Improving Nurse Practitioner Job Satisfaction

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This program has been developed solely for the purposes of describing the level of nurse practitioner (NP) job satisfaction, before and after participation in an online educational intervention with a one-month practice-change follow-up. The program is posted as a part of this project’s educational intervention and is intended only for such use. The study has been approved for this purpose by the Chamberlain College of Nursing Institutional Review Board. Please find the link to return to the survey at the end of the slides.
Objectives

By the conclusion of this presentation, participants will be able to:

1. Describe knowledge relating to nurse practitioner job satisfaction
2. Discern elements that most impact nurse practitioner job satisfaction
   - Interprofessional Collaboration / Collegiality
   - Challenge / Autonomy
   - Professional, Social and Community Interaction
   - Professional Growth
   - Factors related to Time
   - Benefits
3. Identify potential for improved practice-change relating to nurse practitioner job satisfaction
Rationale

Interest in nurse practitioner job satisfaction has been growing since an explanatory model of the concept was published by Koelbel, Fuller, and Misener (1991). Subsequently, a tool to measure nurse practitioner job satisfaction was developed by Misener and Cox (2001) with psychometric properties again tested by Agosta (2009). The importance of job satisfaction in advanced practice nursing has been demonstrated nationally and internationally (Doran et al., 2014; Dunaway, & Running, 2009; Faris et al., 2010; Kacel, Miller, & Norris, 2005; Lamarche, & Tullai-McGuinness, 2009; O’Keeffe, Corry, & Moser, 2013; Schiestel, 2007). Moreover, the importance of job satisfaction in advanced practice nursing has been demonstrated across specialties and practice settings (Cheng, Kimball, & Van Cott, 2010; Cousins, & Donnell, 2012; De Milt, Fitzpatrick, & McNulty, 2011; Pron, 2013). However, despite substantial established evidence demonstrating the importance of job satisfaction in advanced practice nursing, the need to improve job satisfaction in nurse practitioner remains unabated (Bennett, Sawatzky, 2013; Pasaron, 2012; Shea, 2014; Wong, & Laschinger, 2013).
At the organizational level interventions are often intended to improve working conditions, for example, enhancing collaboration between members of the interprofessional team, especially APNs and physicians.
At the individual level, stress management and prevention of burnout are aimed to help APNs enhance their coping mechanisms in order to successfully deal with the negative impact of work-related problems.
Intrinsic factors

- Challenge/
  Autonomy
- Professional Growth

Extrinsic factors

- Intrapractice Partnership/
  Collegiality
- Professional, Social &
  Community Interactions
- Time
- Benefits

Job Satisfaction
FACTOR 1: INTRAPRACTICE PARTNERSHIP/COLLEGIALITY

- Input into organizational policy
- Free to question decisions/practices
- Consideration of your opinion
- Process of conflict resolution
- Consideration given to personal needs
FACTOR 1: INTRAPRACTICE PARTNERSHIP/COLLEGIALITY

- RESPECT FOR YOUR OPINION
- OPPORTUNITY TO DEVELOP IDEAS
- SUPERIOR RECOGNITION
- EVALUATION OF PROCESS/PRACTICE
- REWARD DISTRIBUTION
FACTOR 1: INTRAPRACTICE PARTNERSHIP/COLLEGIALITY

- IMMEDIATE SUPERVISOR
- MONETARY BONUSES
- ADMINISTRATIVE SUPPORT
- COMPENSATION FOR SERVICES OUTSIDE NORMAL
FACTOR 2: CHALLENGE/AUTONOMY

- LEVEL OF AUTONOMY
- CHALLENGE IN WORK
- PERCENTAGE OF TIME WITH PATIENT
- SENSE OF ACCOMPLISHMENT
- ABILITY TO DELIVER QUALITY CARE
FACTOR 2: CHALLENGE/AUTONOMY

- Expanding skill levels within scope
- Value of what you do
- Opportunity to expand scope of practice
- Variety of patient load
- Flexibility in practice protocols
FACTOR 3: PROFESSIONAL, SOCIAL AND COMMUNITY INTERACTION

- SOCIAL WITH COLLEAGUES
- PROFESSIONAL INTERACTION WITH OTHER DISCIPLINES
- SOCIAL CONTACT AT WORK
- STATUS IN COMMUNITY
FACTOR 3: PROFESSIONAL, SOCIAL AND COMMUNITY INTERACTION

- PEER RECOGNITION
- ACCEPTANCE OF PHYSICIANS OUTS OF PRACTICE
- INTERACTION OF OTHER NPs
- QUALITY OF ASSISTIVE PERSONNEL
FACTOR 4: PROFESSIONAL GROWTH

- Expand your scope and education
- Support for continuing education
- Opportunity for professional growth
- Time to serve on professional committees
- Involvement in research
FACTOR 5: TIME

- TIME FOR REVIEW OF LAB
- TIME FOR ANSWERING MESSAGES
- TIME FOR SEEING PATIENTS
- PATIENT SCHEDULING POLICIES
FACTOR 6: BENEFITS

- BENEFIT PACKAGE
- RETIREMENT PLAN
- LEAVE POLICY
Increased job satisfaction
- Increased job control
- Greater autonomy
- More holistic care

Work-related stress
- Increased job demands
- Support issues
- Lack of recognition / Reward
The components of building patient relationships include the following:

(a) maintaining nursing-based practice and

(b) recognizing rewarding work.
Building therapeutic relationships with patients

- Preserving a nursing-based practice
- Discovering professional reward in the provision of care
Preserving a nursing-based practice

- spend more time w pts than doctors;
- holistic approach (incorporating family and psychosocial issues into the care of patients, as well as taking time to talk with and listen to their patients);
- cost effective.
Strong nursing foundations, which emphasized patient centrality, created the basis for this emphasis on holistic patient care and nurtured this drive to establish and maintain therapeutic relationships. When patient care was compromised, NP job satisfaction declined.
Discovering professional reward in the provision of care

- developing relationships with patients;
- tremendous feeling and sense of reward when you know that you have helped someone;
- the establishment and preservation of therapeutic patient relationships to provide optimum health care
Struggling for acceptance

- APNs can provide appropriate care to patients which is widely documented in evidence-based practice literature;

- disseminate EBP knowledge re this issue in the conferences, nursing week presentations and posters, in organizational news letters
Struggling for acceptance

- That will scientifically validate your ability to work as an NP to fullest potential
- Valued your nursing identity
- Find your voice which stop APNs being marginalized and feeling exploited
Working conditions / Environment

**APN can**

- modify
- adapt
- accept
Balancing the work environment

- Work the system by creating stability in the work setting, for yourselves and for your patients.

- Live through changes in healthcare systems

- Increasing the number of patients seen daily would negatively impact patient safety

- Fight for services being capped: make an inquire to EBP literature, collect data at your workplace, and present it to administration
Strategies to improve intrinsic factors of job satisfaction

- Seek for opportunities for continuing your education which leads to professional growth
- Become active in NP state and national organizations and associations
- Serve on professional committees
- Create infrastructure that support NP practice
Strategies to improve extrinsic factors of job satisfaction

- Develop better interprofessional partnership and collegial relationships especially with medicine
- Communication with and acceptance from peers and members of other health disciplines to share patient information
- Teamwork and collaboration
- Ability to provide input into organizational policy and evaluation process, respect for one’s opinion,
Strategies to improve extrinsic factors of job satisfaction

- Promote legislative initiatives regarding scope of practice issues
- Communication with nursing leaders
- Participatory leadership in organizational governance (decision-making opportunities, such as NPs writing their own job descriptions or yearly evaluations)
Strategies to improve extrinsic factors of job satisfaction

- Seek for opportunities to develop and implement changes in clinical practice and monetary issues

- Negotiate and procure resources and rewards for services provided outside normal working hours in terms of time in lieu and payments

- Make a plan for developing managerial attributes such as negotiation, emotional intelligence, budgeting and strategic planning
Strategies to improve extrinsic factors of job satisfaction

- Promote visibility of their role
- Initiate and participate in mentorship programs for novice NPs
- Promote the effective use of NPs advanced skills and knowledge
- Create mechanism of information dissemination (clubs, in-services, newsletters, meetings)
improving inter-professional collaboration

Joint responsibility

Developing conflict managing skills

Sharing knowledge

Enhancing communication
Stress management interventions

- enhancing coping skills and
- equipping APNs with better ways of handling stressful events.
Providing APNs with resources for successfully managing stressors and prevention of burnout helps to improve their job satisfaction, their commitment to the organization, and thereby improve patient outcomes.
References


Thank you for participating in this project! Please slowly drag your mouse over the live link below to activate and then click on the URL to return to the post-test (you may need to wait briefly for the link to connect):

https://www.surveymonkey.com/s/S2BC5LC