a relationship among change fatigue, resilience, and job satisfaction of hospital staff nurses and if differences exist between novice and seasoned staff nurses.
• Novice: employed 2 years or less
• Seasoned: employed more than 2 years
Background/Significance

• Healthcare is typified by change and changes are at an all-time high.
• Hospitals need to engage in change to become more competitive and cost effective (Yu, 2009).
• These changes are having a tremendous negative impact on nurses, both physical and psychological (Yu, 2009).
• Negative outcomes are heightened when the rate of organizational change is perceived as too frequent (Bernerth, Walker, & Harris, 2011).
Background/Significance

• Organizational change: increased sick time, stress, work disability, loss of productivity, decrease in organizational commitment, decrease in job satisfaction, increased turnover rates, emotional exhaustion, and change fatigue (Bernerth et al., 2011; Manzano Garcia & Ayala Calvo, 2012; McMillan & Peron, 2013; Rafferty & Griffin, 20016; Teo et al, 2013).

• Effects of organizational change and how nurses cope with these changes are being overlooked and under researched (Delmatoff & Lazarus, 2014; McMillan & Perron, 2013)
Background/Significance

• Nursing turnover is both costly for healthcare organizations and effects quality and safety of patients (Li & Jones, 2013).

• National average turnover rate for hospital nurses is at an all-time high (Nursing Solutions Inc, 2015).

• WHO recognized nurse retention as a worldwide priority.
Change Fatigue

• Not been researched with nurses, prior to this study.
• Feeling of stress, exhaustion, and burnout associated with rapid and continuous change in the workplace (McMillan & Perron, 2013).
• Staff become disengaged, apathetic, and do not openly express their dissent about the change, so it goes unnoticed and under researched (McMillan & Perron, 2013).
Change Fatigue/Resistance

• Most organizational change research focuses on change resistance.

• Differences:
  – Resistance: intentional, negative and disruptive behaviors.
  – Change fatigue: staff are disengaged, apathetic, passive and don’t express dissent to changes (McMillan & Perron, 2013).

• Studying change fatigue could offer a different discourse for explaining change failure.
Lazarus & Folkman’s Transactional Model of Stress and Coping

• Stressors and ways individuals cope with stress need to be considered jointly, because they are interdependent (Lazarus & Folkman, 1984)

• Stressor: Organizational change, which may lead to change fatigue and decrease in job satisfaction

• Resilience is the individual’s personal quality used in coping with the stress of organizational change
Background/Resilience

• Enables one to withstand disruption and change in the workplace (Jackson, 2007)
• Been found to be positively related to nurse’s job satisfaction (Matos, Neusholz, Quin Griffin & Fitspatrick, 2010)
• Negative relationship to turnover (Shin et al., 2012)
Research Questions

• What is the difference in level of change fatigue experienced by novice and seasoned hospital staff nurses?
• What is the difference in level of resilience experienced by novice and seasoned hospital staff nurses?
• What is the difference in level of job satisfaction experienced by novice and seasoned hospital staff nurses?
• What is the relationship among change fatigue, resilience, and job satisfaction of hospital staff nurses?
Methodology

• Online survey, using QuestionPro
• 3 Tools:
  – Change Fatigue Scale (Cronbach’s .85)
  – Connor-Davidson Resilience Scale (CD-RISC) (Cronbach’s .85)
  – McCloskey/Mueller Satisfaction Scale (MMSS) (Cronbach’s .89)
• Demographic data: age, gender, ethnicity, marital status, children, educational level, years employed, FT/PT, size of hospital (beds), unit, & magnet status.
Methodology

• Sent 4,000 online surveys to RNs in SD
• Reminder email, 2 weeks after first email
• 1st question of survey asked if a current staff nurse
• Participants: 521 non-union staff nurses
Demographics

- **Gender**: Female (90.5%), Male (9.5%)
- **Ethnicity**: White/Caucasian (97.3%), American Indian (0.9), Black (0.2%), Hispanic (0.4), Other (1.2%)
- **Age**: <25 – >60
- **Educational Level**: Associate (23.2%), Diploma (10%), Bachelors (62.2%), Masters (4.6%)
- **Employment**: FT (86.9%), PT (12.1%)
- **Magnet status**: Yes (64.4%), No (35.6%)
- **Size of facility**: <50 beds (27.2%), 51-100 beds (12.3%), 101-250 (11.9%), >250 beds (48.6%)
Data Analysis

• SPSS, data directly exported from QuestionPro
• Pearson’s $r$—test relationships of variables: change fatigue, resilience, and job satisfaction
• T-test for independent groups—differences between novice and seasoned staff nurses
• Multiple linear regression—predict outcomes and explain interrelationships
• Linear trend
Results

• Statistically significant association between variables using Pearson’s $r$:
  – Negative association between change fatigue and job satisfaction ($p=<.001$)
  – Positive association between resilience and job satisfaction ($p=<.001$)
  – Negative association between change fatigue and resilience ($p=.002$)
Results

• Statistically significant difference between novice and seasoned staff nurses, using t-test
  – Change fatigue ($t=-2.9$, $p=.003$)
  – Resilience ($t=-2.4$, $p=.02$)
  – Job satisfaction ($t=-2.0$, $p=.04$)
    • Scheduling satisfaction ($p=<.001$)
    • Family & work balance ($p=<.001$)

• Seasoned nurses had higher change fatigue, resilience, and job satisfaction
Results—Multiple Linear Regression

• No significant associations of nursing experience and the 3 outcomes
• Job satisfaction had a statistically significant negative association with change fatigue ($p<.001$) and statistically significant positive association with resilience ($p<.001$)
• Change fatigue and resilience were negatively associated, but not statistically significant ($p=.28$)
Results – Multiple Linear Regression

- Predictor variables:
  - Change fatigue: hospital size (beds) \( (p=0.001) \) and gender \( (p=0.02) \)
  - Resilience: education \( (p=0.03) \)
  - Job satisfaction: age \( (p=0.03) \), magnet status \( (p=0.03) \), unit (ICU/CCU) \( (p=0.02) \)

- Linear trend:
  - Change fatigue and size of hospital/beds \( (p=0.001) \)
  - Resilience and education \( (p=0.009) \)
Strategies to Prevent Change Fatigue

• Awareness
• Project planning list or spread sheet
• Change calendar
• Prevent communication overload
• Keep employees informed of the change
• Using change fatigue scale
Summary

• Initial research study with change fatigue and staff nurses.
• Change fatigue: staff are disengaged, apathetic, passive, and don’t express dissent to changes and frequently goes unnoticed by leaders.
• Results can be used by nursing leaders to create healthier workplace environments, which will improve nurses’ job satisfaction and possible retention of nurses.
References

References

Questions