

Quality over Quantity

4-Day Work Week for all Levels of Leaders



Paula Correa, DNP, MBA, RN, CEN, NE-BC
Atrium Health Wake Forest Baptist High Point Medical Center

Reinventing the Wheel

The 4-day work week (4DWW) is not a new concept but utilizing it for all levels of leadership is a new twist on a seasoned practice.

At Atrium Health Wake Forest Baptist- High Point Medical Center (HPMC) we created a space where all levels of leadership could explore a 4-day work week.

With the focus on work-life harmony being so important, the decision was made to expand this 4-day work week process to all levels of leadership. The Nurse Manager (NM) and Directors of Nursing (DON) team was included.

The tenure of the group is greater than 5 years of experience within leadership at all levels except for the Assistant Nurse Manager (ANM). Most have worked at HPMC for at least all five of these years.

The idea is that each leader would schedule their 4DWW around their team so that someone was onsite each day. All 4DWW's must be on the calendar of the CNO and leadership team to ensure the protection of the time.

The 4DWW is optional, some weeks it may not work while others it may and being optional means you do not have to schedule a 4DWW, but you have open permission to do so without guilt. This point was important for the leader to feel free of guilt for not being present during that 5th day.

The Survey

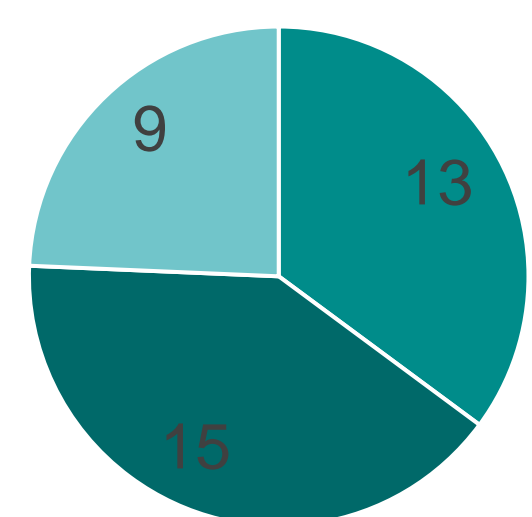
A pre-survey utilizing 13 questions was developed. To ensure a validated tool around wellbeing was utilized, the NIOSH WellBQ tool was sampled with questions that related to work life balance or work harmony and interference of job with work and vice versa.

The pre-survey was sent to 25 leaders from ANM to DON. The response rate was 88%. All except for one were in favor of trialing a 4DWW, the highest response was "Can we start today?".

The intervention was implemented between January 2024 and March 2024 with the reassessment in April 2024. The post survey showed improvement in every area, but the statistical significance was surprisingly found within the DON group.

The post survey was sent to 19 participants with a response rate of 79%. During this time there was some leadership turnover within the ANM and NM group.

Response by Role



■ DON ■ NM ■ ANM

Results & Statistical Significance

Overall, the 4DWW showed improvement in all categories.

Leaders felt less stress by having the option for the 4DWW, even if they do not consistently utilize it.

For the Directors of Nursing, there is a highly statistically significant difference before and after the work schedule change in having the freedom to vary their work schedule – i.e., more strongly agree after the change was made.

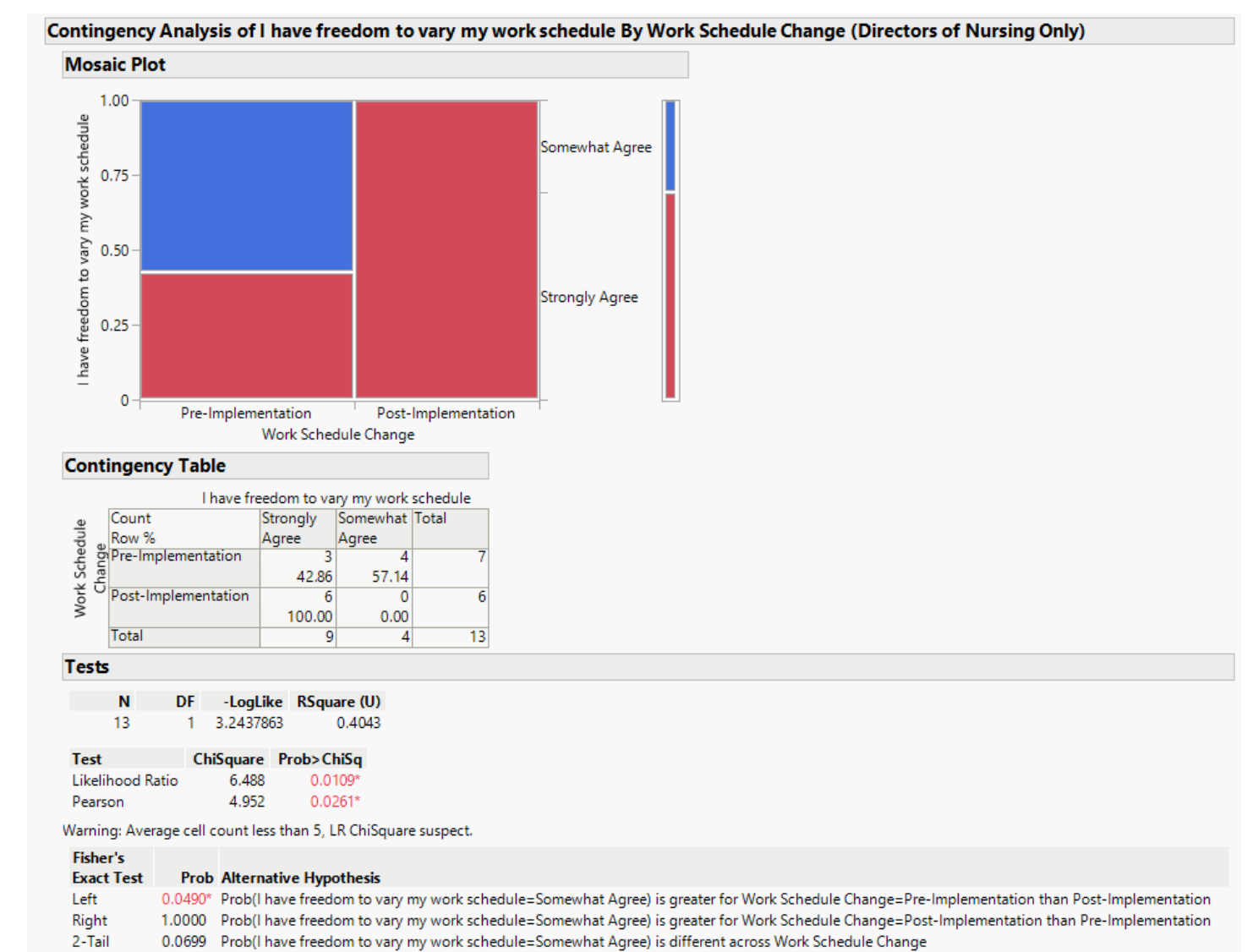
The major positives were around the well-being scale questions. All levels of well-being increased as did freedom around work schedule.

Recommendations

Utilization of a 4DWW for all levels of leadership can have a positive impact on leader well being and intent to stay in the role.

It is imperative that rules are set around the program to ensure appropriate coverage and presence for the bedside staff as well as compliance with expected quality and patient experience metrics.

Director Impact



2025 Update

As of 2025 additional specifications were added to the 4DWW program to include quality and patient experience metrics driving use and scheduling guidelines.

The program remains intact and continues to be utilized with a positive overall outlook.

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