



# Healthcare's Path Forward:

*New Care Models and Innovative Staffing Solutions to Reduce Workforce Burnout*

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# Moving from a Vicious to Virtuous Cycle

- Healthcare performance is suffering in most organizations
- Right now, many are feeling the **vicious** cycle
- Some organizations are doing better **and** some areas within an organization are doing better
- How can we shift to a **virtuous** cycle, where these spiral upward **together**?

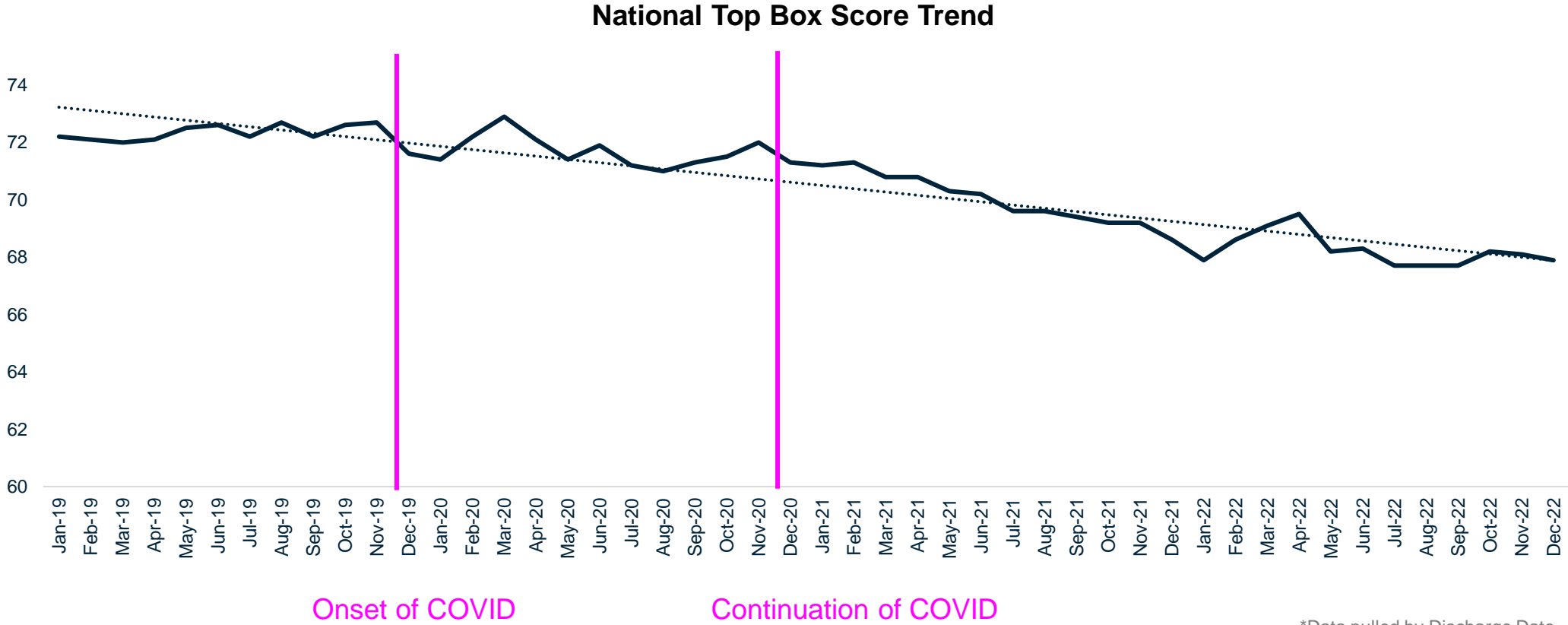
# 3 things

- It's all connected
- Everyone Matters
- Use the Data

# National Trends in PX

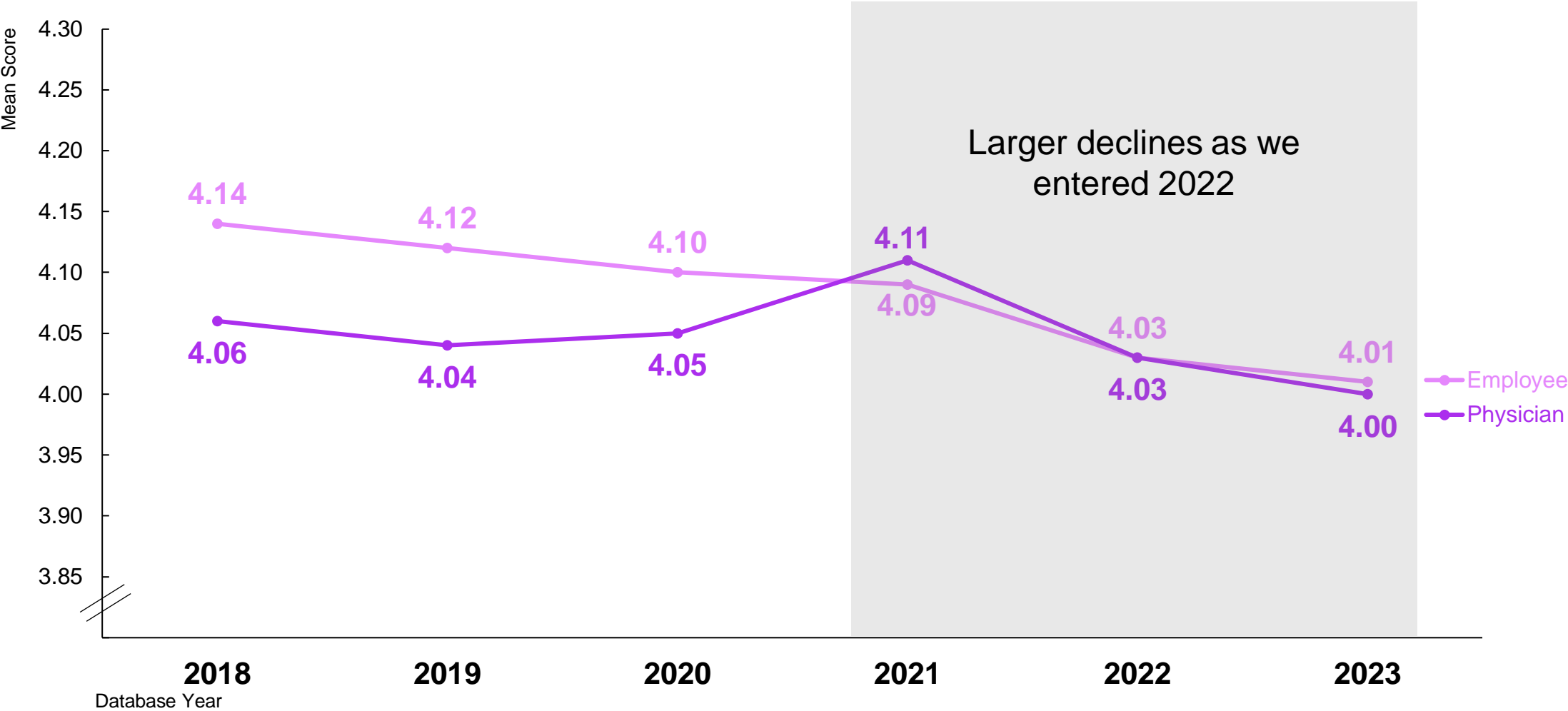
## HCAHPS RECOMMEND THE HOSPITAL

- For inpatient, there has been a downward trend in LTR the hospital.



\*Data pulled by Discharge Date.

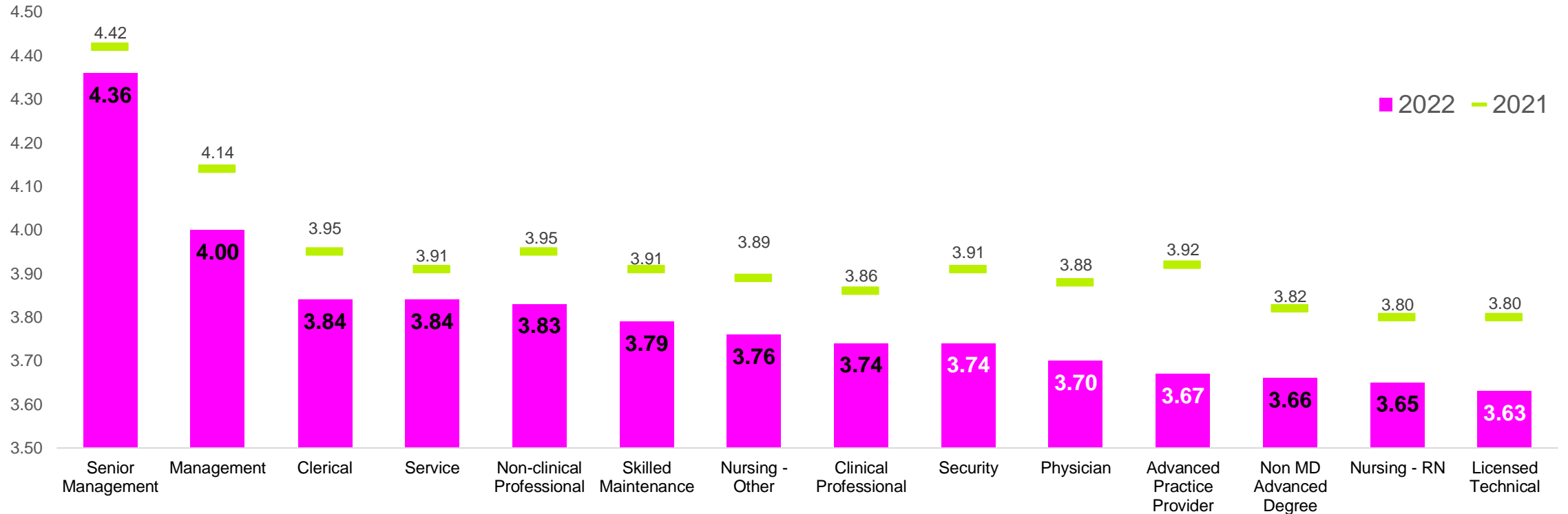
# National Caregiver Engagement Trends



# “I Would Stay With This Organization if Offered A Similar Position Elsewhere” By Position

## Key Takeaways

- In the last year, greatest declines are seen in Advanced Practice Providers and Physicians
- Management, Licensed Technical, and Security declined more than we have seen in prior years
- Senior Management is the least impacted group



# Caregiver retention is critical to strong cultures & delivering a best-in-class patient experience

- 20% of voluntary RN turnover happens in the first 45 days
- 30% of employees who indicate they will leave for a comparable opportunity, or in the next three years, leave their organizations within one year
- **Physicians, APPs, RNs, & Licensed Technical Professionals** are at greatest risk of turning over
- Leader intent to stay is at an all-time low



# Paradigm Shift with Focus on Solutions

**Burnout -> Engagement & Resilience**

**Awareness -> Action**

**Hiring -> Optimize**

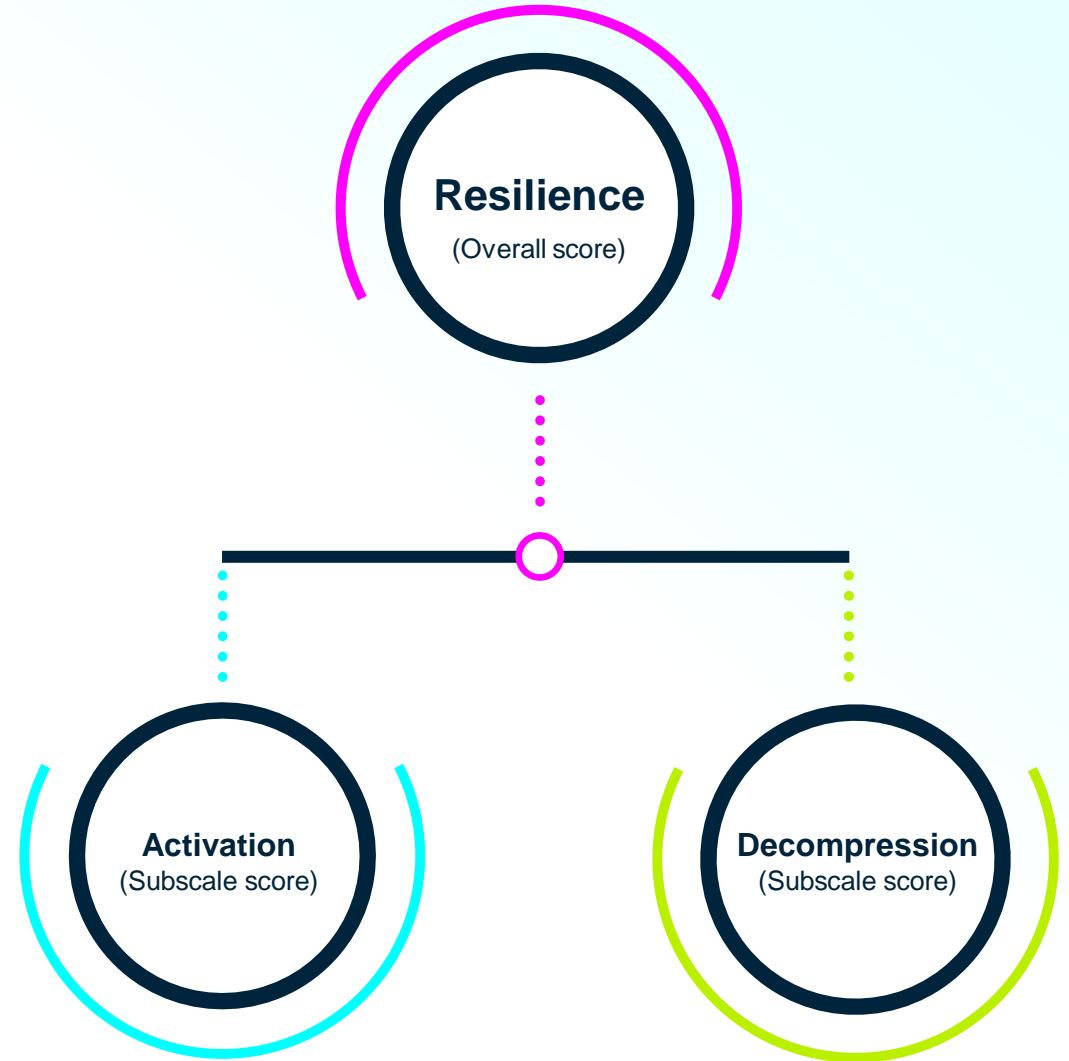
**Individual (Silo) -> Team (Integrated)**



# Press Ganey's Resilience Measurement

## **Re-sil-i-ence (noun):**

An ability to recover from or adjust easily to misfortune or change.



# How we measure activation



The work I do makes a real difference



I see every patient/client as an individual with specific needs



My work is meaningful



I care for all patients/clients equally even when it's difficult

# How we measure decompression



I am able to disconnect from work communications during my free time (emails/ phone, etc.)



I am able to free my mind from work when I am away from it

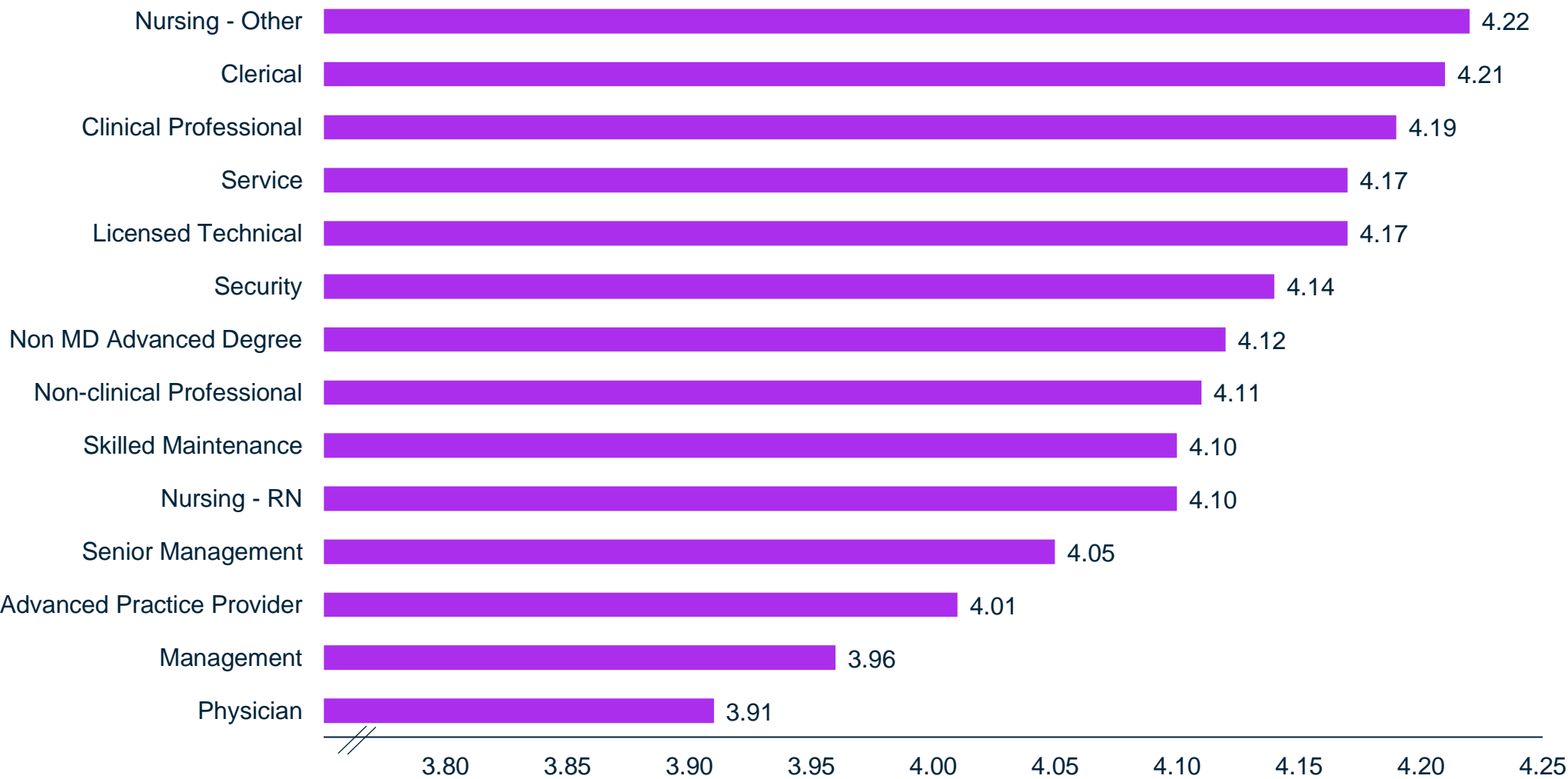


I can enjoy my personal time without focusing on work matters



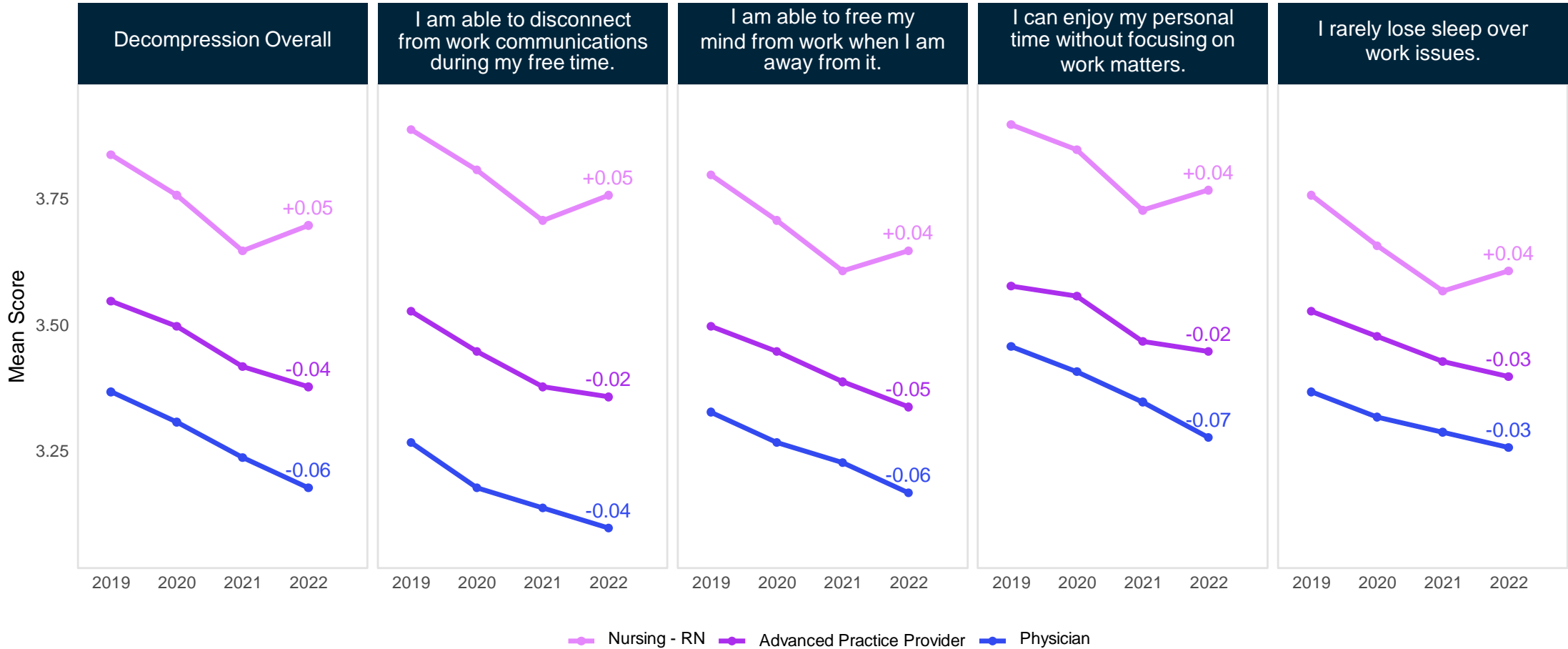
I rarely lose sleep over work issues

# Resilience by Role (calendar year 2022)

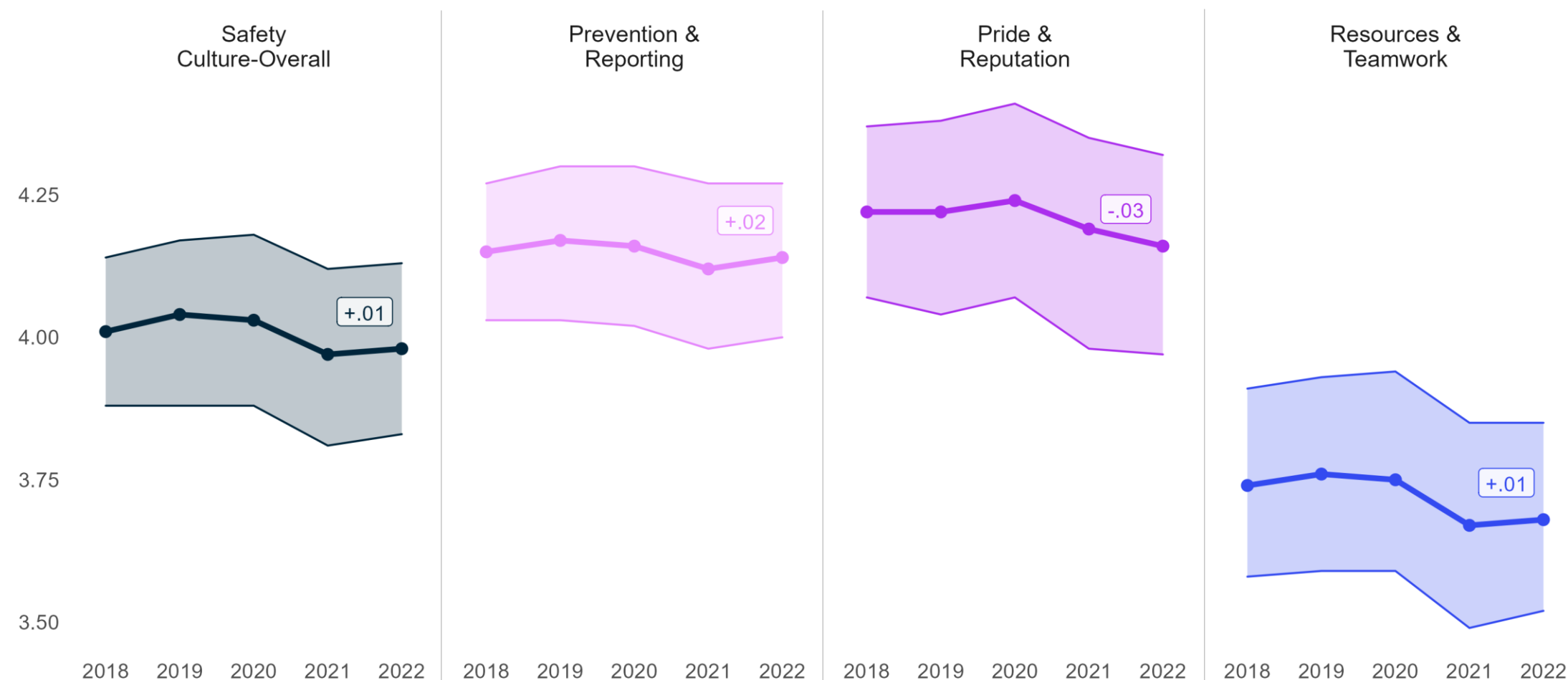


# Decompression Trends for Clinical Employees

Positive signs for nursing decompression, but still declining for Physicians & APPs

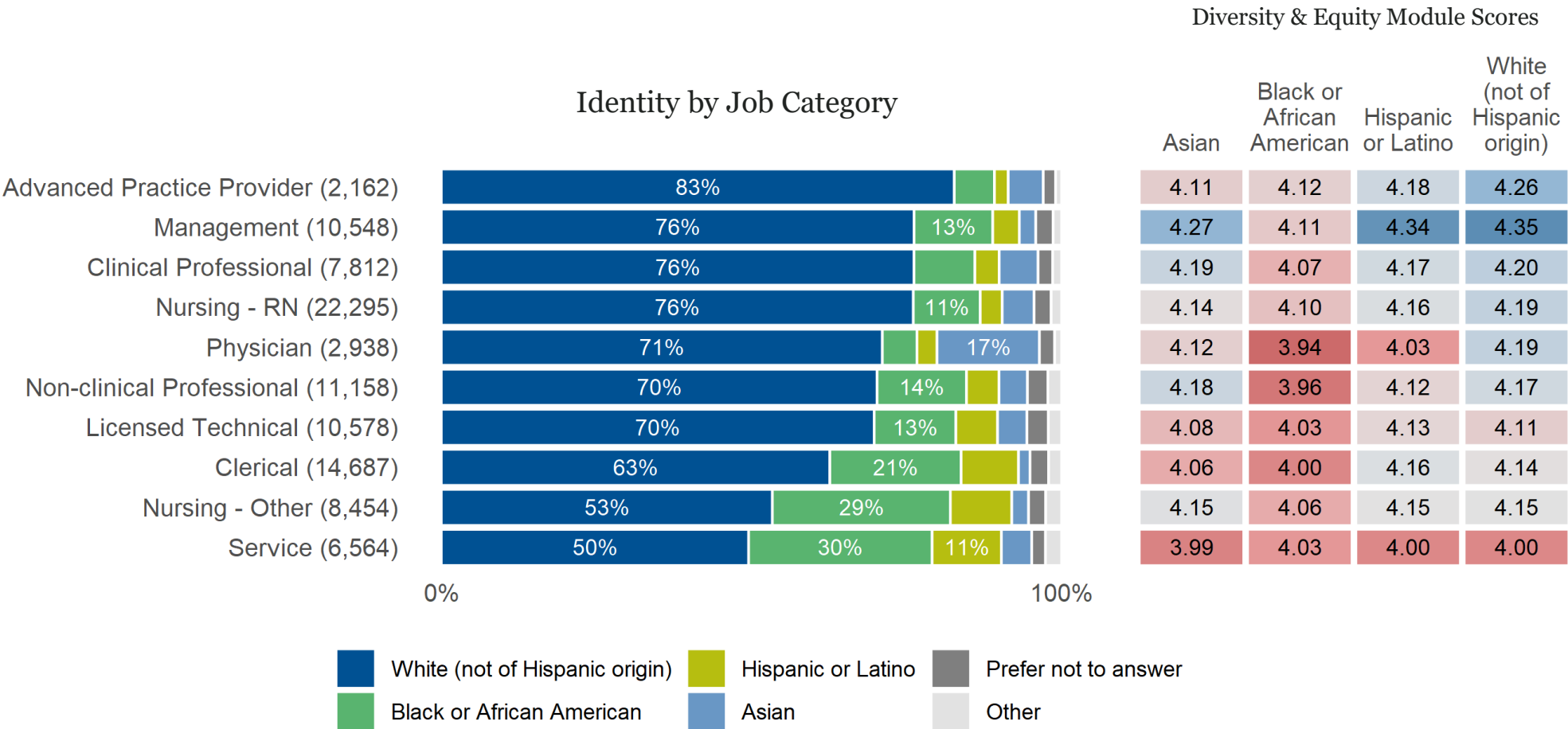


# Safety Culture scores showed some recovery in 2022



\*Data based on calendar year for clients in Press Ganey's National Healthcare Database

# National data: Perception of Culture of Diversity Varies



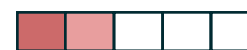
[Diversity and Inclusiveness in Health Care Leadership: Three Key Steps | Catalyst non-issue content \(nejm.org\)](#)

# Diversity & Equity Items and Intent to stay

If an employee disagrees that ...	their risk of leaving if offered another job* increases...
This organization values employees from different backgrounds.	4.6x
This organization demonstrates a commitment to workforce diversity.	4.4x
The person I report to treats all employees equally regardless of their background.	3.7x
My coworkers value individuals with different backgrounds.	3.7x
All employees have an equal opportunity for promotion regardless of their background.	3.5x

\*Risk of Leaving is defined as an unfavorable (Disagree or Strongly Disagree) response to "I would stay with this organization if offered a similar position elsewhere."

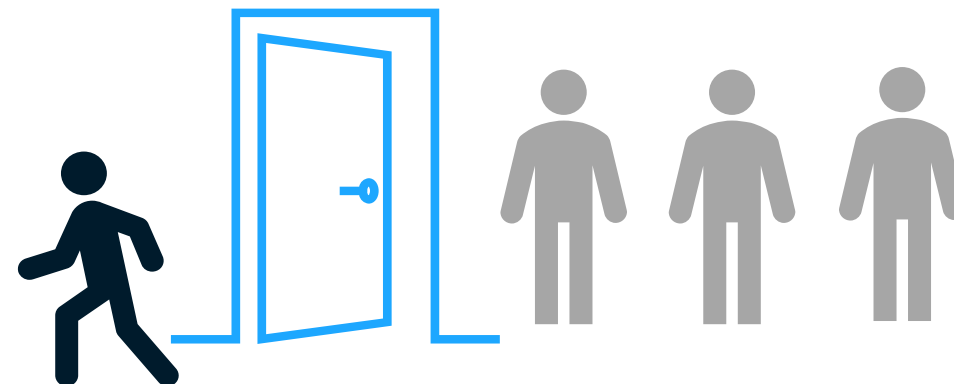
*This organization values employees from different backgrounds.*



Unfavorable



Neutral or Favorable

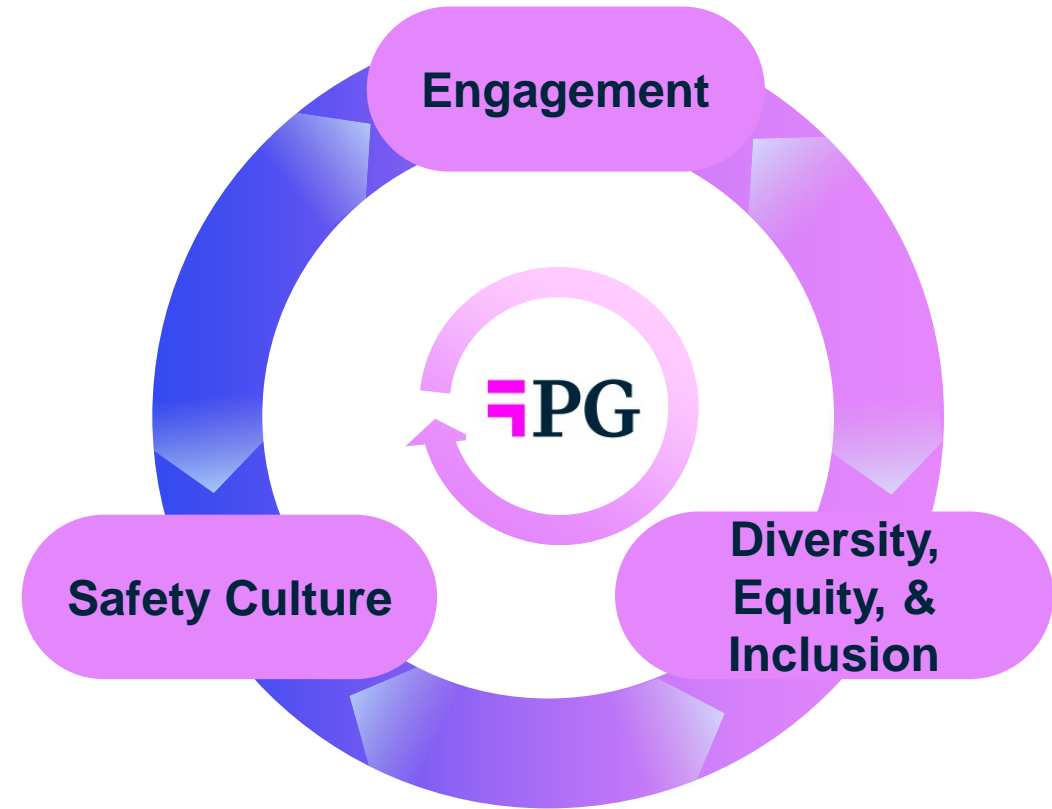


An employee who gives an unfavorable score is **4.6 times** more likely to give an unfavorable score on Intent to Stay if Offered Another Job.



# Connections

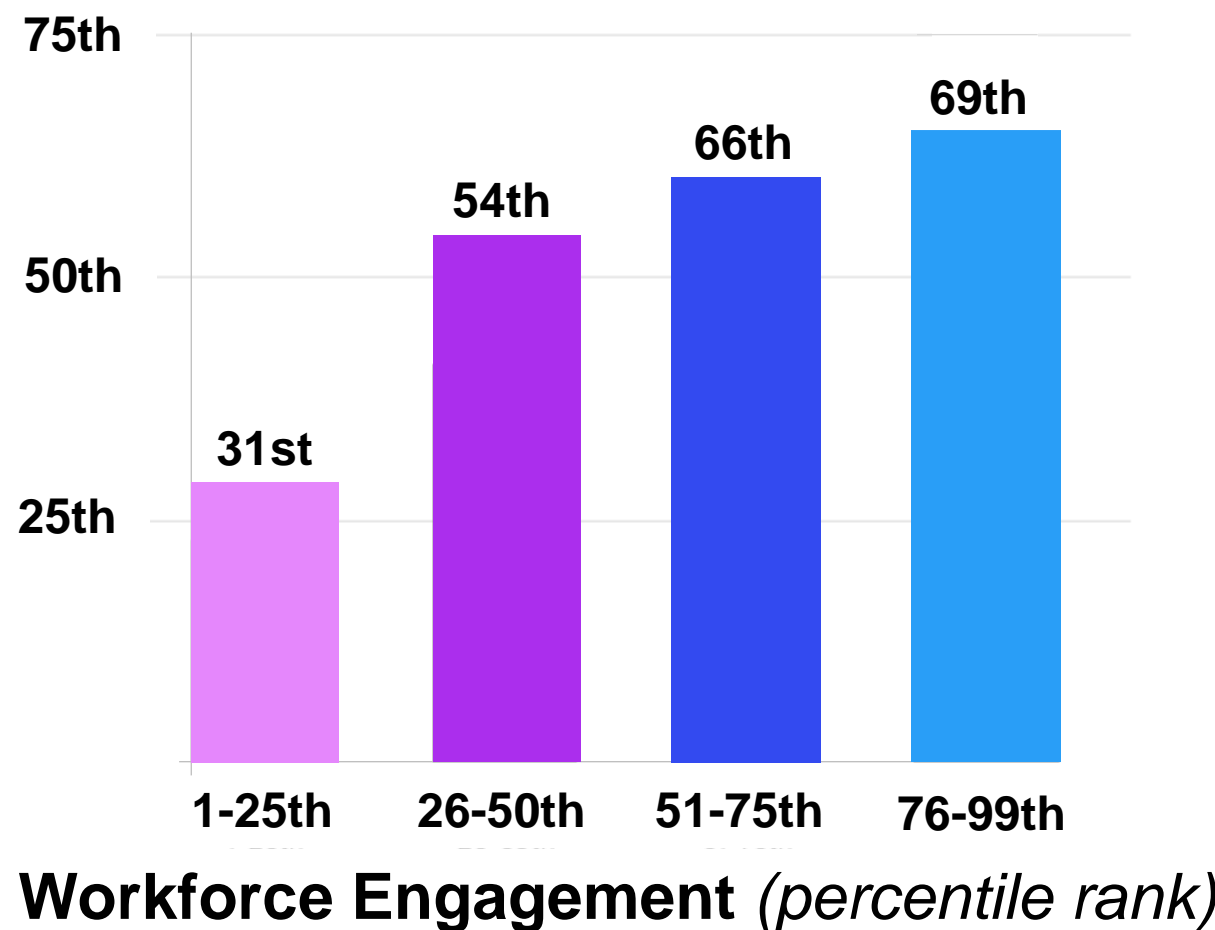
- Safety Culture is strongly correlated with engagement
- Perceptions of Diversity and Engagement are strongly related
- Perceptions of Diversity are strongly related to Safety Culture



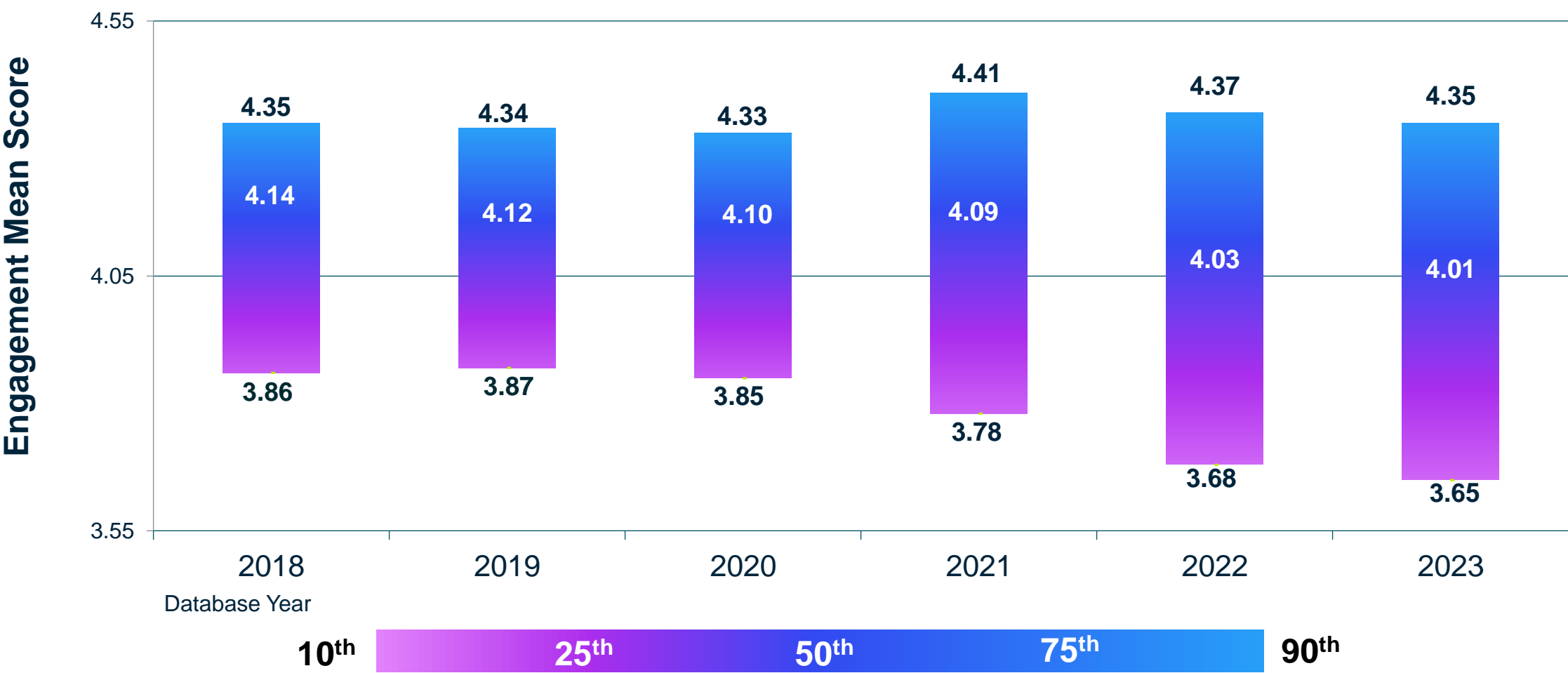
# Why Engagement Matters

Patient Experience Performance is Higher at Facilities with Stronger Workforce Engagement

**Inpatient Experience  
Likelihood to Recommend**  
*(percentile rank)*



# National Healthcare Avg Trending - ENGAGEMENT



*Note – National Healthcare Average based on Press Ganey's six (6) Engagement items . Employee respondents 2023 (1.52M), 2022 (1.5M), 2021 (1.64M), 2020 (1.87M), 2019 (1.61M), 2018 (1.42M).*

# Top Decile Performers Do Better



Senior Leadership



Listen & Respect



Meet Employees' Basic Needs



Safety Focused

# Stop the vicious cycle & nurture the virtuous cycle

## THREE IMMEDIATE STEPS



Trust



Listening



Transparency

## THREE AREAS OF FOCUS



Support the individual

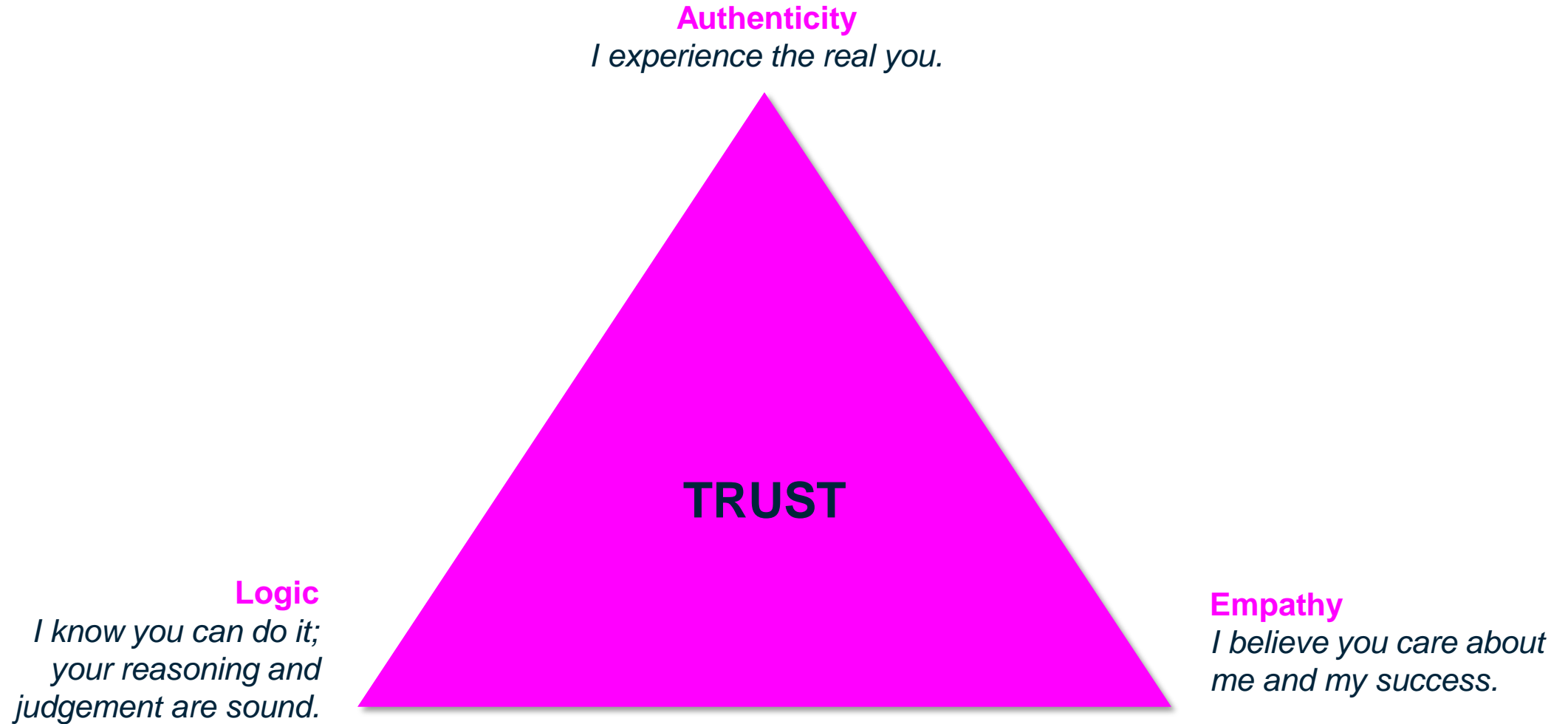


Build the teams/train the leaders



Fix the systems

# Trust



*From: "Begin with Trust," by Frances Frei and Anne Morriss, May-June 2020*

# Psychological Safety



*\*Amy Edmondson  
Harvard Business School  
Novartis Professor of Leadership & Management*

Is it Safe to Speak Up at Work?

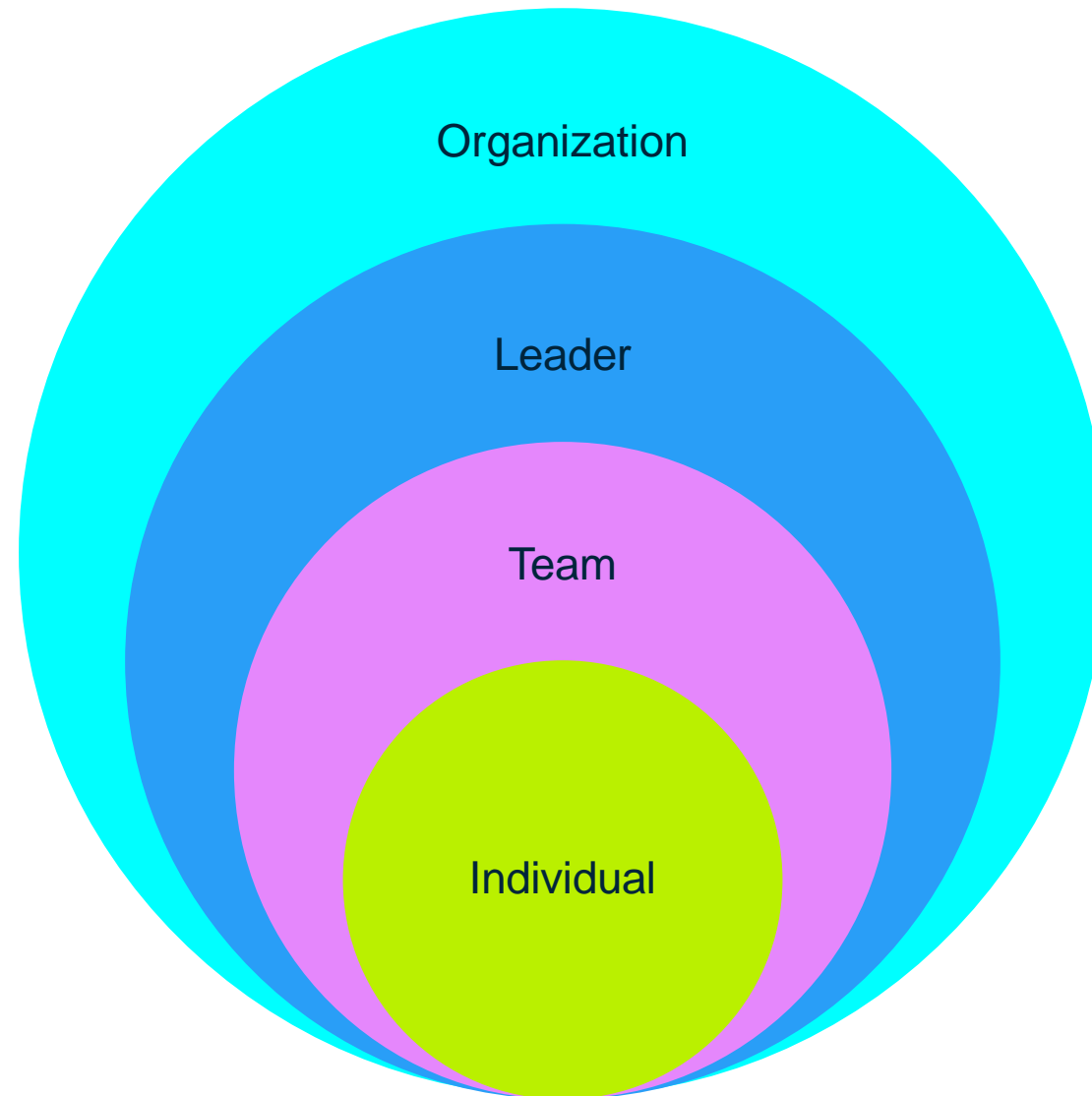
## GRAMERCY TAVERN IN NYC

Goal for new staff: ask for help at least 10 times per shift



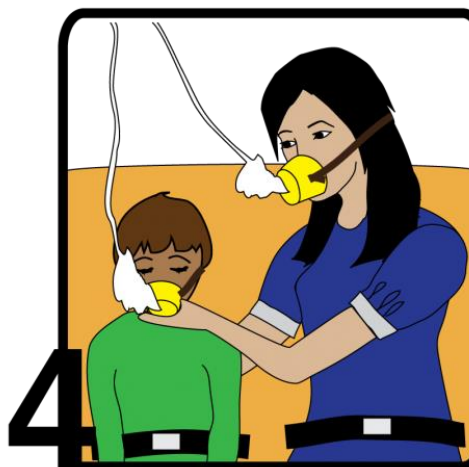
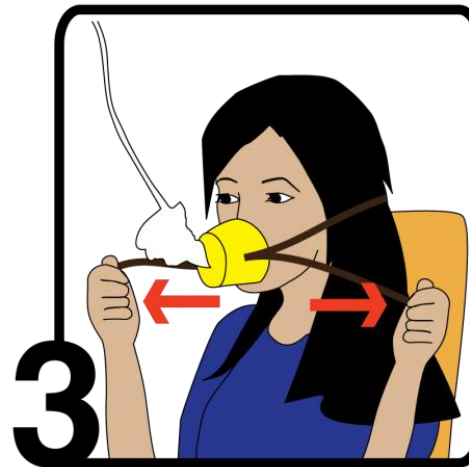
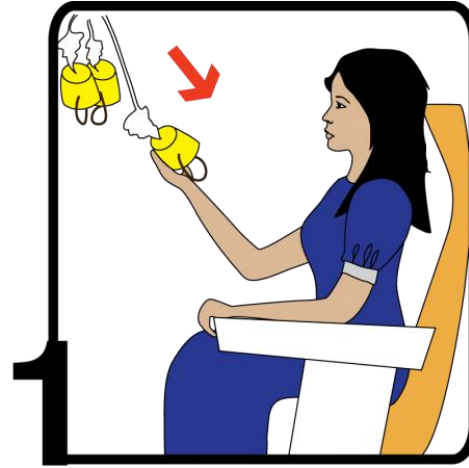
*From the book The Culture Code, by Daniel Coyle*

# Going Forward: Thinking in Layers





# Changing the paradigm



# Recognition, Inclusion, Respect

*“This means so much to hear.”*

*“This makes it so worth it.”*

*“I needed to hear this. Sometimes you don’t know. It means all the world.”*

<https://player.vimeo.com/video/590100327?h=36c8fd3a92>









Aren't You the Valet? Tales of Black American Surgeons NEJM 3 23  
<https://hbr.org/2022/01/why-so-many-women-physicians-are-quitting>  
<https://hbr.org/2022/07/patient-experience-and-clinician-well-being-arent-mutually-exclusive?ab=hero-subleft-2>

# Peer Support:

## Resilience Check-In List

### Remembering to Practice Resilience as you start your shift

	Acknowledge one thing that has been or is difficult...	Let it go
	Consider three things that are going well...	Be proud of the work you are about to do
	Check on your colleagues...	Are they OK?
	Your leaders and peers are here to listen and support you...	Are you OK?
	Reflect on one thing you are grateful for...	Hold it in your heart
	Now switch your attention to your work...	Stay focused and practice safety and resilience

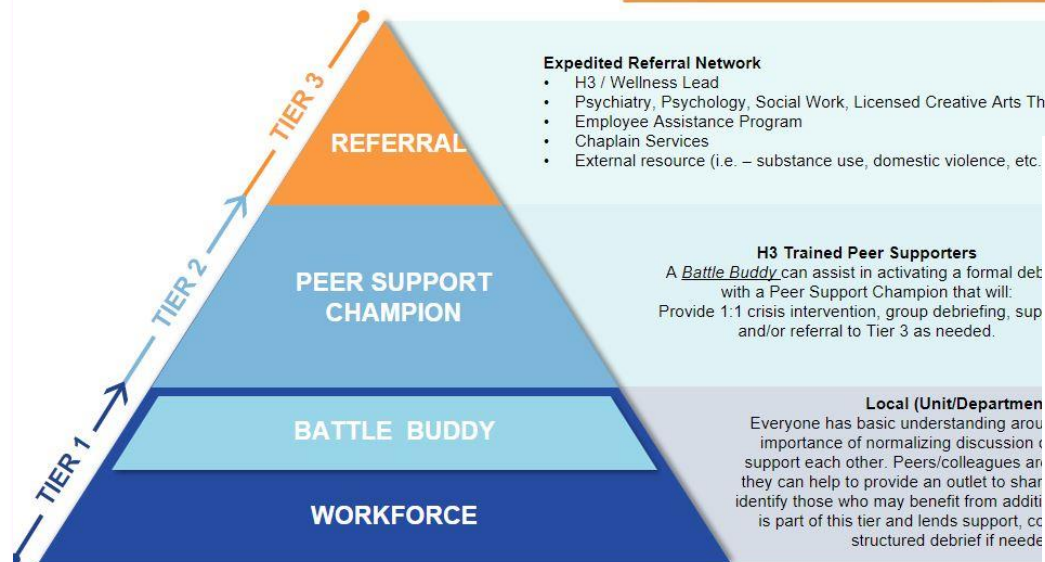
Contact EAP at 1-800-437-0911 as needed.

3.50 x 11.00 in



NYC  
HEALTH+  
HOSPITALS

## ADDED H3 RESPONSE LAYER



Scott, S.D., Hirschinger, L.E., Cox, K.R., McCoig, M., Hahn-Cover, K., Epperly, K., Phillips, E., and Hall, L.W. (2010) Caring for our Own: Deployment of a Section. The Joint Commission Journal on Quality and Patient Safety. 36(5):233-240.



Perspective  
DECEMBER 31, 2020

### Supporting Clinicians during Covid-19 and Beyond — Learning from Past Failures and Envisioning New Strategies

Jo Shapiro, M.D., and Timothy B. McDonald, M.D., J.D.

Clinicians are facing important emotional stressors during the Covid-19 pandemic, including grief from seeing so many patients die, fears of contracting the virus and infecting their family members, and anger over health care disparities and other systems failures. For some, these stressors have caused or exacerbated burnout, depression, or post-traumatic stress disorder, and they have been implicated in suicides. Even before the pandemic, there were unacceptably high rates of burnout and suicide among clinicians, especially among physicians. There is a strong consensus that immediate action is needed to bolster the emotional health of clinicians. A recent article argued for enhanced organizational resources for efforts supporting clinician well-being.<sup>1</sup> Clinician well-being has multiple components, and limited progress has been made in addressing some important drivers of well-being, including improvements in workplace efficiency and workflow, increased supplies of personal protective equipment, and strengthening of communication with organizational leaders. Other efforts often fail, however, when it comes to supporting clinicians' emotional well-being. The design of initiatives to bolster emotional well-being, which has been rooted in mental health models, leads to low utilization because of barriers related to deeply entrenched, counterproductive views about what is expected of clinicians. One barrier is that these expectations are often unrealistic. Clinicians have been taught that self-care is selfish. The culture of medicine reinforces the belief that physical and emotional exhaustion is part of the job. Although meant to be appreciative, messages depicting clinicians as heroes imply an expectation of personal sacrifice at all costs. Well-being efforts have overemphasized personal resilience, thereby placing the burden of handling emotional distress solely on individual clinicians. Research has found, however, that organizational approaches to improving clinician well-being are more effective than strategies focusing on personal resilience.<sup>2</sup> Stigma and isolation are also important barriers to the success of well-being efforts. The shame that vulnerability is a sign of weakness is reinforced regularly. Programs relying on self-referral often fail because they require clinicians to admit that they need help. Moreover, clinicians tend to feel alone in their vulnerability and suffering; this feeling is reinforced by a culture of silence, which convinces clinicians that others are successfully handling these stresses. Because of the nature of health

# Nurse Well-being:

## Case Study: mid Atlantic region

- Identified **Nurse Well-being** as priority to improve nursing retention and patient experience
- Delivered multi-pronged approach including:
  - **Redesign Clinical Advancement**
    - Gen Y (Millennials) want to feel engaged and valued
    - Gen Z want #1 on the job training to grow job skills and mentorship component
  - **Create Supportive Work Environment**
    - Behavioral Health Peer Support
    - Nurse2Nurse peer support
    - Flexibility
    - Unit Specific Efforts
  - **Leader Coaching Collaboration**
    - Feedback, training, coaching, action planning

## 16 Ideas to Engage the Nursing Workforce and Utilize Well Being to Improve Retention

1. Utilize a Magnet ® Strategic Plan
2. Deploy a Press Ganey Leader Coaching Collaboration
3. Redesign Clinical Advancement Programs
4. Add shadowing opportunities
5. Create a supportive work environment
6. Revise payment policies
7. Provide motivating practice leaders to drive outcomes
8. Recognize the great work
9. Support advancement opportunities
10. Encourage leaders to disconnect
11. Foster positive & creative thinking
12. Prescribe self-care
13. Link sufficient staffing to organizational imperatives
14. Provide a CNO Greeting at Orientation
15. Start regularly occurring Magnet Showcases
16. Center yourself on Nursing Practice

# Develop the leaders

## Case Study: Mountain Region

- Leader feedback
- Group training
- Individual coaching
- Action Planning



**.68PTS**

*I am involved in decisions that affect my work*



**.55PTS**

*The organization treats caregivers with respect*



**.46PTS**

*I feel like I belong in this organization*



**\$18.5M**

*Estimated cost avoidance via reduced Intentions to leave*



# Staffing Solutions:

## Nursing

- Re-emergence of LPNs
- Adding NPs to inpatient units
- Virtual nursing



# Behaviors

## Key practices to support leaders with disconnecting and recharging



**Rounding** on leaders provides the ability to **check-in on current issues** they or their team is facing, and an opportunity to **ask about their wellness**.



**Clear, intentional communication** from organizational leadership, and **clear expectations for disconnecting** from communications outside of work hours



**Encourage time off** and create a buddy system for coverage. Offer leadership lunches or dinners where leaders can **connect with peers**.



Provide leaders with the **tools and resources** they need to be successful and **involve them in key decisions**.

# Respect

## Crowdsourcing Case Study ECU Health

- Engagement Survey Data identified “Respect” as a top driver of Employee Engagement and Retention
- Designed a Crowdsourcing Challenge to better understand:
  - What does “respect” mean to employees?
  - What could the organization do to build respect into their culture?
- Leadership acted on Crowdsourcing results:
  - Used top 10 ideas to facilitate in depth conversations about respect
  - Created a shared outline and organizational video\*
  - Shared results with entire organization as a building block for teams to work from



- Engagement increased 15 percentile points
- “I am involved in decisions that affect my work” surpassed the national average
- “This hospital treats team members with respect” improved by 0.07



# Respect

## Crowdsourcing Case Study: ECU Health

Top 10 recommendations from their employees on how to create a respectful workplace

- Understand **each team member's contributions** to the organization.
- Acknowledge, interact with, and cultivate **meaningful connections** between team members.
- Support the **work-life balance** of your teams and **respect their time away** from work.
- **Appreciate and honor** others based on their actions and character.
- **Follow through** on obligations and keep your commitments.
- Encourage people to bring their authentic selves to work by **asking, listening, and acting with positive intent** to help someone.
- **Reward loyal team members** who continue to keep their talents with your organization.
- Consider and **support a person's feelings, rights, wishes, and experiences**, regardless of their role.
- Give team members the **time and space to disconnect** outside of working hours.
- Show respect not only in **words**, but in **behaviors** and in action.

# Create accountability by supporting local leaders

## Case Study

- 1) Over 300 unit specific action plans mapped to 5 areas
- 2) Monthly learning sessions with external experts and internal panel with TI 1 leaders
- 3) Partnered TI 3 leaders with TI 1 leaders for ongoing support.

Decompression improved by **+.06**

Total Action Plans	Question
58	My work unit is adequately staffed.
46	The person I report to is a good communicator.
41	I am involved in decisions that affect my work.
39	This organization supports me in balancing my work life and personal life.
35	The amount of job stress I feel is reasonable.
32	I am satisfied with the recognition I receive for doing a good job.
25	My pay is fair compared to other healthcare employers in this area.
24	The environment at this organization makes employees in my work unit want to go above and beyond what's expected of them.
18	I get the training I need to do a good job.
18	Communication between physicians/APPs, nurses, and other work units is good in this organization.
17	When appropriate, I can act on my own without asking for approval.
17	I am able to free my mind from work when I am away from it.

### 5 Areas of Focus:

	Work/Life Balance
	Empowerment/Decision Making
	Learning & Career Development
	Direct Leader & Recognition
	Communication & Collaboration

### Monthly Learning Sessions

#### Prioritized Topics

<b>1</b> <b>Communication &amp; Collaboration:</b> <ul style="list-style-type: none"><li>• Communication best practices (cascading from leadership to frontline, channels)</li><li>• Improving collaboration within and across teams</li><li>• Communicating about pay, benefits</li></ul> <div>12/7, 2pm; 12/13 10am</div>	<b>2</b> <b>Work/Life Balance, Wellbeing:</b> <ul style="list-style-type: none"><li>• Tips and tricks for protecting time off (for leaders and staff)</li><li>• At work wellness techniques (stretch breaks, mental &amp; physical health resources)</li></ul> <div>1/12, 10am; 1/18 2pm</div>	<b>3</b> <b>Direct Leader &amp; Recognition:</b> <ul style="list-style-type: none"><li>• Giving and receiving feedback in an open, collaborative way</li><li>• Recognition best practices (types, channels, cadence)</li></ul> <div>2/9, 10am; 2/15 2pm</div>
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# Accountability & Continuous Learning

Organizational Approach to Leader Development to Improve Employee Engagement

## ACCOUNTABILITY

Contract  
Monitored with checks and balances  
Non-punitive

## DATA DRIVEN

Specific to individual team  
Relies on their own data  
Feels meaningful

## CONTINUOUS

No break in action over course of the year  
Structured learning and development  
Pulse survey 3x/yr to track improvement



- 40 percentile point increase in Employee Engagement
- 50% reduction in T3 Teams

# Go Forward Programming



## Individual

- Re-set
- Peer Support
- Gratitude & Recognition
- Flexibility



## Teams & leaders

- Building Trust, Respect, Psychological Safety
- Develop & Train Leaders
- Walk the walk



## Organization

- Redesign the work together
  - GROSS
  - Crowdsourcing
- Accountability
- Communication & Transparency

# Accelerating Forward

- **Listen** in continuous and expanded ways
- **Segment Data** to identify opportunities
- **Connect** to streamline opportunities
- **Support Individuals** to decompress
- **Train Leaders** to build and lead reliable teams
- **Involve Frontline** for solutions
- **Accountability** to fix systems/processes/workflow

And FINALLY...

**Thank  
you**

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