

36TH ANNUAL **AHA RURAL** | LEADERSHIP
HEALTH CARE | CONFERENCE

FEBRUARY 19-22, 2023 | **SAN ANTONIO, TX**

JW MARRIOTT SAN ANTONIO HILL COUNTRY

Workforce Story Slam: Strategies for a More Robust, Resilient, and Flexible Workforce



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Chief Nursing Officer

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Director of Clinical Programs

Fisher- Titus Medical Center, Norwalk, OH





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HEALTH



Fisher-Titus Health is an independent, rural community health system located in North Central Ohio

System capabilities and services include:

- 99-bed acute care hospital
 - Level III Trauma Center, Level II Cath Lab, Certified Stroke Center
- 69-bed skilled nursing facility
- 40-unit assisted living facility
- Home Health Center
- Employed ambulatory physician group providing primary and specialty care across 18 sites
- Diverse ancillary outpatient services, including lab, imaging, and robust adult and pediatric rehab services.

Challenge/Opportunity:

NURSING SHORTAGES

Situation: In early 2019, our team examined the market, our current ability to recruit and maintain optimal staffing, along with the state and national trends to identify strategies for recruitment and retention

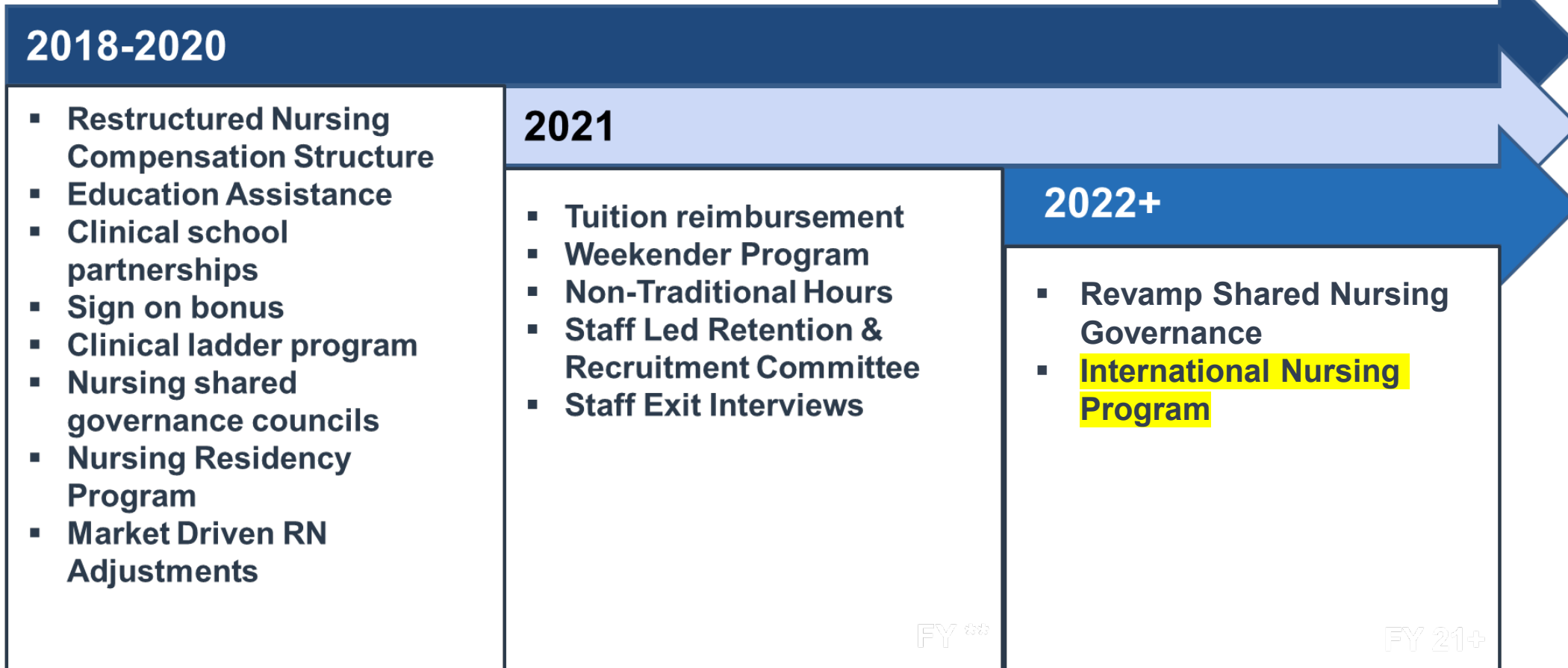
Our findings indicated a growing nursing shortage, even before the pandemic



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SOLUTION?

Focused Recruitment & Retention Strategy



Identifying a Partner: PRSGlobal

Key Partner Considerations

- Have a “Direct-to-Hire” nurse model
- Ensure that onboarded nurses would feel a part of our Fisher-Titus family
- Nurses and their families are welcomed and have a strong sense of community belonging

Our PRS Global Partnership

- Nurses are paid at a fair market value
- Committed Fisher-Titus employees from day one of on-onboarding
- Upfront cost is higher than contracted labor
- PRS Global assists in the recruitment, hiring, immigration, and relocation of nurses and their families



Comprehensive Interview Process

- Weekly designated block times for interviews with direct leaders
 - Consideration of cultural and time zone differences
- Obtain resumes and licenses before the interview
 - Offer letters ready to present following high-potential interviews
- Front-line leaders and staff involved in candidate interviews
- Leaders presented same-day offers to candidates whenever possible
- Final interview with the Chief Nursing Officer (CNO) to show the system's support and dedication to program success



Preparation for International Nurse Arrival

Current Staff	Incoming International Staff
Cultural Diversity Class	Housing Guidance
Transcultural Healthcare course	Furnishing for Homes
Focus on Filipino culture	Welcome Baskets



On-Boarding Process

- Airport Meet & Greet
- Community Mentors
- Peer Mentors/Preceptors
- Quarterly Social Events
- Customized Didactic Training sessions



Airport Arrival

- Community Mentors
- Nursing Leaders
- Steering Committee Members
- Fellow International Nurses and their families



Community Mentors

- Local churches
- Local families
- Individuals in the community

First month:

- Reach out to nurse and family to ensure they did not have any outstanding items of need (social, wellbeing, material)

First six months:

- Attend quarterly social events with family organized by Fisher-Titus
- At least once a month, connect with the nurse and family: host a family dinner, go to a local park, board game night, BBQ, etc.



Peer Mentors/Preceptors

- Have lunch with the new nurse during their first week
- Regular onboarding/training
- Share information about self/family/community
- Learn about the new employee, including their family, background, interests
- Discuss hospital and community/culture
- Encouraged to take them on a community tour or meet at a local business
- Invited to social events



Embracing Filipino Culture



Quarterly Events



Results:

WHAT IMPACT HAS THIS SOLUTION HAD ON THE WORKFORCE?

- 17 international nurses have started working at Fisher-Titus, which equates to **612 nursing hours per week**
- Providing high-quality care in our ED, OR, ICU, Medical-Surgical Units, and Nursing Home.
 - ❖ 3-year commitment to the organization
 - ❖ Opportunities for spousal employment
- Continuing to recruit an additional 20 nurses in 2023 and expand recruitment efforts to include Medical Technologists



Addressing Burnout in Healthcare Workers

Clare Fox, LSSBB, LBC (SME), PT, Cert MDT

Director of Performance Improvement, North Country Healthcare (NCH)



Please note that the views expressed by the conference speakers do not necessarily reflect the views of the American Hospital Association.



Androscoggin Valley Hospital
North Country Home Health & Hospice Agency
Upper Connecticut Valley Hospital
Weeks Medical Center



- Non-profit affiliation of four medical facilities in New Hampshire
- Three Critical Access Hospitals (CAH) and a Home Health and Hospice Agency.
- More than 3,500 square miles of service area
- Named a Best Place to Work in Healthcare by Modern Healthcare, 2020

Upper Connecticut Valley Hospital
Population Covered - 9,036
181 CORLISS LN
COLEBROOK, NH 03576
(603) 237-4971

NCH PHARMACY
141 CORLISS LANE
COLEBROOK, NH 03576
(603) 237-4170

Weeks Medical Center
Population Covered - 10,970
173 MIDDLE STREET
LANCASTER, NH 03504
(603) 788-4911
TOLL FREE 1-888-779-3539

LANCASTER PHYSICIAN OFFICE
73 MIDDLE STREET
LANCASTER, NH 03584
(603) 788-2521
TOLL FREE 1-888-779-3539

WHITEFIELD PHYSICIAN OFFICE
8 CLOVER LANE
WHITEFIELD, NH 03598
(603) 837-9005
TOLL FREE 1-888-905-6933

GROVETON PHYSICIAN OFFICE
47 CHURCH STREET
GROVETON, NH 03582
(603) 636-1101
TOLL FREE 1-888-880-6371

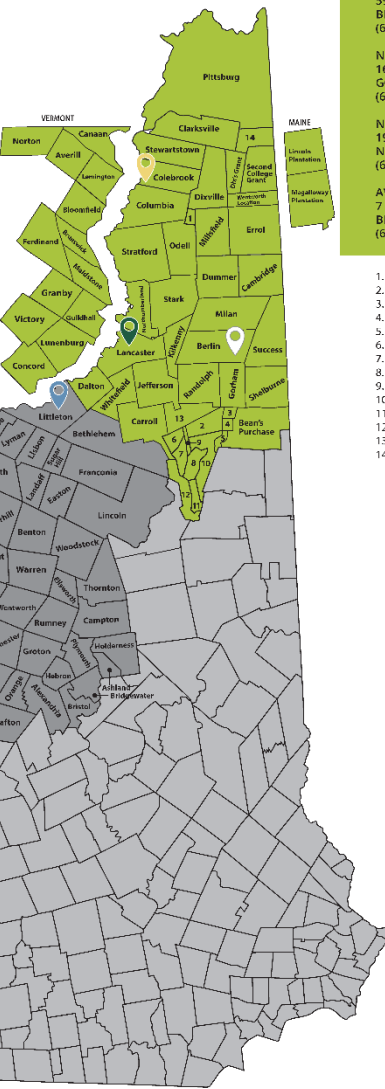
NORTH STRATFORD PHYSICIAN'S OFFICE
43 MAIN STREET
NORTH STRATFORD, NH 03590
(603) 922-5039

COLEBROOK PHYSICIAN OFFICE
181 CORLISS LANE
COLEBROOK, NH 03576
(603) 237-5899

MT. EUSTIS COMMONS
260 COTTAGE STREET
LITTLETON, NH 03561
(603) 444-2277

LITTLETON CLINIC
536 COTTAGE STREET
LITTLETON, NH 03561
(603) 444-3080

North Country Home Health & Hospice Agency
Population Covered 99,487
536 COTTAGE STREET
LITTLETON, NH 03561
(603) 444-5317



Androscoggin Valley Hospital
Population Covered - 12,663
59 PAGE HILL ROAD
BERLIN, NH 03570
(603) 752-2200

NCH PATIENT CARE CENTER
167 MAIN STREET
GORHAM, NH 03581
(603) 342-5060

NCH OUTREACH CLINIC
1976 WHITE MOUNTAIN HWY
NORTH CONWAY, NH 03860
(603) 752-2300

AVH PODIATRY CLINIC
7 PAGE HILL ROAD
BERLIN, NH 03570
(603) 788-5095

1. Erving's Location
2. Thompson and Meserve's Purchase
3. Martin's Location
4. Green's Grant
5. Pinkham's Grant
6. Crawford's Purchase
7. Bean's Grant
8. Catt's Grant
9. Chandler's Purchase
10. Sargent's Purchase
11. Hadley's Purchase
12. Hart's Location
13. Low and Burbank's Grant
14. Atkinson and Gilmanton Academy Grant



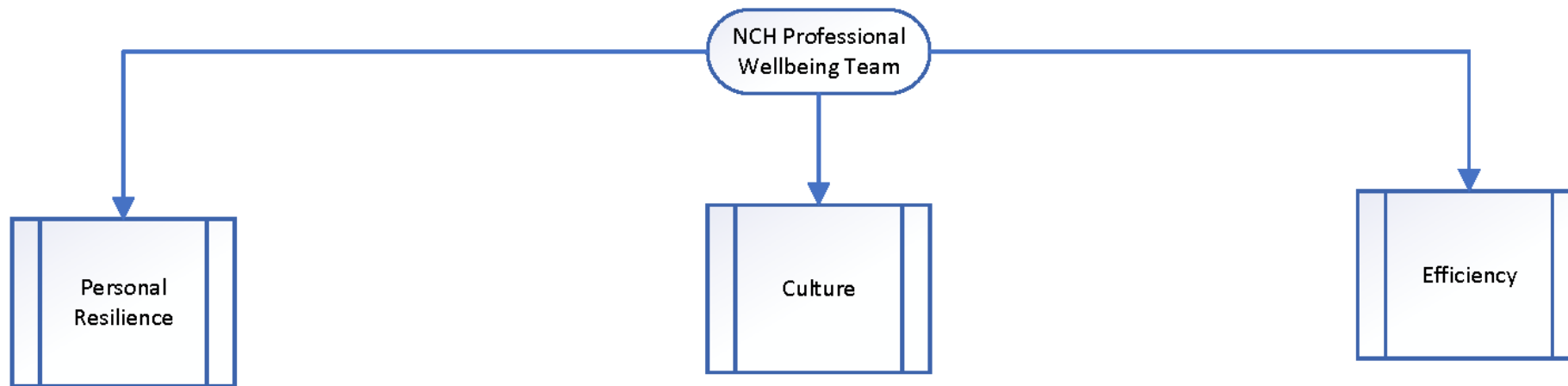
Burnout

ICD-11 definition of Burnout: “Burnout is a syndrome conceptualized as resulting from chronic workplace stress that has not been managed successfully.”

Measuring and Building



- Surveys



Values, Culture and Efficiency

Compassion

Innovation

Integrity

Reliability

Teamwork

Transparency

Lean and the Eight Types of Waste

Underutilization of people

Excess inventory

Waiting

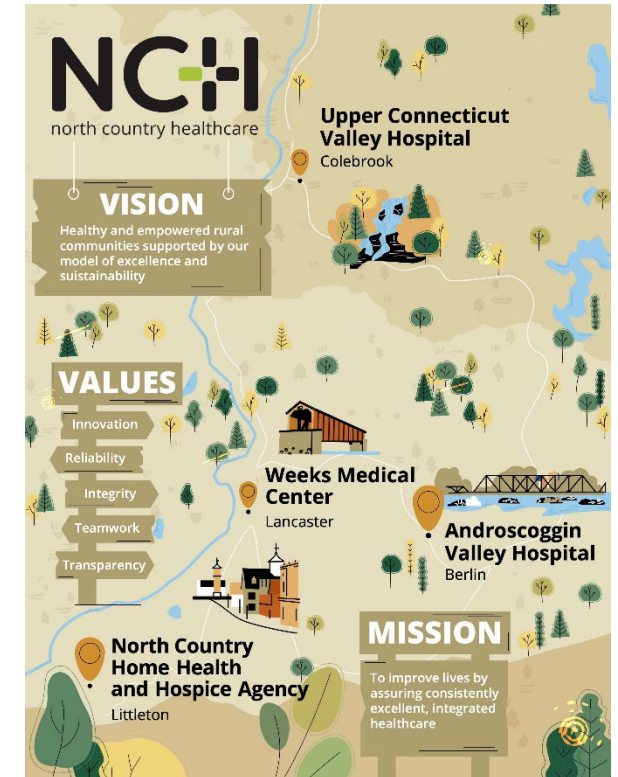
Transportation

Errors

Over production

Excess motion

Over processing



Solutions

- Professional Wellbeing Team
- Provider initial focus, small group meetings
- Basecamp with resources
- Peer-to-peer support
- 1:1 shadowing of providers
- ED Dir. “Chief Wellness Officer”
- Brown bag lunches (virtual)
- We “Do Not Tolerate” poster
- Lean Six Sigma Yellow Belt classes
- Wellness Promotion, EAP
- Onsite Clinical Psychologist
- Music therapy
- Health fair
- Flexible work schedules
- Contract changes

Next Steps

- Resiliency Survey
- Press Ganey
- Lean Six Sigma Yellow Belt training
- Empowering staff to remove “waste”
- Finalizing “NCH Professional Wellbeing” Philosophy
- AMA Joy in Medicine Recognition

Long, Slow Journey

- We are listening
- We are committed
- We respect and value you AND our patients

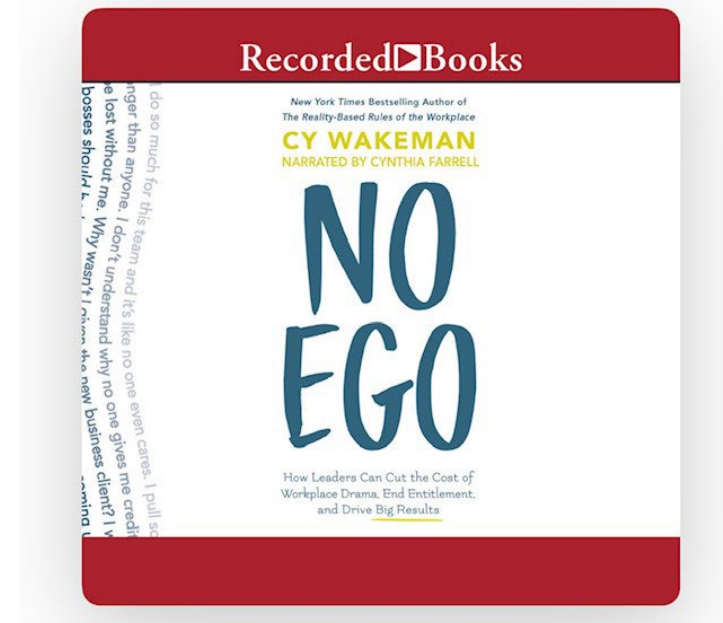
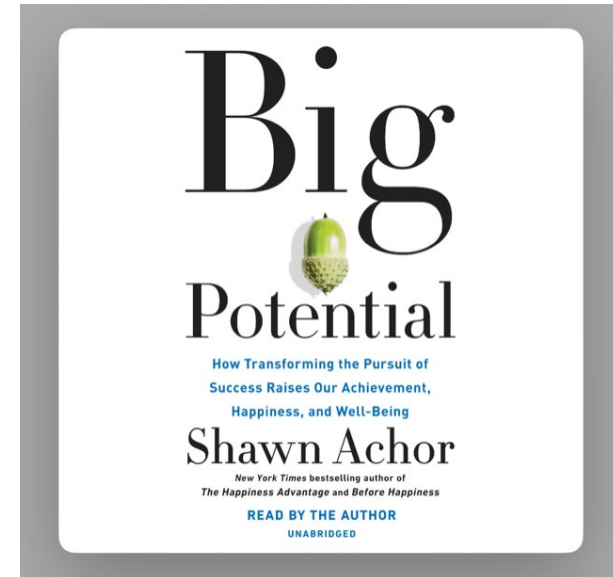
Clare.fox@northcountryhealth.org



Workforce Story Slam: Strategies for a More Robust, Resilient and Flexible Workforce

Tiffany Love PhD APRN FACHE GNP ANP CHC PLC
Associate Vice President and Chief Nursing Officer
The University of Vermont Health Network
Porter Medical Center

Nursing Leadership



Background Research

“The Impact of COVID-19 on the Careers of Women in Academic Sciences, Engineering, and Medicine (2021)”

Why leaving?

Increased/ unsafe workload
Feelings of guilt and failure
Low pay/ Pay inequity
Demanding schedules
Lack of promotion
Harassment (Race, gender, maternal, etc.)
Lack of childcare
Lack of paid family leave

BURN OUT



CHALLENGE/OPPORTUNITY

- Working 40+ hours/week and weekends
- Working 24 hour shifts/sleeping in office
- Not compensated for additional hours
- Marriages suffering
- Families are making plans without them
- **Average leader burnout score 59**
- ***YOU ARE AT SEVER RISK OF BURNOUT- DO SOMETHING ABOUT THIS URGENTLY***

Short Term Solution

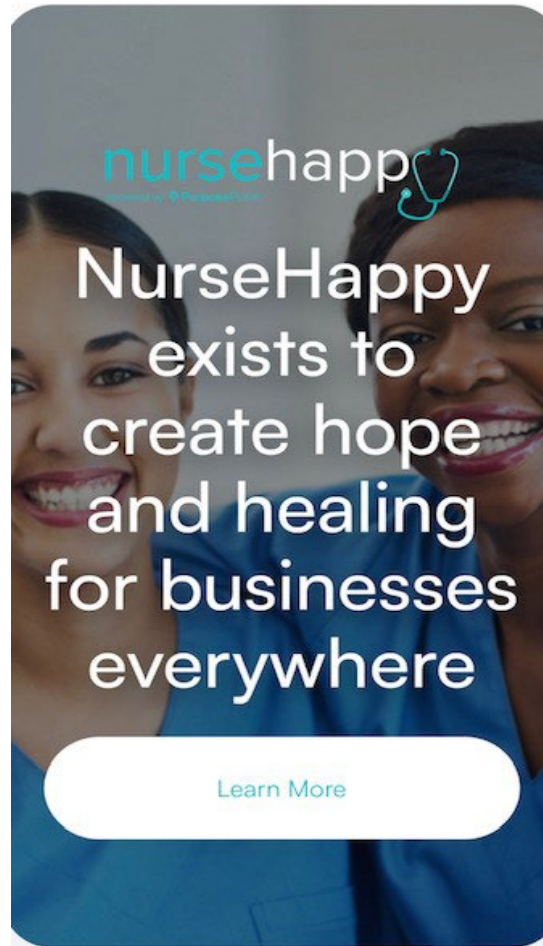
- 2 Pay raises IN 1 YR
- Retention bonuses
- Better staffing
- Set expectation for time off
- Boundaries on 24/7 call
- Funding nurse leader education
- Creating career paths for L.N.A., L.P.N., and R.N.
- **6 months of wellness leadership coaching**

Additional Strategies

- Focus on the people who stayed
- Welcome nurses back
- Create remote positions
- Eliminate barriers to entry
- Outreach to under represented
- Create partnerships
- State representatives
- Use innovation
- Invite feedback

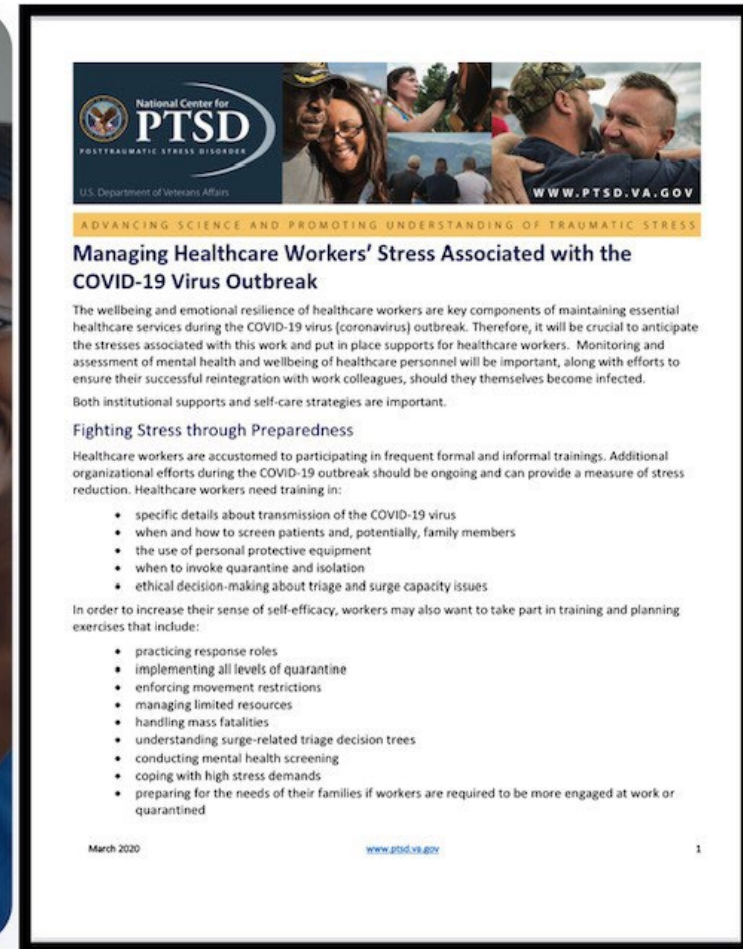
Next Steps

- Qualitative assessment of RNs
- Analysis
- Targeted interventions
- Train leaders to assess and act



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[Learn More](#)



National Center for PTSD
POSTTRAUMATIC STRESS DISORDER
U.S. Department of Veterans Affairs
WWW.PTSD.VA.GOV

ADVANCING SCIENCE AND PROMOTING UNDERSTANDING OF TRAUMATIC STRESS

Managing Healthcare Workers' Stress Associated with the COVID-19 Virus Outbreak

The wellbeing and emotional resilience of healthcare workers are key components of maintaining essential healthcare services during the COVID-19 virus (coronavirus) outbreak. Therefore, it will be crucial to anticipate the stresses associated with this work and put in place supports for healthcare workers. Monitoring and assessment of mental health and wellbeing of healthcare personnel will be important, along with efforts to ensure their successful reintegration with work colleagues, should they themselves become infected. Both institutional supports and self-care strategies are important.

Fighting Stress through Preparedness

Healthcare workers are accustomed to participating in frequent formal and informal trainings. Additional organizational efforts during the COVID-19 outbreak should be ongoing and can provide a measure of stress reduction. Healthcare workers need training in:

- specific details about transmission of the COVID-19 virus
- when and how to screen patients and, potentially, family members
- the use of personal protective equipment
- when to invoke quarantine and isolation
- ethical decision-making about triage and surge capacity issues

In order to increase their sense of self-efficacy, workers may also want to take part in training and planning exercises that include:

- practicing response roles
- implementing all levels of quarantine
- enforcing movement restrictions
- managing limited resources
- handling mass fatalities
- understanding surge-related triage decision trees
- conducting mental health screening
- coping with high stress demands
- preparing for the needs of their families if workers are required to be more engaged at work or quarantined

March 2020 www.ptsd.va.gov 1

Workforce Story Slam: Strategies for a More Robust, Resilient and Flexible Workforce

Lesley Ogden, MD, MBA, *Chief Executive Officer*
Samaritan North Lincoln Hospital, Lincoln City, OR
Samaritan Pacific Communities Hospital, Newport, OR

Attracting Talent

Marketing – when, where & how?

- Updated marketing materials
- Revamped job posting language
- Implemented employer branding on Indeed, Glassdoor and LinkedIn
- Encouraged teams to review SHS on Indeed and Glassdoor
- Encouraged sharing of job opportunities on social media

Recruiting strategies

- Discontinued drug screening for many positions
- Added dedicated sourcing recruiters
- Targeted geographic areas where layoffs have occurred
- Expanded remote and out-of-state work
- Evaluated international hiring options

Compensation & benefits

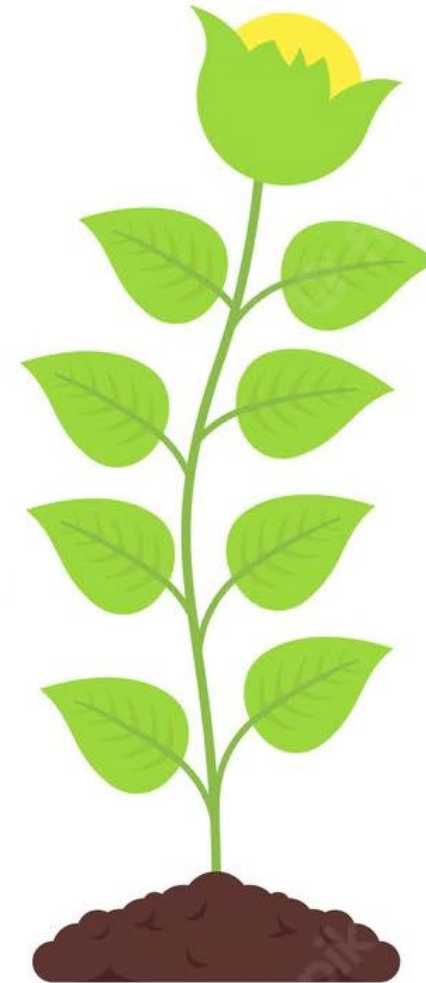
- Targeted increases to hard-to-recruit positions
- Offered temp critical staffing incentive pay
- Targeted entry-level jobs to increase lowest pay ranges plus medical insurance subsidy
- Increased hiring and referral bonuses and eased the requirements
- Made PTO available on hire
- Enhanced benefits



Creating Talent

Grow Your Own

- Implemented programs to train CNA 1 and 2 via partner trainers
- Expanded nurse training in partnership with local colleges
- Implemented a Family Medicine Residency Rural Training Tract
- Developed apprenticeship & other training programs
 - Medical Assistants
 - Phlebotomists & Pharmacy Technicians currently
 - Surgical & Laboratory Technicians next





Improving Retention

Stick Like Glue

- Asked leaders to communicate often and be visible
- Worked on goals derived from the engagement survey
- Conducted stay interviews
- Made frequent market adjustments
- Gave retention bonus
- Expanded tuition reimbursement
- Implemented leadership training and standardized, cohorted specialty training
- Facilitated administrative touch-base with each new employee as well as onboarding buddy

Increasing Innovation

Think Outside the Box

- Implemented team nursing model
- Implemented nursing-only inpatient model
- Utilized APPs
- Decreased call responsibilities
- Considering
 - Telehealth services
 - Alternative shifts & part-time workers
 - Outside partners
 - Inside new service line development



Sustaining a Healthy Workforce

Jason Shenefield, MBA, FACHE
President/CEO, Phelps Health
Rolla, MO

Where it began

- Podcast completed in April 2021
- Issues at the time included the following:
 - Familiar executives in several new roles
 - Historically poor communication from the Senior Leadership Team
 - Lack of communication created waning trust and confidence in the organization
 - Employees felt unheard and unappreciated
 - Little visibility or transparency in the community, which created negative opinions of the organization

Creating a Culture of Trust

- July 2021
 - New CEO promoted from within
- August 2021
 - Completed organizational realignment of Senior Leadership Team
- Focus on three pillars: People, Patients, and Organization
- People Pillar - Become a destination healthcare employer

People Pillar

- County-owned hospital: Newspaper attends our monthly board meetings
- Communication to stay ahead of news and other ‘rumors’
 - Quarterly Town Halls with CEO and CNO/COO
 - Weekly CEO Updates – Talk about the good and the bad
 - Employee Advisory Council
 - CEO opens every New Employee Orientation
 - Open-door policy

People Pillar

- Employee Advisory Council
 - Time off, dress code, health benefits
- Strategic Plan Tactics
 - Any employee can contribute
- Project Impact
 - Exceeded goal of \$8.5M by achieving \$18.8M
- Bright Ideas
 - 10% of savings or \$250 per improved process

Patient Pillar

- Patient Family Advisory Council (PFAC)
 - Monthly
- Community Connections
 - Quarterly
- Mission Possible
 - Food drives, clothing donations, sponsor families
- Executive presence in the community

Organization Pillar

- Redesign the way leaders spend their time
 - No meetings between 8:00 – 10:00 AM
 - Evaluate meetings
 - Do I really need to be present?
 - Who is the best decision-maker?
 - Flexible work schedule
 - Remote work
 - Keep work within work hours
 - Appropriate communication channels
 - Zoom chat vs. text vs. email – Which is more efficient?
 - OneNote
 - Leadership communication norms

What's Next?

- Employee wellness – Not what I was originally thinking either
 - "The ideal state is that actions and behaviors are supportive of those we serve and resources are available and widely understood."
- Focus on reducing the progression to burnout
- Understanding and supporting clinicians who experience moral distress
- Much of this work has a positive impact on the entire organization
- Goal is to see reduction of burnout and improved physical and mental well-being

Things to Consider

- Consistency is key
- Constantly ask for feedback – Good and bad
- Sustainability – Create the framework
- Keep communication open
- Re-evaluate what is working and how to make it better
- Admit when something isn't working and what you intend to do

References

AHA Podcast

- <https://www.aha.org/advancing-health-podcast/2022-06-08-wearehealthcare-sustaining-healthy-workforce-phelps-health>

Employee Wellness

- Taking Action Against Clinician Burnout by National Academy of Medicine
- Office of the U.S. Surgeon General/Diagrams on awareness: <https://www.hhs.gov/about/news/2022/05/23/new-surgeon-general-advisory-sounds-alarm-on-health-worker-burnout-and-resignation.html>
- AMA Joy in Medicine Program: <https://www.ama-assn.org/practice-management/sustainability/joy-medicine-health-system-recognition-program>

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