



Coaching for Success:

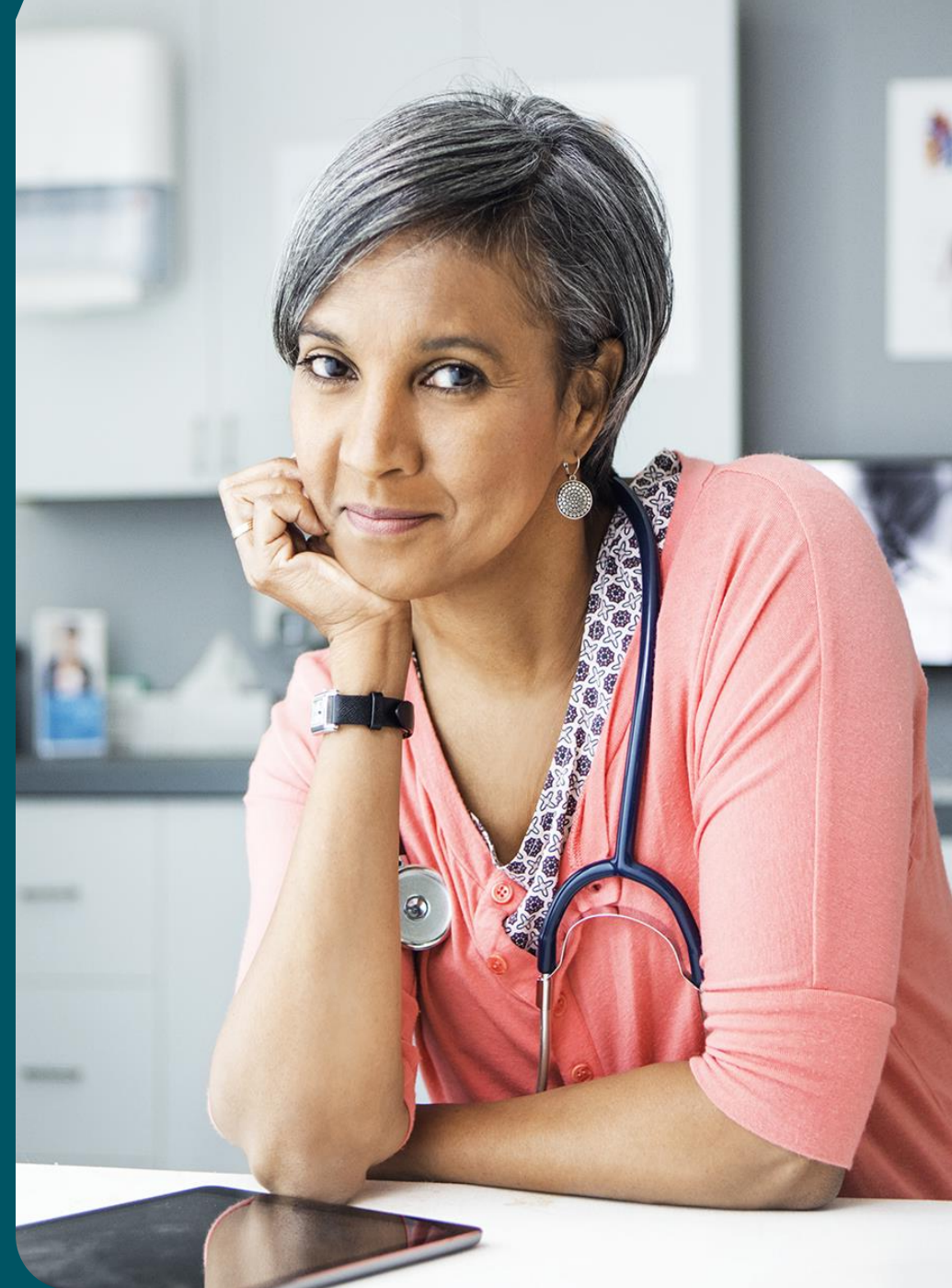
Incorporating Well-Being Strategies
to Lead an Engaged Workforce

Prepared by

RWJBarnabas Health

Press Ganey Workforce Well-being Collaborative

July 27, 2023



Housekeeping



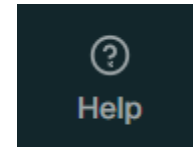
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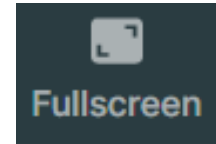
Enter your questions in the **Questions** tab.



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Welcome to the Workforce Well-Being Collaborative



JESSICA DUDLEY, MD
Chief Clinical Officer
Press Ganey Associates LLC



MARTIN WRIGHT
Partner, Strategic Consulting
Press Ganey Associates LLC



JEFF DOUCETTE, DNP, RN
Chief Nursing Officer
Press Ganey Associates LLC



ALEXIS WEGMAN
Program Manager,
Workforce Well-Being Collaborative
Press Ganey Associates LLC

1,100 MEMBERS FROM 300+ HEALTHCARE ORGANIZATIONS...AND YOU!

Together, we will accelerate our common goal of improving the well-being of the healthcare workforce.

Today's Agenda

- **National Perspectives on Well-being** – Gail Avigne
- **Coaching for Success and Well-being Strategies** – Margaret Ames
- Q + A

Today's Speakers



Gail Avigne
MSN, RN, BA, CNOR
Clinical Consultant
Press Ganey Associates



Margaret Ames
DNP, MPA, RN, NEA-BC
Chief Nursing Officer, Vice President
of Patient Care Services
RWJBarnabas Health – Jersey City
Medical Center

Workforce Well-Being Collaborative

Well-Being As Mission Critical

PREPARED BY:

Gail Avigne, RN, MSN, BA, CNOR
Senior Associate



WHY Focus On Well-Being

Retention as National Crisis

Only 84.1% of nurses holding active licenses currently work – many of the remaining 15.9% are already fully retired

The nursing workforce is rapidly aging, with the median age being 52. 42.5% of the nursing workforce is over 55

Only 54% of nurses today work in hospital settings – there are so many other career options

9 in 10 nurses say the shortage is worse than 5 years ago; 37% increase since 2021

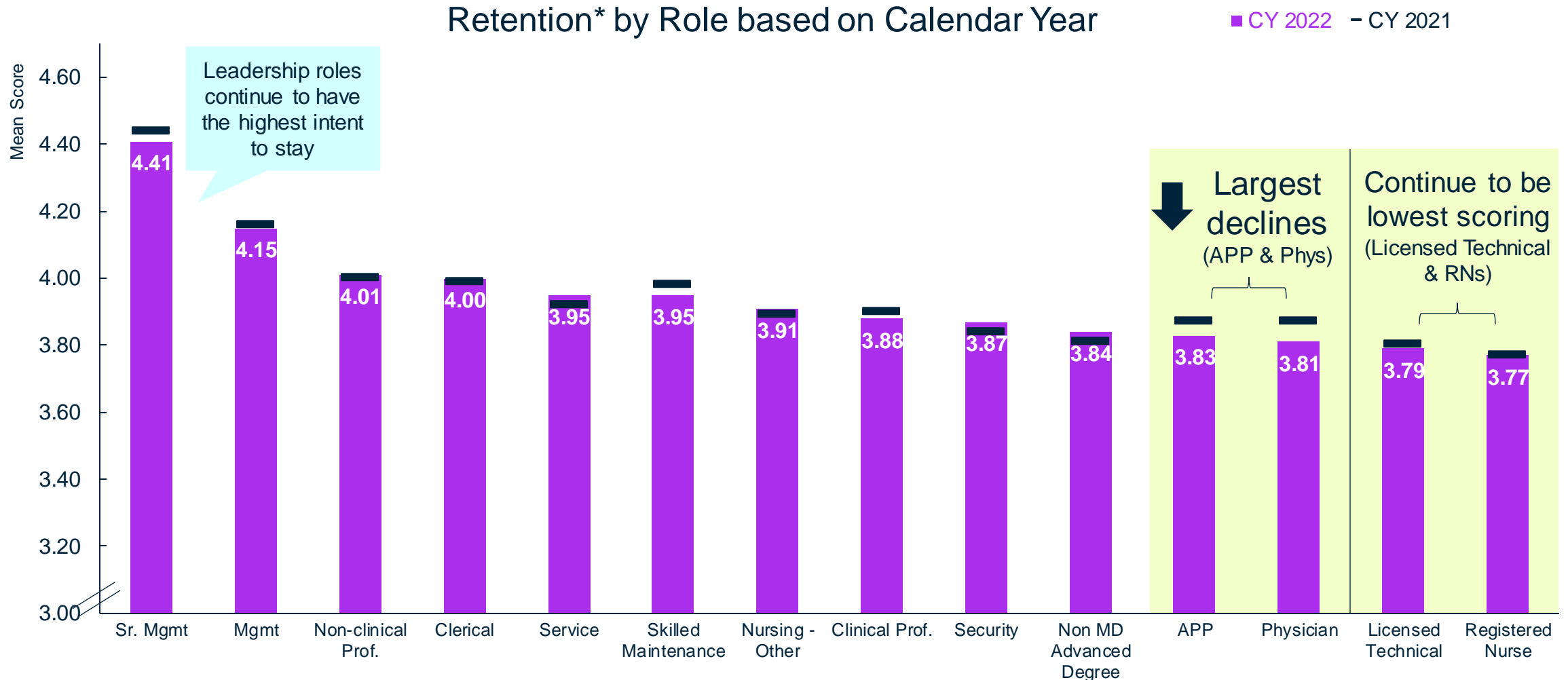
33% of new nurses leave the profession within two years

Four of five nurses say they experience a great deal or a lot of stress, up 16 points from 2021. Worry that their job is affecting their health is up 19 points

Bureau of Labor Statistics (BLS), predicts the country will need additional 203,200 registered nurses (RNs) each year from now through 2031.
Total: 1.4 million nurses.

Retention continues to be a problem for frontline caregivers

“I would stay with this organization if offered a similar position elsewhere.” & “I would like to be working at this organization three years from now.”



Surgeon General's Framework for Workplace Mental Health and Well-Being

92% of workers said it is very (57%) or somewhat (35%) important to them to work for an organization that values their **emotional and psychological well-being**

92% said it is very (52%) or somewhat (40%) important to them to work for an organization that **provides support for employee mental health**

95% said it is very (66%) or somewhat (29%) important to them **to feel respected at work**

95% said it is very (61%) or somewhat (34%) important to them to work for an organization that **respects the boundaries between work and nonwork time**

American Psychological Association
2023 Workplace in America Survey
Workplaces as engines of psychological
health and well-being

And The Reality of Workplace Mental Health Support

77% of workers having reported experiencing work-related stress in the last month

57% indicated experiencing negative impacts because of work-related stress that are sometimes associated with [workplace burnout](#), such as:

- ❖ emotional exhaustion (31%)
- ❖ didn't feel motivated to do their very best (26%)
- ❖ a desire to keep to themselves (25%)
- ❖ a desire to quit (23%)
- ❖ lower productivity (20%)
- ❖ irritability or anger with coworkers and customers (19%)
- ❖ feelings of being ineffective (18%)

Only 43% reported that their employer offers health insurance with coverage for mental health and substance use disorders

Only about one-third (35%) reported that their employer offers a culture where breaks are encouraged

Only 29% reported that their employer offers an employee assistance program

Only 21% reported that their employer offers meeting-free days

Only 17% reported that their employer offers 4-day work weeks

Only 15% reported that their employer offers company-wide mental health days

Only 12% reported that their employer has people on-site who have received mental health training

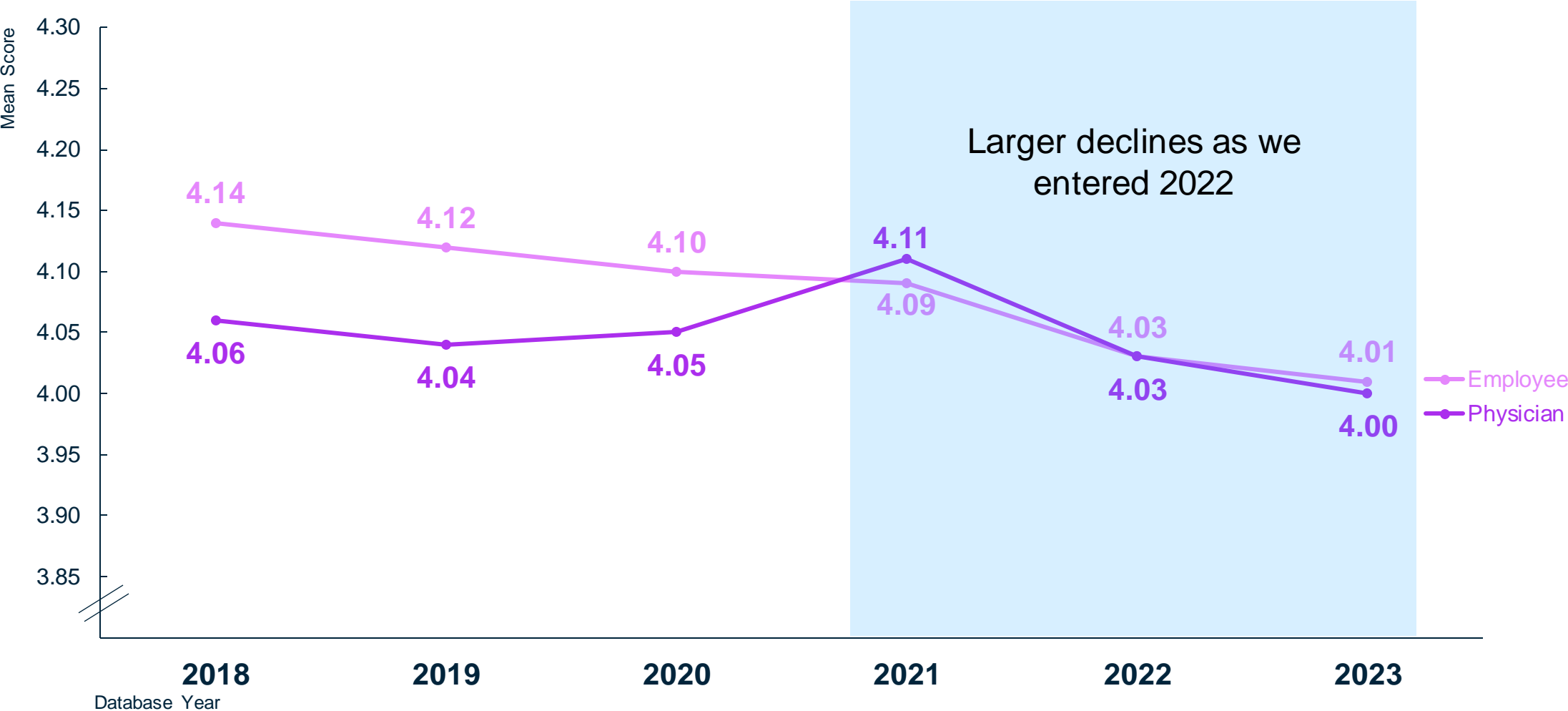
Press Ganey's Resilience Measurement

Re-sil-i-ence (noun):

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



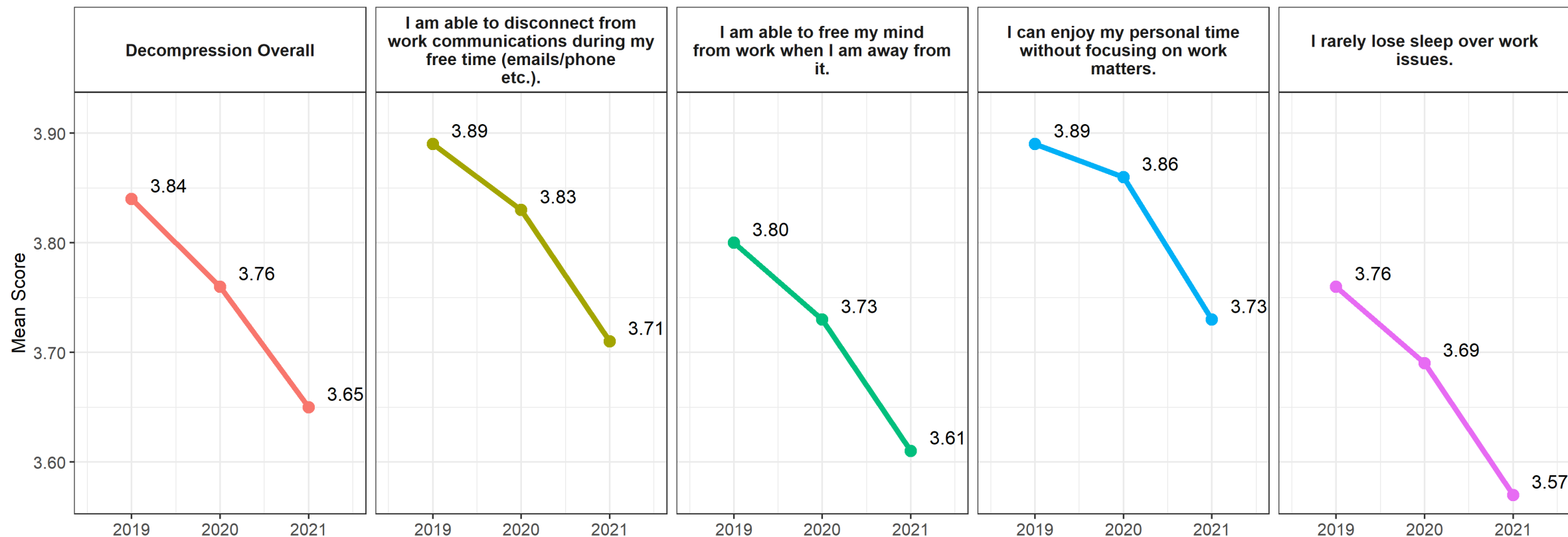
National Caregiver Engagement Trends



RN DECOMPRESSION

Registered Nurse Decompression

Declines 2019 to 2021



RN Decompression

New slide, including 2022 updates

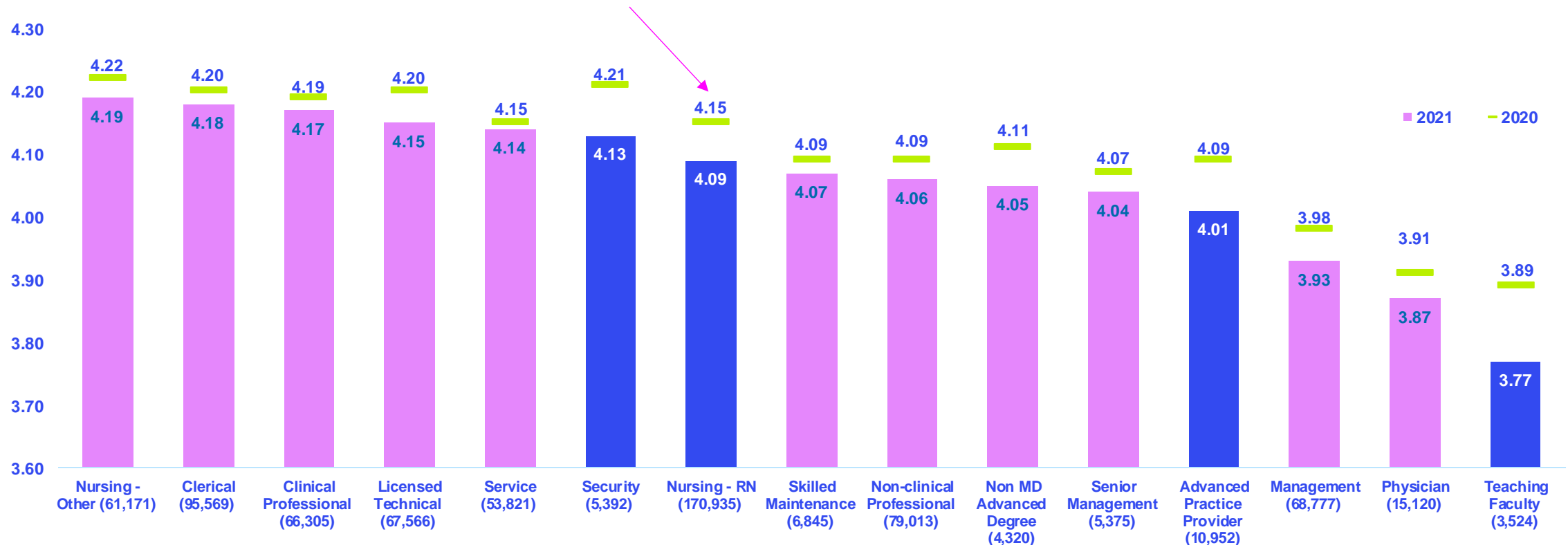
YEAR OVER YEAR DECLINES 2019 – 2021 WITH HOPE ON THE HORIZON



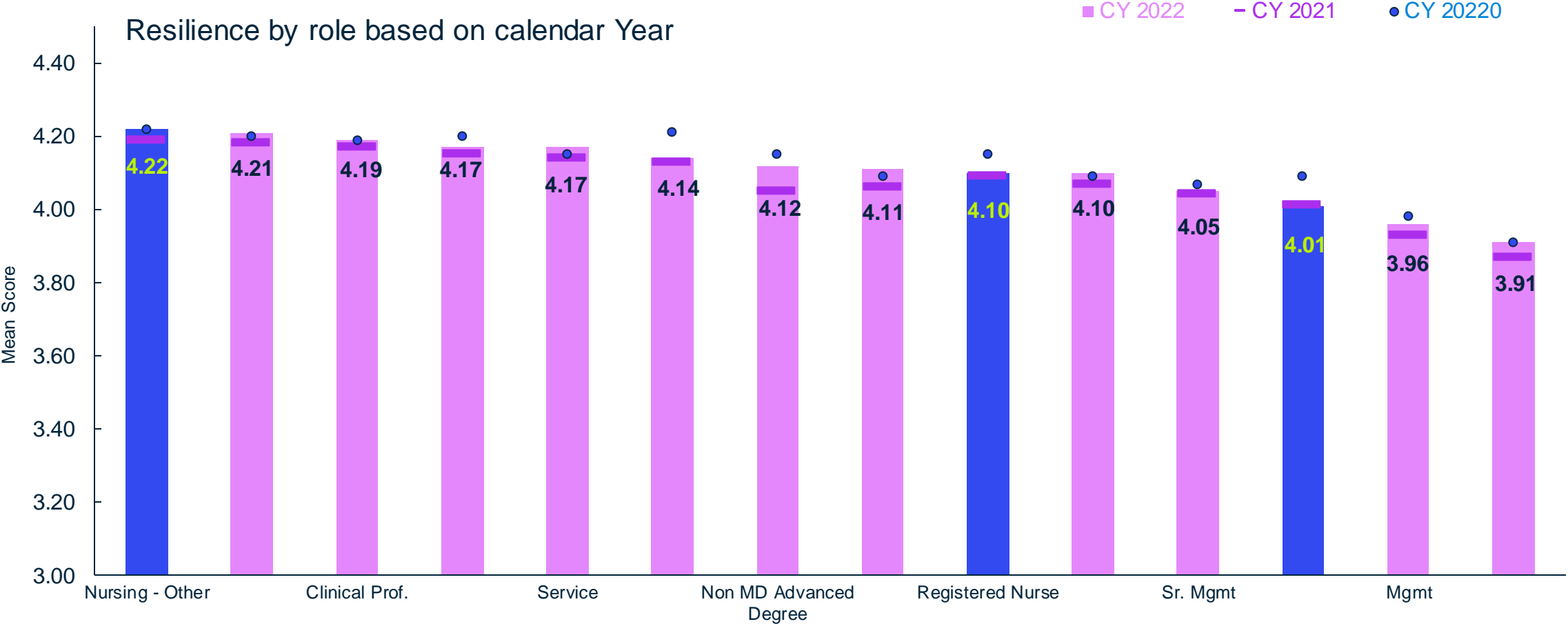
Resilience Declines Across All Roles Since 2020

Key Takeaways

- Teaching Faculty (-.12), Security (-.08), and APPs (-.08) had the greatest declines since 2020
- RNs, the largest cohort, had a decline of -.06 since 2020
- Management roles continue to have lower levels of resilience

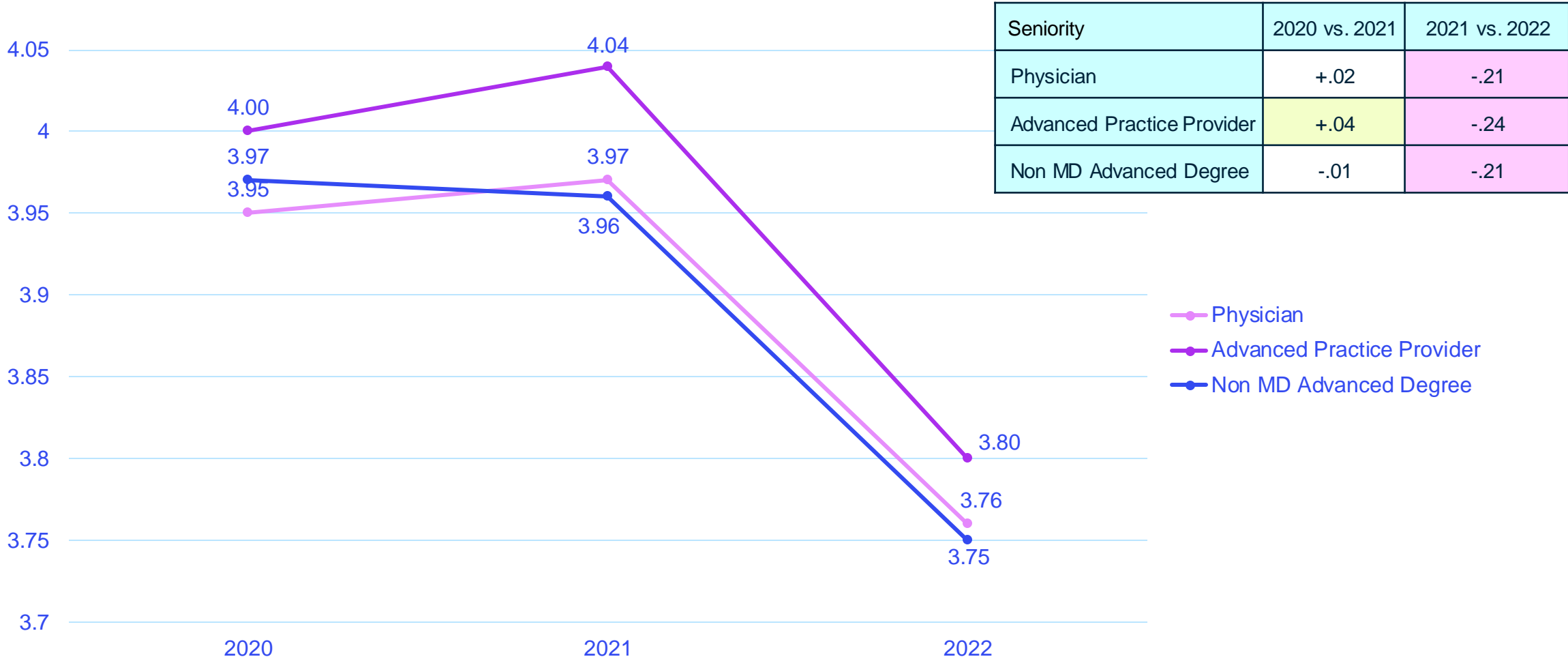


Resilience Improved Slightly Across All Roles in 2022



Data based on Calendar Year

Provider Retention Trending



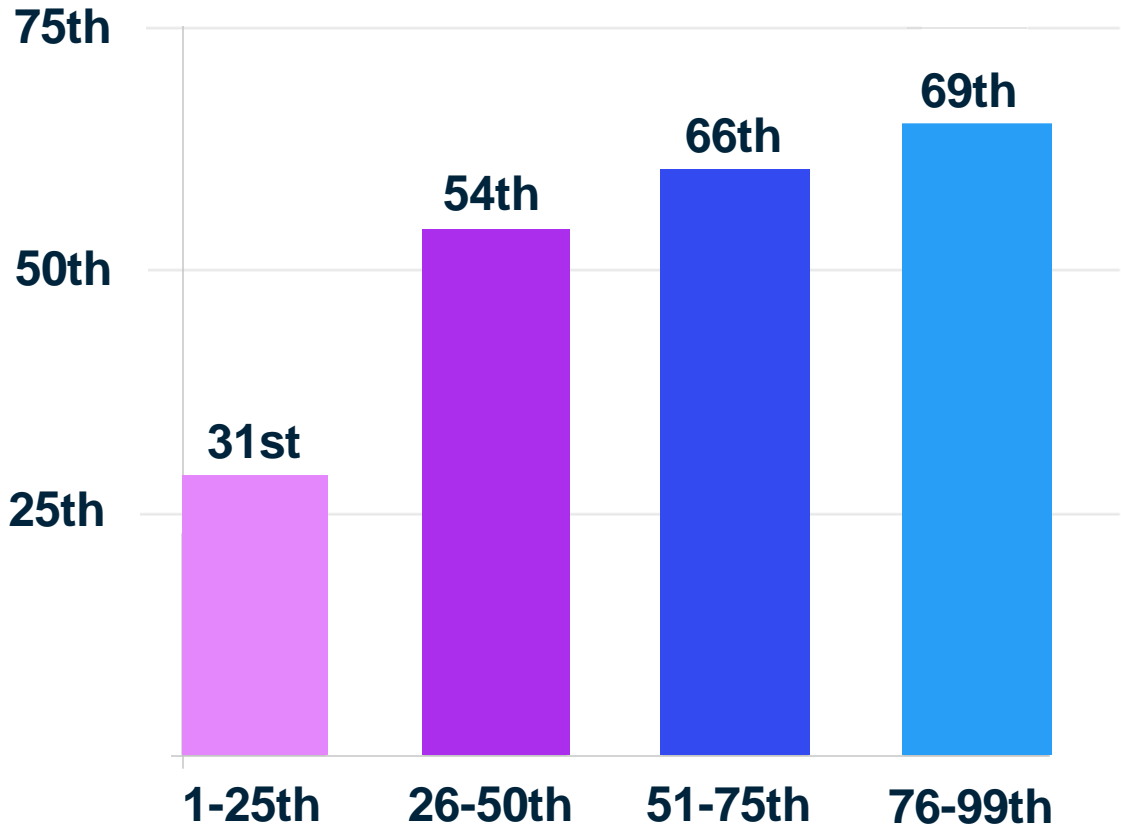
It's an Organizational Issue

“The fact that almost 1 in 2 US physicians has symptoms of burnout implies that **the origins of this problem are rooted in the environment and care delivery system** rather than in the personal characteristics of a few susceptible individuals.”

Tait D. Shanafelt, MD; Sonja Boone, MD; Litjen Tan, PhD; et al, **Burnout and Satisfaction With Work-Life Balance Among US Physicians Relative to the General US Population**, Arch Intern Med. 2012;172(18):1377-1385.

Patient Experience Performance is Higher at Facilities with Stronger Workforce Engagement

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



Workforce Engagement *(percentile rank)*

Taking Action

Leading an Engaged Workforce

- **Communication, Collaboration, Coaching**
- **Celebrate Positives; Support Opportunity areas**
- **Monthly learning sessions & 1:1 Coaching** with external experts
- **Partnering TI 3 leaders with TI 1 leaders** for ongoing support
- Teach Leaders as **Well-Being First Responders**



Nurse Well Being Supports Retention and Patient Experience

Margaret Ames, DNP, MPA, RN, NEA-BC

Chief Nursing Officer and Vice President of Patient Care Services

Margaret.ames@rwjbh.org







Jersey City Medical Center | RWJBarnabas HEALTH

2022 Nursing Annual Report



Jersey City Medical Center | RWJBarnabas HEALTH



Utilize a Magnet Journey Strategy

SHARED GOVERNANCE

- Diversity, Equity and Inclusion
- CNO advocacy for Nurse Well Being
- Equal weight to ambulatory nursing excellence

Deploy a Press Ganey Coaching Collaboration: Engagement Considerations for Nurse Leaders



Table 1. Generational Paradigm Shifts

← The Past	The Future →
My paycheck	My purpose
My satisfaction	My development
My boss	My coach
My annual review	My ongoing conversations
My weaknesses	My strengths
My job	My life

Armstrong et al 2021

Adapted from Gallop.¹⁷

Redesign of Clinical Advancement Programs

- Gen Y (Millennials) want to feel engaged and valued
- Gen Z wants #1 on the job training to grow job skills and mentorship component
- Clinical Advancement Programs align with the Benner (novice to expert) Model
- Skill sets and CE tailored to each level
- **Shadowing opportunities** at JCMC, ie before transfer to Operating Room.



JCMC enhanced Clinical Ladder \$\$ and simplified the application.

Tomaszczuk, 2022

Addressing Nursing Workforce Challenges Post-pandemic

Themes

- Mental health
- Investments in the practice environment

Responses

- Supportive work environment



Kurtzman et al., 2022

Success Stories - Behavioral Health Unit:

SMART GOALS

Improve well-being balance, stress

Improve staff recognition

Recognition



Compare Eng Survey '21' to '22'

Moved from Team Index 2 to Team Index 1

Leader Index moved from 90 to 94

Well-Being Going Home Checklist



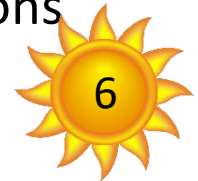
Addressing Nursing Workforce Challenges Post-pandemic

Themes

- Mental health
- Investments in the practice environment

Responses

- Supportive work environment
- **Payment policies** that recognize nurses value, new and sustained efforts for promoting diversity, enabling flexibility and recognizing nurses' contributions



Kurtzman et al., 2022

Millennial Generation Intent to Stay

- Approaching 75% of the workforce
- Nursing turnover had averaged 17% and now is over 21%



Figure 2. Factors that influence millennial job satisfaction.

Keith et al, 2020

Visionary & Motivating Leadership



Recognition



Advancement Opportunities



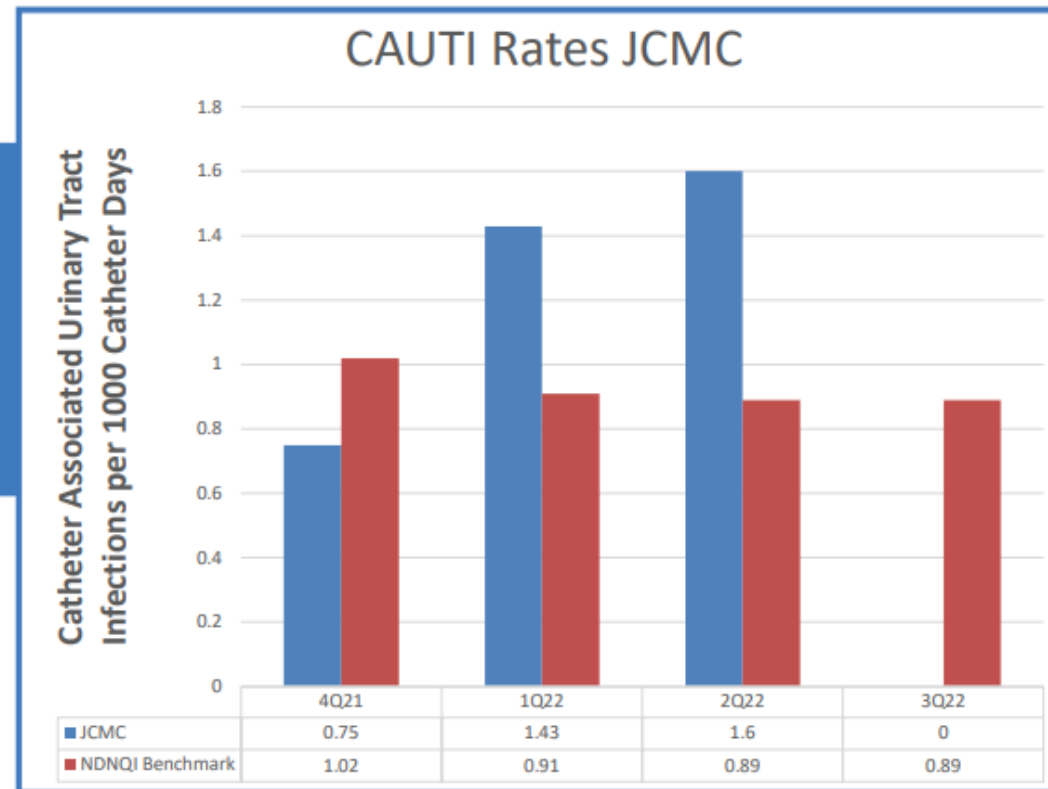
Motivating Leadership to Achieve ZERO CAUTI

CAUTI Free

7 East: 38 months

ICU: 22 months

CCU: 14 months



Recognition through the Daisy Awards



Advancement Opportunities and Recognition



**Jersey City
Medical Center**

**RWJBarnabas
HEALTH**

Nurse Leaders need Flexibility Too

- Pandemic impacted burnout similarly but less the intent to leave.
- Top recommendations: allow them to **disconnect**, **foster positive and creative thinking** and **prescribe self-care**



Kurtzman et al., 2022

Prescribe Self Care: Nurse's Week Wellness Wednesday



Blogs / Challenge Tips



**Jersey City
Medical Center**

**RWJBarnabas
HEALTH**

Link sufficient staffing to organizational imperatives



- Sufficient Staffing supports HCAHPS
- Favorable nurse work environments had positive effects on patient satisfaction with effect sizes ranging from 3.15 to 6.08
- Magnet designation had the largest impact on HCAHPS with an effect size of 6.33

Kurtzman et al., 2022

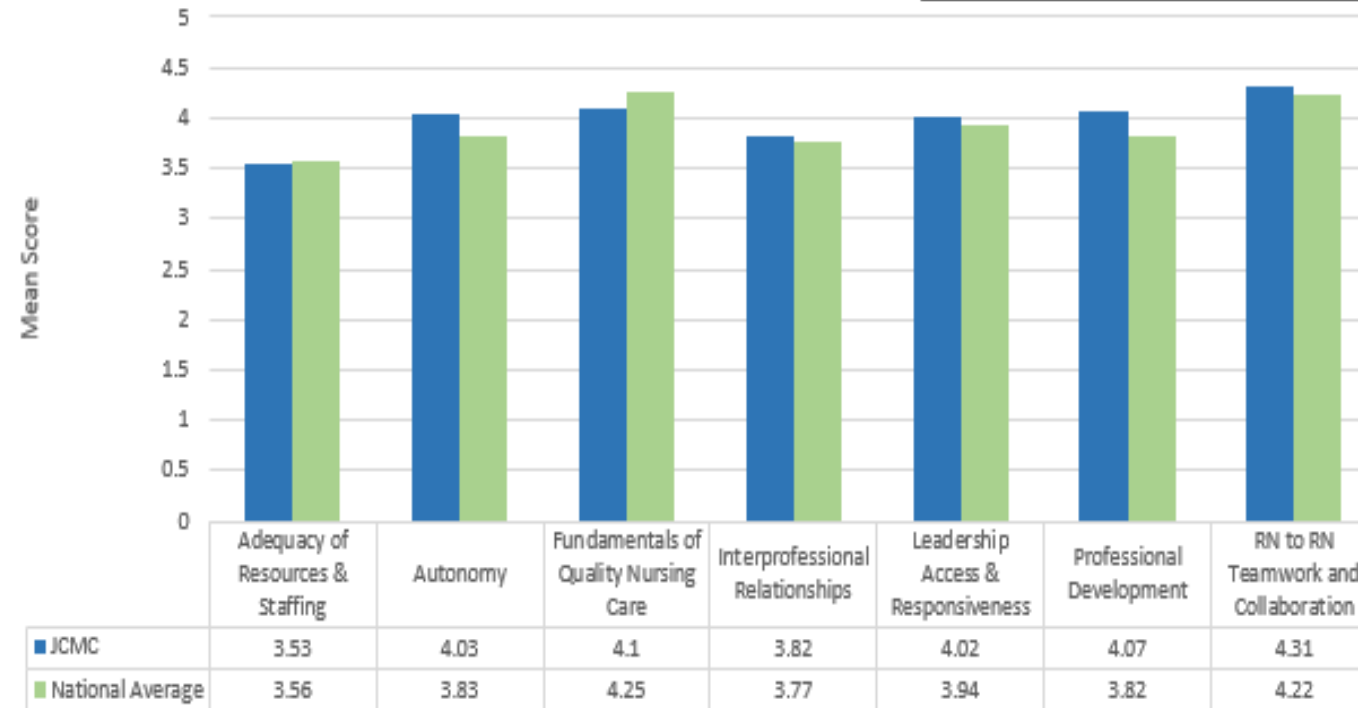
Leadership Access and Responsiveness

- CNO Greeting to EVERY New Nurse Orientation
- Start the “Magnet Showcase”
- Center yourself on Nursing Practice



JCMC Nursing Engagement November 2022

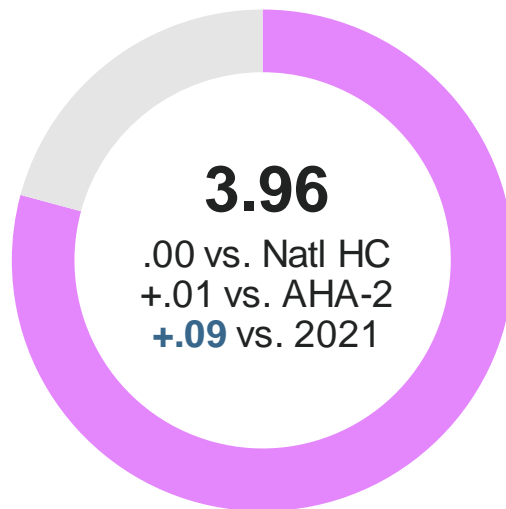
Outperforming 5 out of 7 Nurse
Engagement categories



Safety Culture & Resilience Results Overview

Safety Culture

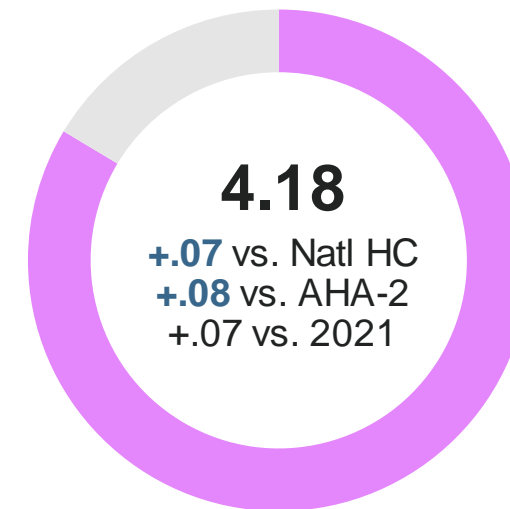
Evaluation of attitudes and behaviors impacting patient and workplace safety



	2022	vs. Natl HC	vs. AHA-2	vs. 2021
Prevention & Reporting	4.18	+.07	+.06	+.09
Resources & Teamwork	3.70	+.03	+.06	+.13
Pride & Reputation	4.01	-.15	-.15	+.08

Resilience

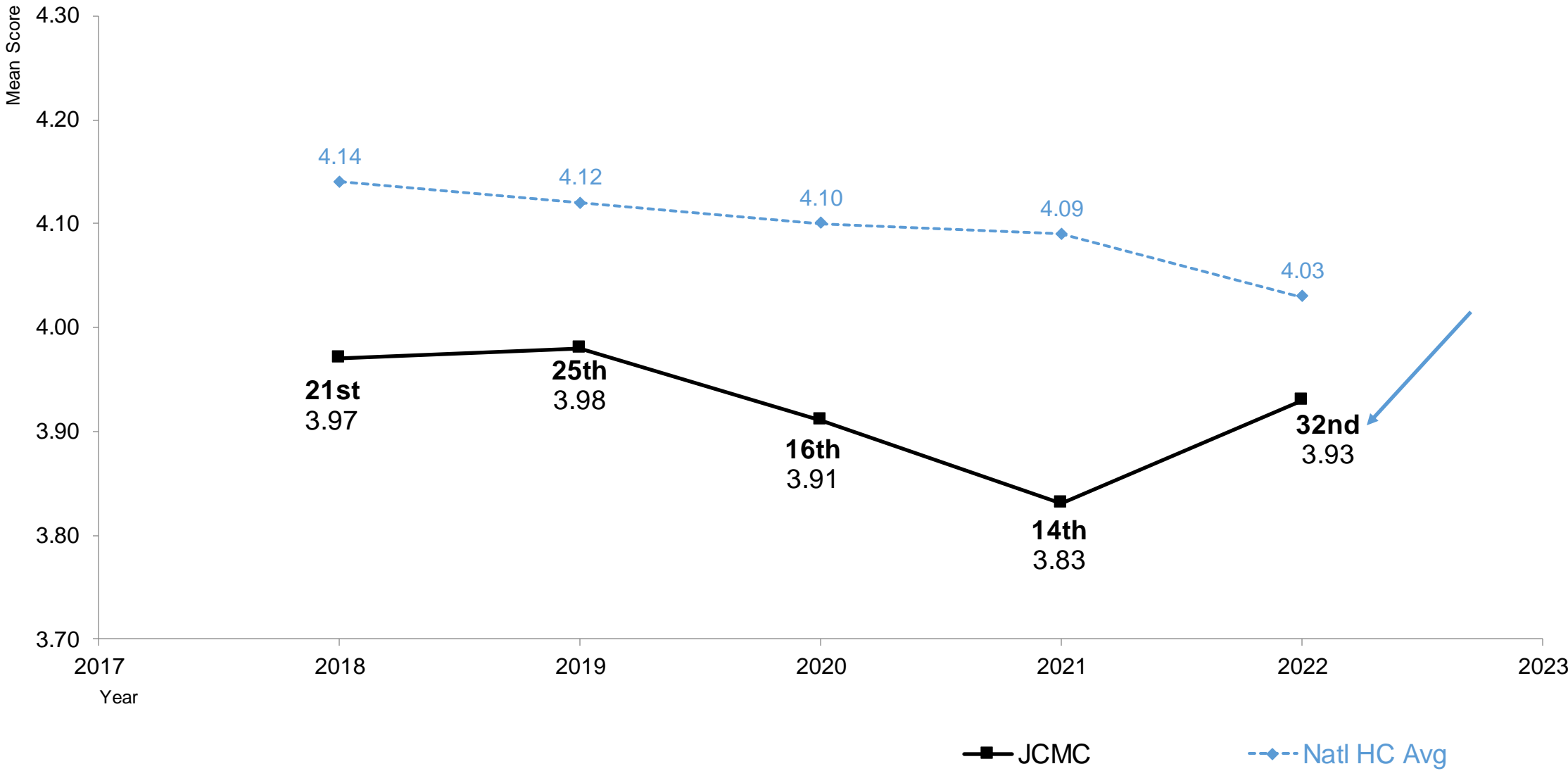
Ability to recover and bounce back from adversity—early warning system for burnout



	2022	vs. Natl HC	vs. AHA-2	vs. 2021
Decompression	3.86	+.13	+.18	+.14
Activation	4.51	+.01	-.01	+.01

Engagement Trending

2022 Natl Healthcare Avg
Facilities: 4,071
Respondents: 1,502,916



Greatest Improvements

ITEM	Domain	% Unfav	% Neut	% Fav	2022 JCMC Score	vs. Natl HC Avg	vs. 2021 JCMC
32. My work unit is adequately staffed.	ORG	30%	24%	46%	3.20	+.08	+.29
34. The amount of job stress I feel is reasonable.	EMP	19%	26%	55%	3.44	+.05	+.20
9. The environment at this organization makes employees in my work unit want to go above and beyond what's expected of them.	EMP	15%	26%	59%	3.59	+.06	+.17
66. I am able to free my mind from work when I am away from it.	EMP	10%	17%	72%	3.89	+.22	+.15
3. I am satisfied with the recognition I receive for doing a good job.	MGR	11%	20%	69%	3.90	+.17	+.15
65. I rarely lose sleep over work issues.	EMP	12%	20%	68%	3.79	+.10	+.15
63. I can enjoy my personal time without focusing on work matters.	EMP	11%	17%	72%	3.86	+.09	+.15



Focus/Promote Key Driver

Develop leaders

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

↑↑ .16PTS

I am involved in decisions that affect my work

↑↑ .23PTS

I am recognized for the work I do

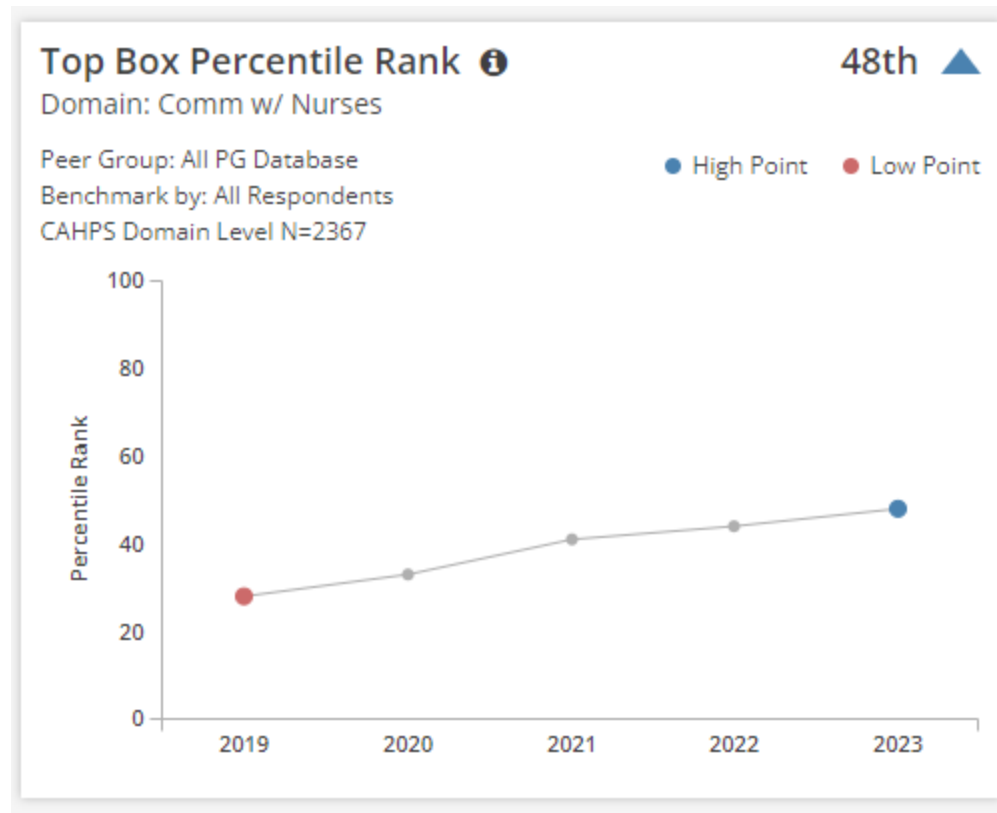
↑↑ .11PTS

I can balance work-life and personal-life

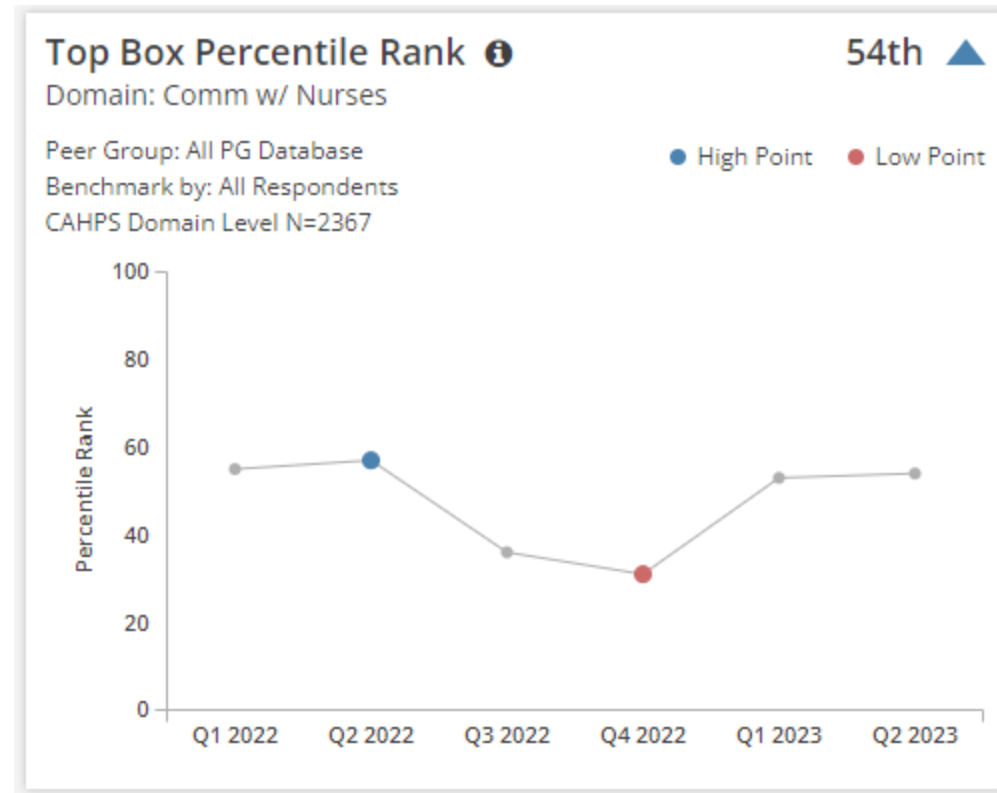
↑↑ \$3.5M

Estimated cost avoidance via reduced Intentions to leave

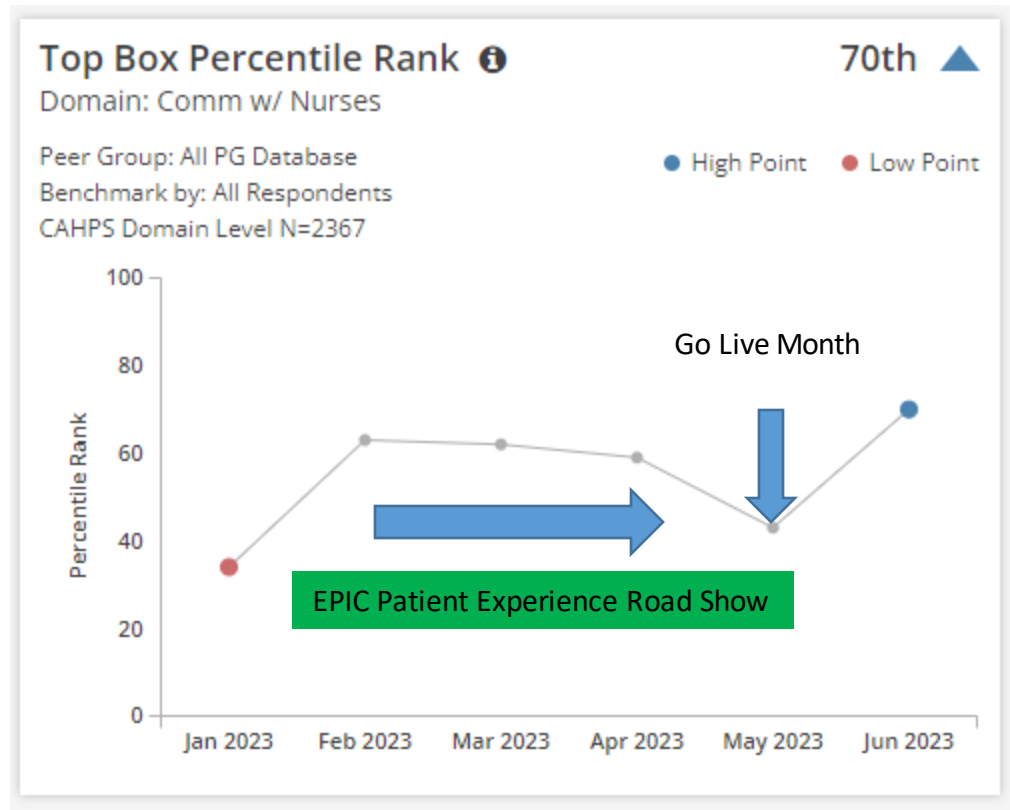
HCAHPS Improvement Year over Year

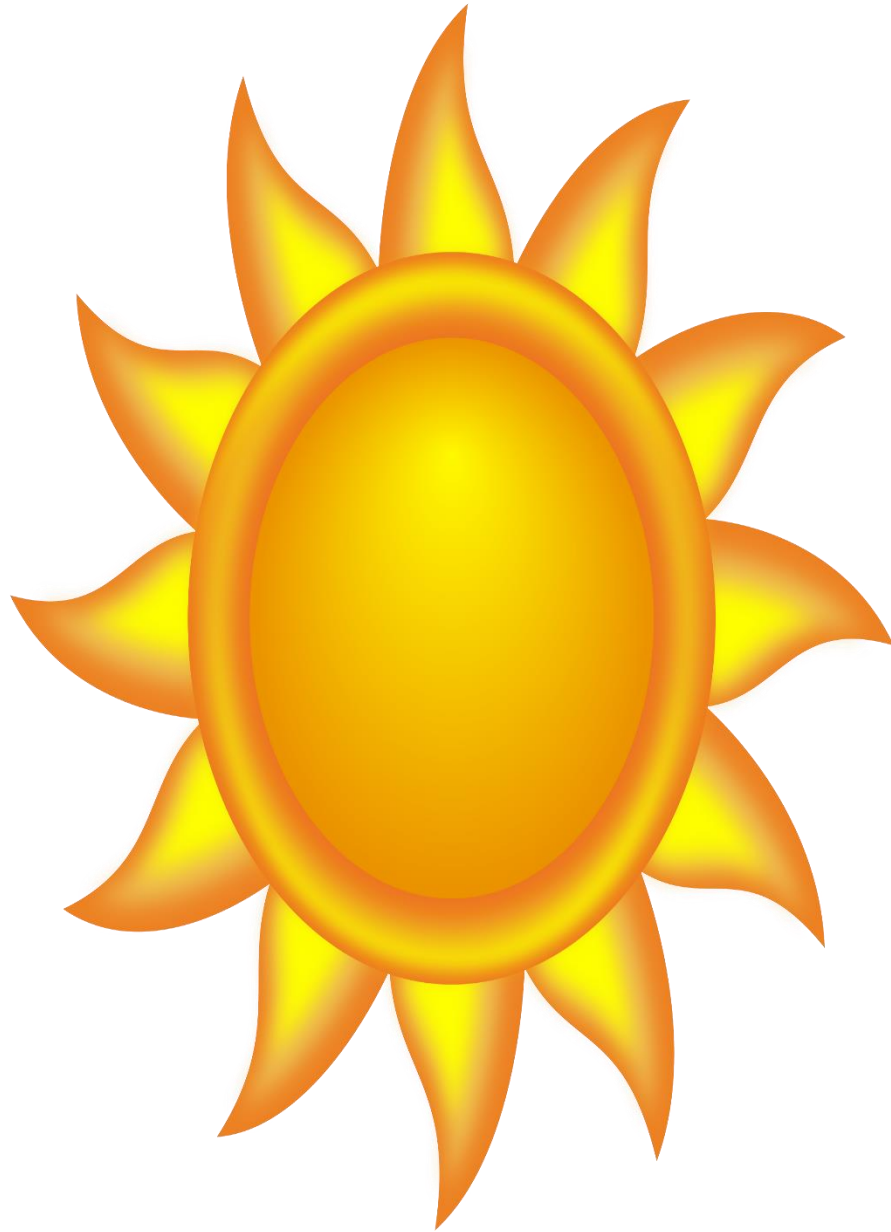


RN Communication Last QTD




Post EPIC Go-Live





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

A photograph of a sunset over a beach. The sun is low on the horizon, creating a bright orange and yellow glow across the sky. The sky transitions from a deep orange near the horizon to a lighter yellow and then a pale blue at the top. The ocean is visible in the middle ground, with gentle waves. In the foreground, there are several dark, vertical wooden posts or pilings, possibly remnants of a pier or breakwater, standing in the shallow water. The beach in the immediate foreground is sandy and reflects the warm colors of the sunset.

The more we experience we gain, the more progress we can make. – Florence Nightingale.

List of References

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- Catton, H., & Iro, E. (2021). How to reposition the nursing profession for a post-covid age. *BMJ*, N1105. doi:10.1136/bmj.n1105
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- Kurtzman, E., Ghazal, L., Girouard, S., Ma, C., Martin, B., McGee, B., . . . Germack, H. (2022). Nursing Workforce Challenges in the Postpandemic World. *Journal of Nursing Regulation*, 13(2), 49-60. doi:10.1016/s2155-8256(22)00061-8
- Tomaszczuk, K., Nichols, E., & Mandrell, B. (2022). Redesigning a Clinical Advancement Program to Promote and Strengthen Competencies of Clinical Nurses. *JONA: The Journal of Nursing Administration*, 52(9), 462-468. doi:10.1097/nna.0000000000001183

Q + A

Thank you!

You'll now be redirected to a feedback survey. Please let us know how we can best serve our Workforce Well-being Collaborative members!