Mitigating Nurse Turnover: A Multifaceted Approach

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## Ochsner Health System

Our Mission is to Serve, Heal, Lead, Educate, and Innovate

### Ochsner by the Numbers

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitals (Owned &amp; Managed)</td>
<td>11</td>
</tr>
<tr>
<td>OHN or OHS Affiliated Hospitals</td>
<td>19</td>
</tr>
<tr>
<td>Health Centers</td>
<td>80+</td>
</tr>
<tr>
<td>Patients Served in 2017</td>
<td>1,940,000+</td>
</tr>
<tr>
<td>Clinical Trials</td>
<td>700+</td>
</tr>
<tr>
<td>Active Physicians</td>
<td>1,200+</td>
</tr>
<tr>
<td>Employees</td>
<td>18,000+</td>
</tr>
<tr>
<td>Medical Specialties &amp; Subspecialties</td>
<td>90</td>
</tr>
<tr>
<td>Educating Tomorrow's Healthcare Providers</td>
<td>273</td>
</tr>
<tr>
<td>Residents in Programs</td>
<td>27</td>
</tr>
<tr>
<td>Telemed Consults n 2017</td>
<td>140,000</td>
</tr>
<tr>
<td>More Than</td>
<td>10,600</td>
</tr>
</tbody>
</table>

Our Vision

Ochsner will be a global medical and academic leader who will save and change lives. We will shape the future of healthcare through our integrated health system, fueled by the passion and strength of our diversified team of physicians and employees.
Ochsner Health System

Our Mission is to Serve, Heal, Lead, Educate, and Innovate

Ochsner is Louisiana's largest not-for-profit health system and one of the largest independent academic health systems in the United States.

Impacting Lives Across Louisiana, the Nation & the World

Ochsner hospitals and physician offices are located throughout Southeast Louisiana, including the Greater New Orleans, Slidell, Covington, Raceland & Baton Rouge areas.

Ochsner serves patients from across Louisiana, every state in the nation, and more than 80 countries.
Disturbing Projections….

1.1 million nurses needed in U.S. by 2020. Caused by 20% increase in new positions and one-third of current nurses retiring.

2012-2022 HELP WANTED: 1.1 MILLION RN JOBS TO FILL

527,000 NEW RN JOBS
555,000 REPLACEMENT RN JOBS

Source: "Highlights of the National Workforce Survey of Registered Nurses," conducted by the National Council of State Boards of Nursing and the Forum of State Nursing Workforce Centers. 2013.
The Headlines Are Everywhere We Turn

Bill proposes faculty grants as way to ease nursing shortage

There's a nationwide nursing shortage - including in Louisiana

Nursing shortage effects can be mitigated by fine-tuning the little things

Nurse Executives Say Nurse Shortages Erode Patient Care and Staff Morale: Survey
The Statistics Support The Hype

• More than 25% of hospitals report an RN vacancy rate exceeding 10%  (NSI 2018)
• Best practice vacancy rate is 11-15%
  • (Advisory Board)

Source: NSI Nursing Solutions, 2018
The Statistics Support The Hype

- Last year *bedside* RN turnover rose by 2%
- Job opportunities abound in the more comfortable clinic, ambulatory and virtual spaces

Source: NSI Nursing Solutions, 2018
Turnover is Costing Health Systems Millions

• Estimated cost of turnover per nurse $22,000-$64,000 (Jones & Gates, 2007)

• Each percent change in RN turnover costs/saves the average hospital $379,500. (streamline verify.com/nurse turnover rate, 2017)

• “The cost of nurse turnover can have a huge impact on a hospital’s profit margin. According to the, the average cost of turnover a nurse ranges from $37,700 to $58,400. (National Healthcare Retention & RN Staffing Report, 2016)
But…We Are Slow To Respond Strategically

• While an overwhelming majority (83.8%) of organizations view retention as a “key strategic imperative” it is not evident in operational practice/planning. Almost all hospitals have retention initiatives, however, only 38.9% have translated these into a formal retention strategy.

• Approximately, sixty percent (58.6%) of hospitals have strategies in place to protect new hires, but only 21.6% have a strategy on retaining older workers. With Baby Boomers ready to retire, expect hospitals to focus more energies on retaining this knowledge base.

Why Are We Facing A Shortage?

- Increased life expectancy
- Growth in chronic diseases and disorders
- Nurses remain *vital* to care delivery
- Complexity of care delivery
- “Graying of America”
- Nursing school capacity restraints
- Retiring RN Workforce
- Opportunities ABOUND for nurses
What’s Driving Nursing Turnover?

- Work/Life Balance
- Manager
- Burnout
- Incivility
- Lack of Support
- Work Environment
- Turnover
- Compensation
- Patient Ratios
- Professional Growth
- Job Opportunities
- Scheduling
- #2 Relocation
- #1 Personal Reasons
- #3 Retirement
- TRAVEL
- Ochsner Health System
Health System Leaders Must Play To Win

**A Comprehensive & Targeted Approach**

“There really isn’t any single program by itself that will significantly improve experienced nurse retention. You need several things. You need a system wide effort. You need leadership. Then you can provide a program that will flourish.”

(Robert Wood Johnson Foundation [RWJF], 2010)
Building A Multi-faceted Approach

**Short-Range/Targeted Tools**
- Recruit Effectively
- Tool kits that are targeted - not general

**Long Range Strategic Tools**
- Career Development
- Programs designed for every level
- This is a supply issue – not just a demand issue

**Future Pipeline**

**Staff Effectively For Today**

**Support Growth For Future**

*How do we hire right?*
# Building A Multi-faceted Approach

## Recruit Effectively

### How do we hire right?

- **Recruit & Retain New Hires**
  - Standardize Behavioral Interviewing
  - Personal Onboarding – “welcome wagon”
  - **Formal New Hire Mentorship Program**
  - ANCC Accredited Nurse Residency Program
  - Competitive Salary
  - Hiring Bonuses: Sign-on & Referral

### Staff Effectively For Today

- **Staff To Targets**
  - Intermittent External Agency – Be Selective
    - Travel Nurses (contract)
    - Per Diem
  - Internal Agency
    - **Attractive In-house Float Pool**
    - Per Diem
  - International Nurses

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*Ochsner Health System*
Building A Multi-faceted Approach

Short-Range/Targeted Tools

- Red Zone Retention Triggers
- High Performance Retention Program
- Improved Staff Ratios/ Flexible Scheduling
- Resignation Recovery Protocol
- Self-scheduling & Variable Shifts
- Evaluate and staff up support services
- Lean on Technology – Make the job easier
- Drive a Culture of Safety
- The Daily Connection
- Remain competitive on Comp & Benefits
- Explore alternative models of care delivery
- ANA Care for the Caregiver Program
- Unit Manager/Director Compensation
Building A Multi-faceted Approach

**Career for Life: Investing at Every Stage**
- Clinical Ladder
- Tuition Reimbursement
- Specialty Certification Financial Assistance
- Reimbursement for NCLEX Exam Review Courses
- **Ochsner Leadership Institute Courses**
  - Charge Nurse Academy
  - Emerging Nurse Leader
  - Mentor Academy
  - Nurse Preceptor Academy
- Phased retirement options
- Child Care

**Long Range Strategic Tools**

Support Growth for Future

Career Development

Programs designed for every level
Building A Multi-faceted Approach

Planning for the Future
• Partner with area colleges of nursing
  – Invest in faculty wages to improve capacity
  – Allow our own nurses to work for OHS while serving as faculty
• Chamberlain School of Nursing
  – 3 yr. BSN program
  – Clinical rotation site at Ochsner
    ○ “Growing Our Own”
  – Financial Assistance for MSN and DNP programs
• Key Leadership Placement on State Boards of Nursing
• 13th Annual EBP/Research Day

Long Range Strategic Tools

Future Pipeline
This is a supply issue – not just a demand issue
Support  Growth For Future
Measure Strategy Success

Annual Bedside Turnover

Feb YTD

<table>
<thead>
<tr>
<th>Facility</th>
<th>Overall YTD</th>
<th>Total EEs</th>
<th>YTD Terms</th>
</tr>
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<tbody>
<tr>
<td>BAPTIST</td>
<td>12.2%</td>
<td>343</td>
<td>7</td>
</tr>
<tr>
<td>BATON ROUGE</td>
<td>16.9%</td>
<td>178</td>
<td>5</td>
</tr>
<tr>
<td>CHABERT</td>
<td>0.0%</td>
<td>66</td>
<td>0</td>
</tr>
<tr>
<td>KENNER</td>
<td>18.4%</td>
<td>196</td>
<td>6</td>
</tr>
<tr>
<td>NORTHSHORE</td>
<td>7.5%</td>
<td>159</td>
<td>2</td>
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<tr>
<td>OMC</td>
<td>23.4%</td>
<td>1,027</td>
<td>40</td>
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<tr>
<td>ST ANNE</td>
<td>30.5%</td>
<td>59</td>
<td>3</td>
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<tr>
<td>WESTBANK</td>
<td>23.4%</td>
<td>205</td>
<td>8</td>
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Measure Strategy Success

Active + Offered Bedside LPNs

Target 187

Ochsner Health System
Measure Strategy Success

*Nurse Mentor Program*

- New graduate nurses targeted as mentees
- 5 hour mentor training
- 182 bedside nurses trained
- 125 mentoring relationships
- November 2017 expanded to capture all new nurse hires in Med-Surg areas

![First Year Flight Chart]

![First Year Flight Chart](chart.png)
Food for Thought…..

• Short-term strategies such as increasing hospital nurse’s pay may be inadvertently exacerbating the shortage, given that the majority of U.S. nursing education occurs through publicly funded colleges and universities that can’t offer competitive salaries to nursing faculty.

• Shortage is being experienced worldwide.

• U.S. efforts to obtain foreign nurses to help mitigate the shortage may be viewed as poaching by other countries.
References


References


