Many studies have documented high prevalence of burnout and compassion fatigue in oncology nurses. Burnout has detrimental effects on nurses, patients, and healthcare organizations. However, burnout interventions have been shown to improve the physical and mental health of nurses, patient satisfaction, and the organizational bottom line by reducing associated costs of burnout. Although treatment centers may prevent and correct burnout in oncology nurses by providing various interventions, few articles focus on those interventions. This article compiles and describes interventions that will serve as a reference to nurses and healthcare organization leaders interested in implementing similar programs.

Burnout Interventions

Aycock and Boyle (2009) examined existing interventions to manage compassion fatigue in oncology nurses by surveying 231 Oncology Nursing Society chapter presidents, with 103 responses. Twenty-two percent or fewer respondents had
Interventions included employee assistance programs, on-site retreats (e.g., facility campus, conference room), and off-site retreats (e.g., beach house, local education center, river resort). Resources for funding those retreats could include local Oncology Nursing Society chapters, educational funds, institution budgets, pharmaceutical company grants, or other donated funds.

The overnight retreat began with dinner and an evening of fun and laughter using room and table assignments to pair staff members. The retreat included a mentoring program designed to support minority nurses entering oncology; oncology nursing grand rounds, spirit rounds, and reflective practice rounds; narratives for individual reflection on practice; ambulatory nursing retreats for reflection and renewal; and individual meetings with a psychiatric clinical nurse specialist for new graduates.

The intervention included a kick-off program followed by three-hour programs each month for six months with an introduction and questionnaire on work situations, communication, and feedback. In addition, program topics included building social support, balancing job-related investments and outcomes, solving problems through team action planning, and identifying potential problems and solutions for dealing with change. Program counselors met with participants prior to conducting five full-day retreats with 150 oncology staff members.

Nurses attended a five-week program that involved five 90-minute sessions on compassion fatigue resilience. A four-hour workshop was conducted by a psychiatric clinical nurse specialist and included an experiential exercise focused on letting go of fatigue using imagery with soft music, tea lights, and singing bowls on the altar of the hospital chapel, with mantras and oil therapy with singing bowls for balance and well-being. Afterwards, participants gathered in a classroom to share a meal and continue fellowship.

<table>
<thead>
<tr>
<th>Source</th>
<th>Intervention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adams &amp; Putrino, 2010</td>
<td>An expressive writing workshop encouraged self-care by presenting participants with information on ways to ground expressive writing and participate in expressive writing exercises.</td>
</tr>
<tr>
<td>Aycock &amp; Boyle, 2009</td>
<td>Interventions included employee assistance programs, on-site retreats (e.g., facility campus, conference room), and off-site retreats (e.g., beach house, local education center, river resort). Resources for funding those retreats could include local Oncology Nursing Society chapters, educational funds, institution budgets, pharmaceutical company grants, or other donated funds.</td>
</tr>
<tr>
<td>Bauer-Wu, 2005</td>
<td>Retreats were held outside the work setting with participants’ choice of four experiential break-out sessions: “Keeping the Hope,” which used art, imagery, and story to restore hopefulness as a self-care practice; “Coming Home to Your Body,” which used therapeutic movement; “Being Peace,” which used mindfulness meditation to foster peace and balance in everyday life; and “What Matters Most,” which fostered self-reflection and expression through collage and writing. Retreats also included free afternoon time with the opportunity for all participants to receive a massage; an evening of live entertainment with singing, dancing, and laughing; and a morning Yoga class or the option to take a walk or sleep in.</td>
</tr>
<tr>
<td>Cohen-Katz et al., 2005</td>
<td>An eight-week mindfulness-based stress reduction program aimed to improve relaxation, self-care, work and family relationships, and ways of dealing with difficult emotions.</td>
</tr>
<tr>
<td>Hayes et al., 2005</td>
<td>Interventions included a mentoring program designed to support minority nurses entering oncology; oncology nursing grand rounds, spirit rounds, and reflective practice rounds; narratives for individual reflection on practice; ambulatory nursing retreats for reflection and renewal; and individual meetings with a psychiatric clinical nurse specialist for new graduates.</td>
</tr>
<tr>
<td>Lambert &amp; Steward, 2007</td>
<td>The overnight retreat began with dinner and an evening of fun and laughter using room and table assignments to pair staff that normally do not interact. This was followed by a full day of team building facilitated by an expert. Topics included understanding team dynamics, personal behavior styles, communication with others, and creating safe environments that foster candid communication.</td>
</tr>
<tr>
<td>LeBlanc et al., 2007</td>
<td>The intervention included a kick-off program followed by three-hour programs each month for six months with an introduction and questionnaire on work situations, communication, and feedback. In addition, program topics included building social support, balancing job-related investments and outcomes, solving problems through team action planning, and identifying potential problems and solutions for dealing with change. Program counselors met with participants prior to the program to gather information on the organization’s structures and policies as well as management’s perception of the main source of job stress.</td>
</tr>
<tr>
<td>Medland et al., 2004</td>
<td>Day-long retreats held away from the clinical areas included interactive and informal presentations on wellness, bereavement, developing stress management skills such as relaxation, journaling, cultivating team effectiveness, and art-making activities. Participants also viewed a videotape on positive management philosophy and discussed a framework for incorporating stress management and self-care into practice. Practice changes to decrease burnout and increase ongoing focus on staff support at the facility were implemented based on ideas generated.</td>
</tr>
<tr>
<td>Potter et al., 2013</td>
<td>Nurses attended a five-week program that involved five 90-minute sessions on compassion fatigue resilience.</td>
</tr>
<tr>
<td>Walton &amp; Alvarez, 2010</td>
<td>A four-hour workshop was conducted by a psychiatric clinical nurse specialist and included an experiential exercise focused on letting go of fatigue using imagery with soft music, tea lights, and singing bowls on the altar of the hospital chapel, with mantras and oil therapy with singing bowls for balance and well-being. Afterwards, participants gathered in a classroom to share a meal and continue fellowship.</td>
</tr>
</tbody>
</table>

TABLE 1. Summary of Nursing Burnout Interventions

<table>
<thead>
<tr>
<th>Source</th>
<th>Intervention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adams &amp; Putrino, 2010</td>
<td>An expressive writing workshop encouraged self-care by presenting participants with information on ways to ground expressive writing and participate in expressive writing exercises.</td>
</tr>
<tr>
<td>Aycock &amp; Boyle, 2009</td>
<td>Interventions included employee assistance programs, on-site retreats (e.g., facility campus, conference room), and off-site retreats (e.g., beach house, local education center, river resort). Resources for funding those retreats could include local Oncology Nursing Society chapters, educational funds, institution budgets, pharmaceutical company grants, or other donated funds.</td>
</tr>
<tr>
<td>Bauer-Wu, 2005</td>
<td>Retreats were held outside the work setting with participants’ choice of four experiential break-out sessions: “Keeping the Hope,” which used art, imagery, and story to restore hopefulness as a self-care practice; “Coming Home to Your Body,” which used therapeutic movement; “Being Peace,” which used mindfulness meditation to foster peace and balance in everyday life; and “What Matters Most,” which fostered self-reflection and expression through collage and writing. Retreats also included free afternoon time with the opportunity for all participants to receive a massage; an evening of live entertainment with singing, dancing, and laughing; and a morning Yoga class or the option to take a walk or sleep in.</td>
</tr>
<tr>
<td>Cohen-Katz et al., 2005</td>
<td>An eight-week mindfulness-based stress reduction program aimed to improve relaxation, self-care, work and family relationships, and ways of dealing with difficult emotions.</td>
</tr>
<tr>
<td>Hayes et al., 2005</td>
<td>Interventions included a mentoring program designed to support minority nurses entering oncology; oncology nursing grand rounds, spirit rounds, and reflective practice rounds; narratives for individual reflection on practice; ambulatory nursing retreats for reflection and renewal; and individual meetings with a psychiatric clinical nurse specialist for new graduates.</td>
</tr>
<tr>
<td>Lambert &amp; Steward, 2007</td>
<td>The overnight retreat began with dinner and an evening of fun and laughter using room and table assignments to pair staff that normally do not interact. This was followed by a full day of team building facilitated by an expert. Topics included understanding team dynamics, personal behavior styles, communication with others, and creating safe environments that foster candid communication.</td>
</tr>
<tr>
<td>LeBlanc et al., 2007</td>
<td>The intervention included a kick-off program followed by three-hour programs each month for six months with an introduction and questionnaire on work situations, communication, and feedback. In addition, program topics included building social support, balancing job-related investments and outcomes, solving problems through team action planning, and identifying potential problems and solutions for dealing with change. Program counselors met with participants prior to the program to gather information on the organization’s structures and policies as well as management’s perception of the main source of job stress.</td>
</tr>
<tr>
<td>Medland et al., 2004</td>
<td>Day-long retreats held away from the clinical areas included interactive and informal presentations on wellness, bereavement, developing stress management skills such as relaxation, journaling, cultivating team effectiveness, and art-making activities. Participants also viewed a videotape on positive management philosophy and discussed a framework for incorporating stress management and self-care into practice. Practice changes to decrease burnout and increase ongoing focus on staff support at the facility were implemented based on ideas generated.</td>
</tr>
<tr>
<td>Potter et al., 2013</td>
<td>Nurses attended a five-week program that involved five 90-minute sessions on compassion fatigue resilience.</td>
</tr>
<tr>
<td>Walton &amp; Alvarez, 2010</td>
<td>A four-hour workshop was conducted by a psychiatric clinical nurse specialist and included an experiential exercise focused on letting go of fatigue using imagery with soft music, tea lights, and singing bowls on the altar of the hospital chapel, with mantras and oil therapy with singing bowls for balance and well-being. Afterwards, participants gathered in a classroom to share a meal and continue fellowship.</td>
</tr>
</tbody>
</table>
expectations, and identifying unique contributions of each staff member to the team, after numerous previous attempts to improve work effectiveness and cohesion were unsuccessful. Participants felt the retreat was beneficial for building teamwork and leadership skills, and showed a 25% increase from previous scores in satisfaction with their job role, department, and management (Lambert & Steward, 2007).

Potter et al. (2013) studied the effects of a five-week program that involved five 90-minute sessions on compassion fatigue resilience. Thirteen oncology nurse participants had decreased secondary traumatization scores immediately after the program, which they maintained six months after the program’s completion. Participants also had improved Impact of Event scores, showing a statistically significant improvement in compassion fatigue resilience from this intervention (Potter et al., 2013).

A psychiatric clinical nurse specialist in the southeastern United States provided compassion fatigue training and support to oncology nurses, presenting an overview of compassion fatigue and consequences with a handout on being mindful of the present, which generated positive feedback from participants (Walton & Alvarez, 2010).

An eight-week mindfulness-based stress-reduction program was offered to 25 nurses at a hospital and health network located in the eastern United States (Cohen-Katz et al., 2005). Qualitative and quantitative data from the study found the intervention to be effective in improving relaxation, self-care, and work and family relationships; however, at times, the process generated challenges like restlessness, pain, and dealing with difficult emotions (Cohen-Katz et al., 2005).

The use of journaling as a psychosocial wellness tool is sometimes forgotten. Adams and Putrino (2010) conducted an expressive writing workshop to promote self-care for about 40 oncology nurses. Participants were presented with information on permission, balance, privacy, honesty, silence, attention, structure, and reflection. The presenters also shared their experience of guiding expressive writing groups with patients with cancer and oncology health professionals (Adams & Putrino, 2010). The authors reported overwhelmingly positive response from patient group participants and from healthcare providers who used structured journaling.

LeBlanc et al. (2007) evaluated effectiveness of a team-based burnout intervention. The study sample included 664 staff members from 29 oncology wards in 18 general hospitals in

<table>
<thead>
<tr>
<th>TABLE 2. Six Areas for Potential Burnout and Possible Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Area</strong></td>
</tr>
<tr>
<td>-----------</td>
</tr>
</tbody>
</table>
| **Workload** | Amount of work to complete in a day; frequency of surprising, unexpected events | • Feeling physically and emotionally drained at the end of the day  
• Doing it all alone  
• Skipping lunches and breaks | Taking a walk outside after lunch and for five minutes twice per day  
Interspersing paperwork between more demanding patient care rather than saving it all until the end of the day  
Increasing delegation and teamwork with other nurses to share care  
Increasing personal self-care behaviors outside of work  
Offering advanced technology and training to help reduce workload |
| **Control** | Participation in decisions that affect work; quality of leadership from upper management | • Feeling hopeless or powerless about patient outcomes, death of young patients, futile care | Offering staff support and bereavement groups  
Providing on-site counselors and psychiatric advanced practice nurses  
Providing pastoral care for staff, patients, and families  
Putting up a bulletin board for sympathy cards, funeral cards, and patient thank-you notes |
| **Reward** | Recognition for achievements; opportunities for bonuses or raises | • Forgoing a cost-of-living raise because of organizational cost cutting  
• Holding onto anger and resentment | Implementing clinical ladder programs to provide salary increases  
Offering other rewards, such as professional organization dues reimbursement and travel or tuition for educational workshop or advanced degree class work  
Looking for other jobs offering these benefits |
| **Community** | Frequency of supportive work interactions; closeness of personal friendships at work | • Feeling disconnected from the rest of the team  
• Feeling like an outsider  
• Feelings of isolation and loneliness | Encouraging staff to voice feelings  
Increasing interactions in daily routines, staff meetings, or activities outside work (e.g., fund-raising, baby showers, unit or company T-shirts) |
| **Fairness** | Management’s dedication to giving everyone equal consideration; clear and open procedures for allocating rewards and promotions | • Feeling outside the favored group, supervisors playing favorites or having “pets” | Encouraging management education and improved practice  
Providing an annual retreat for staff and management  
Designating team leaders for projects  
Offering employee of the month rewards or other staff recognition  
Including self-evaluations in annual performance reviews |
| **Values** | Potential to contribute to the larger community; confidence that the organization mission is meaningful | • Feeling that the focus on bottom line is higher than the focus on quality patient care or staff retention | Supporting charity events financed by the organization  
Writing newsletters to recognize altruism of employees  
Offering patient and family support groups  
Encouraging expressive patient and staff therapies like pet, art, music, yoga classes, healing touch, and chair massage |

Implications for Practice

- Seek out emotional support and healthy coping programs to help prevent or correct oncology nursing burnout.
- Encourage organizations to implement and support interventions, such as retreats, therapy programs, and counseling services.
- Engage in self-care activities to decrease or prevent burnout.

the Netherlands. Participants in the experimental group felt significantly less exhausted than those in the control group immediately after the program and again six months later (LeBlanc et al., 2007).

Hayes et al. (2005) wrote about retention strategies implemented at large cancer centers in the eastern United States that decrease burnout and increase support for oncology nurses. All strategies were received with favorable outcomes, despite some initial implementation difficulties (Hayes et al., 2005). In addition, Maslach and Leiter (2005) recommended that individuals and organizations move from burnout to engagement by identifying in which of six areas (community, control, fairness, reward, values, and workload) a bad fit exists between people and their work. Employees take a survey to identify the mismatched areas, and managers target specific interventions based on the results (see Table 2).

Carroll-Johnson (2010) observed the topics of lateral violence, dealing with difficulties in nursing, mentoring, resilience, and self-care as themes in a wide variety of recent nursing journals. Carroll-Johnson (2010) noted the high personal demands of oncology nursing, and challenged readers to look around at coworkers; acknowledge the value of their own work; and recognize the work of colleagues with kindness, consideration, and support. Interventions should be developed targeting these areas to help decrease burnout in oncology nurses.

Conclusion

Burnout interventions for oncology nurses showed positive outcomes as measured by participant comments. However, one limitation of many of the interventions was the lack of objective measurement tools and experimental design to evaluate efficacy. Burnout and job stress have increased, in part, because of technology, insurance changes and demands, and the vast amount of new education needed to understand current and expanding oncology treatment and disease knowledge. Nurses may decrease or prevent burnout by practicing self-care and encouraging treatment centers to support burnout intervention programs. Organizations that implement burnout interventions may experience increased retention, reduced turnover and performance problems, and increase patient satisfaction.

References


