Using Key Drivers of Intent-to-Stay to Optimize Your Nursing Workforce

Nurse-Led Care Conference 2019
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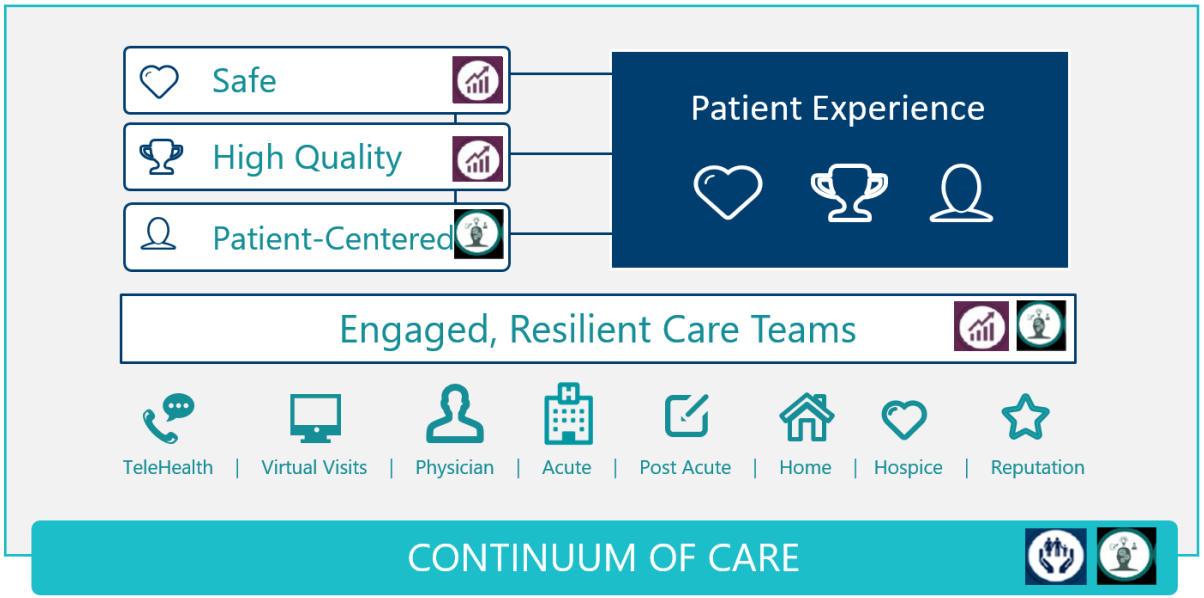
Our Challenge…Our Responsibility



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The Cost of Nursing Turnover

Cost of Nursing Turnover

$17,090,915,520

Estimated amount spent each year on RN turnover by US hospitals

$44,380

Estimated average cost to replace one nurse

Highly engaged nurses are 87% less likely to leave the organization.

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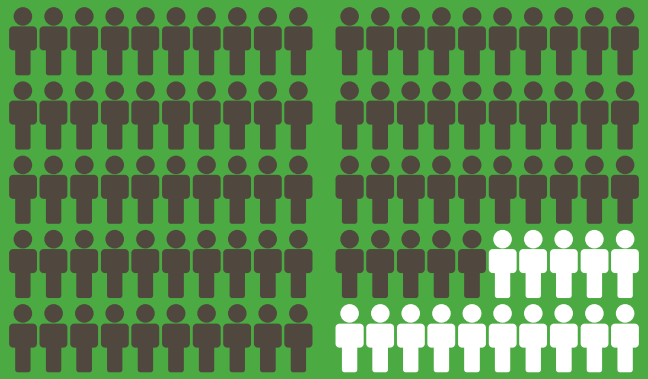
Cost of Nursing Disengagement



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out of every 100 nurses are disengaged from their workplace

$22,200

Cost in lost productivity per year from each disengaged nurse

$1,665,000

For a 400 Bed Hospital

$49,995,000

for a hospital system with 15,000 RNs

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What We Know About RN Satisfaction and Engagement

Convergence of Safety, Quality and PX

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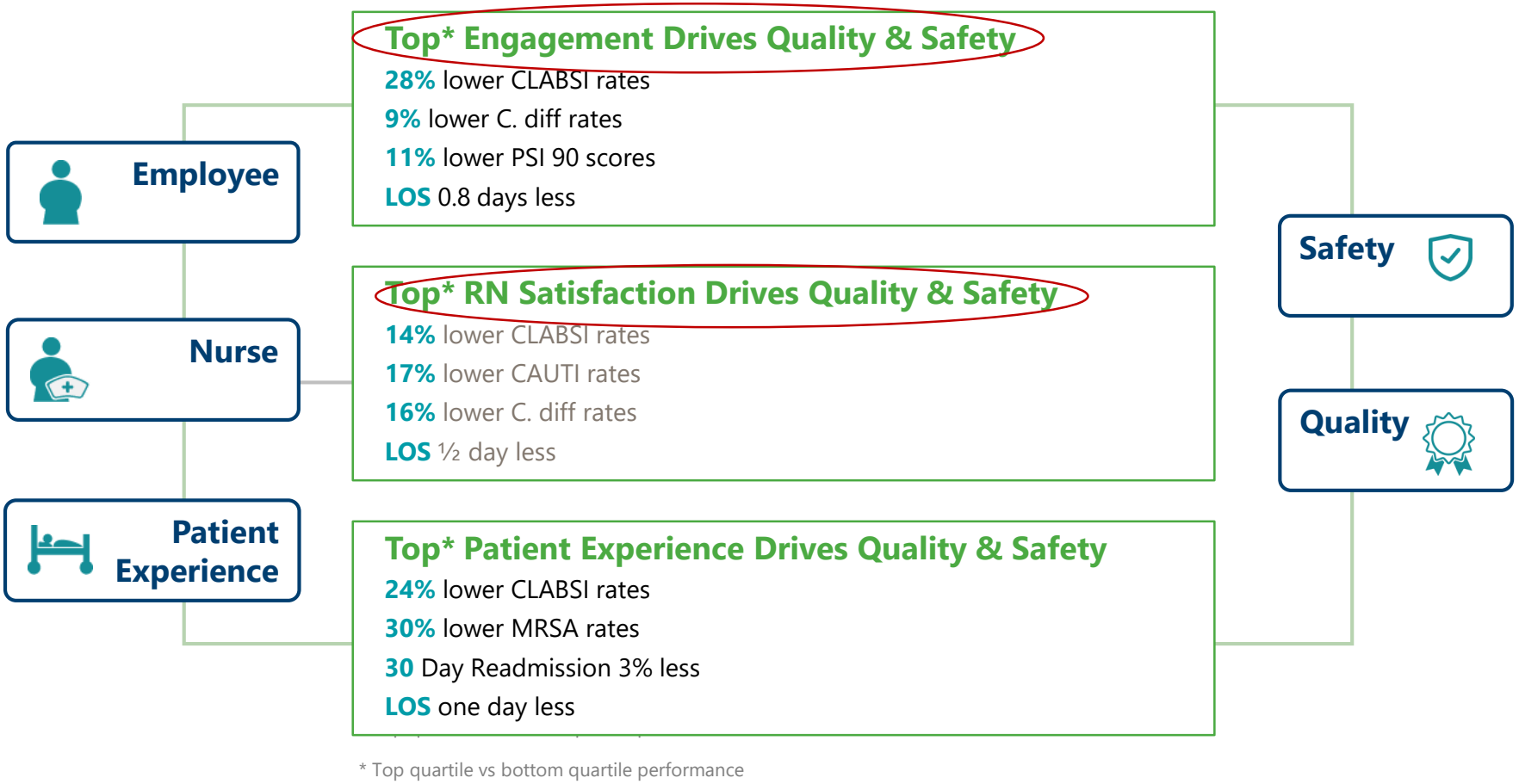
Understanding the Intersections: Drivers of Quality and Safety



* Top quartile vs bottom quartile performance

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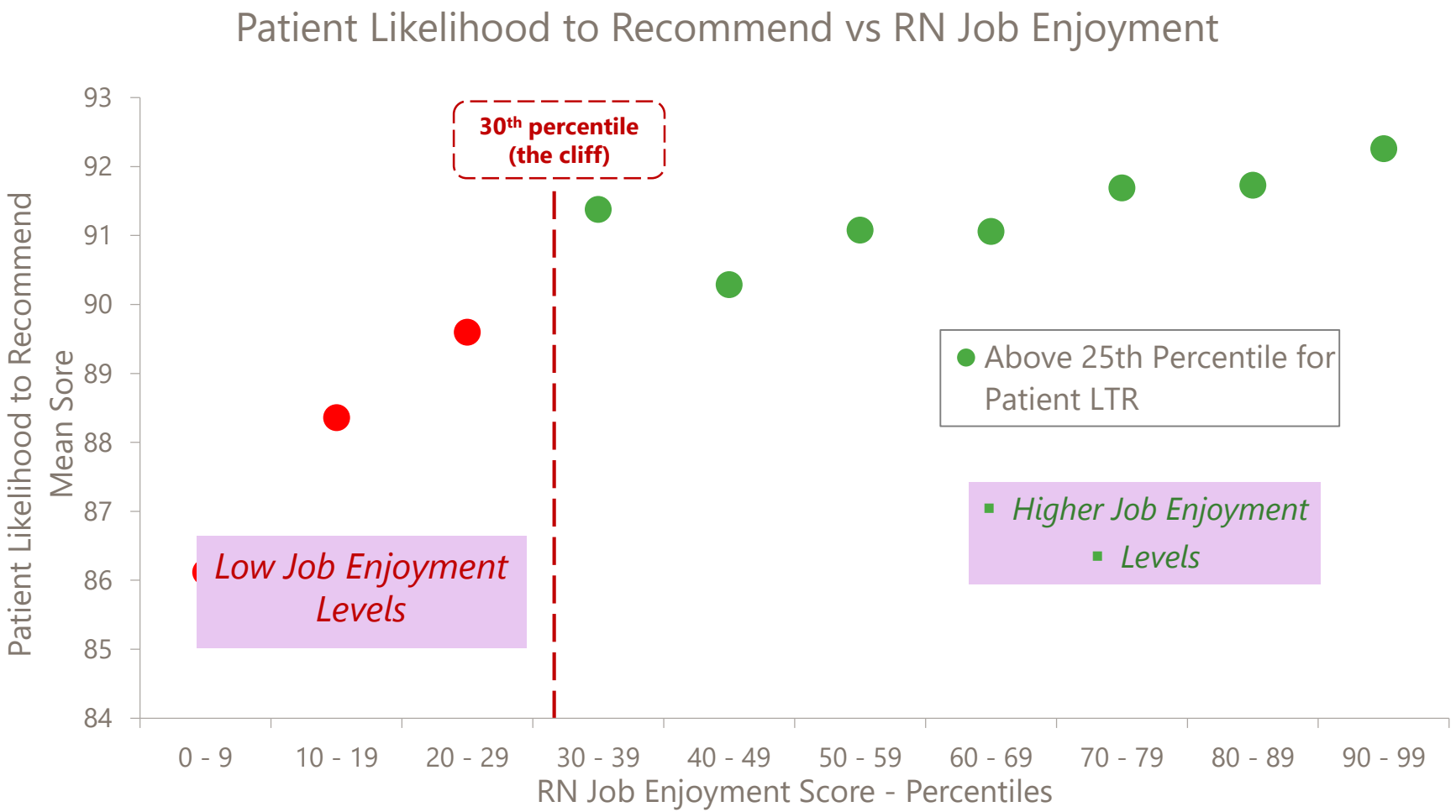
Nurse Job Enjoyment Is Related to Patient Loyalty



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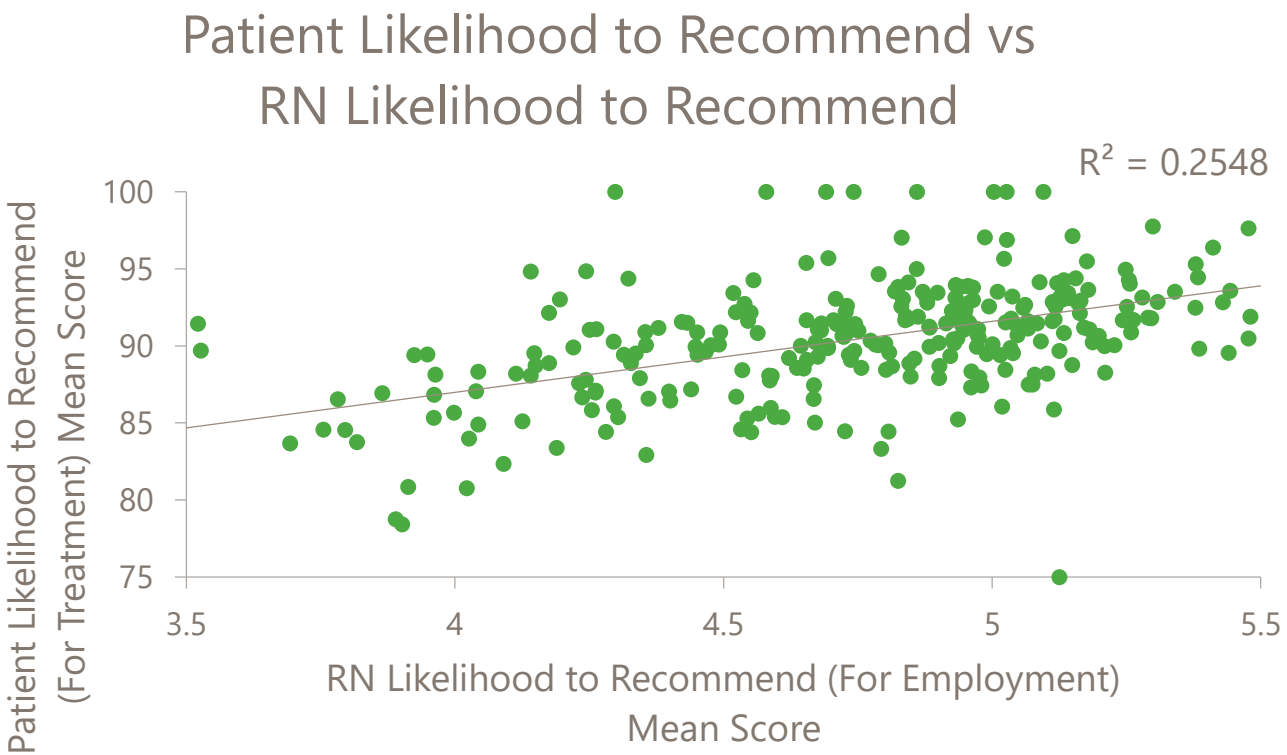
Patient Loyalty and Nurse Loyalty Are in Sync



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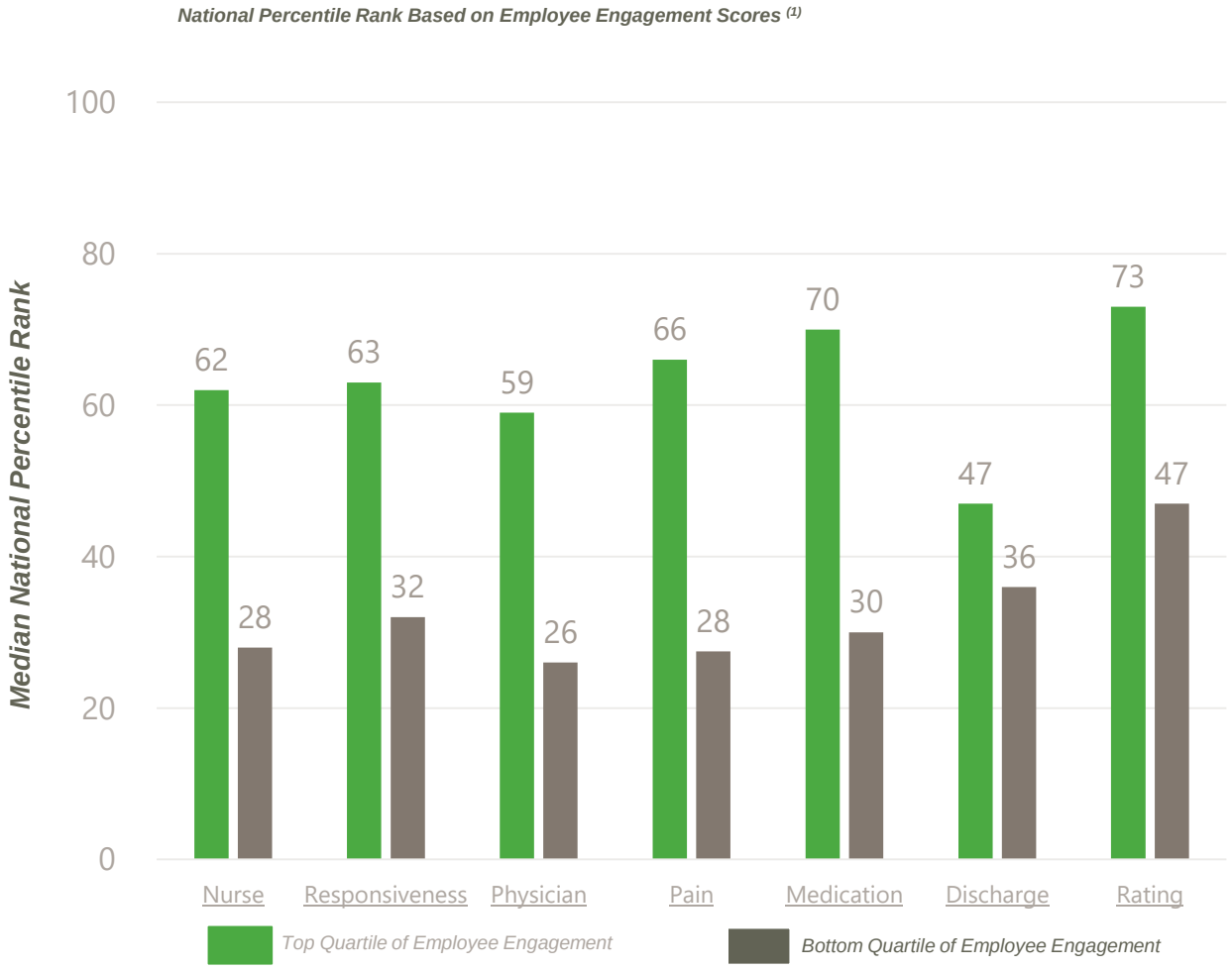
Employee Engagement Improves Patient Experience



1. Based on Engagement data from year 2016. HCAHPS data from Hospital Compare, 2016 discharges. Created by Data ScienceTeam.

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Nursing: A Critical Link

A healthy, supportive nurse work environment is essential for delivering safe, high quality care

Nurses make up the largest segment in the health care workforce.

Nurses have more contact with patients than any other caregiver

An extensive body of literature demonstrates positive relationships among work environments, patient outcomes and nurse outcomes

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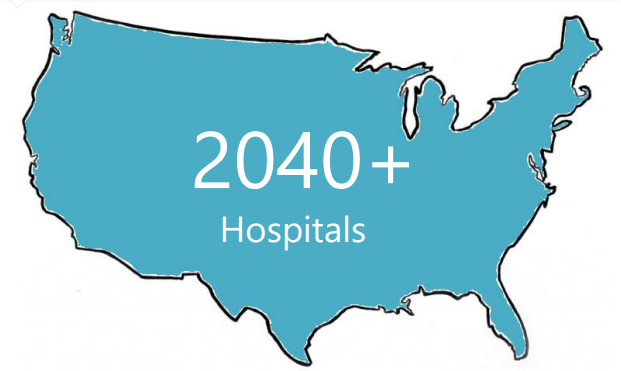
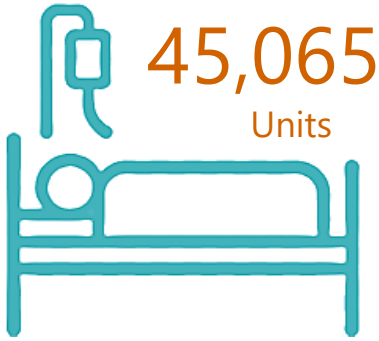
NDNQI

NDNQI – Built for Research





≈623 Hospitals

≈244,000 Respondents

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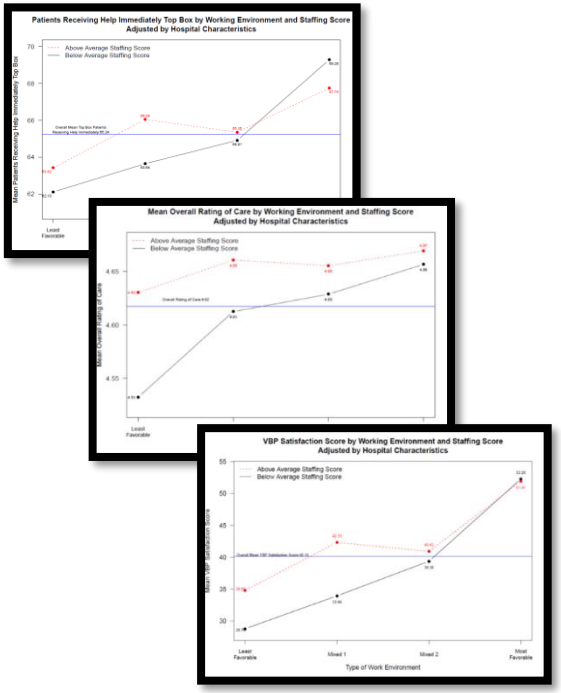
Achieve Excellence by Linking Nurse Data: Nursing Work Environment

- HCAHPS scores across all domains respond favorably to better nursing work environments.
- Quality-of-care ratings are higher for each successive quartile of nursing work environment.
- Performance on VBP patient experience scores increased with improving work environments.
- Higher-quality nurse work environments enhance patient and nurse perceptions of care quality.



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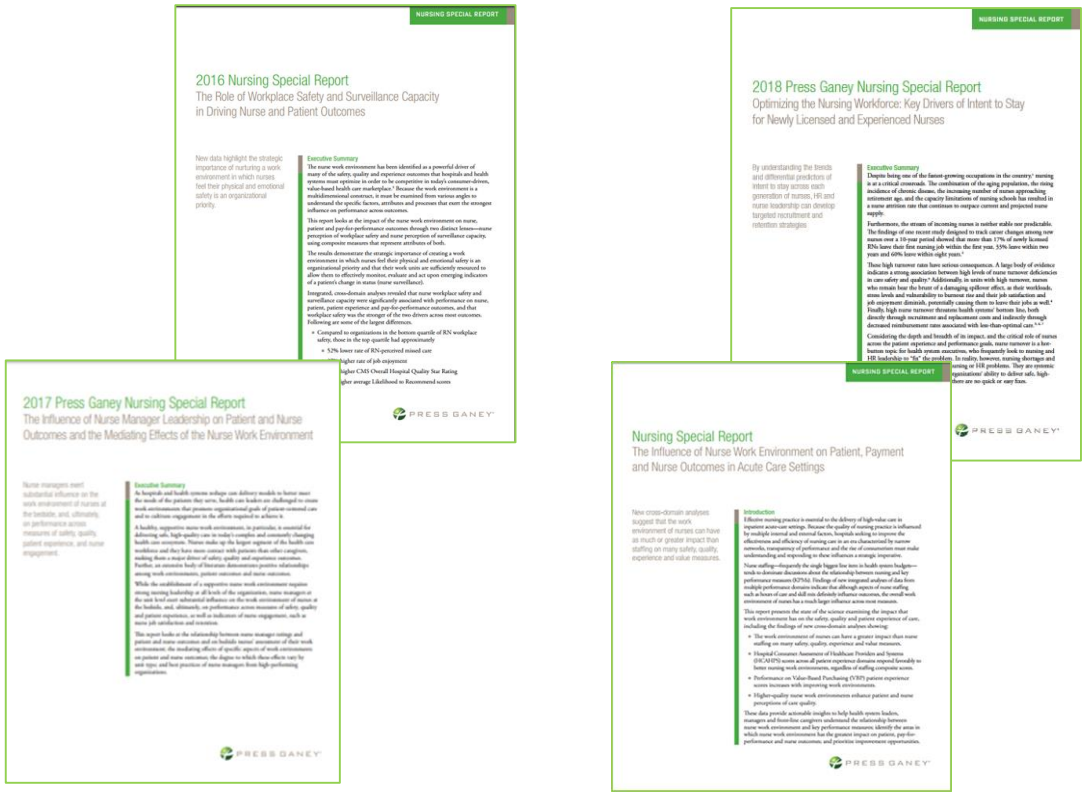
Linking Data Across Domains: State of Nursing White Papers



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2018: Optimizing Culture to Improve RN Engagement and Reduce Nurse Turnover

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Issues: Stabilizing the Nursing Workforce

- Challenging work environment-increased workload/complex care
- Nurse burnout and compassion fatigue
- Staffing
- High turnover and attrition rates –NLRN rates in particular are concerning
- Financial impact
  - Training and development of new nurses
  - Turnover of experienced nurses

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Study Framework

- The question
  - Study aims focused on RN intent to leave and intent to stay across different age, experience, tenure and unit types
- Mixed methods study
- Sample-NDNQI database-2017 all RN responses
  - Quantitative-246,847 RN respondents
  - Qualitative-coded responses from 249 clinical RNs and 50 nurse managers

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Study Framework

- Trends and differences by age, tenure and unit type in RN job plans and reasons for planning to leave
- Predictors of intention to stay for all nurses
- Differences in predictors of intention to stay for newly licensed and experienced RNs
- Predictors of unit-based rates of intention to stay

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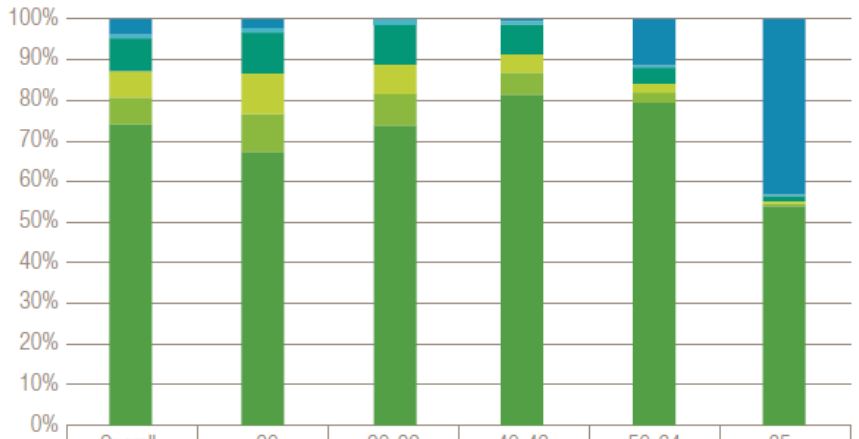
Quantitative

RN Job Plans

Younger nurses (<30 years old)

- More likely than those in other age groups to leave their current position but remain in the hospital, or leave direct patient care but remain in nursing, over the next three years

JOB PLANS FOR NEXT 3 YEARS BY AGE



	Overall	<30	30-39	40-49	50-64	65+
Retire	3.84	2.24	0.28	0.54	11.41	43.3
Leaving Nursing	0.89	1.09	1.02	0.77	0.57	0.25
Leave Direct Care, Stay in Nursing	8.09	9.99	9.95	7.37	3.89	1.15
Stay in Direct Care, Leave Hospital	6.49	9.98	7.21	4.49	2.27	0.74
Leave Unit, Remain at Hospital	6.63	9.36	7.77	5.34	2.46	0.66
Stay in Current Position	74.05	67.34	73.76	81.49	79.41	53.9

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Plans to Leave Current Position

Within One Year

- Excluding retirement, dissatisfaction with the work environment was the most commonly cited reason for plans to leave a current position for a different job situation
- Home or personal reasons
- Change in nursing career

Within Three Years

- Home or personal reasons cited most often
- Change in nursing career
- Dissatisfaction with the work environment

By Age and Tenure

- Older nurses more commonly cite dissatisfaction with the work environment
- Younger nurses and those with fewer than four years of experience cited nursing career plan change

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Qualitative

Key Findings

- Strongest drivers for retention
  - Experienced nurses-job satisfaction and joy in work
  - NLRNs – nurse manager support, joy in work and praise/recognition

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Key Findings

Nurses working on high intent to remain units answered “What keeps you on your unit?

Top Five

Quality of patient care/joy in work
Manager support
Tenured and experienced staff on unit
Workforce Cohesion/Teams
Staff-driven scheduling-input into staffing

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Strategies for Improvement

Recruitment and Retention Across Generations

Trends

- Boomer Retirement- “Silver Tsunami”
- Understanding millennial career path….and Z’s are nearly here!

Successful Transition Between Generations

- Understand key characteristics of each generation
- Mutual respect—we can all learn from each other
- Thoughtful leadership succession planning

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Staffing vs. Work Environment

		Total Staffing HPPD	> 8 Hrs No Meal Break	Intent to Remain	Status of Nursing
RN Perception					
	Job Satisfaction	.370**	-.193**	.784**	.763**
	Quality in General	.354**	-.229**	.682**	.779**
Patient Experience					
	Rate Hospital 0-10	.261**	-.218**	.330**	.678**
	Nurses Listen	.190**	N.S.	.342**	.634**
	Prompt Response	.199**	-.158**	.392**	.609**
Patient Outcomes					
	Unassisted Falls	-.202**	.170**	-.248**	-.558**
	CLABSI	-.168**	N.S.	-.142**	-.383**
	HAPU II	-.189**	N.S.	-.202**	-.500**

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Compassionate Connected Care ™ for the Care Giver

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Compassionate Connected Care ™ for the Care Giver

- We should **acknowledge** the complexity and gravity of the work provided by caregivers
- It is the responsibility of management to provide **support** in the form of material, human, and emotional resources
- **Teamwork** is a vital component for success
- **Empathy** and **trust** must be fostered and modeled
- Caregivers' perception of a positive **work/life balance** reduces compassion fatigue
- **Communication** at all levels is foundational

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Meaningful Recognition

- Improves compassion satisfaction and reduces compassion fatigue (Kelly et al, 2015)
- Empowers nurses to acknowledge the lives they touch and reconnect with (Lefton, 2012)
- Must be comprehensive, formal, and valuable to the receiver (AACN, 2017)
- Recognition of efforts and praise for a job well done help to create a healthy work environment and can increase overall job satisfaction (Weingarten)
- Helps to reconnect to the WHY

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Remember to Care for Self

- Start your workday with some **protein** and spread it throughout the day – amino acids are the building blocks of neurotransmitters
- Create **self care/soothing** strategies that work for you
  - Breathing
  - Visualization
  - Intention
- Change the **channel** of your brain off of the history channel
- Create a bedtime routine for you that reduces or eliminates technology
- Infuse **laughter** into your day
- Spend more time around **optimistic** people
- Practice **mindfulness and gratitude**

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Thank You!

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