

Workforce Issues



How to Diagnose Work Force Opportunities

Where Do You Find Savings Besides Cutting At The Bedside?



Areas To Explore:

- **Productivity**
 - Admissions, Transfers, Discharges (ADT's)
- **Premium Pay**
- **Incidental Overtime**
- **Use of Travelers**
- **Internal Float Pool**
- **Apprenticeships for student nurses**
- **Sitters**
 - Technology investment

Areas To Explore:

- **Are Nurses Working Their Budgeted Shifts?**
- **Time To Fill Positions**
 - **Are Some Areas Harder to Fill?**
- **Turnover**
 - **1st Year Turnover**
 - **Do They Stay or Leave The Organization?**
 - **Anticipated Retirements**
 - **New Roles like Virtual Admissions and Discharge Nurse.**
 - **Conduct “stay interviews”**

Areas To Explore:

- **Manager Span of Control**
- **Charge Nurse Role**
- **Experience Level of Nurses**
- **Preceptor incentives**
- **New Grads—do you have an adequate number of hires?**
- **Clinical Placements**
- **Innovative Practice/Academia Partnerships**
- **Employee Referral Plan**

Areas To Explore:

- **Staffing Committees**
 - **How effective is your staffing committee?**
 - **How can you engage staff in identifying cost saving ideas?**
 - **How can you engage support departments to assure work is not shifted to the RN's?**
 - **Cost of work example: compare the average hourly rate of an RN to a housekeeper to help organization understand why support for other departments is essential.**

Address Ongoing Challenges



Differences in pay between travelers and other nurses.



Heightened nursing workforce shortage concerns



Clinical placement challenges (graduate and undergraduate)



Transition into practice readiness concerns

Address Ongoing Challenges



Overwhelming work demands



Burnout/PSTD/War Zone like



Lack of Trust



Increased Violence in the Workplace

Call To Action

Healthy Work Environment

Focus On Retention and Well-Being

New Models of Care

Technology/Decrease Burden of Work

Value/Cost of Care



Nurse Staffing Think Tank: Priority Topics and Recommendations

Partners for Nurse Staffing Think Tank. (2022).

Healthy Work Environment

Diversity, Equity and Inclusion

Work Schedule Flexibility

Stress Injury Continuum

Innovative Care Delivery Models

Total Compensation

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Healthy Work Environment:

Psychological and physical safety through federal regulation

Specialty organizations determine minimum safe staffing levels

Diversity, Equity and Inclusion

Implement inclusive Excellence

Deliberate integration of DEI into practices, daily operations, resource allocations etc.

Work Schedule Flexibility

Flexible scheduling, flexible shifts and flexible roles.

Nurse Staffing Think Tank: Priority Topics and Recommendations

Partners for Nurse Staffing Think Tank. (2022).

Stress Injury Continuum

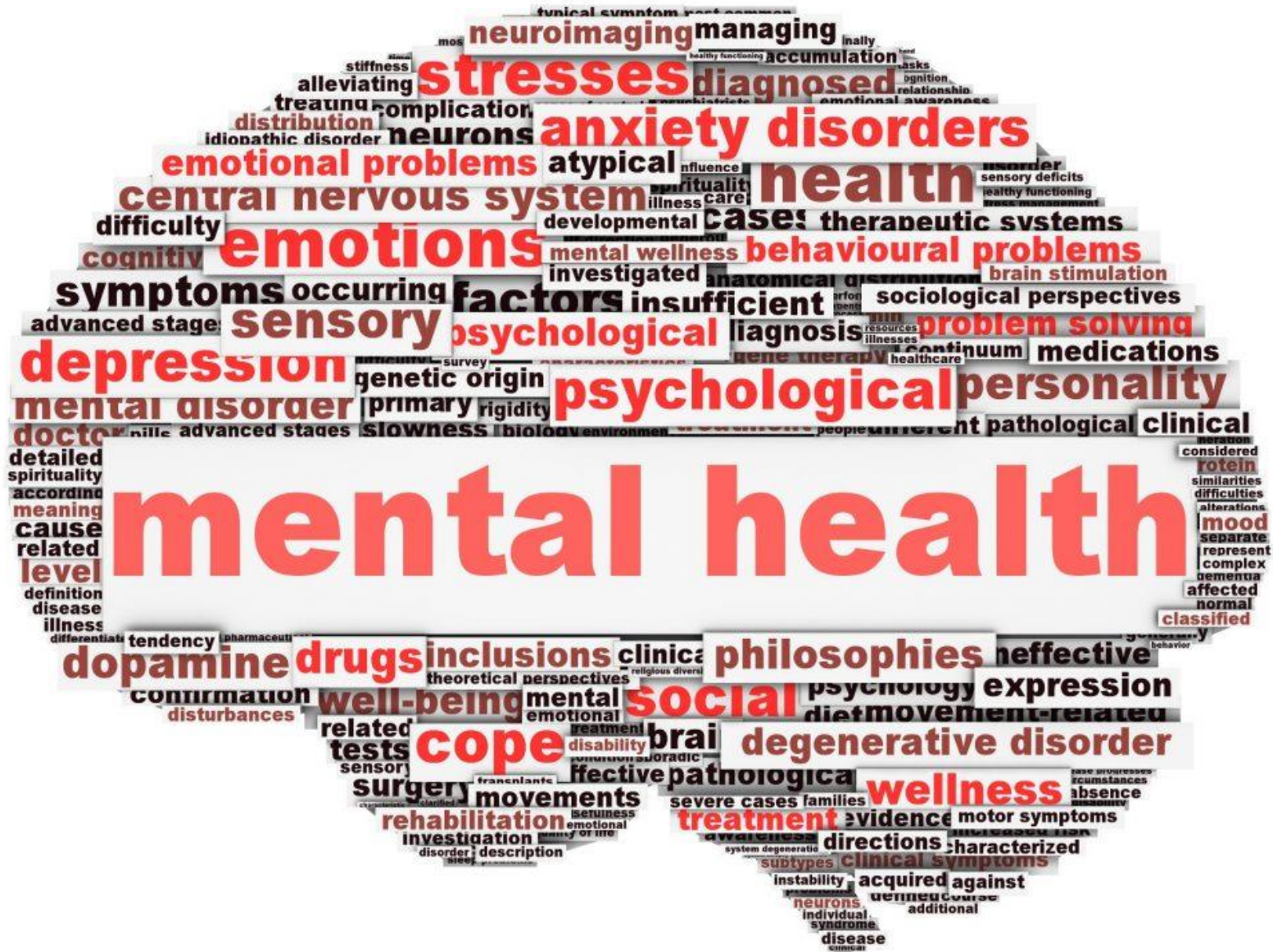
Address burnout, moral distress, compassion fatigue and well-being of all nurses.

Innovative Care Delivery Models

Tribrid care delivery: onsite care, IT Integration of patient monitoring equipment and ambulatory access and virtual/remote care delivery.

Total Compensation

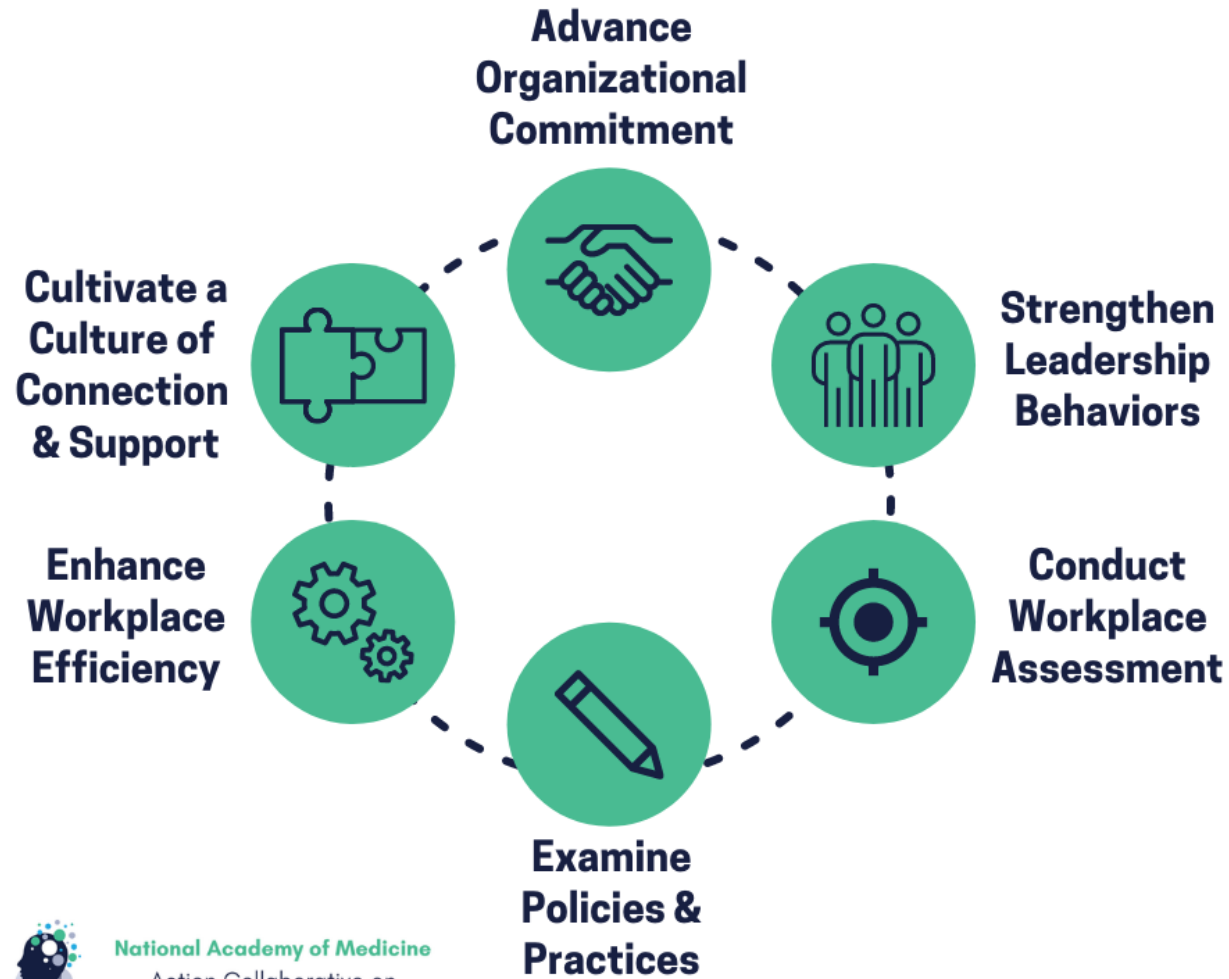
Customizable total compensation program that meets generational needs and an innovative and transparent pay philosophy.



Your Psychological PPE to Promote Your Mental Health and Well-Being

Conduct	Conduct frequent, brief well being huddles at the beginning and end of work shifts to learn about current pressing issues.
Identify	Identify what supports looks like for the staff and their families
Offer	Offer realistic hope
Focus on	Focus on what you can control http://www.ihi.org/resources/Pages/Tools/psychological-PPE-promote-health-care-workforce-mental-health-and-well-being.aspx

Resources for Health Care Worker Well-Being: 6 Essential Elements





Healthy Work Environment

Top Challenges:

**Nurse Engagement
Communication
Toxic Behaviors
Violence in the Workplace
Criminalization of Nursing**



Signs Of A Toxic Work Environment:

High turnover

Lack of communication and transparency

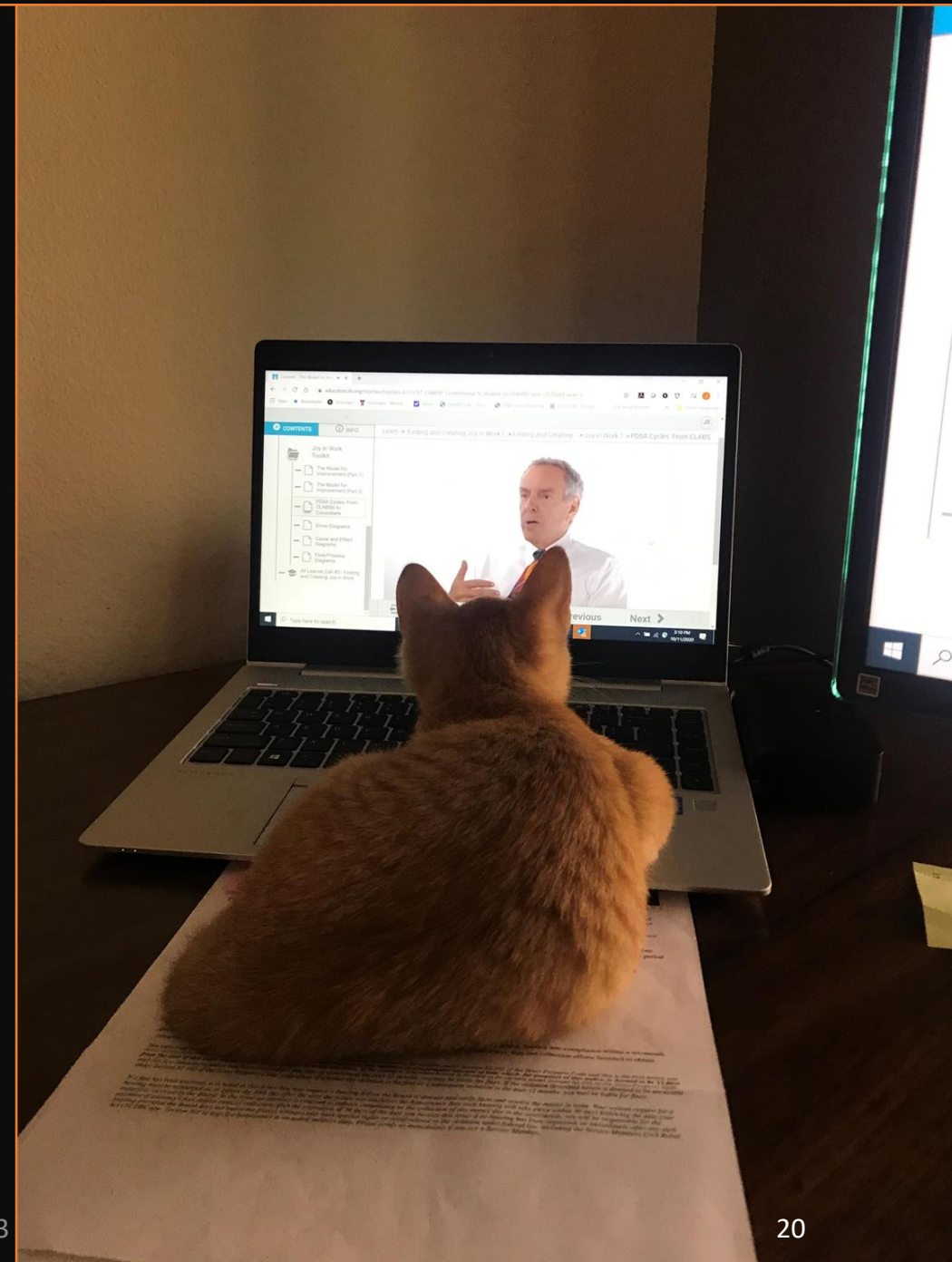
Micromanagement

Discrimination and harassment

Lack of work-life balance

Burnout and excessive stress

What Engagement Looks Like



Nurse Engagement

Autonomy

Development Opportunities

Purpose and Values

Recognition and Feedback

Work/Life Balance/Energy Management



How Do Nurses Add Value to the Organization?



Better Patient Outcomes



Better Patient Satisfaction



Higher Reimbursement



Lower Nurse Turnover



Fewer Sick Calls



https://www.aacn.org/blog/my-work-environment-is-unhealthy-now-what?sc_camp=2459A1C37A064E53817C1C98D2594B0B&_zs=EwaSX&_zl=1ehe3

How Can We Communicate More Effectively? Work Differently?

Grossman, D. Heart F1rst (2021). Accessed: www.yourthoughtpartner.com/book



FACE-TO-FACE
MEETINGS



VIDEO CONFERENCE
CALLS



TRADITIONAL
CONFERENCE
CALLS



TOWN
HALLS



PODCASTS



WRITTEN
COMMUNICATION



EMAIL



TEXT
MESSAGES



VOICEMAIL



BLOG



INTERNAL
PUBLICATIONS



INTERNAL
SOCIAL MEDIA



INTRANET



EMPLOYEE
SURVEYS



NOTICE BOARDS



TRAINING
VIDEOS



GRAPEVINE



YOUR
CEO



EMPLOYEE
AMBASSADORS



FRONT-LINE
MANAGERS



Toxic Behaviors And Impact on Patient Safety and Quality



Shows Up In Different Ways

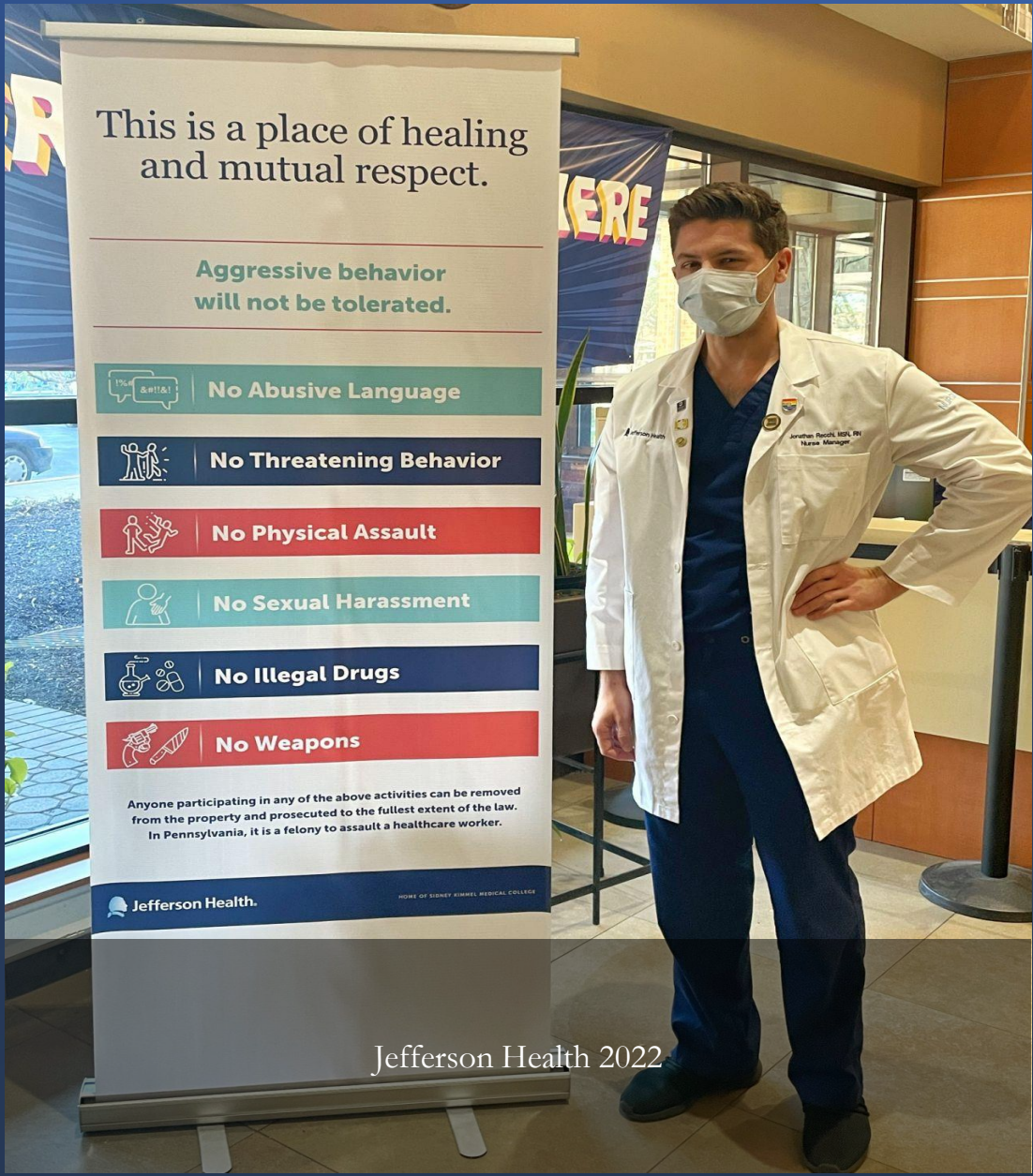


Are You Seeing Toxic Behaviors in Your Area?

If so, how do you address them?

Need a couple of volunteers to share.

Violence In The Workplace



Jefferson Health 2022

Something to Live By in these Times

End Nurse Abuse

<https://www.nursingworld.org/practice-policy/work-environment/end-nurse-abuse/>

Text PLEDGE to 52886 to take the ANA #endnurseabuse pledge



1 IN 4
NURSES
ASSAULTED

Only
20 - 60%
INCIDENTS REPORTED

13% OF MISSED
WORK DAYS
ARE DUE TO **WPV**

The Criminalization of Medical Errors Should Be a Wake-up Call for Health Care Leaders

<https://www.ihi.org/communities/blogs/the-criminalization-of-medical-errors-should-be-a-wake-up-call-for-health-care-leaders-kedar-mate>



Vanderbilt University Medical Center

Former nurse RaDonda Vaught was convicted of criminally negligent homicide and impaired adult abuse after she mistakenly administered the wrong medication that killed a patient in 2017.

<https://www.statnews.com/2022/05/13/radonda-vaught-case-double-standard-nurses-physicians/>

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Fair and Just Culture

Do you think Fair and Just Culture Principles Were Used In This Case?



Just Culture

Just Culture

Refers to a system of shared accountability in which organizations are accountable for the systems they have designed and for responding to the behaviors of their employees in a fair and just manner.



Fair and Just Culture



Transparent reporting of error to administrative and clinical and patient care team as soon as it is known.



Transparent communication to patient and family about the harm patient experienced, including what and why it happened and most importantly—what is being done to prevent this from happening again.



Apologize to family and community conveying regret incident occurred and determination to prevent similar events.



Hold individual(s) accountable for their performance and be sure they understand the system failures they had no control over.



Provide immediate and long-term support to all staff who may have been involved.

Fair and Just Culture

Communicate	Communicate with the board of trustees and leadership about plan of action to understand and learn from the error.
Investigate	Investigate the incident thoroughly.
Follow through	Follow through to ensure that lessons learned are being implemented to improve system failure(s) asap.
Apply	Apply rigorous review of near misses as well as serious safety events in order to anticipate risks and address concerns proactively.

Leading Out of the Muck n Mire





Fostering Work Cultures that Promote Excellence

Envision the Future Culture of Excellence

Individual Activity:

**Describe your culture
in a 6-word sentence.**

**Take a few minutes to
jot down your
example and then we
will share.**

Culture of Excellence

Creating a culture of excellence requires making explicit a set of values and performance expectations to which all nurses can subscribe and that influences practice behaviors.

-- Professional Practice in Nursing: A Framework

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Healthy Work Environments Require:

<https://www.aacn.org/nursing-excellence/healthy-work-environments>


Skilled communication


True collaboration


Effective decision making


Authentic leadership


Meaningful recognition


Appropriate Staffing



Skilled Communication

**Congruence between
action and words**

Zero-tolerance policies

**Formal structures for
communication**

**Access to
technology/social media**

**Invite and hear all
perspectives**

Focus on solutions

Evaluation component

True Collaboration

**Communication
becomes:
Multidirectional**

Open and free-flowing

Not just up or down

**Commitment to each
other and to the quality
of work that results from
their efforts.**

True Collaboration



**Shared
decision
making**



**A
collaborative
governance
structure
that gives
professionals
a voice
regarding
issues that
affect their
practice.**

True Collaboration

Leaders move from directing and controlling to coaching, guiding, questioning and facilitating

Centralized or decentralized responsibility is replaced with mutual shouldering of responsibility.

Effective Decision Making

**Respect for rights
of all**

**All key
perspectives
incorporated**

**Processes in place
to evaluate
results of
decisions**

Effective Decision Making

**Organizational
values clear and
part of decision
making**

**Structures ensure
patients and
families are heard**

**Shared
accountability for
decision making**

Authentic Leadership



Meaningful Work and Recognition



Appropriate Nurse Staffing

Remember These Key Findings?



- **Inability to deliver quality care consistently is now a top reason for nurses' intent to leave.**

-
- **66% of nurses under 35 reported feeling anxious, compared to 35% of nurses 55 or older.**
 - **2 out of 3 nurses under 35 reported feeling burned out, compared to 1 out of 3 nurses 55 or older.**

- <https://www.nursingworld.org/~492857/contentassets/872ebb13c63f44f6b11a1bd0c74907c9/covid-19-two-year-impact-assessment-written-report-final.pdf>



Strategies For Success

<https://www.aacn.org/nursingexcellence/healthy-work-environments>



New Models of Care

BSN as an individual versus integrator of patient care

Incorporation of APRN's

Incorporation of LPN's/LPN's

Different leadership models

Virtual care

Hospital at home

Telehealth



Some Great Innovations Are Out There

- **The Battle Buddy Program**
- **The Come Back Home Program**
- **Earn While You Earn**
- **Focus on Retention: Stay Interviews**
- **Career Conversations/More Coaching**
- **Nurse Sabbaticals**
- **Robots**
- **Technology to identify “fit” to organization**