A Multi-level Approach to Addressing the Nurse Staffing Crisis

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Promoting the implementation of nursing resources that support appropriate staffing resulting in a positive impact on patient nurse outcomes. This work reflects a shared agenda in support of the following goals:

- o Better patient outcomes
- o Better patient experience;
- o A thriving nurse workforce; and
- o Optimizing the value of care.

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Institute for Healthcare Improvement

hfma

AONL
American Organization for Nursing Leadership™

Hospitals desperately need staff. But capping travel nurses' pay won't help.

...nationwide quit nursing careers after

The travel nursing boom is j...

By Sarah DiGregorio

Sarah DiGregorio is author of "Early Birth and What it Teaches Us About forthcoming cultural history of nursi

March 14

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Nursing in the time of COVID: 'The hostility and violence in the

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LOCAL

Staffing shortage at Grand Marais hospital could lead to closure of care center, end of ambulance service

Survey results reveal disconnects between nurse leaders' perception of short- and long-term challenges and their organizations' current or planned strategies to respond to today's nursing crisis. (gorodenkoff/GettyImage)

More than one-third (34%) of nurses say it's very likely that they will leave their roles by the end of 2022 and 44% cited burnout

Institutional Change

THINK TANK
RECOMMENDATIONS
(PRACTICE)

Healthy Work Environment

Diversity, Equity, and Inclusion (DEI)

Work Schedule Flexibility

Stress Injury Continuum

Innovative Care Delivery Models

Total Compensation

Healthy Work Environment

- *AACN Standards for Establishing and Sustaining Healthy Work Environments*
  - Framework for ongoing, **deliberate action**

- Blogs, videos, infographics and more

- Includes a **FREE** Assessment Tool and other resources

- Learn more online:

WORKLOAD WAS DESCRIBED AS A DRIVING FORCE BEHIND THE NURSING SHORTAGE........

Documentation makes up around 15% of a nurse's shift. Nurses say that ideally, documenting should make up only about 13% of their shift.

Nurses report that they spend about 6% of a 12-hour shift on hunting and gathering —tasks they would spend approximately 3% of their shift on in an ideal shift.

Nurses report **spending nearly 5% of their shift on tasks that do not use the fullest extent of their license and training.**

Nurse time saved through care-model changes and innovations can benefit patients and nurses—and contribute to building sustainable careers in healthcare

Diversity, Equity & Inclusion

Operational Definition: Nurse leaders have a responsibility to address structural racism, cultural racism and discrimination based on identity (e.g., sexual orientation, gender), place (e.g., rural, urban), and circumstances (e.g. disability, mental health condition) within the nursing profession and to help build structures and systems at the societal level that address these issues to promote health equity.

Recommendations:

- Increase diversity in nursing leadership

- Build a diverse nursing workforce

- Provide psychological safety to attract/retain a diverse workforce

- Establish a nursing diversity dashboard

Life-Work Integration

Work Scheduling & Flexibility

Operational definition: A staff scheduling approach that encompasses flexibility in work options, policies and scheduling with nurses cross trained to various units, to support well-being during a shift that incorporates time for professional development and leadership engagement such as shared governance.

Innovative Care Delivery Models

Operational definition: Care delivery models that combine high-tech and high-touch for high quality care with an inclusive and integrated approach for patient and nurse satisfaction, reduction of practice pain points and improved outcomes.

Recommendation:

Implement **Tri-brid** care delivery models that offer a holistic approach with three components, including onsite care delivery, IT integration of patient monitoring equipment, and ambulatory access and virtual/remote care delivery.

Stress Injury Continuum

Operational definition: Stress injury continuum is inclusive of burnout syndrome, compassion fatigue, moral distress, anxiety, depression, post-traumatic stress disorder (PTSD) and other phenomena and refers to the range of negative consequences from stress exposure.

Recommendations:

- Address burnout, moral distress, and compassion fatigue as barriers to nurse retention.

- Incorporate the well-being of nurses as an organizational value.
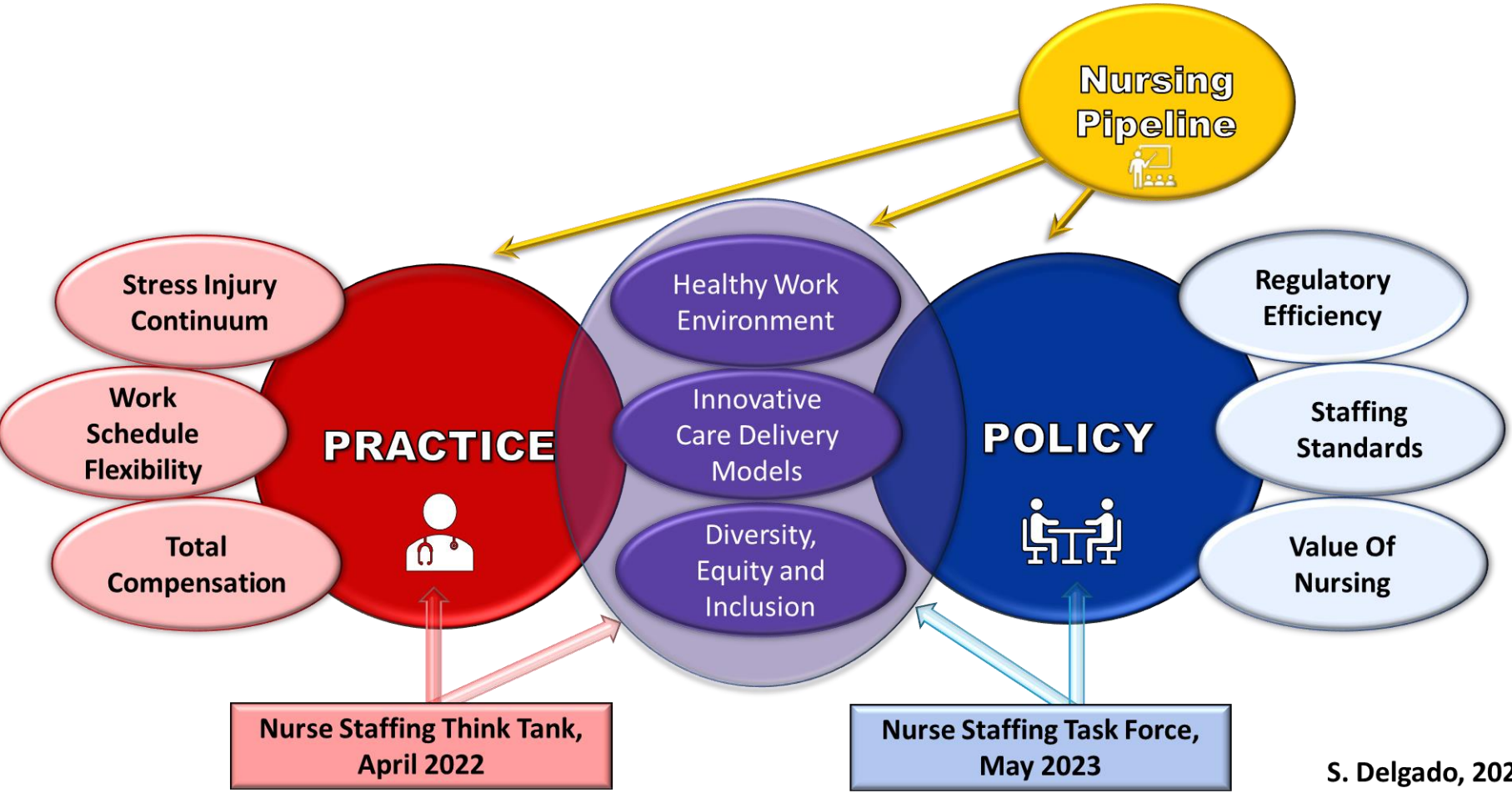
Total Compensation Actions

- Conduct routine market analysis to inform compensation.

- Include inflation, external agency compensation and market changes.

- Consider and execute independent contractual models with nurses in addition to traditional models of employee agreements.

- Stratify compensation plan by generational and situational needs.

POLICY/ADVOCACY

NURSE STAFFING TASK FORCE (POLICY)

- Reform the work environment
- Innovate the models for care delivery
- Establish staffing standards that ensure quality care
- Improve regulatory efficiency
- Value the unique contribution of RNs

Nursing Pipeline

Stress Injury Continuum

Work Schedule Flexibility

Total Compensation

PRACTICE

Healthy Work Environment

Innovative Care Delivery Models

Diversity, Equity and Inclusion

POLICY

Regulatory Efficiency

Staffing Standards

Value Of Nursing

Nurse Staffing Think Tank, April 2022

Nurse Staffing Task Force, May 2023

S. Delgado, 2023

| Nurse Staffing Think Tank	Nurse Staffing Task Force
Implementable in 12-18 months Asked: **What can we do right now?**	Long term, sustainable solutions Asked: **How to address ongoing challenges?**
Process included voting and affirming Practical consensus *"Move forward on all"*	Iterative process with discussions and surveys Inclusive of diverse expertise *"Yes, and"*
Every 2 weeks for 3 months, 26-page document	Every 3 weeks for 9 months, 19-page document
Some policy implications, mostly focuses on organizational changes	Some organizational change, a greater focus on policy, regulation and payment structures
Identifies accountable entities and action steps to implement each recommendation	Identifies partners and options for actions; need to consider context and select among actions

YOU!

Essentialist

Non-Essentialist

Energy

Energy

Disciplined pursuit of less
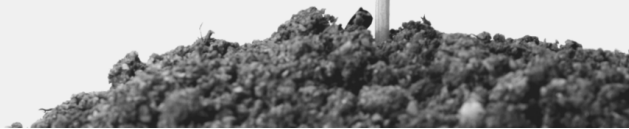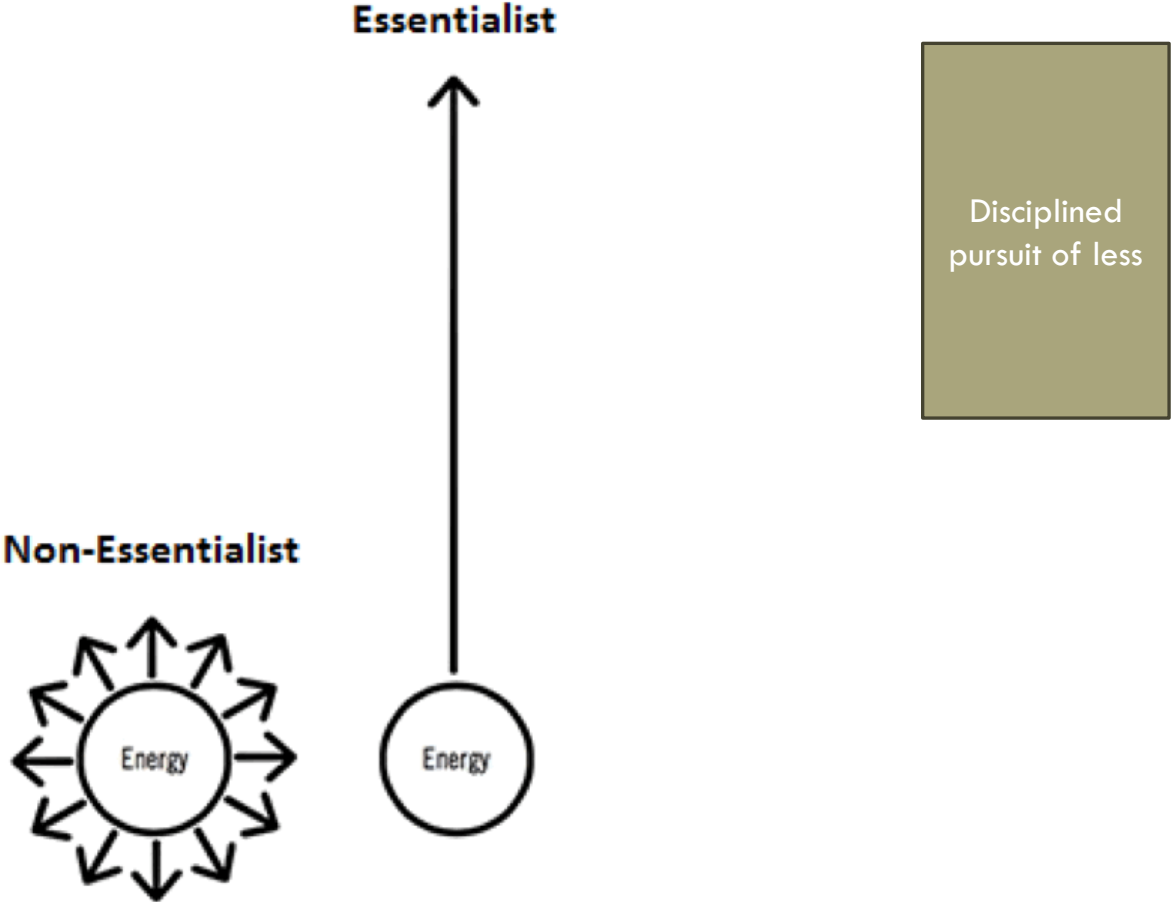
The most common way people give up their power is by thinking they don't have any.

ALICE WALKER
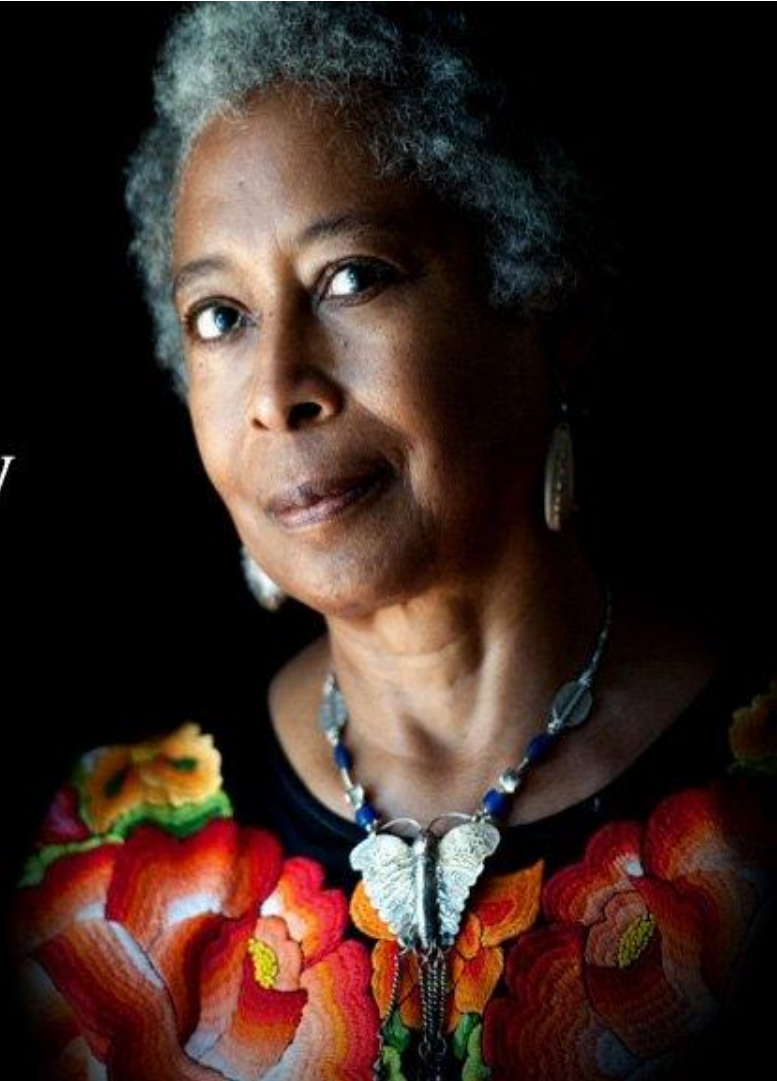
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