BURNOUT TRIGGERS IN THE NOVICE REGISTERED NURSE

A Scholarly Project

Submitted to

The Faculty of

Liberty University

In partial fulfillment of

The requirement of the degree of Doctor of Nursing Practice

By

Sharon Nguyen

Liberty University

Lynchburg, VA

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Scholarly Project Chair Approval:

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Folashade Odedina, DNP, FNP-C, PMHNP-BC. December 17, 2023.

ABSTRACT

Nurse burnout has been strongly associated with decreased patient satisfaction and reduced retention rates in the novice registered nurse. This phenomenon is exacerbating the already rising global nursing shortage. A strong correlation is established between novice registered nurses who endure repeated or multiple triggers, such as unsafe staffing ratios, inadequate preceptorship, and ineffective leadership to those who succumb to burnout. Burnout is a significant problem in the United States, impacting how healthcare is perceived by the public. In 2019 there were more than six million nurses, making up the largest segment of the healthcare population and directly affecting the safety and well-being of patients in the United States (Shak et al., 2021). Being able to sustain the number of nurses needed to provide adequate care for patients has become challenging. Novice registered nurses are leaving the profession after developing burnout from repeated exposure to triggers. The purpose of this project is to identify the correlation between triggers and burnout in the novice registered nurse and mitigate those triggers. An analysis of the literature promotes the need to identify triggers and mitigate those triggers as a method to decrease burnout experienced in the novice registered nurse.

Keywords: Burnout, novice, registered nurse, triggers, nursing shortage, ineffective leadership, retention rate, patient satisfaction and ineffective mentorship

Dedication

I would like to first give all the glory to my Lord and Savior, Jesus Christ for giving me the strength to continue my education, even during the darkest times in my life. I dedicate this scholarly project to my husband, Duc, my three children, Mandy, Melinda, her husband Shay Rick, his wife Lindsey, my grandchildren, Jestin, Lexi, Shaylyn, Bryston, Bristol and Baylor and my little bonus boy, Christopher. Their love and support during this process has provided me the strength to continue my education in nursing. My goal has always been to demonstrate that through dedication and prayer you can and will persevere in those goals which you find worthy in your life. A heartfelt dedication to my late son-in-law, Wilson who inspired me to always put God first and remain faithful and steadfast in this journey we call life.

Acknowledgments

I would like to sincerely thank my project chair, Dr. Folashade Odedina for her patience and direction during this process. Dr. Odedina offered wisdom and kindness throughout the process. I would also like to thank each instructor for their Christian fellowship, especially during those times of mental and physical exhaustion, I will always be eternally grateful.

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List of Abbreviations

Collaborative Institutional Training Initiative (CITI)

Doctor of Nursing Practice (DNP

Institutional Review Board (IRB)

Integrative Review (IR)

Joanna Briggs Institute (JBI)

Population, intervention, comparison, outcomes (PICO)

Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA)

Registered Nurse (RN)

Section One: Formulating the Review Question

Introduction

A very alarming reality currently facing healthcare is that there is a high probability that there will not be enough nurses to care for patients in the future. The term "burnout" emerged in the 1970 s when Herbert J. Freunderberger, a German-born American psychologist recognized that volunteer workers were experiencing decreased mood, lack of motivation and mental and physical exhaustion (de Oliveira et al., 2019). This project reveals that clinical triggers are known causes of burnout which deeply impact the novice registered nurses' willingness to continue in the profession. New graduate registered nurses are leaving the profession they worked so hard to obtain because of burnout. Healthcare administrators are scrambling to find a common ground between the stakeholders and the novice registered nurse. A recent study revealed that moderate to high levels of burnout experienced by nurses are negatively associated with poor quality of life (Khatatbeh et al., 2022).

The purpose of this project is to identify triggers that are potential barriers to the novice registered nurse. It is estimated in the United States that 100,000 to 150,000 nursing students graduate yearly. With novice registered nurses, the cause of burnout is attributed to certain triggers, which in part include, unsafe staffing ratios, lack of practice readiness, and being pulled to other units. During the time in which the novice nurse is already experiencing transition shock, adding these triggers can prove to be detrimental to their ability to adapt to the culture of nursing.

The growing epidemic of registered nurses leaving the profession has a detrimental effect on all aspects of healthcare. Ignoring this growing concern will only exacerbate the already rising cost of healthcare and decrease the quality of patient safety and care. In recent

years burnout syndrome is becoming a psychosocial problem in healthcare that is generating

concerns in the workforce (de Oliveira et al., 2019). Burnout contributes to mental exhaustion,

emotional fatigue, and loss of motivation that eventually leads to complete exhaustion (Dulko &

Kohal,2022).

     This phenomenon is adding a tremendous amount of strain to the already global nursing

shortage. Research indicates this is particularly true in the novice registered nurse. The novice

registered nurse encounters situations such as death and dark situations, creating a feeling of

impotence and professional dissatisfaction. The graduate nurse is dealing with situations never

previously experienced and when triggers such as ineffective leadership, poor communication,

and understaffing are contributors, they create the perfect storm for burnout.

Background

     Recent studies reported that nurse burnout is a major risk to health care in the United

States and globally (Shah et al., 2021). Burnout in the novice registered nurse is strongly

associated with the demands placed on frontline nurses, resulting in the likelihood that nurses are

leaving the profession. Due to a global nursing shortage the problem is considered a priority in

healthcare facilities. Clinician burnout is a threat to U.S. health and healthcare systems.

Preliminary Literature Review

     The preliminary literature review substantiates the link between triggers and burnout in

novice registered nurses. The review synthesized the current research to identify any gaps in the

research. The diverse sampling included both theoretical and empirical literature to help

conclude the topic. A conceptual framework was used to guide the process. The Melnyk

Framework was used for evaluation of the selected twelve well-vetted articles. The process

allowed for the identification of triggers often experienced by the new graduate registered nurse

that led to burnout. The review examined triggers that induced burnout in the novice registered nurses. Articles were reviewed based on keywords such as burnout, fatigue, reduced retention rates, and compassion fatigue. In each article reviewed, there was a direct correlation between the triggers the novice nurse encountered and the incident of burnout. Novice nurses with repeated exposure to triggers had an increased likelihood of developing burnout and potentially leaving the profession of nursing. Mitigating triggers will increase retention rates.

Defining Concepts and Variables

Identifying the concepts and variables was a key component in minimizing any ambiguity in the Integrative Review process (Toronto & Remington, 2020). The nursing shortage is experienced globally and involves nurses of various ages, color, races, clinical experience, and geographical locations, however for this project, the focus was only on the novice registered nurse. To minimize any ambiguity the search was refined to the novice registered nurse and excluded licensed practical nurses and advanced practice nurses. Variables included triggers that led to burnout. Triggers were defined as an occurrence that causes stress or results in a negative response. Because of the triggers, the nurse is likely to develop burnout, which may appear as depression, loss of interest, anxiety, and fatigue. This occurs frequently in the novice registered nurse. The novice RN is a nurse who successfully graduated from an accredited nursing program within one to two years from the date of clinical practice.

Rationale for Conducting the Review

There is currently a vast amount of research related to burnout and fatigue in nurses because of clinical triggers. Nurse burnout is an occupational hazard that affects nurses, patients, healthcare, and communities at large (Jun et al., 2021). The research was broad and included the following variables, location, and years of experience. The project explored burnout experienced

by novice registered nurses. This integrative review helped identify how the novice registered nurse transitions from graduation to practice. The American Nurses Association (ANA) is partnering with various healthcare organizations to identify triggers and reduce burnout (ANA, 2023). Burnout plays a pivotal role in decreased retention rates among novice registered nurses. This phenomenon is adding to the already growing epidemic of nursing shortage. The research identified clinical triggers that specifically created burnout in novice registered nurses. The research supported the theory that the graduate nurse experiences transition shock due to an unrealistic expectation of nursing exacerbated by triggers.

Purpose of the Review

For this integrative review, current research has highlighted how triggers led to *burnout in nursing*. Using this approach, the content was narrowed down to analyze the phenomenon related to specific triggers associated with burnout in novice registered nurse. Studies indicate that nurses who are exposed to a state of chronic stress may experience low levels of professional efficacy, emotional exhaustion, and burnout (Dulko & Kohal,2022).

For this review, the triggers were identified as having a direct relationship to burnout in the novice registered nurse.

Review Question

Does exposure to clinical triggers cause burnout in the novice registered nurse?

Essentials of Doctoral Education for Advanced Practice Nursing

Essential I: The Scientific Underpinnings for Practice

The Scientific Underpinnings for Practice were established in this project through intense research, utilizing the most current evidence-based practice. This integrative review examined

current evidence in the literature relating to triggers associated with burnout in novice registered

nurses (American Association of Colleges of Nursing [AACN], 2006).

Essential II: Organizational and Systems Leadership for Quality Improvement and Systems

Thinking

This project assessed the current practices relating to the novice registered nurse. Identifying

leadership styles that are both beneficial and detrimental to the transition of the novice registered

nurse. The Doctor of Nursing Practice (DNP) prepared nurse should be prepared to analyze and

change policies that demonstrate a correlation between triggers and burnout. This integrative

review examined how leadership can change the effect of triggers through the mitigation of

certain triggers (American Association of Colleges of Nursing [AACN], 2006).

Essential III: Clinical Scholarship and Analytical Methods for Evidence-Based Practice

 Clinical Scholarship and Analytical Methods for Evidence-Based Practice will guide this

phenomenon into change. This integrative review examined the current existing literature that

provides the support needed to suggest a change to the necessary stakeholders regarding the

impact of burnout on the novice registered nurse (American Association of Colleges of Nursing

[AACN], 2006).

Essential V: Healthcare Policy for Advocacy in Healthcare

 Healthcare Policy for Advocacy in Healthcare requires that data be collected, analyzed, and

reviewed from a nurse's perspective with consideration to all stakeholders. DNP-prepared nurses

should be ready to address difficult topics that affect nurses and support recommendations for

change to be a change agent. The DNP-prepared nurse must thoroughly research the topic and

support the findings. This integrative review examined the theory that when burnout is present,

patient safety is compromised and should be a strong consideration for implementing change

(American Association of Colleges of Nursing [AACN], 2006).

Ethical Consideration

This project did not include human subjects and was only based on previous research

found in the literature. The project was submitted to the Liberty University Institutional Review

Board (IRB) for approval and the Collaborative Institutional Training Initiative (CITI), although

the CITI was completed for this project because there are no human subjects.

An email was received by the IRB on August 16, 2023, noting that the project was

accepted (see Appendix D). The CITI certification may be found in Appendix B.

Inclusion/Exclusion Criteria

A literature review was performed using several databases: CINAHL Ultimate, Medline,

Scopus, and Cochrane. Inclusion included only English language articles published within the

last five years, peer-reviewed and full text. Inclusion triggers included exposure that occurs to

those registered nurses with ≤ two years of clinical experience.

Exclusions included nurses who are licensed below the level of a registered nurse, such as

licensed practice nurses and above the baccalaureate degree, such as an Advanced Practice

Nurse. Melnyk's Hierarchy levels VI and VII were excluded. Level VI has single descriptive or

qualitative study and VII was considered to be of expert opinion.

Conceptual Framework and Five-Stage Integrative Review Process

Using the Whitmore and Knafl (2005) five-step process, the problem was first identified

to be one of significance based on the current literature search. The 5-stage Integrative Review

process included formulating the problem, data collection, evaluation and analysis of data and

interpretation of the data (Maggio et al., 2016). Data collected included qualitative and

descriptive or correlation studies. Experimental and Non-experimental studies in which data were collected and critiqued using variables that included triggers in part, such as staffing ratios, poor communication and ineffective mentoring that contributed to burnout in the novice nurse were included.

The data were evaluated and analyzed using the Melnyk Framework for evaluation. The conceptual framework provided a guide to navigate the expected steps in the Integrative Review process. The conceptual framework steps that were completed included the representation of the relationship between triggers and burnout in the novice registered nurse. The data were analyzed to determine triggers that were associated with burnout. The objective required appraising the data and synthesizing the findings to establish a correlation between triggers, burnout, and the novice registered nurse.

Section Two: Comprehensive and Systematic Search

Comprehensive Search

Quantitative data collection included a literature review matrix that consisted of vetted articles that qualified for the project after completing a data analysis on each article. A preliminary literature review was conducted using the following databases: CINAHL Ultimate, Medline, Scopus, and Cochrane. Librarian support and the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) Flow Chart (see Appendix F) were used to increase rigor. The initial review of the literature yielded a total of 2,366 articles using the key terms, burnout triggers, occupational stress, compassion fatigue and nurse. After reviewing these articles all except twelve were excluded because they lacked sufficient evidence to correlate the phenomenon. The remaining twelve articles included identifying specific burnout triggers in the novice registered nurse.

Search words include, *burnout, fatigue, occupational stress, compassion fatigue, novice registered nurse, triggers,* and causation. Search modes included Boolean/Phrase, with full text, peer-reviewed English language. Publication dates were set from 2019 to 2023.

Terminology

Terminology can be confusing because many words have different meanings depending on the discipline (Toronto & Remington, 2020). For instance, *platform* refers to software used by a specific database provider. The *search interface* refers to the search page and features that allow the search of the database. The *search engine* is used to describe systems like Bing and Google. *Database* refers to an electronic, searchable collection of articles such as journals, book chapters and published materials. In the nursing profession the term *burnout* can mean many things, therefore, it is particularly important that the term used in the articles refers to the key-words denoted in the Integrative Review.

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Section Three: Managing the Collected Data

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Design

The 5-stage Integrative Review process included formulating the problem, data collection, evaluation and analysis of data and interpretation of the data (Maggio et al., 2016). Data collected included qualitative and descriptive or correlation studies. Non-experimental studies in which data were collected and critiqued using variables that included triggers in part, such as staffing ratios, poor communication and ineffective mentoring that contributed to burnout in the novice nurse were included. Information collected was provided and comprehensive support of the problem was utilized to identify any gaps in the literature.

Measurable Outcomes

Measurable outcomes were based on data collected during the literature review. Data were critiqued and analyzed to determine commonalities that related to the project. The literature was reviewed to identify previous evidence and identify any gaps in the research. The data collected supported the project by identifying common triggers related to burnout in novice registered nurses.

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Section Four: Bias and Quality Appraisal Tools

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Bias and Quality Appraisal Tools

Methodological rigor was used to ensure the study context included a focus that encompassed the novice registered nurse in the clinical environment. The articles were analyzed for sample size, population, triggers, and areas of service. Articles that did not meet the criteria were excluded. The population selected had similar trigger experiences that predisposed the novice registered nurse to burnout. Using a Rapid Critical Appraisal Checklist such as Melnyk and Fineout-Overholt (2019), the articles were evaluated to further ensure accuracy, minimize any bias, and ensure the trustworthiness and validity of the study. Open-ended questions were used to provide a comprehensive examination of the data. Examples of open-ended questions included, "What are common causes of burnout in the novice registered nurse."

It was imperative that all efforts were made to avoid bias in the research. Research methods to avoid bias must be transparent and reproducible (Toronto & Remington, 2020). When gathering data to understand the phenomenon of burnout in novice registered nurses, it is imperative to focus on the validity of the research. To avoid bias the focus remained on the clinical question, as well as on the inclusion and exclusion criteria. Each study was assessed for bias using standard protocols for selection and randomizing the selection in this project quality

appraisal tools included, the PRISMA model, the Melnyk Hierarchy of Evidence, and the

Literature Matrix.

Validity in research refers to how truthful the study is based on scientific methods of

research (Toronto & Remington, 2020). When the research lacks validity it is often because bias

has compromised the individual study results. External validity is of equal importance in critical

appraisal. External validity demonstrates the applicability to one's population of interest. For the

integrative review project, Toronto and Remington (2020), suggest that "internal validity (risk of

bias) is the most crucial aspect of validity upon which to focus".

Section Five: Analysis and Synthesis

Data Analysis Methods

Methods used to analyze the data included the Librarian, full text, peer-reviewed articles

published within the last five years which included the analysis of the articles identifying

common elements of all articles reviewed. Burnout was a common factor of causation for nurses

leaving their profession. Burnout presents as fatigue, lack of compassion, depression, and

anxiety. Nurses who have left their profession indicated that exposure to occupational triggers

was the driving force in their decision to leave. A list of common factors in the articles was

formulated and identified in part as, lack of adequate staffing, stressful work environment, poor

communication, and poor management. Each article identified a key component of the

underlying reason for burnout, which is currently an epidemic in nursing. Common triggers

associated with burnout should be quickly identified and mitigated, especially during the

transition period from graduate nurse to novice nurse. The triggers that were identified in the

reviewed articles are common and mostly preventable. The article searches yielded 2366 articles

using the Jerry Falwell Online Library. Selection was narrowed down to twelve articles and those twelve were placed in the literature matrix.

Probable gaps in the literature included other factors relating to burnout that were not identified or not adequately represented in the articles reviewed.

Descriptive Results

A matrix was used to define the Level of Evidence. Articles met the criteria of levels I, (3), II, (1), III, (2), IV, (3), and V, (3) levels VI and VII were excluded, level VI is a single descriptive or qualitative study and VII is considered and expert opinion. Articles included Systematic reviews, randomized and non-randomized control trials, evidence from well-designed case-controlled studies and evidence from Systematic Reviews or qualitative studies. Publish dates for the articles included, 2019 (2), 2020 (4), 2021 (2), 2022 (2) and 2023 (2). Locations of studies included, the United States (5), Canada (2), Jordan (1) and China (4). The environment included the clinical setting.

Synthesis

Thematic analysis is a widely used method that helps identify patterns within data (Toronto & Remington, 2020). The approach may be used to identify and organize recurrent themes or concepts across multiple sources of literature. A review matrix was created to search for reoccurring themes or patterns. Strategies for data analysis are constantly changing, therefore, it is imperative that rigorous methods are utilized, and transparent records are kept.

Theme 1: Burnout Effect Associated with Clinical Experience

The first theme was focused on the novice registered nurse with two years or less of clinical experience and included transition shock (Rainbow & Steege, 2019, Xie et al., 2021, Hoeve et al., 2020).

Theme 2: Types of Triggers

Theme two included identifying triggers such as poor communication, unsafe staffing ratios, ineffective leadership, and lack of work-life balance. Each trigger was identified as being the likelihood of burnout. The novice registered nurse, especially during the transition phase is particularly vulnerable to burnout, in part due to lack of clinical exposure when compared to the more seasoned nurse. The novice registered nurse, lacks self-confidence, and often practice readiness (Xie et al., 2021, Yu et al., 2023, Rainbow & Steege, 2019)

Theme 3: Clinical Environment

Theme three included the location of the novice registered nurse, those at greater risk are front-line nurses. Frontline nurses are often nurses on medical-surgical floors. Nurses working on units with a higher census of patients are also predisposed to burnout due to short staffing (Labrague & Santos, 2020, Zhou et al., 2020, Zhao et al, 2023).

Theme 4: Effects of Burnout

The novice registered nurse who was repeatedly exposed to triggers, developed burnout, manifested by feelings of depression, anxiety, loss of interest and fatigue. These feelings, especially for the novice nurse can be intense and overwhelming. Experiencing burnout as a novice registered nurse increases the likelihood of poor patient care and errors. Administrators, leadership, and other stakeholders should be aware of the likelihood of burnout in novice registered nurses (AbuAIRub & Abu Alhaija'a, 2019, Bakker et al., 2020, Yu et al., 2023)

<u>Theme 5: Impact of Burnout</u>

Burnout in the novice registered nurse drastically effects patient safety. Medical errors are more likely to occur when the novice registered nurse is burnout. Burnout is also associated with reduced retention rates and lack of core staff (Sarnkhaowkhom et al., 2022, Singh et al., 2020, Zhao et al., 2023, Suzuki et al., 2021).

Ethical Consideration

This project did not include human subjects and was only based on previous research found in the literature. The project was submitted to the Liberty University Institutional Review Board (IRB) for approval and the Collaborative Institutional Training Initiative (CITI), although the CITI was completed for this project because there are no human subjects.

An email was received by the IRB on August 16, 2023, noting that the project was accepted (see Appendix D). The CITI certification may be found in Appendix B.

Sections Six: Discussion

Interpretation of Findings

Stakeholders and other members of the healthcare profession have an obligation to provide the utmost care for patients. Meeting that standard is currently being impeded due to the phenomenon known as burnout, which is particularly impactful among novice registered nurses. Burnout occurs when nurses are repeatedly exposed to triggers that lead to fatigue, depression, and anxiety. The novice registered nurse experiences transition shock when transitioning from a graduate to a nurse, increasing the likelihood that burnout will occur more frequently. In a profession where shortage is already a global concern, awareness of this epidemic must be brought to the forefront to meet the standards of safe and effective patient care.

Summary

This integrative review thoroughly examined the current research on the topic of "burnout in nursing." The researcher narrowed down the content and analyzed the data to identify the phenomenon known as, *triggers* that result in burnout in the novice registered nurse.

The literature review strongly supported a correlation between burnout and triggers in novice registered nurses. The new graduate registered nurse often enters the profession with an intense sense of inadequacy and lack of practice readiness. Multiple articles indicated that triggers, such as inadequate staffing, poor communication and poor leadership were contributors to burnout.

Limitations

Limitations include identifying triggers that are more likely to produce burnout such as unsafe staffing ratios versus poor mentorship. Additional limitations include longer periods of study time and identifying the clinical period, for example, new graduate registered nurse versus one ½ to 2 years of clinical experience.

Conclusion

In summary, identifying potential triggers that are associated with burnout in the novice registered nurse should be a priority in healthcare. The novice registered nurse is the future of nursing. Without the novice nurse, the national and global nursing shortage will continue to rise, and patient safety and satisfaction will continue to decline. Research has strongly suggested a that nurses who are exposed to certain triggers during the transition phase of nursing are more likely to develop burnout. Burnout often results in nurses leaving the profession, adding to the already growing concerns that stakeholders must regard when considering adequate healthcare. Intervention is vital in preventing burnout and can occur through the mitigation of certain

triggers. This integrative review provides the additional research needed to bring about awareness and implement change in this phenomenon known as burnout. Research gaps include identifying other reasons for burnout in the novice registered nurse.

Implications for Practice

This integrative review provides the stakeholders within the healthcare system with the information needed to make informed decisions regarding the novice registered nurse. Being equipped with this potential problem-solving tool can reduce the number of novice nurses leaving the profession. Since nurse burnout has become an ongoing problem in our nation, healthcare organizations are being called on to utilize validated measures to reduce this phenomenon and assess the well-being of their workforces (Kelly, et al., 2021).

The findings of this project will be used as a tool to educate healthcare members for future practice. The research substantiates the triggers that are encountered by the novice registered nurse, resulting in burnout, impacts the safety and care of patients nationwide. There are several opportunities available to share this project including publication in a professional journal, poster presentations and podium presentations.

Dissemination

The project will be submitted to IR to Scholars Crossing (December 2023). Presentations will include the local hospital leadership quarterly staffing (Spring 2024 and Fall 2024) and the School of Nursing meeting at the University of Arkansas, Fort Smith (Spring 2024).

Timeline

A timeline has been included, to reflect the various milestones completed during this project, including descriptions, and dates of completion. (see Appendix E)

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Appendix A

Article Synthesis Matrix Template

Article Title, Author, etc. (Current APA Format)	Study Purpose	Sample (Characteristics of the Sample: Demographics, etc.)	Methods	Study Results	Level of Evidence (Use Melnyk Framework)	Study Limitations	Results
Article 1 Hoeve, Y., Brouwer, J., & Kunnen, S. (2020). Turnover prevention: The direct and indirect association between organizational job stressors, negative emotions, and professional commitment in novice nurses. Journal of Advanced Nursing (John Wiley & Sons, Inc.), 76(3), 836–845. https://doi.org/10.1111/jan.14281	To gain insight into crucial organizational job stressors in the novice nurse	The sample derived from 580 diaries from 18 novice nurses, diaries were collected from September 2013 to September 2014	Observational cohort design	Path modeling revealed negative emotions related to lack of support from colleagues and negative experiences with patients contribute to workplace stressors	Level 4 cohort study	Study limitations include the transferability of the results is limited since the research was only conducted on 18 novice nurses in one hospital	The collection was adequate, at a level 4, although the sample only included female nurses and nurses with no more than 1 year of practice and the mean age was 23 years the study does reflect the current population of new graduate nurses and identifies

							triggers associated with burnout
Article 2 Sarnkhaowkhom, C., Promkanya, A., Pomisrikeaw, S., & Ritthapanya, N. (2022). "Novice nurse and novel coronavirus"—experiences of novice nurses caring for patients diagnosed with COVID-19 in Thailand. Nursing Open, 9(6), 2887–2898. https://doi.org/10.1002/nop2.996	To explore the experience of novice nurses caring for patients during COVID-19	Twelve novice nurses were interviewed via telephone and conference calls.	Qualitative descriptive research	Results revealed the power of the novice nurse to bring positive change during the care of patients with COVID-19 while highlighting the stress, fear, and anxiety of the novice nurse	Level 5 Systematic descriptive review	Limitations due to in-person pandemic regulations, the study was limited to female nurses only due to the low number of male nurses available and only a small number of nurses who work in public hospitals were included	The study highlights the necessity to support the novice nurse during stressful events such as the pandemic and the fear, anxiety, and stress felt by the novice nurse

Article 3 Singh, C., Cross, W., Munro, I., & Jackson, D. (2020). Occupational stress facing nurse academics—A mixed-methods systematic review. Journal of Clinical Nursing (John Wiley & Sons, Inc.), 29(5/6), 720–735. https://doi.org/10.1111/jocn.15150	To better understand the relationship between nurse academics and the stress associated with occupational stress	Joanna Briggs Institute process using standardized appraisal instruments. A total of 16 studies were reviewed including 11 quantitative and five qualitative studies with a clear focus on novice academics	A mix-methods systematic review based on the PRISMA reporting guidelines	The study revealed that nursing academics do impact the novice nurse causing stress and burnout, negative factors include bullying, lack of training and poor mentorship	Level 1 Mixed methods Systematic Review	Limitations include papers being limited to English language and full text, only peer-reviewed investigations of occupational stress were accepted, and the only studies examined were nurse academics	The study does provide insight into novice nurse burnout, and the need to mitigate stressors related to burnout
Article 4 Rainbow, J. G., & Steege, L. M. (2019). Transition to practice experiences of first- and second-career nurses: A mixed-methods study. Journal of Clinical Nursing (John Wiley &	To explore how nurses' transition as first and second-career nurses during a	Participants were recruited using convenience sampling from a large Midwestern Medical Center, the selection included nurses who had	Mixed method design using qualitative study following COREG guidelines	The study revealed that the themes identified were stressors, coping and burnout	Level 4 Cohort Study	Limitations in this study include a small sample size of the quantitative survey,	The study makes a valid point about the differences in how stress is perceived in those nurses who have had

Sons, Inc.), 28(7/8), 1193–1204. https://doi.org/10.1111/jocn.14726	time of global shortage	practiced only 1-2 years as a registered nurse, and participants had to either have a career prior to nursing or not have a career prior to nursing. Having a career was defined as working full-time for a period of over one year while not taking educational courses		related to the role of the nurse. The quantitative results revealed stressors increased as time went on in first and second-career nurses indicating a change in the work environment may aid in both the first-career and second career nurse.		additionally, limits include the number of participants who had a prior career	previous careers compared to those with no career experience, this data should be considered when considering a pilot program to effectively support graduate nurses. Previous career stressors could be triggers
Article 5 AbuAlRub, R. F., & Abu Alhaija'a, M. G. (2019). Perceived benefits and barriers of implementing nursing residency programs in Jordan. International	To explore the benefits and barriers of a Nursing Residency Program	The purposive study included thirty Jordanian nurses and six key informants.	Descriptive qualitative approach	The study's results indicated that a Nursing Residency Program for new	Level 5 Systematic Review	Limitations included a potential bias on selection due to nurse managers	The study provides data that supports common stressors that the novice nurse is experiencing

Nursing Review, 66(1), 43–51. https://doi.org/10.1111/inr.12452	for new graduate nurses			graduates would increase confidence and decrease anxiety, shock, and turnover in the first year of employment		involvement in the selection process, however head nurses were requested to create a cross section of novice nurses	and the need for policy action to retain graduate nurses and reduce burnout outside of the USA and Canada
Article 6 Zhao, Y., Zhang, X., Zheng, Z., Guo, X., Mou, D., Zhao, M., Song, L., Huang, N., & Meng, J. (2023). Burnout among Junior Nurses: The Roles of Demographic and Workplace Relationship Factors, Psychological Flexibility, and Perceived Stress. *Journal of Nursing Management*, 1–11. https://doi.org/10.1155/2023/9475220	The purpose of this study is to examine the relationship between various levels of stress as it relates to burnout	526 nurses were initially contacted-481 valid questionnaires (response rate: 91.4%) through the Wenjuanxing platform (https://www.wjx.cn/). All questions were set as mandatory, so there were no missing data	Mixed method using setting, sample and data collection	The study revealed that new nurses are at high risk of burnout	Level 4 cross-sectional design	To clarify the different processes of burnout, future research should include longitudinal and qualitative studies	The study correlates the relationship between a novice registered nurse and the likelihood of burnout-COVID 19 had a high impact on nurse's mental health
Article 7 Xie, J., Li, J., Wang, S., Li, L., Wang, K., Duan, Y., Liu, Q., Zhong, Z., Ding, S., &	The purpose of this study is to	A multistratified random sample method was utilized to recruit	Cross-sectional descriptive study	Results revealed of the 2400 distributed,	Level 5 systematic review of	Limitations of this study include	This study is a level 5. Yes, the study does include

Cheng, A. S. K. (2021). Job burnout and its influencing factors among newly graduated nurses: A cross-sectional study. Journal of Clinical Nursing (John Wiley & Sons, Inc.), 30(3/4), 508–517. https://doi.org/10.1111/jocn.15567	identify triggers that lead to nurse burnout in the new graduate nurse. Identifying stress can reduce the chances of developing burnout syndrome that results in immeasurable losses.	newly graduated nurses from 15 cities in 13 provinces who were sent online questionnaires to conduct the survey.		2071 were returned (86.29%). Core competence was negatively correlated with burnout. The results also revealed that women were more prone to burnout than men and that nurse managers should pay attention to burnout.	descriptive and qualitative studies	the fact that many factors that affect burnout in new graduate nurses were not included. Future research should include more relevant data	the foundation required to support issues that contribute to new graduate nurse burnout includes but not limited to emotional exhaustion, clinical competence, and stress. The study included sociodemographic data, gender differences and work life comparisons
Article 8 Bakker, E. J. M., Kox, J. H. A. M., Boot, C. R. L., Francke, A. L., van der Beek, A. J., & Roelofs, P. D. D. M. (2020). Improving mental health of student and novice nurses to prevent dropout: A systematic review. *Journal*	The purpose of the study is to provide mental health options to the novice	The research included literature published from 1971 to 2019, identifying stress, and transition	Systematic Review	Results revealed there are a wide range of interventions, but it is unsure the	Level 1	Limitations include a diversity of interventions and evaluation which may have	Studies revealed a significant relationship between dropout from work, and certain stressors in

of Advanced Nursing (John Wiley & Sons, Inc.), 76(10), 2494–2509. https://doi.org/10.1111/jan.14453	registered nurse to reduce dropout			effectiveness		hindered the study	the novice registered nurse.
Article 9 Labrague, L. J., & Santos, J. A. A. (2020). Transition shock and newly graduated nurses' job outcomes and select patient outcomes: A cross-sectional study. Journal of Nursing Management (John Wiley & Sons, Inc.), 28(5), 1070–1079. https://doi.org/10.1111/jonm.13033	The purpose of this study is to examine transition shock experience in the newly graduated nurse as well as influences on job outcomes such as stressors, burnout, and reduced retention rates	The study included one hundred seventy-six newly graduated nurses (nurses with ≤ 1 year experience)	A descriptive cross-sectional design Data was collected using seven standardized scales	The study revealed that hospital classification predicted transition shock. New graduate nurses reported their greatest challenges included balancing work life with home life (mean = 2.60, standard deviation = 0.42)	Level 1 Systematic Review	Limitations of this study include the probability of bias due to the self-report scale being used. Missed nursing care would require a more rigorous study	The study will be considered, focusing on a work-life balance that sufficiently supports triggers associated with work-related nurse burnout in the new graduate nurse
Article 10 Yu, C., Jiang, J., Zhong, M., Zhang, H., & Duan, X. (2023). Training load of newly recruited nurses in	The purpose of this study is designed	Data was collected across three hospitals, two general and one specialized.	Qualitative study The COREG checklist	The study revealed three themes that emerged	Level 2 Case-controlled	Limitation of the study includes the fact	The study provides a foundation to support triggers

Grade-A Tertiary Hospitals in Shanghai, China: A Qualitative Study. BMC Nursing, 22(1), 1–8. https://doi.org/10.1186/s12912-022-01138-z	to provide insight into the training load of newly recruited nurses (new graduate nurses) having to meet the workload at a fast pace due to nursing shortages	15 newly recruited nurses were recruited to participate in semi-structured interviews that were in-depth	was used to assess the overall study	which included cognitive overload, internal cognitive overload, and physical and mental overload, also included seven sub-themes and revealed the intensity of the training needs to be reasonably adjusted.		that only three hospitals were utilized, and the source of sample data was extremely limited.	associated with the new graduate nurse related to "load." The study mainly focuses on the training load of the new graduate nurse. This stressor is what requires a policy change and may not be a feasible change.
Article 11 Zhou, L., Kachie Tetgoum, A. D., Quansah, P. E., & Owusu, M. J. (2022). Assessing the effect of nursing stress factors on turnover intention among newly recruited nurses in hospitals in China. *Nursing Open*, 9(6), 2697–2709.	The purpose of the review was to investigate job factors that either caused the novice registered nurse to	654 responses from novice nurses working in 20 Chinese hospitals	Cross-sectional study	The study revealed that stressors in the novice registered nurse could increase the likelihood that the nurse	Level 3 Case-controlled	Limitations included that existing factors could have contributed to stressors	The study supports the connection between triggers and reduced retention rates in novice registered nurse

	stay at the job or leave the job			leaves the profession			
https://doi.org/10.1002/nop2.969							
Article 12 Suzuki, E., Takayama, Y., Kinouchi, C., Asakura, C., Tatsuno, H., Machida, T., Yanahara, H., Kitajima, H., & Miwa, M. (2021). A causal model on assertiveness, stress coping, and workplace environment: Factors affecting novice nurses' burnout. *Nursing Open*, *8*(3), 1452–1462. https://doi.org/10.1002/nop2.763	The purpose of the study was to examine stress coping and workplace environment in relationship to burnout among novice registered nurses with a focus on assertiveness	645 female novice registered nurses at 17 different hospitals	A cross-sectional study	The study revealed that less assertive novice nurses are more likely to burnout. Ineffective communication can impact the likelihood of burnout	Level 3 cohort study	Additional studies are needed by conducting longitudinal studies to elucidate the causal relationship with higher precision	The study revealed that poor communication could be a factor in the novice registered nurse experiencing a great risk for burnout

Appendix B

CITI Training Certificate

This is to certify that:

Sharon Nguyen

Has completed the following CITI Program course:

Social & Behavioral Research - Basic/Refresher
(Curriculum Group)
Social & Behavioral Researchers
(Course Learner Group)
1 - Basic Course
(Stage)

Under requirements set by:

Liberty University

Completion Date 21-Jun-2023
Expiration Date 21-Jun-2026
Record ID 56375129

Not valid for renewal of
certification through CME.

Collaborative Institutional Training Initiative

101 NE 3rd Avenue, Suite 320
Fort Lauderdale, FL 33301 US
www.citiprogram.org

Verify at www.citiprogram.org/verify/?wb6b2e089-8f0b-4624-9c87-2bb134fe238e-56375129

Appendix C

Permission to Use Iowa Model

[External] Permission to Use The Iowa Model Revised: Evidence-Based Practice to Promote Excellence in Health Care

Kimberly Jordan - University of Iowa Hospitals and Clinics <survey-bounce@survey.uiowa.edu>
Fri 5/19/2023 12:35 PM
To: Nguyen, Sharon Kay <snguyen12@liberty.edu>

You don't often get email from survey-bounce@survey.uiowa.edu. Learn why this is important

[EXTERNAL EMAIL: Do not click any links or open attachments unless you know the sender and trust the content.]

You have permission, as requested today, to review and/or reproduce *The Iowa Model Revised: Evidence-Based Practice to Promote Excellence in Health Care.* Click the link below to open.

Iowa Model - 2015.pdf

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Reference: Iowa Model Collaborative. (2017). Iowa model of evidence-based practice: Revisions and validation. *Worldviews on Evidence-Based Nursing, 14*(3), 175-182. doi:10.1111/wvn.12223

In written material, please add the following statement:
Used/reprinted with permission from the University of Iowa Hospitals and Clinics, copyright 2015. For permission to use or reproduce, please contact the University of Iowa Hospitals and Clinics at 319-384-9098.

Please contact UIHCNursingResearchandEBP@uiowa.edu or 319-384-9098 with questions.

Appendix D

IRB Approval

LIBERTY UNIVERSITY.
INSTITUTIONAL REVIEW BOARD

August 16, 2023

Sharon Nguyen
Folashade Odedina

Re: IRB Application - IRB-FY23-24-256 Burnout Triggers in the Novice Registered Nurse

Dear Sharon Nguyen and Folashade Odedina,

The Liberty University Institutional Review Board (IRB) has reviewed your application in accordance with the Office for Human Research Protections (OHRP) and Food and Drug Administration (FDA) regulations and finds that your study does not meet the definition of human subjects research. This means you may begin your project with the data safeguarding methods mentioned in your IRB application.

Decision: No Human Subjects Research

Explanation: Your study is not considered human subjects research because it will not involve the collection of identifiable, private information from or about living individuals (45 CFR 46.102).

Please note that this decision only applies to your current application. Any modifications to your protocol must be reported to the Liberty University IRB for verification of continued non-human subjects research status. You may report these changes by completing a modification submission through your Cayuse IRB account.

For a PDF of your IRB letter, click on your study number in the My Studies card on your Cayuse dashboard. Next, click the Submissions bar beside the Study Details bar on the Study Details page. Finally, click Initial under Submission Type and choose the Letters tab toward the bottom of the Submission Details page.

If you have any questions about this determination or need assistance in determining whether possible modifications to your protocol would change your application's status, please email us at irb@liberty.edu.

Sincerely,

G. Michele Baker, PhD, CIP
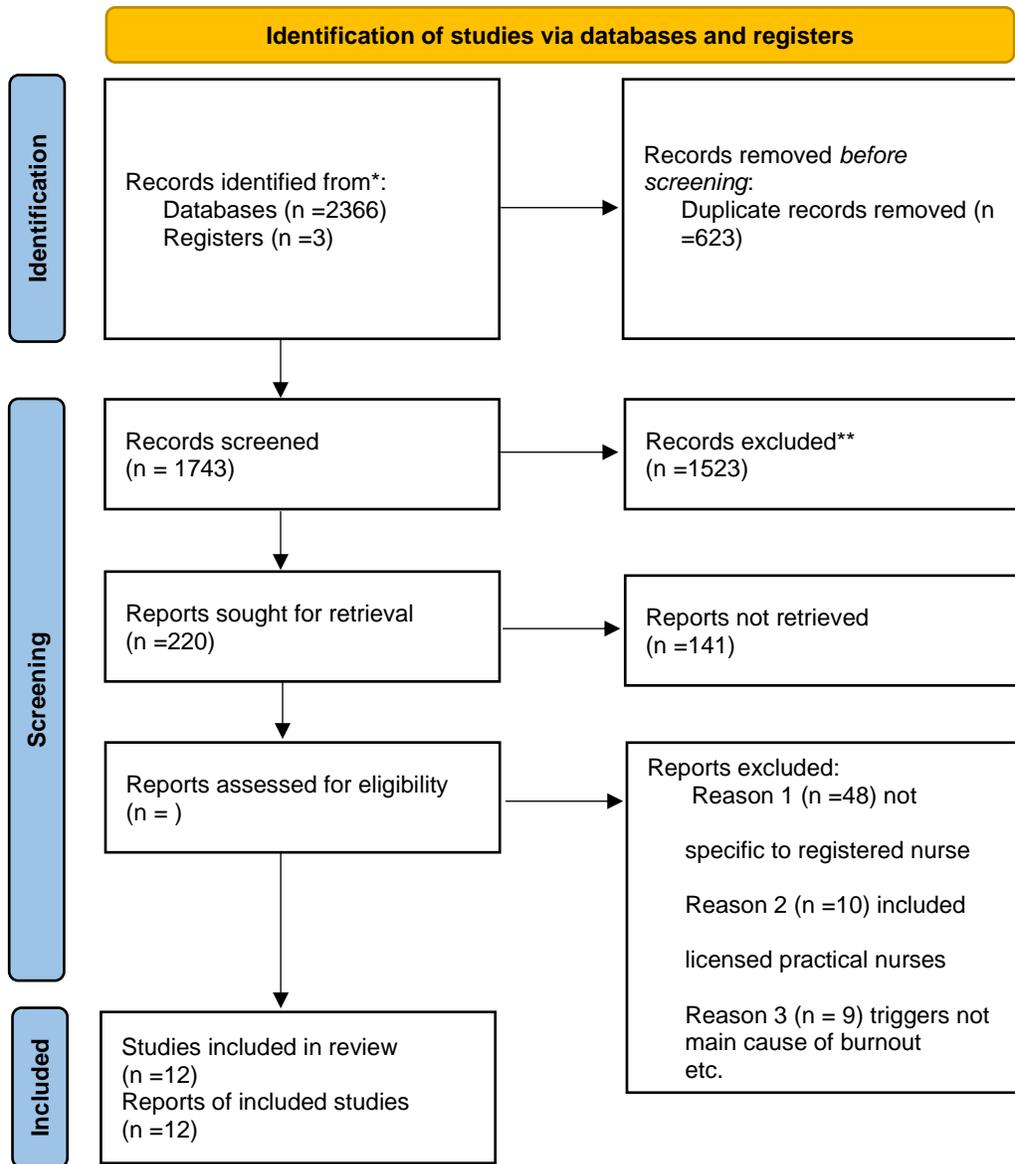*Administrative Chair*
Research Ethics Office

Appendix E

Scholarly Project Timeline

Milestone	Deliverable	Description	Estimated Completion Date
Completed	Chair Approval of IR Project	Develop pre-proposal for IR project for submission	May 15, 2023
Completed	Defense with chair Approval	Develop and edit IR the proposal and PowerPoint for approval from the chair	June 29, 2023
Completed	Completion of Step 2 IR	Comprehensive research review based on librarian search terms and inclusion and exclusion criteria	July 2023
Completed	Improve Research Criteria	Meet periodically with a librarian to support the search process, building searches, identifying reliable data, and organizing results	December 2023
Completed	IRB approval	Complete and submit the IRB application for approval	August 16, 2023
Completed	Completion of Step 3 of IR	Extract methodological features of the sample studies to include in the project	August 2023
Completed	Completion of Step 4 of IR	Analyze and compare methods, reduce data that is not relevant to the project	August 2023
Completed	Completion of Step 5 of IR	Edit for results of the project to ensure all stages are complete	August 24, 2023
Completed	Editor	Submit Scholarly Project to editor	November 19, 2023
In Progress	Final Defense	Final Defense PowerPoint, defend the project and make necessary edits for submission	December 4, 2023
In Progress	Scholar's Crossing	Student will submit Scholarly Projects to Scholar's Crossing	December 15, 2023

Appendix F

PRISMA Flow Chart

PRISMA 2020 flow diagram for new systematic reviews which included

searches of databases and registers only

Identification of studies via databases and registers

Identification

Records identified from*:
  Databases (n =2366)
  Registers (n =3)

→ Records removed *before screening*:
  Duplicate records removed (n =623)

Records screened
(n = 1743)

→ Records excluded**
(n =1523)

Screening

Reports sought for retrieval
(n =220)

→ Reports not retrieved
(n =141)

Reports assessed for eligibility
(n =)

→ Reports excluded:
  Reason 1 (n =48) not

  specific to registered nurse

  Reason 2 (n =10) included

  licensed practical nurses

  Reason 3 (n = 9) triggers not
  main cause of burnout
  etc.

Included

Studies included in review
(n =12)
Reports of included studies
(n =12)

*Consider, if feasible to do so, reporting the number of records identified from each database or register searched (rather than the total number across all databases/registers).**If automation tools were used, indicate how many records were excluded by a human and how many were excluded by automation tools.