Creating a Healthy Work Environment for Successful Onboarding and Retention

Connecticut League for Nursing
Workforce Summit

Larissa Africa

July 9, 2019

STRATEGIES FOR SUCCESSFUL ONBOARDING AND RETENTION

Our Focus for Today

Organizational structure and values to support a successful onboarding experience

Impact of a multigenerational workforce in onboarding and retention

Creating healthy work environments to retain the best talents

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BEFORE WE GO INTO STRATEGIES...

What Is Happening With the Nursing Workforce?

NURSING WORKFORCE

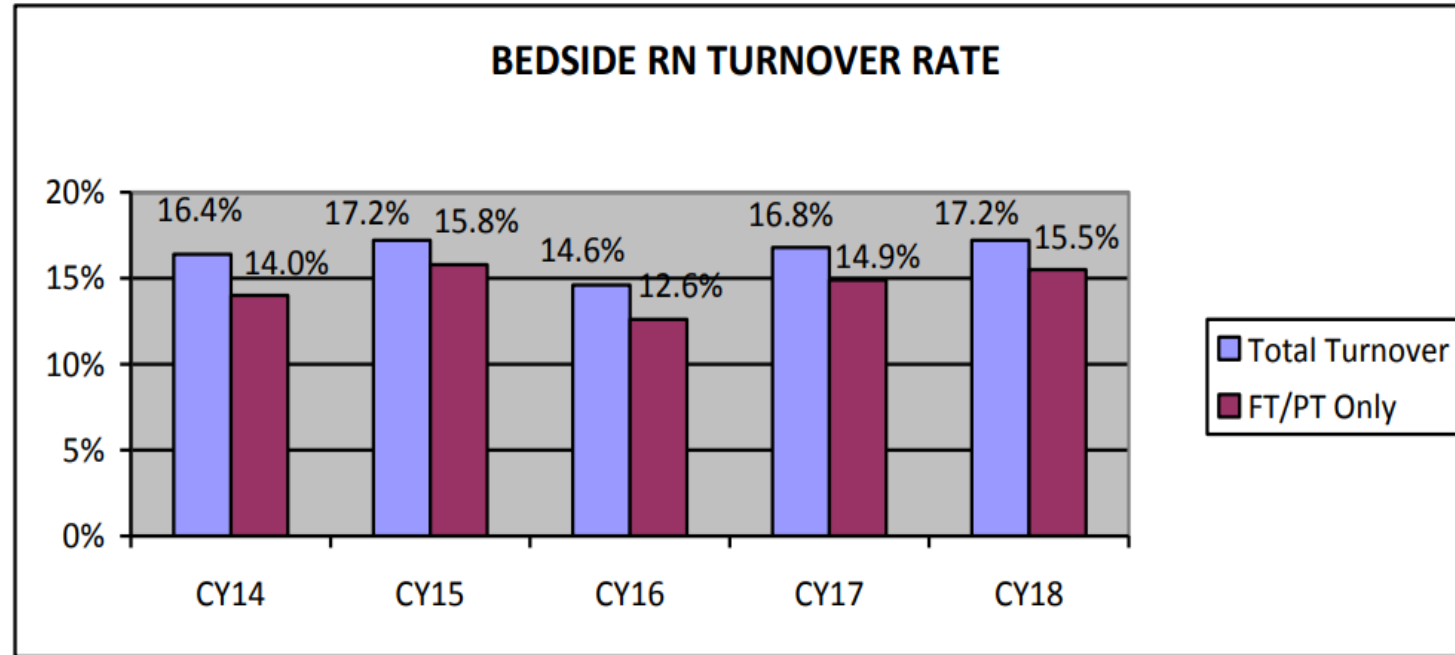*What We Know*

Where are the nurses?

NURSING WORKFORCE

What We Know

Currently…some states will be in a better place than others.

TURNOVER DATA

National Data

BEDSIDE RN TURNOVER RATE

	CY14	CY15	CY16	CY17	CY18
Total Turnover	16.4%	17.2%	14.6%	16.8%	17.2%
FT/PT Only	14.0%	15.8%	12.6%	14.9%	15.5%

NSI Nursing Solutions, Inc (2019). *2019 National Health Care Retention & RN Staffing Report*
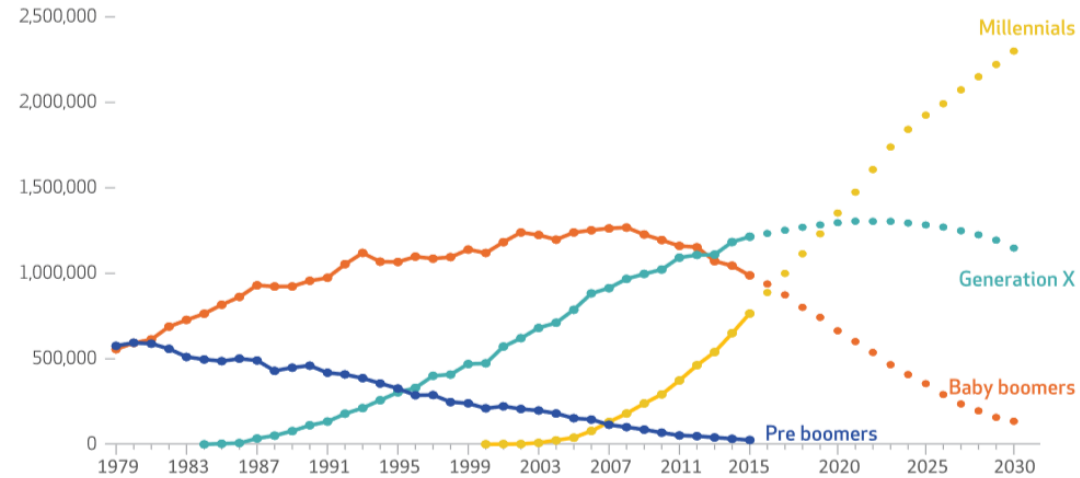
As of March 2019, the RN Turnover Rate is 19.1%

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NURSING WORKFORCE

What We Know

College, in Hanover, New Hampshire.

EXHIBIT 1

Full-time-equivalent registered nurses by generation, historical and projected

SOURCE Authors' calculations and forecast model, based on data from the Current Population Survey and American Community Survey. NOTES The exhibit does not include advanced-practice registered nurses (RNs). Pre boomers are RNs born before 1946. Baby boomers are those born in the period 1946–64), while Generation X are those born in 1965–81, and Millennials are those born in 1982–2000. Dotted lines are projections after 2015. The Appendix provides details on data and forecast methods (see Note 9 in text).
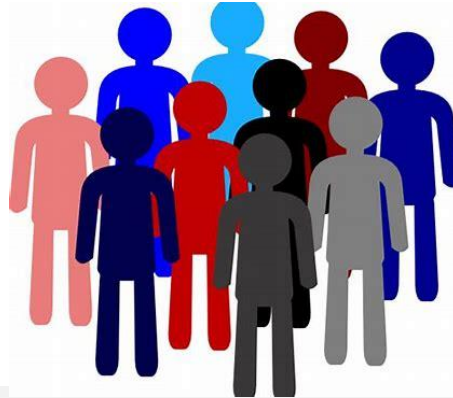
Auerbach, D. I., Buerhaus, P. I., & Staiger, D. O. (2017). Millennials almost twice as likely to be registered nurses as baby boomers were. *Health Affairs*, *36*(10), 1804-1807.

Demographics of the workforce and the population continue to change

Studies are Still Being Conducted to Determine Supply and Demand in the Nursing Workforce!

Do You Know Why Your Employees Are Leaving Their Positions?

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NURSING WORKFORCE

Why Are They Leaving?

Anticipated length of stay in current position

- Millennials – 3.03 years

- Generation X – 5.83 years

- Boomers – 8.25 years

Dols, J.D., Chargualaf, K.A, Martinez K.S. (2019) Cultural and Generational Considerations in RN Retention. JONA 49 (4)

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Why Are They Leaving?

Factors influencing retention <u>specific to new graduate nurses</u>

- Group Cohesion

- Job Satisfaction

- Structural Empowerment

- Organizational Commitment

Church, C.D., He, Zhaomin, Yabrough S. (2018) Factors Influencing Organizational Commitment and Turnover in Nurse Residents. The Journal of Continuing Education in Nursing 49(10)

NURSING WORKFORCE

Multigenerational Teams

Factors influencing retention

- Perceived ability to meet patient needs*

  (nurse satisfaction)

- Pay

- Staffing

- Nursing leadership support

  * Varied by generation

Dols, J.D., Chargualaf, K.A, Martinez K.S. (2019) Cultural and Generational Considerations in RN Retention. Journal of Nursing Administration 49 (4)

Cartoon Busy Doctor — Stock Vector © ronleishman #13951570

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IMPACT OF ORGANIZATIONAL CHURN

When Nurses Leave

- Adverse outcomes for patients
  - Hospital-acquired conditions
  - Falls
  - Readmissions
  - Patient mortality
- Lack of continuity of care
- Loss of staff productivity
- Staff injuries and burnout

Ultimately, Patients Are Affected When Nurses Leave

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AS HEALTHCARE LEADERS, WE MUST THINK DIFFERENTLY TO LEVERAGE OUR CURRENT AND FUTURE WORKFORCE
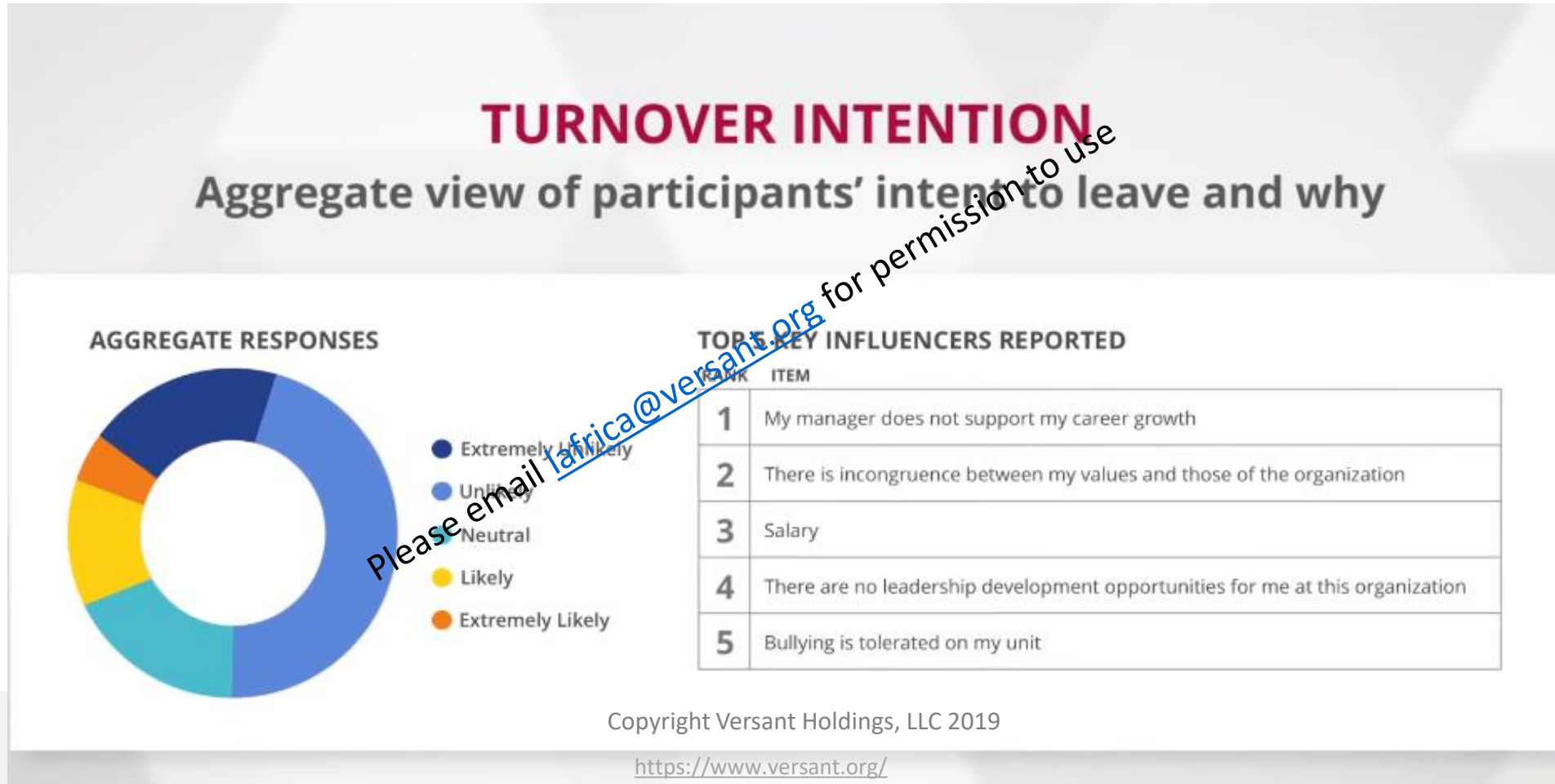
THE CURRENT
APPROACH

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OUTCOMES DATA

Why Is My Workforce Intending to Leave?

1. The workload is too difficult
2. I don't feel I have control over my practice
3. There are no rewards for the work I do
4. I have not developed a sense of community with those I work with
5. Decision making processes are not open and respectful
6. There is incongruence between my values and those of the organization
7. I plan on returning to school
8. Family or personal commitment
9. Dissatisfaction with the job
10. Dissatisfaction with the organization
11. Salary
12. I plan to leave nursing
13. I want to transfer to another facility within the same system
14. My manager does not support my career growth
15. There are no leadership development opportunities for me at this organization
16. Bullying is tolerated on my unit
17. Other

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OUTCOMES DATA

Why is my workforce intending to leave?

TURNOVER INTENTION

Aggregate view of participants' intent to leave and why

AGGREGATE RESPONSES

- Extremely Unlikely
- Unlikely
- Neutral
- Likely
- Extremely Likely

TOP 5 KEY INFLUENCERS REPORTED

RANK	ITEM
1	My manager does not support my career growth
2	There is incongruence between my values and those of the organization
3	Salary
4	There are no leadership development opportunities for me at this organization
5	Bullying is tolerated on my unit

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OUTCOMES DATA

Why Is My Workforce Staying?

REASONS PROGRAM PARTICIPANTS CHOOSE TO STAY IN THEIR ORGANIZATION

1. The Versant Practice Transition Program makes a difference
2. We are a Magnet facility
3. Leadership supports nursing
4. I am able to make a difference in the provision of safe and high-quality patient care
5. The pay and/or benefits are good
6. I am committed to a work agreement
7. The work load is manageable and promotes safe patient care
8. The design of our work environment promotes patient care
9. I have the tools and support needed to manage work related stress
10. I am able to manage my schedule to make caring for my family a priority.
11. I am able to manage my schedule to make going to school a priority.

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OUTCOMES DATA

Why Is My Workforce Staying?

TOP 5 REASONS PROGRAM PARTICIPANTS CHOOSE TO STAY IN THEIR ORGANIZATION

Total responses: 186

RANK	%	ITEM
1	90%	I am able to make a difference in the provision of safe and high-quality patient care
2	87%	Leadership supports nursing
3	85%	I am committed to a work agreement
4	83%	We are a Magnet facility
5	81%	I am able to manage my schedule to make caring for my family a priority.

For the full list of response options, click on the information button to the bottom right.

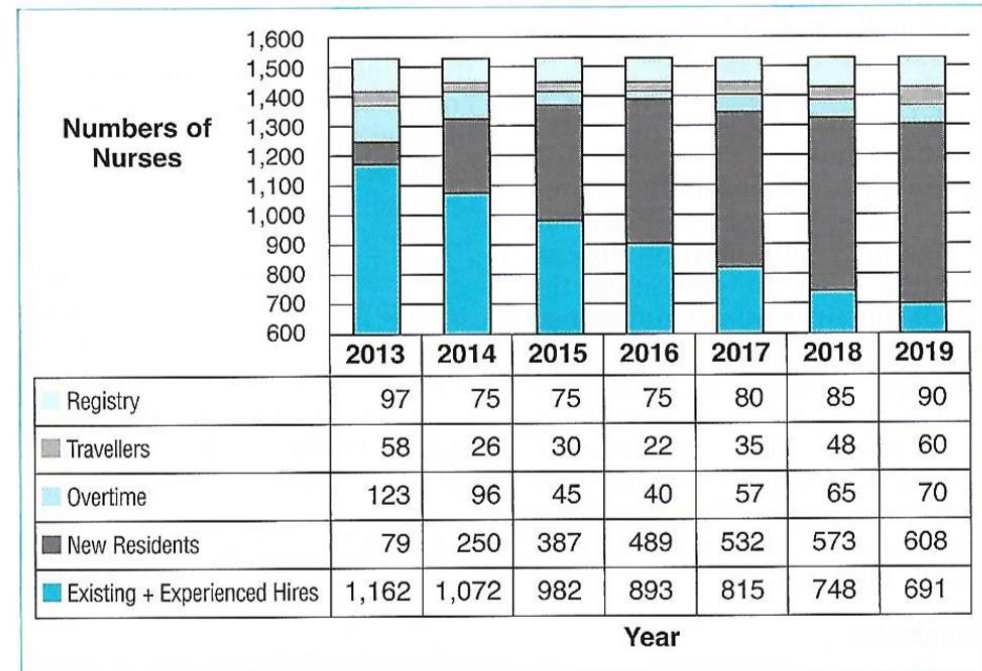Copyright Versant Holdings, LLC 2019

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OUTCOMES DATA

- Strategic Staffing

  o Workforce composition

  o Levels of experience

  o Anticipated turnover

    – Back to school

    – Retirement

    – Leaving for other organization

Figure 1.
Sample Projected Nursing Workforce Composition

Numbers of Nurses	2013	2014	2015	2016	2017	2018	2019
Registry	97	75	75	75	80	85	90
Travellers	58	26	30	22	35	48	60
Overtime	123	96	45	40	57	65	70
New Residents	79	250	387	489	532	573	608
Existing + Experienced Hires	1,162	1,072	982	893	815	748	691

Year

SOURCE: Versant Holdings, LLC, 2014.

Africa, L. (2017). Transition to Practice Programs: Effective Solutions to Achieving Strategic Staffing in Today's Healthcare Systems. Nursing Economics. 35(4). 178 – 183.

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ONBOARDING

- Transition to Practice
  - Any nurse transitioning into and within the workforce
  - Standardization of and elevating practice
  - Robust, competency-based system

VERSANT'S COMPETENCY-BASED SYSTEM ™

Versant Role-specific Competency Profiles → Competency Gap Analysis → Competency Gap Remediation → Competency Validation → Outcomes

SUPPORTIVE COMPONENTS: SELF-CARE AND PROFESSIONAL DEVELOPMENT

Whether It's Home Grown or in Partnership with Other Organizations or Vendors ---
One Approach for the Entire Workforce
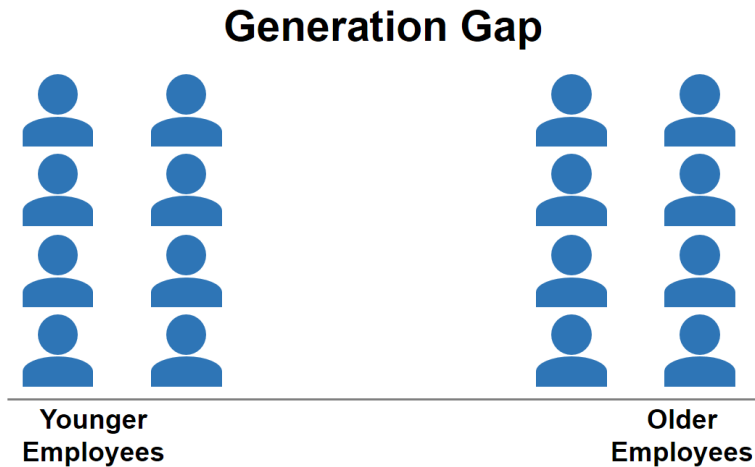
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ONBOARDING

- Keys to success

  - ✓ Leadership support

  - ✓ Buy-in from entire staff

  - ✓ Strong preceptor program

  - ✓ Resources and tools for success

  - ✓ Use of data for continuous improvement

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One Onboarding System For the Workforce

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RETENTION

Generation Gap

Younger Employees

Older Employees

- Alignment of organization's mission and vision and employee's personal values

- Debriefing for self-care

- Mentoring for Professional Development

- Engagement in the organization

Provide Departmental and Organization-Wide Support System for Everyone!

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LEADERSHIP TEAM INVOLVEMENT

Creating a Healthy Work Environment

- Skilled Communication

- True Collaboration

- Effective Decision-Making

- Appropriate Staffing

- Meaningful Recognition

- Authentic Leadership

Leadership Involvement

http://nursesinoccupationalhealth.weebly.com/references.html

AACN Standards for Establishing and Sustaining Healthy Work Environments

LEADERSHIP TEAM INVOLVEMENT

Creating a Healthy Work Environment

Skilled Communication

"Nurses must be as proficient in communication skills as they are in clinical skills"

True Collaboration

"Nurses must be relentless in pursuing and fostering true collaboration"

- *Sample strategies for healthcare leaders*

  o *Mentor the healthcare team on how to find solutions and achieve desirable outcomes when issues arise*

  o *Collaborate with team members in identifying professional development opportunities*

  o *Provide structure for healthcare team members to develop communication and collaboration skills*

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LEADERSHIP TEAM INVOLVEMENT

Creating a Healthy Work Environment

<div style="color:#9e1b34; text-align:center">Effective Decision-Making</div>

"Nurses must be valued and committed partners in making policy directing and evaluating clinical care, and leading organizational operations"

<div style="color:#9e1b34; text-align:center">Appropriate Staffing</div>

"Staffing must ensure the effective match between patient needs and nurse competencies"

- *Sample strategies for healthcare leaders*

  o *Create pathways for team members to actively participate in committees (department and organization-wide)*

  o *Providing tools for supervisors to review their team members' competencies to allow for effective match of patient assignments*

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LEADERSHIP TEAM INVOLVEMENT

Creating a Healthy Work Environment

Meaningful Recognition

" Nurses must be recognized and must recognize others for the value each brings to the work of the organization"

Authentic Leadership

"Nurse leaders must fully embrace the imperative of a healthy work environment authentically live it and engage others in its achievement"

- *Sample strategies for healthcare leaders*

  - *Establish a formal recognition process (unit-based and organization-wide) allowing patients, families and fellow nurses to recognize a staff member (DAISY Foundation)*

  - *Role-model behaviors necessary to establish a healthy-work environment*

SUMMARY

Creating an Environment for Successful Onboarding and Retention

To address the current and future challenges of onboarding and retention in today's healthcare environment, we must implement one structured approach for the entire workforce and use outcomes to drive our decisions if we are to impact patient safety

Thank You

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Discussion

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