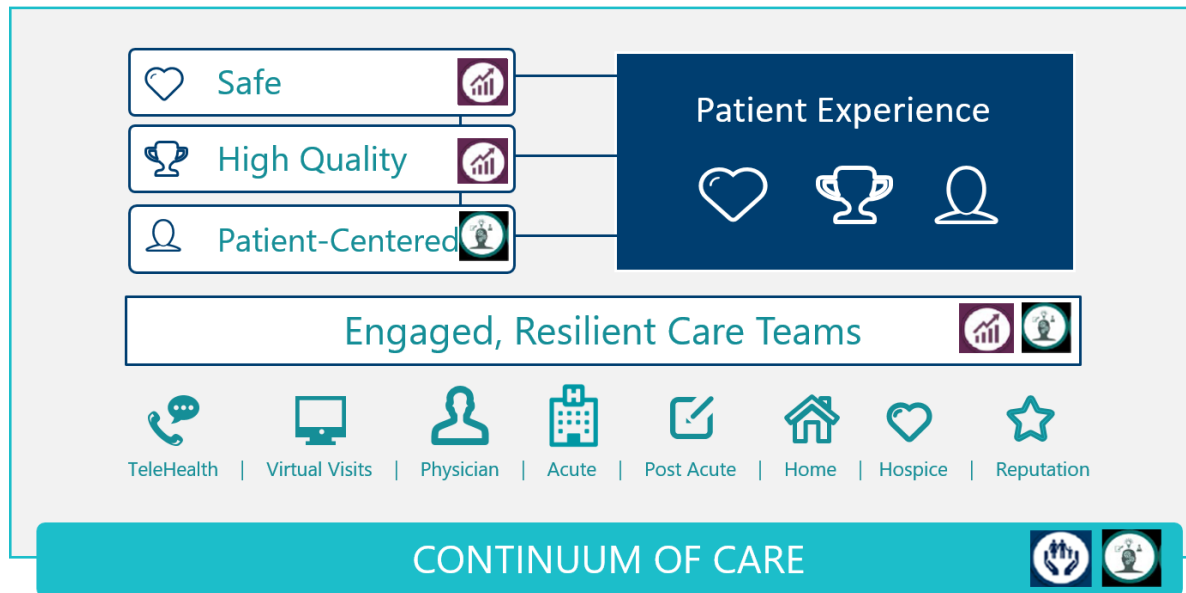


Using Key Drivers of Intent-to-Stay to Optimize Your Nursing Workforce

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Our Challenge...Our Responsibility



The Cost of Nursing Turnover

Cost of Nursing Turnover

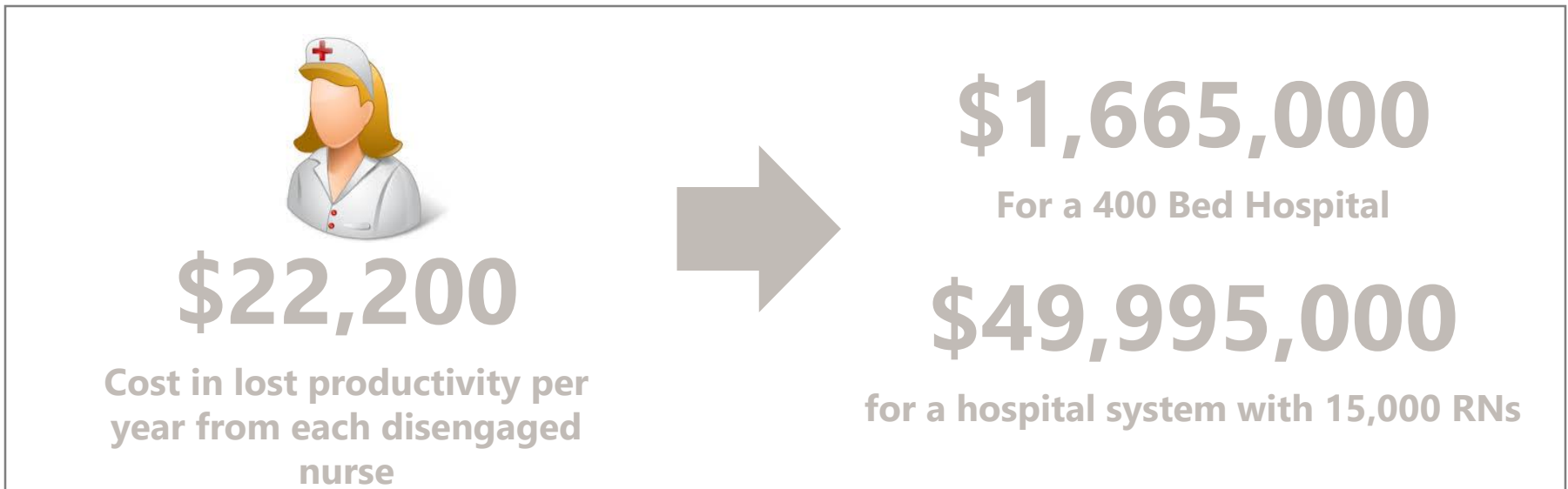


\$44,380

Estimated average cost to replace one nurse

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

Cost of Nursing Disengagement

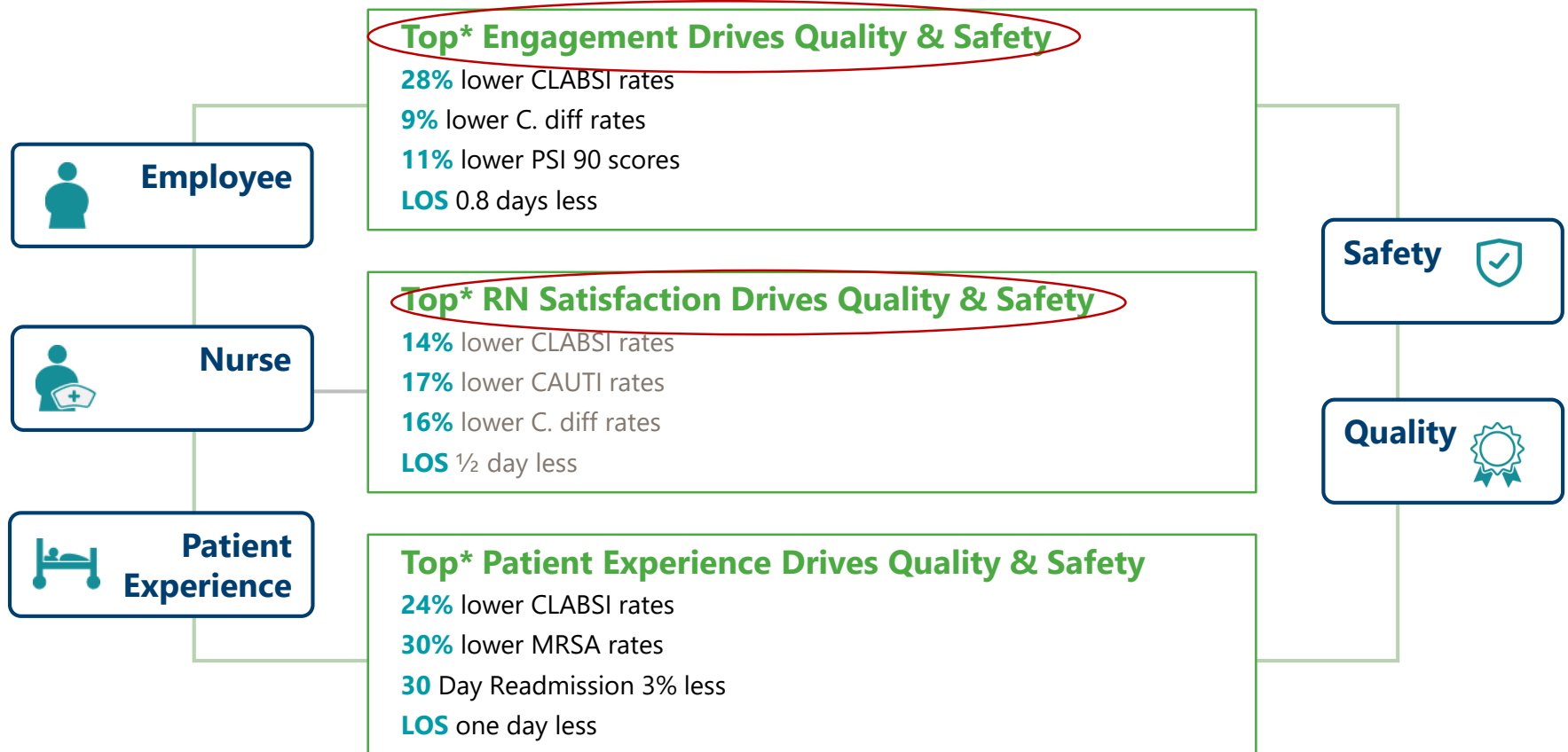


What We Know About RN Satisfaction and Engagement

Convergence of Safety, Quality and PX



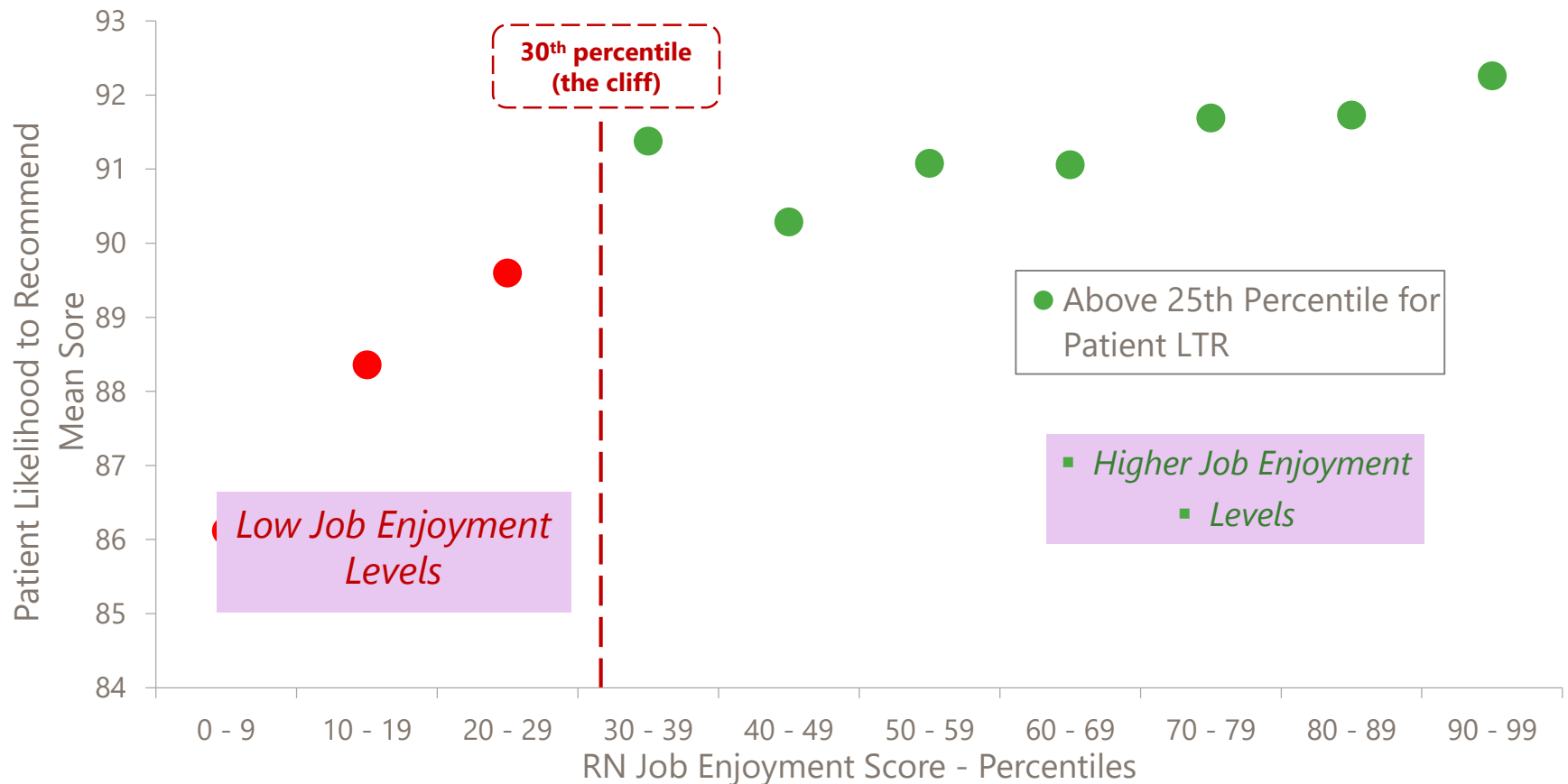
Understanding the Intersections: Drivers of Quality and Safety



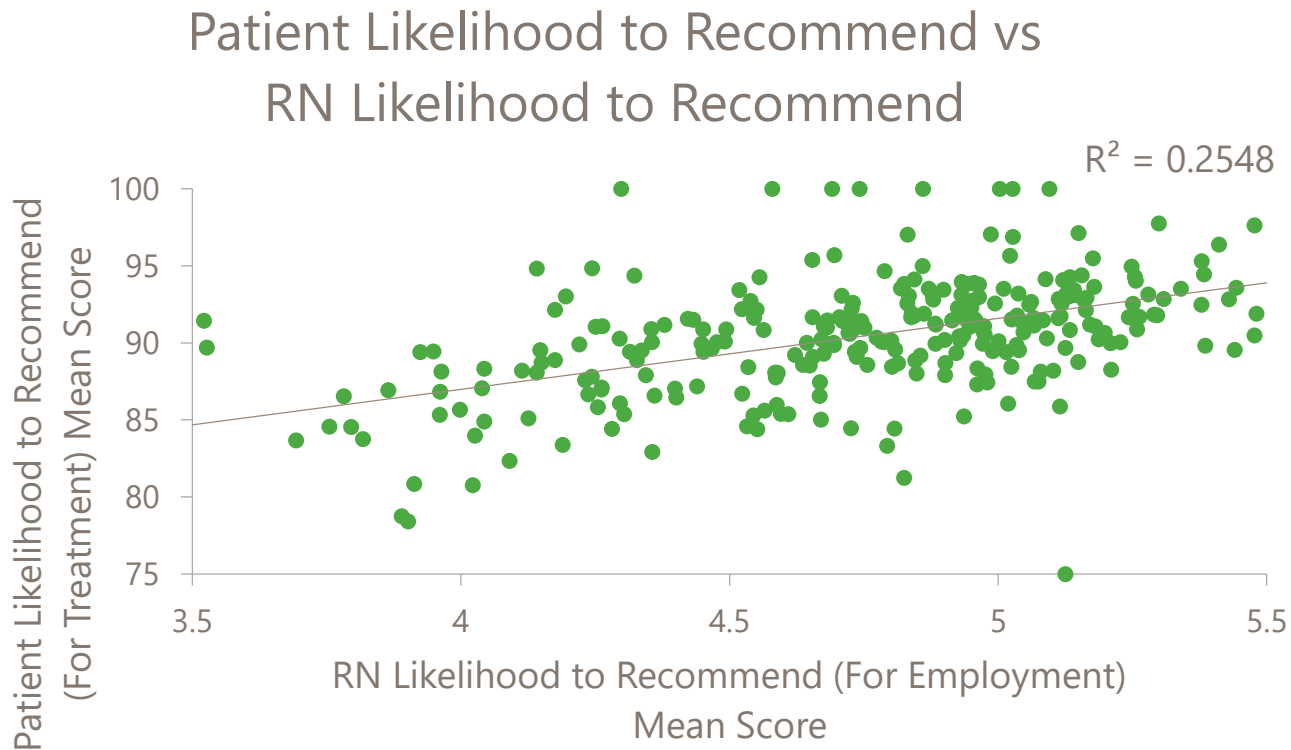
* Top quartile vs bottom quartile performance

Nurse Job Enjoyment Is Related to Patient Loyalty

Patient Likelihood to Recommend vs RN Job Enjoyment

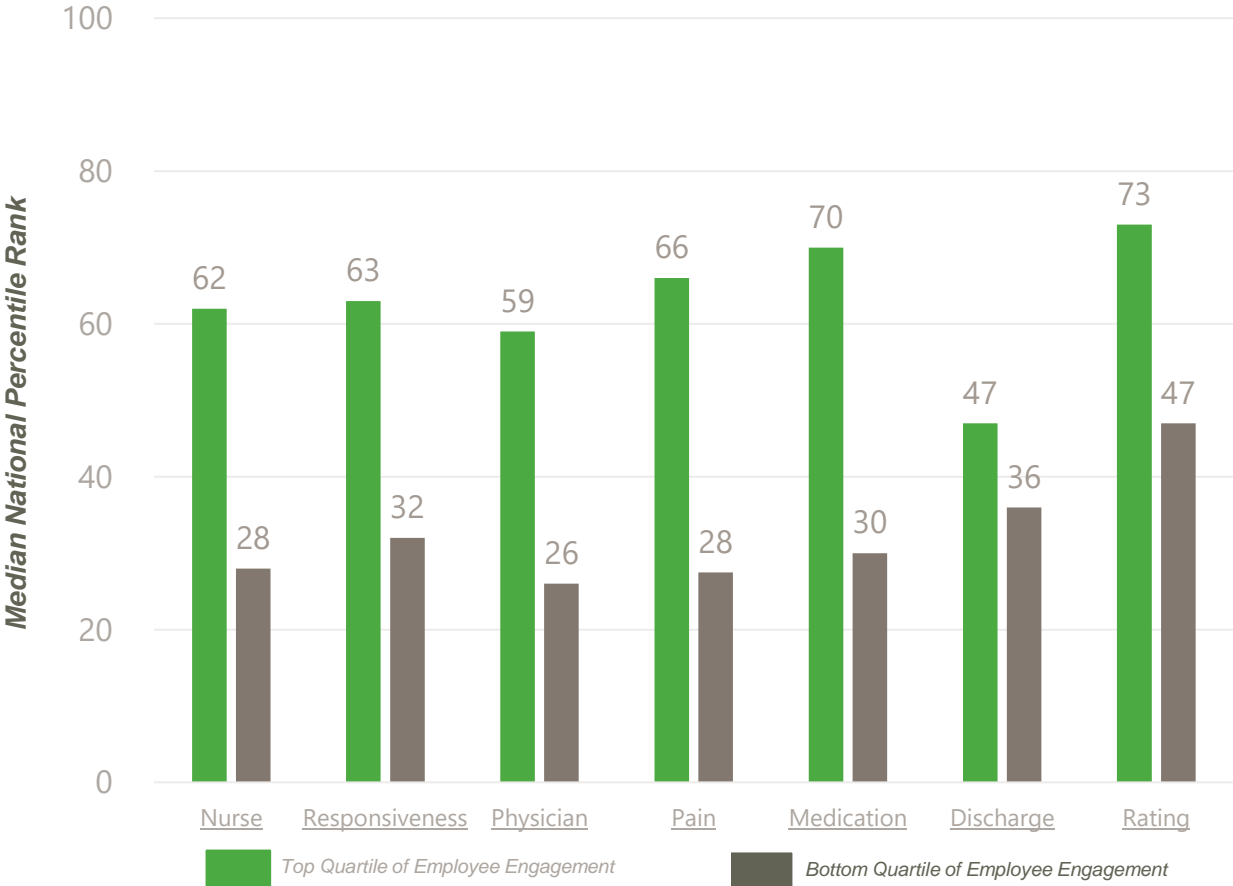


Patient Loyalty and Nurse Loyalty Are in Sync



Employee Engagement Improves Patient Experience

National Percentile Rank Based on Employee Engagement Scores ⁽¹⁾



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

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.



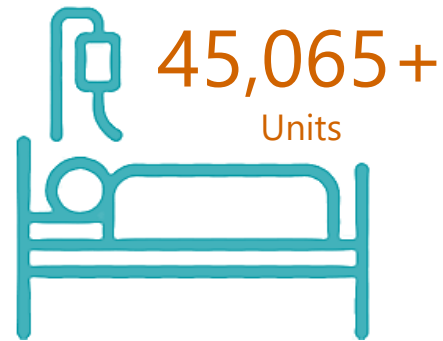
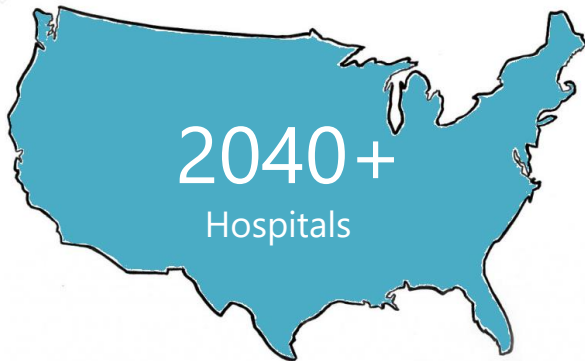
Nurses have more contact with patients than any other caregiver



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

NDNQI

NDNQI – Built for Research

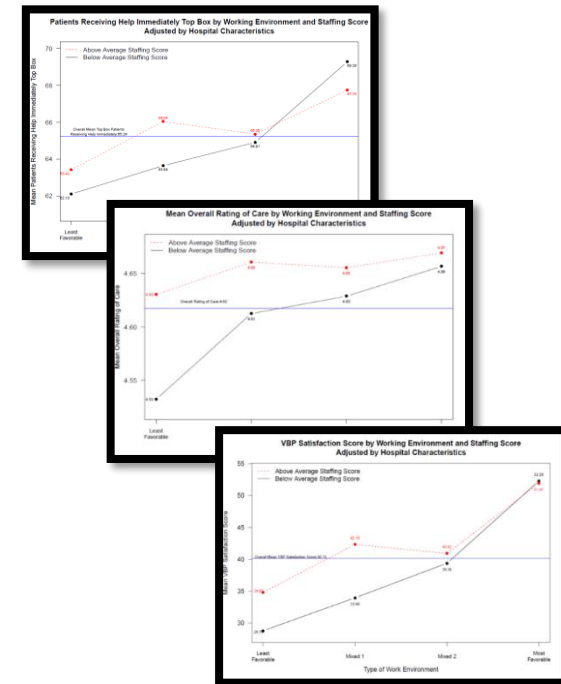


≈ 623 Hospitals

≈ 244,000 Respondents

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.



Linking Data Across Domains: State of Nursing White Papers

NURSING SPECIAL REPORT

2016 Nursing Special Report

The Role of Workplace Safety and Surveillance Capacity in Driving Nurse and Patient Outcomes

New data highlight the strategic importance of nurturing a work environment in which nurses feel their physical and emotional safety is an organizational priority.

Executive Summary
The nurse work environment has been identified as a powerful driver of many of the safety, quality and experience outcomes that hospitals and health systems most cherish in order to be competitive in today's consumer-driven, value-based health care marketplace. Because the work environment is a multifaceted construct, it must be measured from various angles to understand the specific areas, attributes and processes that most strongly influence on performance across outcomes.

This report looks at the impact of the nurse work environment on nurse, patient and practice performance outcomes through two domain lenses—employee perceptions of workplace safety and nurse perceptions of surveillance capacity using composite measures that represent outcomes of each.

The results demonstrate the strong importance of creating a work environment in which nurses feel their physical and emotional safety is an organizational priority and that their work sites are sufficiently resourced to allow them to effectively monitor, evaluate and act upon emerging indicators of a patient safety or care issue (event).

Integrated, cross-domain analyses revealed that nurse workplace safety and surveillance capacity were significantly associated with performance on nurse, patient, practice experience and pay-for-performance outcomes, and that workplace safety was the stronger of the two domains across most outcomes. Following are some of the larger differences.

- Compared to organizations in the bottom quartile of RN workplace safety, those in the top quartile had approximately:
 - 53% higher rate of RN-reported missed care
 - 10% higher rate of job engagement
 - Higher CMS Overall Hospital Quality Star Rating
 - Higher Average Likelihood to Recommend careers

PRESS GANEY

2017 Press Ganey Nursing Special Report

The Influence of Nurse Manager Leadership on Patient and Nurse Outcomes and the Mediating Effects of the Nurse Work Environment

Nurse managers exert substantial influence on the work environment of nurses at the bedside and, ultimately, on performance across measures of safety, quality, patient experience, and nurse engagement.

Executive Summary
As hospitals and health system delivery models continue to evolve, the needs of the patient, the nurse, health care leaders and stakeholders in nurse work environments that promote organizational goals of patient-oriented care and to enhance engagement in the culture require attention.

A healthy, supportive nurse work environment is particularly essential for delivering high quality care in today's complex and constantly changing health care ecosystem. Nurses make up the largest segment of the health care workforce and they have long been associated with positive care outcomes, including those in regard to safety, quality and experience outcomes. Further, an essential bulk of the nurse management practice relationships among work environments, patient outcomes and nurse retention.

While the establishment of a supportive nurse work environment requires strong leadership at all levels of the organization, nurse managers at the work level most substantially influence on the work environment of nurses at the bedside and, ultimately, on performance across measures of safety, quality and patient experience, as well as retention of nurse engagement, such as nurse job satisfaction and retention.

This report looks at the relationship between nurse manager strategy and patient and nurse retention and on health system outcomes of their work environment, the mediating effects of quality aspects of work environments on patient and nurse retention, the degree to which these effects vary by unit type, and how practice of nurse managers relates to high performing organizations.

PRESS GANEY

NURSING SPECIAL REPORT

2018 Press Ganey Nursing Special Report

Optimizing the Nursing Workforce: Key Drivers of Intent to Stay for Newly Licensed and Experienced Nurses

By understanding the benefits and differential predictors of intent to stay across each generation of nurses, HR and nurse leadership can develop targeted recruitment and retention strategies.

Executive Summary
Despite being one of the fastest growing occupations in the country, nursing is a critical component. The combination of the aging population, the rising incidence of chronic disease, the increasing number of nurses approaching retirement age and the ongoing limitations of nursing schools has resulted in a nurse workforce that continues to require constant and projected nurse supply.

Furthermore, the stress of increasing turnover is neither stable nor predictable. The findings of one recent study designed to track nurse changes among one nurse over a 10 year period showed that more than 75% of newly licensed RNs leave their first nursing job within the first year, 50% leave within one year and 40% leave within eight years.¹

Thus high turnover rates have serious consequences. A large body of evidence indicates a strong association between high levels of nurse turnover, deficiencies in care and patient safety. Additionally, to retain such high turnover, nurses who remain bear the brunt of a damaging spill-over effect, as their workloads, work levels and vulnerability to burnout rise and their job satisfaction and job engagement diminish, potentially causing them to leave their jobs as well.² Finally, high nurse turnover decreases health system financial health, both directly through recruitment and replacement costs and indirectly through decreased reimbursement rates associated with less than optimal care.^{3,4}

Considering the depth and breadth of its impact and the critical role of nurses across the patient experience and performance goals, nurse retention is a key human topic for health system executives, who frequently look to nursing and HR leadership to "fix" the problem. In reality, however, retaining, developing and growing an HR problem. They are strategic opportunities to address which high there are no quick or easy fixes.

PRESS GANEY

NURSING SPECIAL REPORT

Nursing Special Report

The Influence of Nurse Work Environment on Patient, Payment and Nurse Outcomes in Acute Care Settings

New cross-domain analyses suggest that the work environment of nurses can have as much or greater impact than staffing on many safety, quality, experience and value measures.

Introduction
Effective nursing practice is essential to the delivery of high-value care to improve patient outcomes. Because the quality of nursing practice is influenced by the health system and external factors, hospital leaders are beginning to explore the influence and efficacy of nursing care on an array of outcomes by nurse, including the experience of patients and the cost of care, as well as safety, quality, and experience and value measures.

Nurse staffing—especially the night regimen—has been a health system battleground in diverse dimensions about the relationship between nursing and performance outcomes (POM). Factors of one regional analysis of data from multiple performance domains include the strength of nurse-to-patient ratio, such as hours of care and full-time equivalent (FTE) nurses, the overall work environment of care by a work-hour influence across outcomes.

This report presents the state of the science examining the impact that work environment has on the safety, quality and patient experience of care, including the findings of one cross-domain analysis showing:

- The work environment of nurses can have a greater impact than nurse staffing on many safety, quality, experience and value measures.
- Hospital executives' awareness of healthcare providers and systems (HCPs) across areas of patient experience, disease management and care.
- Performance on Value-Based Purchasing (VBP) patient experience scores increases with improving work environments.
- High-quality nurse work environments enhance patient and nurse perceptions of care quality.

These data provide valuable insights to help health system leaders, managers and front-line caregivers understand the relationship between nurse work environment and key performance measures, identify the areas in which nurse work environment has the greatest impact on patient, practice performance and nurse retention, and practice engagement opportunities.

PRESS GANEY

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

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



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

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

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



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

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



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

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

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**

Compassionate Connected Care™ for the Care Giver



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

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

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**

Thank You!

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