

Where two worlds collide – exploring the role of team leaders in sustaining nurse well-being and retention

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Shortage of healthcare workers in Europe

2013: 1.6 million¹

2030: 4.1 million¹



The role of team leaders

Scholars posit a central role^{2,3}

How team leaders *themselves* view their role is not yet known

In general, team leaders can struggle with role execution^{4,5}

2. De Vries, N., Boone, A., Godderis, L., Bouman, J., Szemik, S., Matranga, D., & De Winter, P. (2023). The race to retain healthcare workers: a systematic review on factors that impact retention of nurses and physicians in hospitals. *INQUIRY*, 60, 00469580231159318.

3. Skogsberg, M., Jarl, G., & Matérne, M. (2022). Health care workers' need for support from managers during the initial phase of the COVID-19 pandemic. *BMC Health Services Research*, 22(1), 1563.

4. Gjerde, S., & Alvesson, M. (2020). Sandwiched: Exploring role and identity of middle managers in the genuine middle. *Human relations*, 73(1), 124-151.

5. Bresnen, M., Hodgson, D., Bailey, S., Hassard, J., & Hyde, P. (2019). Hybrid managers, career narratives and identity work: A contextual analysis of UK healthcare organizations. *Human Relations*, 72(8), 1341-1368.

Methods (1)

How do team leaders support nurse retention and well-being and how is this perceived by nurses?

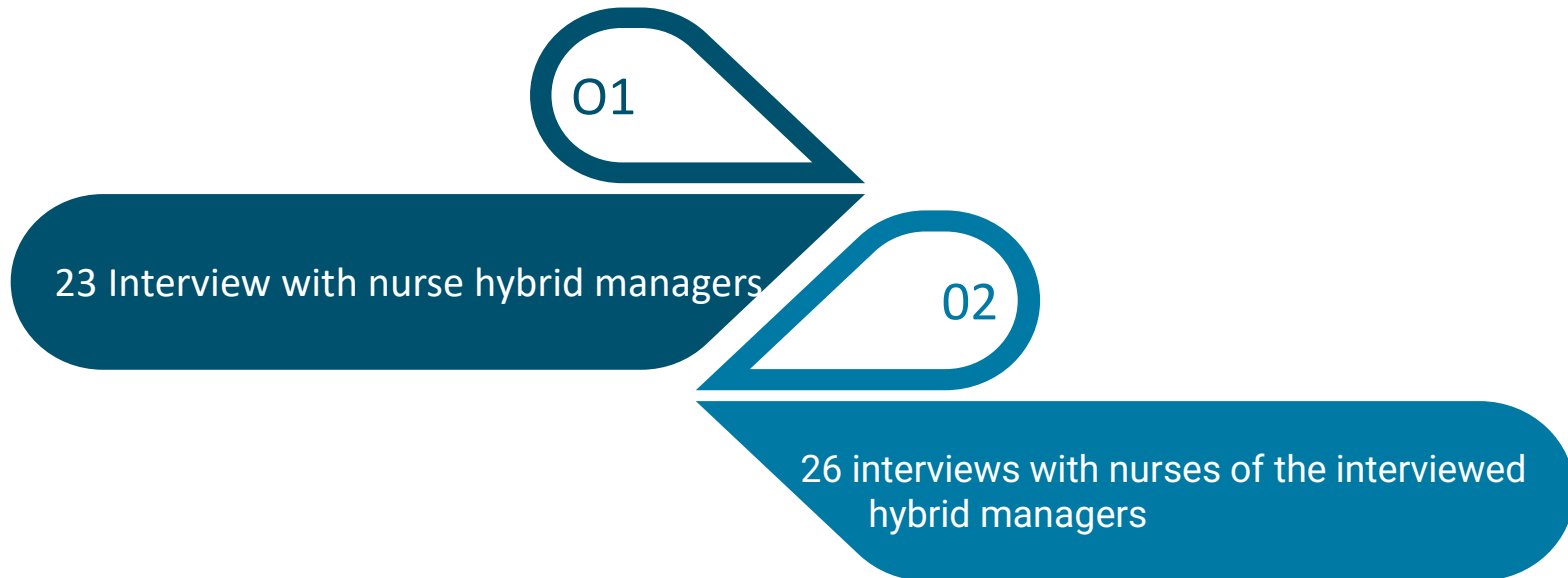


3 hospitals, various units (emergency care, inpatient & outpatient clinics), 49 interviews

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Methods (2)

Data collection



Data analysis

Interpretive grounded-theory approach

Results

Both groups see a pivotal role for team leaders in supporting nurse well-being and retention

Two particular strategies were identified as being deployed by team leaders given their role in the organization

Theme 1

Compensating for shortcomings elsewhere

- Always available
- Taking over nursing tasks
- Extending own work hours



I've worked quite a lot of overtime on the workfloor. When you have to, you do it. And then afterwards you check what the damage of that is for yourself. That's also the passion you have for your ward.

– Team leader hospital 2

Theme 2

Circumventing organizational norms and mandates

- Involving nurses extensively in decision-making
- Alter implementation of policy
- Surpassing prescribed communication norms



My supervisor tells me to not give details [to the nurses]. But then I think: I want to be transparent, I want to be able to explain things in detail. [...] So then I try to be as transparent as possible.

- Team leader hospital 1

Results (2)

While appreciated by nurses, these tactics are insufficient in tackling a deeper feeling of feeling **undervalued**



People don't feel heard. We also forwarded a lot of solutions [to the board]. You can listen, but you should also give people the feeling that they are being heard and valued. [...] We understand that not everything can be approved. But [now] nothing happens, everything stays the same. There's a reason I've left the bedside.

- Nurse hospital 1

Discussion

In line with previous work^{2,3}
team leaders play a role

Efforts required from
strategic apex

2. De Vries, N., Boone, A., Godderis, L., Bouman, J., Szemik, S., Matranga, D., & De Winter, P. (2023). The race to retain healthcare workers: a systematic review on factors that impact retention of nurses and physicians in hospitals. *INQUIRY*, 60, 00469580231159318.

3. Skogsberg, M., Jarl, G., & Matérne, M. (2022). Health care workers' need for support from managers during the initial phase of the COVID-19 pandemic. *BMC Health Services Research*, 22(1), 1563.



Thank you

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