



The Impact of Compassion Fatigue, Burnout, & Bullying

Rae Simpson, PhD, MSN, RN

Director of Quality – Health Services

Washington State Department of Corrections

Educational Objectives



- Discuss the impact of bullying on correctional nurses.
- Summarize the relationship among burnout, compassion fatigue, and bullying.
- Employ a model to assess the levels of burnout, compassion fatigue, and bullying in an individual, department or agency.

The “Why”



The Impact of Compassion Fatigue, Burnout, & Bullying on Correctional Nurses

Rae Simpson

Saint Martin's University

April 2024

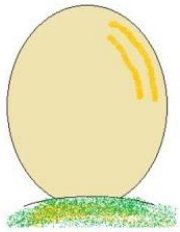
Dissertation Committee:

Teri Woo, PhD, Irina Gendelman, PhD, & Prashant Joshi, PhD



Where do we start?

Which Came First?



OR
THE



- Bullying is the “norm”.
- Bullying is everywhere.
- Bullying is expensive.
- What comes first: Compassion fatigue? Burnout? Bullying?

Bullying & Incivility

- Bullying behaviors are repetitive, unwanted, harmful actions intended to cause mental, emotional, or physical harm.
- Incivility actions are more generalized behaviors not targeted at a particular individual. These behaviors tend to be rude, discourteous or disrespectful toward others.



Burnout

- Burnout is the extinction of motivation or incentive, especially where one's devotion to a cause fails to produce the desired results.
- It is a psychological syndrome resulting from a prolonged exposure to stressors at work.
- It is described as an internal conflict that opposes personal values.
- The onset is gradual and progressive, often without even noticing the effects.
- It leads to a sense of hopelessness and the feeling that your work has no purpose or meaning.





Compassion Fatigue

- Compassion fatigue is a form of burnout that reduces the interest in empathizing with others.
- Described as emotional, physical, and spiritual exhaustion from absorbing the suffering of others.
- It is often overwhelming, will not disappear by changing jobs, and may require active interventions to address what led to the fatigue.
- Referred to as the ‘cost of caring’.

(Figley, 2002; Hunsaker et al., 2015; Smit, 2017; Yilmazer et.al., 2020; Niu et al., 2022; Knutt et al., 2022)

Purpose of the Study

- Why are staff leaving?
- Why are nurses not applying?



Simpson Mixed Methods Research Study



443 WASHINGTON STATE
DEPARTMENT OF CORRECTIONS
NURSES



115 STAFF RESPONDED WITH A
RESPONSE RATING OF 26%



MIXED METHOD TO USE THE
VOICE OF THE NURSE TO
ENHANCE THE UNDERSTANDING

Sample Demographics

Race: 75% White

Gender: 78% Female

Age: 84% aged 40 and older

Education: 83% Associate degree or higher (47% Bachelor's and above)

Position: 75% in a RN or RN leadership role

Total Years of Experience: 61% reporting over 16 years of experience

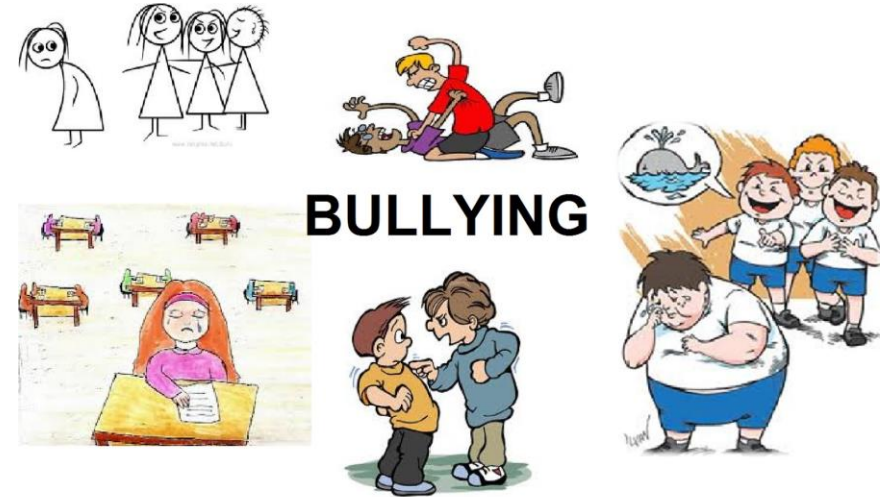
Years with Agency: 47% noting that they have worked 5 years or less for the agency.

NAQ-R: Perceived Bullying Tool

Negative Acts Questionnaire-Revised (NAQ-R):

- 22 questions related to personal and work-related acts of bullying.
- Mean score can range from 22 to 110.

(Carter et al., 2013).





Perceived Bullying Rate

Bullying score:

- Average of 46, range 22 to 109
- 96% reported bullying occasionally.
- 64% reported bullying weekly.
- 61% reported bullying monthly.
- 42% reported bullying **daily**.

Comparable to Other Research:

- Olender, 2017; Sauer & McCoy, 2018)

NAQ-R Results

Top 5 Bullying Acts

42% reported bullying daily.

- Someone withheld information. (88%).
- Opinions ignored (76%).
- Ordered to work at a lower level (73%).
- Unmanageable workload (70%).
- Gossip or rumors (66%).



ProQOL: Perceived Burnout & Compassion Fatigue Tool

Professional Quality of Life Scale
(ProQOL):

- 30-item instrument
 - Compassion fatigue
 - Compassion satisfaction, and
 - Burnout.
- Score of 1 to 50 for each subscale.
 - Higher score suggests higher impact.



Pro
QOL



Professional Quality of Life



ProQOL

Compassion Satisfaction Ratings

Compassion Satisfaction score:

- Average 36.02, ranged from 18 to 50.

Top responses:

- Get satisfaction from helping others (82%).
- Proud of being a nurse (77%).
- Happy they chose nursing as the work they do (70%).
- Like being a nurse (68%).

Comparable to Other Research:

- Potter et al., 2010; Tran 2023

ProQOL

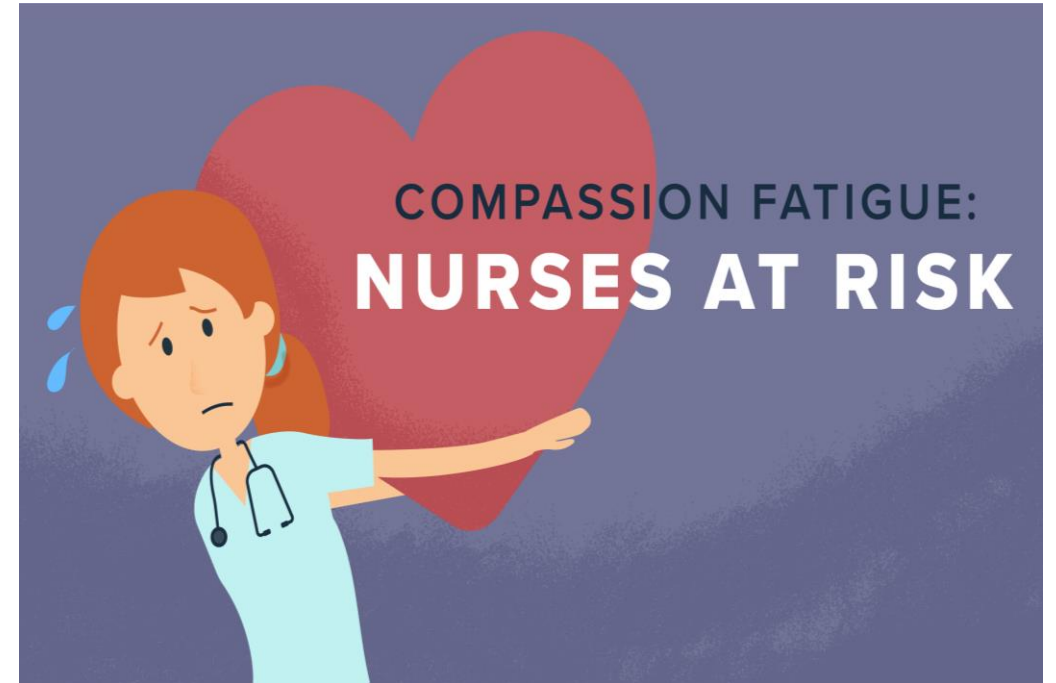
Compassion Fatigue Ratings

Compassion Fatigue Score:

- Average 23, ranged from 11 to 45.
- 52% reported a low level.
- 47% reported a moderate level.
- 1% reported a high level.

Comparable to Other Research:

- Stamm, 2016



ProQOL

Burnout Ratings

Burnout Scores:

- Average 24.4, ranged from 10 to 38
- 60% moderate level
- No participant reported a high level of burnout

Top responses:

- Feel bogged down by the system (50%).
- Feel worn out by the work they do (39%).
- Feel overwhelmed by their workload (34%).

Comparable to Other Research:

- Potter et al., 2010; Tran 2023



Quantitative Data Analysis

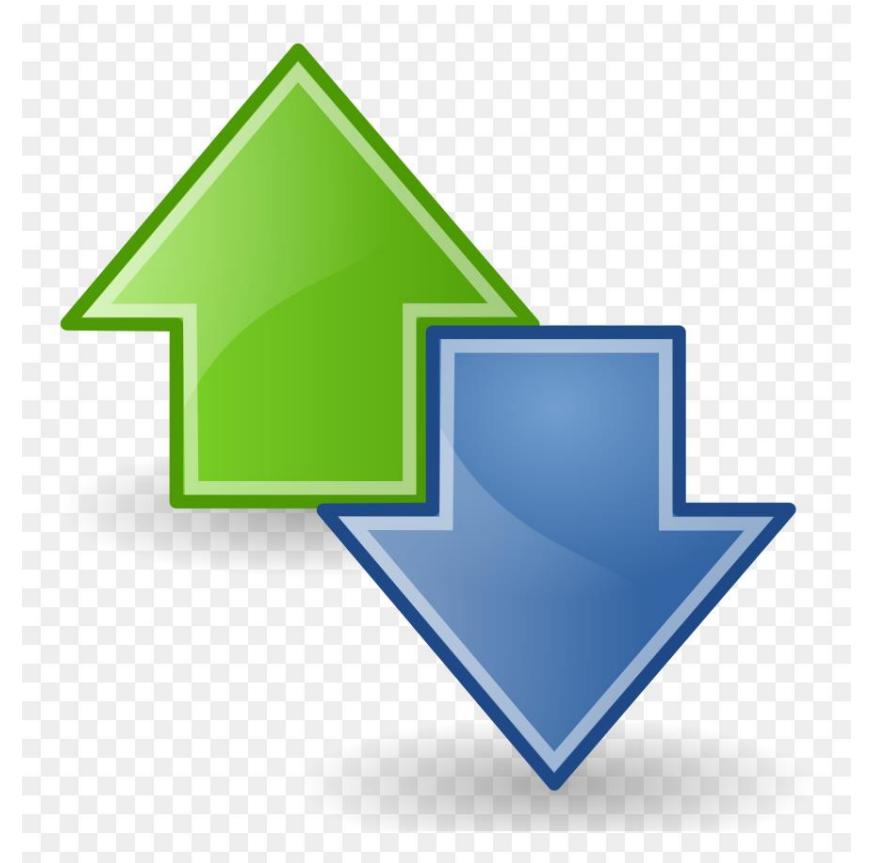
- There was a very low, negative partial correlation between job satisfaction and turnover, controlling for social support, ($r = -.24, n = 101, p < .001$).
- There was a low, positive partial correlation between turnover and burnout, controlling for social support, ($r = .40, n = 101, p < .001$)
- There was a low, positive partial correlation between turnover and bullying, controlling for social support, ($r = .39, n = 101, p < .001$).
- There was a large negative correlation between job satisfaction and burnout, ($r = -.66, n = 101, p < .001$), with **low levels of job satisfaction with higher levels of perceived burnout**.
- There was a moderate negative correlation between job satisfaction and bullying, ($r = -.37, n = 101, p < .001$), with **low levels of job satisfaction with higher levels of perceived bullying**.
- There was a strong positive correlation between burnout and bullying, ($r = .45, n = 101, p < .001$), with **high levels of burnout with higher levels of perceived bullying**.

Data Analysis. Quantitative Results.

Increased burnout & increased bullying correlates with decreased job satisfaction.

Increased burnout correlates with increased bullying.

Increased burnout, increased bullying, and decreased job satisfaction correlates with increased turnover.



Research Surprise

Social Support:

- Higher levels of bullying and burnout correlated with higher levels of social support.



Bystander Effect

The presence of others discourages us to intervene.

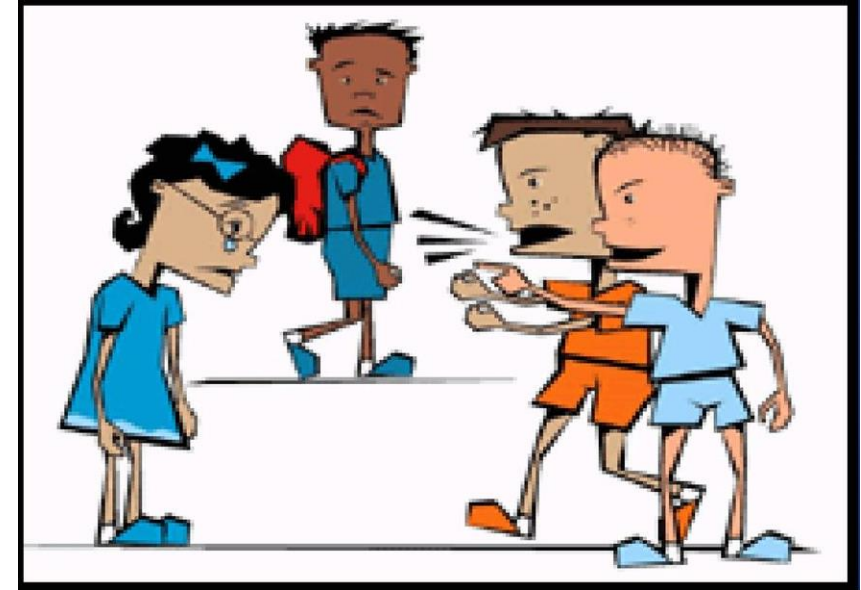


Three main reasons:

Diffusion of
responsibility.

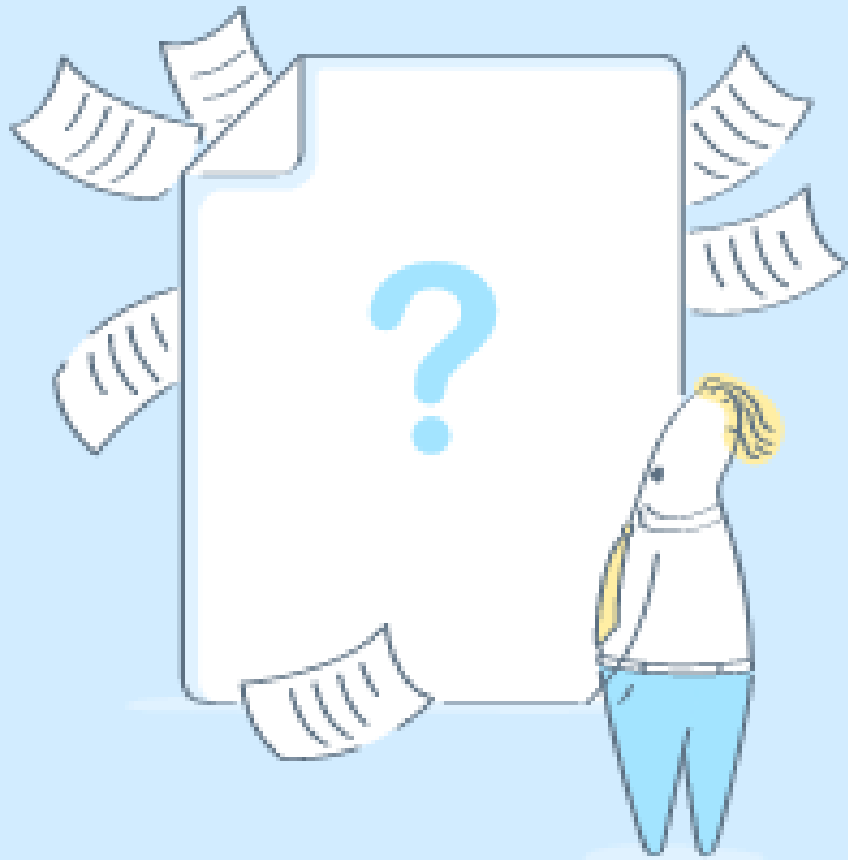
Fear of being
judged.

Pluralistic
ignorance.



Latané & Darley, 1970

Qualitative Research Questions



To gain a deeper understanding of how bullying impacted the nurses, optional questions were asked:

- Describe a time when you personally experienced or observed bullying while working for the agency.
- Describe resources the staff have available when they encounter bullying in the workplace.
- What impact do you think bullying may have on the retention of correctional nurses?
- Is there anything else you would like to share?

Qualitative Themes

- Relationship with Supervisor
- Work Environment
- Culture of the Organization
- Job Satisfaction





Supervisor – Staff Relationship

23% reported they had no resources available to help.

Staff could not rely on supervisors to address concerns especially when the supervisor is the bully.



Hostile / Negative Work Environment

Exclusion, hostile interactions, false accusations, gossip, and targeting of new staff.

Toxic work environments lead to discomfort, stress, and a desire to leave the job.



Work Culture: “Zero Tolerance”

Employees - including supervisors - engaged in inappropriate, unprofessional behaviors.

A culture of bullying contributes to the negative outcomes for the staff, the customer and the organization.



Job Satisfaction & Retention

Bullying behaviors contributed to staff wanting to leave the organization.

Rumors and negative reputations in the community discouraged potential candidates from seeking employment with the agency.

Research Results: A Vicious Circle

Increased burnout correlates with increased bullying.

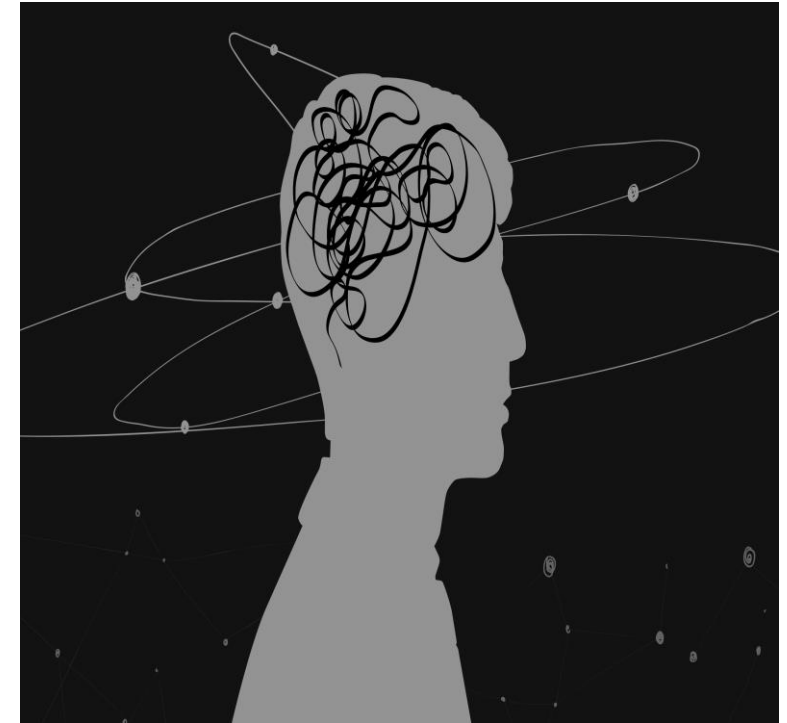
Increased burnout & increased bullying correlates with decreased job satisfaction.

Increased burnout, increased bullying, and decreased job satisfaction correlates with increased turnover.



Grounded Theory: Multidimensional Staff Assessment Model

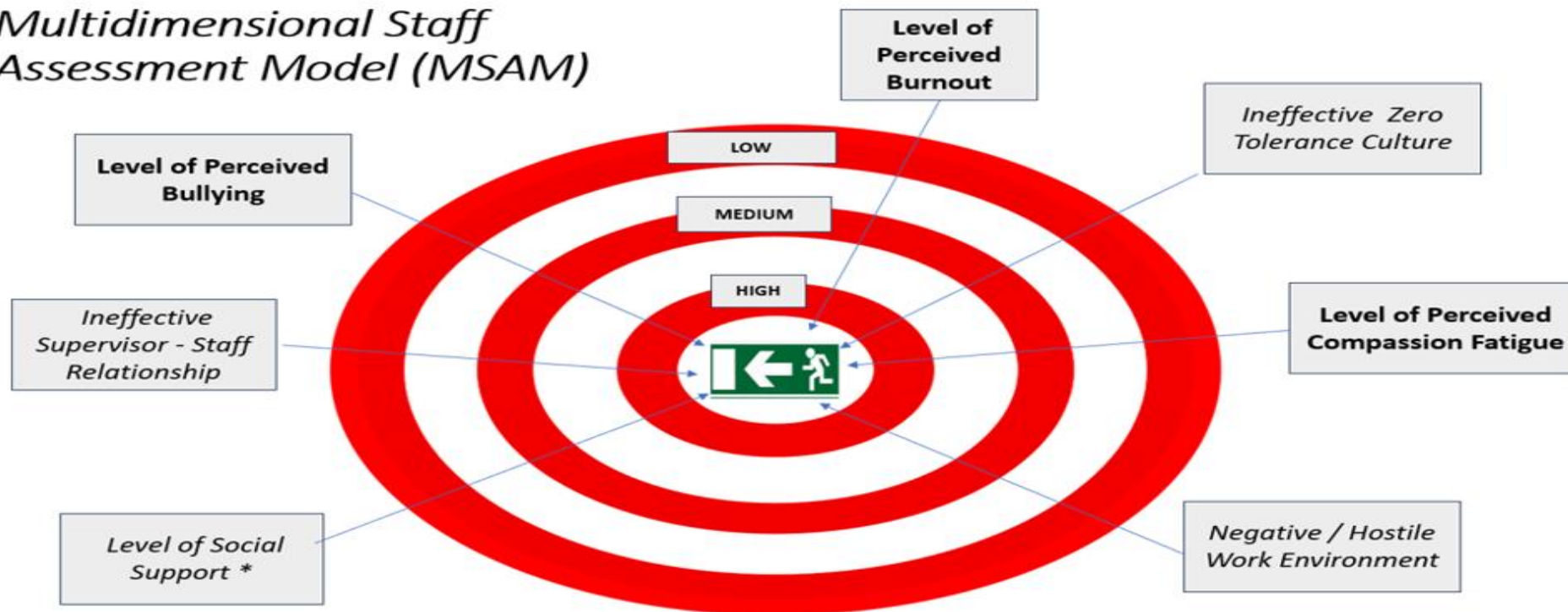
- Grounded theory attempts to uncover the meanings of social interactions and experiences, grounded in the participants' own explanations or interpretations.
- The goal of grounded theory is to build a theory based on the concepts derived from the research.
- The grounded theory developed from this research was based on the evidence supporting how perceived levels of compassion satisfaction, burnout, bullying, negative work environments, effective supervisor relationships, and social support impacts staff retention.
- The grounded theory resulted in the development of the Multidimensional Staff Assessment Model (MSAM).



Glaser & Strauss, 1967.

Multidimensional Staff Assessment Model (MSAM) *

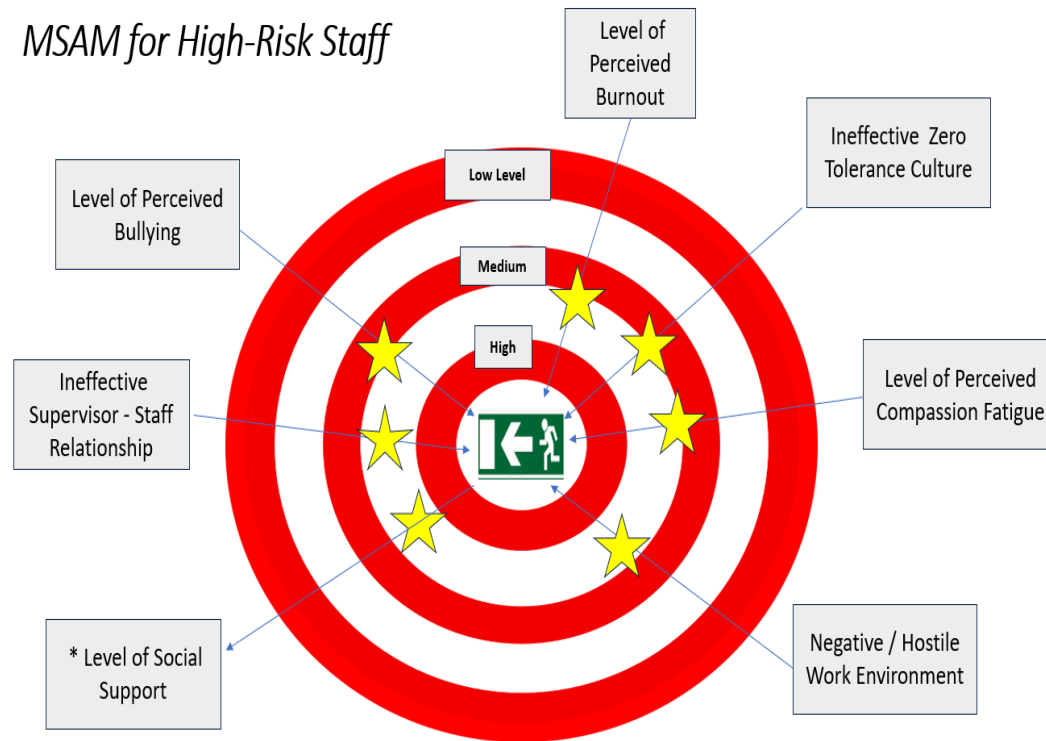
Multidimensional Staff Assessment Model (MSAM)



MSAM Comparison: High Risk vs Low Risk of Impact

High-Risk Staff

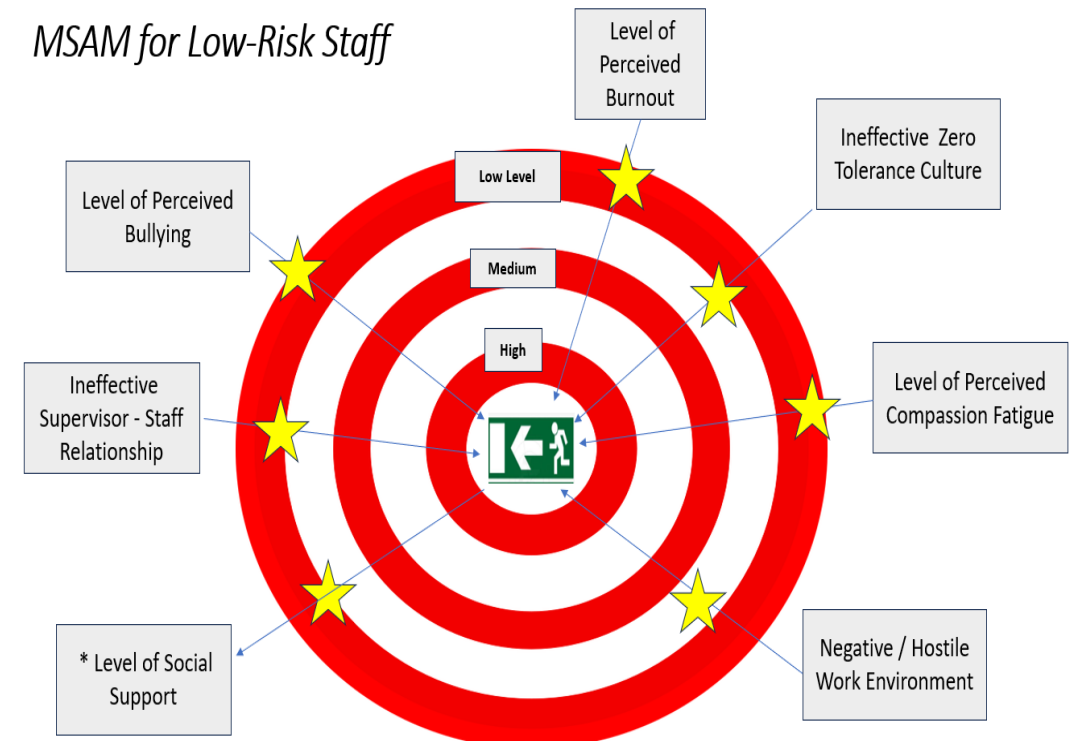
MSAM for High-Risk Staff



* Level of Social Support is noted in Reverse

Low-Risk Staff

MSAM for Low-Risk Staff



* Level of Social Support is noted in Reverse

Implications

- Staff turnover increases with increased levels of compassion fatigue, burnout, and bullying.
- When the culture of an organization is unhealthy there are consequences for the employee, the supervisor, the patients, and the organization.
- We must address incivility and foster a culture where harmful behavior is not accepted or tolerated.
- Increased awareness of the impacts of compassion fatigue, burnout, and bullying impact the ability to retain staff.
- The MSAM is one tool we can use to assess levels of bullying, burnout, and job satisfaction and identify mechanisms to make improvements to retain staff.



Personal Assessment #1



ProQOL

- [Professional Quality of Life Measure \(ProQOL 5.0\)](https://www.alchemer.com/proqol-5.0/) ([alchemer.com](https://www.alchemer.com))

Personal Assessment #2

NAQ-R

- [Negative Acts Questionnaire-Revised \(NAQ-R\) – EMERGE](#)

Other areas to consider:

- Supervisor-Staff Relationship
- Social Support
- Workplace Culture & Environment

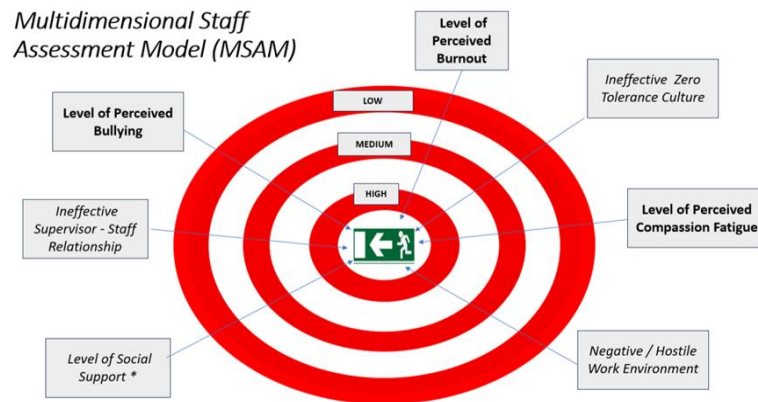
MSAM Model

Multidimensional Self Assessment Model (MSAM)

Multidimensional Staff Assessment Model (MSAM) *

Directions. The participant may use a variety of self-assessment tools (i.e., ProQOL, NAQ-R, etc.) to identify potential problems and develop plans to address the challenges noted for the individual, team or organization. By noting the various levels assessed (i.e., burnout, bullying, compassion satisfaction, etc.) the participant can quickly see high risk areas that need to be considered.

Multidimensional Staff Assessment Model (MSAM)



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Time for reflection.

“

Without reflection, we go blindly on our way, creating more unintended consequences, and failing to achieve anything useful.

~ Margaret J. Wheatley



Personal Assessment #3



Self-Care Assessment

- [Self-Care-Checkup.pdf](#)



What can you do?

- Practice mindfulness to develop a sense of calm through the most challenging situations.
- Implement simple breathing techniques to manage stress.
- Practice reflection activities to gain insight into personal triggers and coping mechanisms of stress.
- Build a support network of coworkers, friends, and family.
- Take breaks and set healthy boundaries to prevent overextension.
- Establish a healthy self-care plan with activities that rejuvenate you.
 - Get more exercise to boost mood, assist with sleep, and improve your health.
 - Prioritize sleep and establish bedtime rituals.
- Engage in professional development to add tools to help address the demands of the job.

What can we do?



- Identify potential barriers to job satisfaction, including compassion fatigue, burnout, and bullying factors.
- Increase awareness of how perceived levels of compassion fatigue, burnout, and bullying impact staff engagement, client interactions, and retention of staff.
- Understand that compassion fatigue and burnout increases when work demands exceed personal resources without adequate coping mechanisms


What we accept, we empower.

- Follow up with reports of incivility and bullying.
- Address the behavior immediately.
- Contact your Human Resources office for assistance.
- Taking action helps others feel safe, builds trust, and creates a positive, healthy working environment.
- We must stop tolerating and ignoring inappropriate behaviors.
- You can't go wrong if you do what's right!




Conclusions

Compassion fatigue, bullying & burnout lead to decreased job satisfaction, decreased staff retention, & decreased productivity.



We must raise awareness, address the concerns, and take action.



We can make a difference.

Thank you. Questions.



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