



Banner Health

Results of Multi-Department Collaboration to Reduce Casual Labor and Increase Nurse Satisfaction

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Objectives

Participants will be able to:

1. Describe the impact of a multi-departmental approach to maximize core nursing staff.
2. Identify methods to improve nurse satisfaction based on NDNQI data.



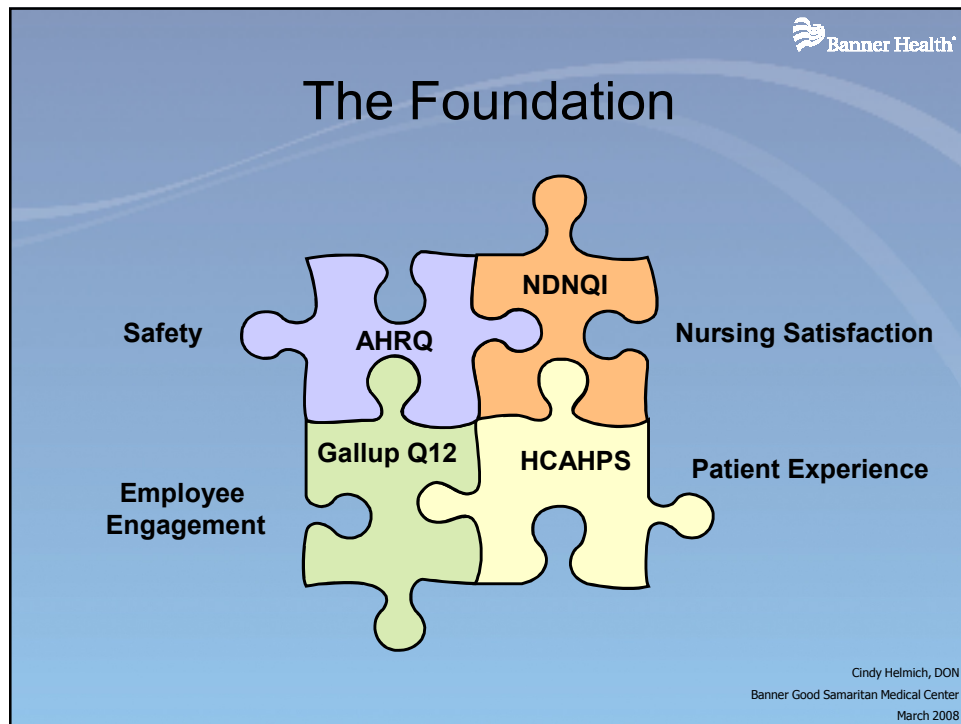
Banner Good Samaritan Medical Center

- Banner Health Magnet Hospital / Medical Teaching Facility located in Phoenix, AZ
- Over 650 beds
- 1700+ RNs
- Level I Certified Trauma Center
- Certified Stroke Center



Significance

- In 2005 and 2006 Traveler RN usage approached 250 FTEs
- Numerous instances of blocked/closed beds dues to lack of staffing resources
- Significantly higher costs, lower clinical quality, inconsistency of care delivery, and patient, physician, and core staff dissatisfaction.



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Some Bold Statements...

- CNO recognized the need to change the culture and this would have to start with a bold statement:
 - **“Traveler free in two-years”**
 - **“100% core nursing staff within two-years”**



Two Year Strategy

- In 2007 the Recruitment and Retention Committee formed
- The Steering Team included representatives from the following areas: Nursing Administration, Nursing Department Management, Finance, Nursing Education, Recruitment, and Human Resources



Root Causes of Problem

- Cultural acceptance of high Traveler RN use to meet staffing needs
- Manager acceptance of current staffing model
- Recruitment process issues which limited the numbers of candidates and new hires
- Inadequate systems to support a high number of hires (orientation process / preceptor availability)



Recruitment and Retention Committee Solutions

Improve recruitment and hiring process through:

1. Process change that would reduce time from candidate interview to hire
2. Ongoing communication between Human Resources, Recruitment, and Nursing Management (The Triad Process)



Recruitment and Retention Committee Solutions (cont.)

Enhance nursing manager's ability to manage nursing resources and understand hiring needs through development and use of :

1. Unit based hiring plans, nursing budget worksheets and FTE calculators, etc.
2. Nursing resource management education



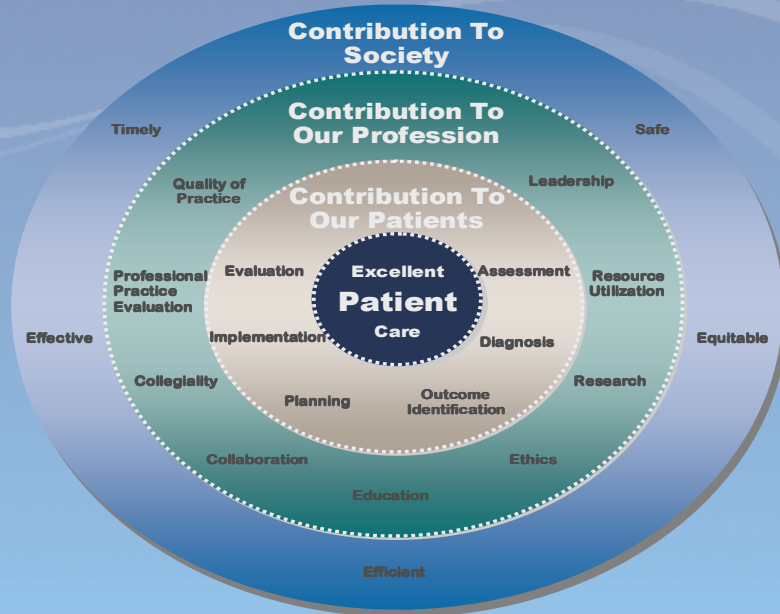
Recruitment and Retention Committee Solutions (cont.)

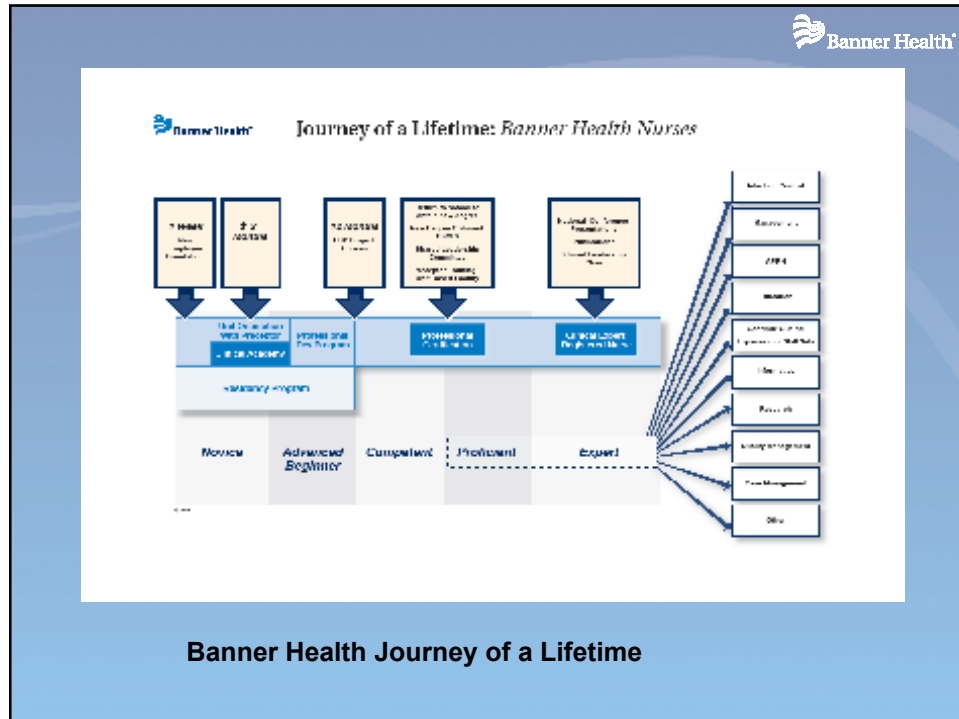
Provide support for large numbers of new hires through development and implementation of :

1. Evidence-based RN Orientation and Preceptor Programs
2. RN Graduate Nurse Academies and Residency Programs
3. Framework for ongoing professional nursing practice and development



Framework for Professional Nursing Practice & Development





Recruitment and Retention Committee Solutions (cont.)

Increase availability and visibility of recruitment data and trends through:

1. Recruitment and retention dashboards (report cards to monitor progress toward goals)



Recruitment and Retention Committee Solutions (cont.)

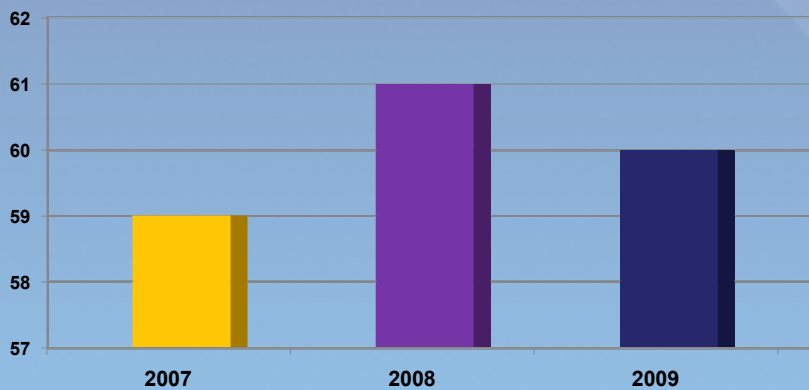
Centralize the review and approval process for all requests for Travel RN contracts through:

1. Designated committee process
2. Informed decision-making based on dashboard data reflecting compliance with hiring plans, staffing budget, and productivity targets



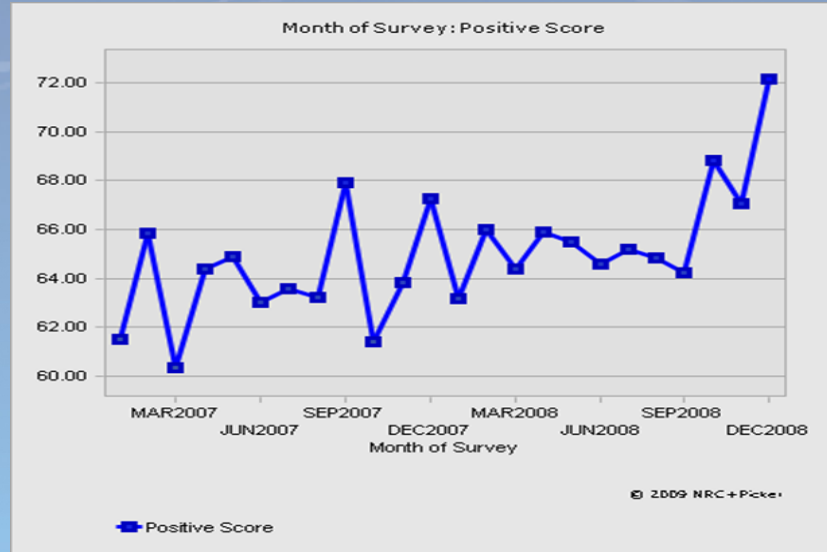
Patient Quality and Safety

AHRQ Survey Results





Patient Satisfaction



Patient Experience: Hospital Dashboard
Discharges From: **September 2009**

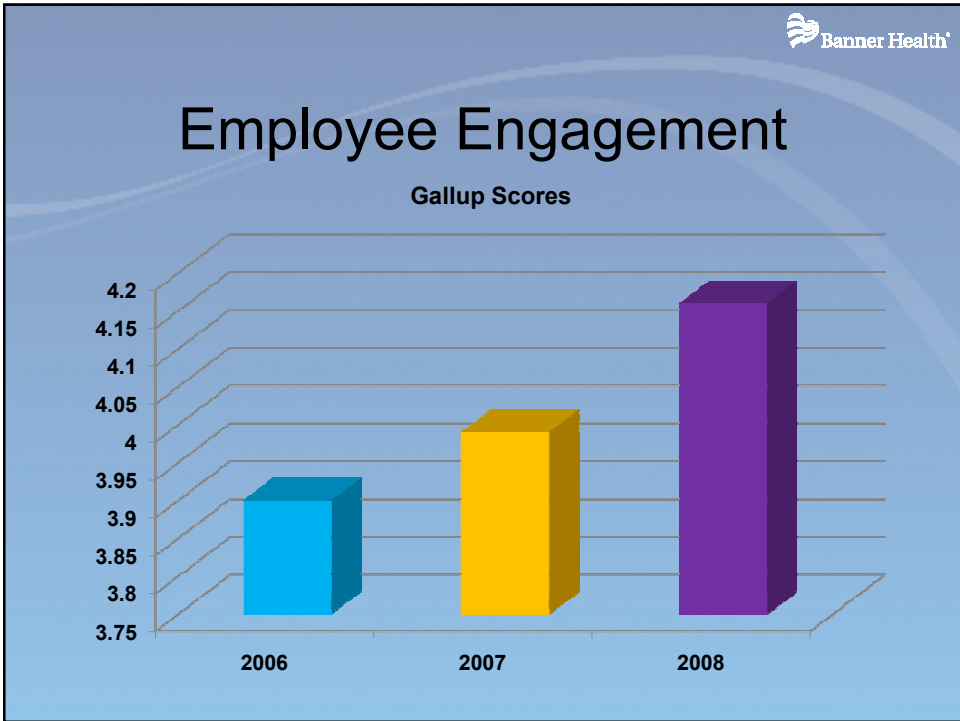
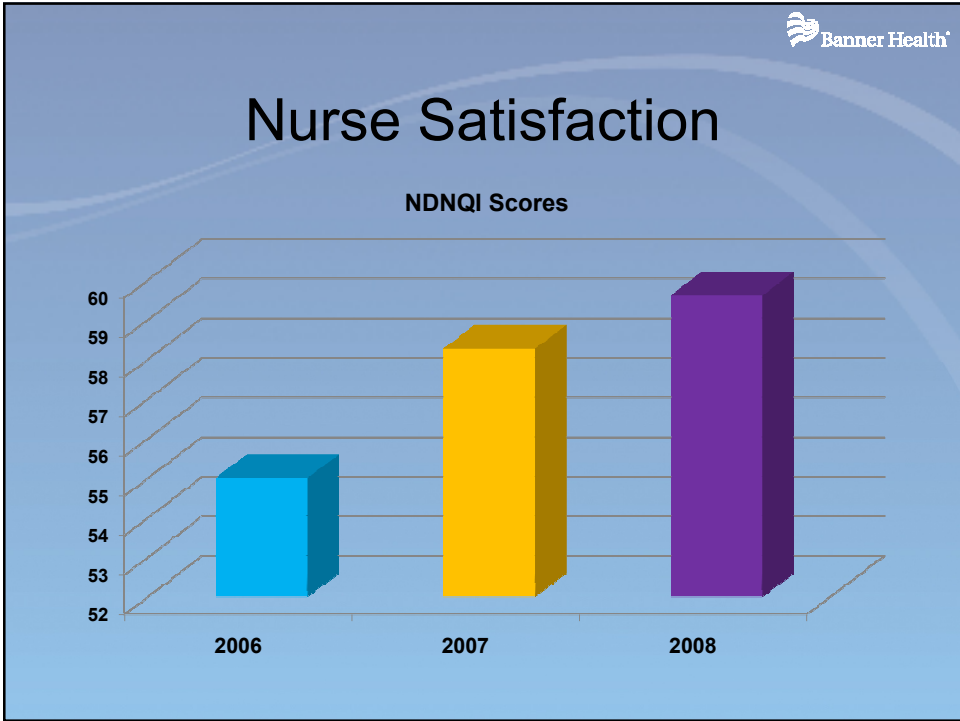


Meeting Both BGSIM Internal Goals: **75% Rating of Hospital**
75% Would Recommend

System Goal = 67% System Goal = 71.5%
Stretch Goal = 87.5% Stretch = 72.5%

	Rating of Hospital (% Us & 10s)		Would Recommend (% Definitely Yes)	
	% Positive Score	NRC Picker Percentile	% Positive Score	NRC Picker Percentile
BGSIM Total	71.5	69	73.1	64
★ IPD	80.7	95	76.5	82
ICD	50.0	3	78.6	82
★ IPD/ICD	85.5	100	100.0	100
★ IPD/ICD	87.5	80	87.5	80
ICD	56.7	62	56.7	44
★ IPD/ICD	84.2	97	73.7	71
★ IPD	100.0	100	100.0	100
★ IPD/ICD	68.4	71	58.4	51
★ IPD	75.0	80	75.0	75
★ IPD	71.4	65	75.5	70
★ IPD/ICD	55.5	55	55.5	45
★ IPD	75.8	67	89.8	87
★ IPD	86.7	85	77.0	65
★ IPD/ICD	65.5	51	86.7	85
★ IPD/ICD	81.5	85	84.0	81
★ IPD/ICD	55.8	48	55.8	37

	Rating of Hospital % Positive Score	Would Recommend % Positive Score
BGSIM ED	82.2	85.2





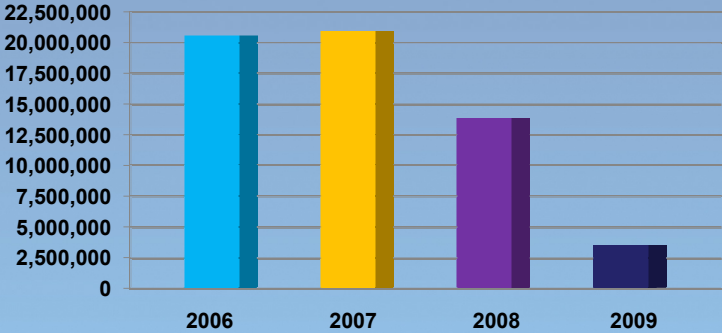
Recruitment and Retention Evaluation: Financial Indicators

Overall trends in:

- 1. \$ per Year for Traveler RNs
- 2. Number of Traveler RN FTEs
- 3. Percent of Premium Casual Labor
*Traveler RNs

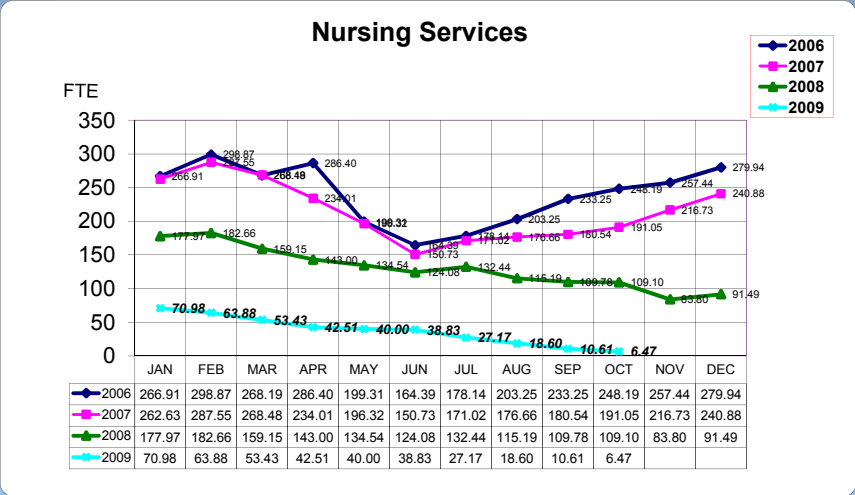


\$ per Year for Traveler RNs

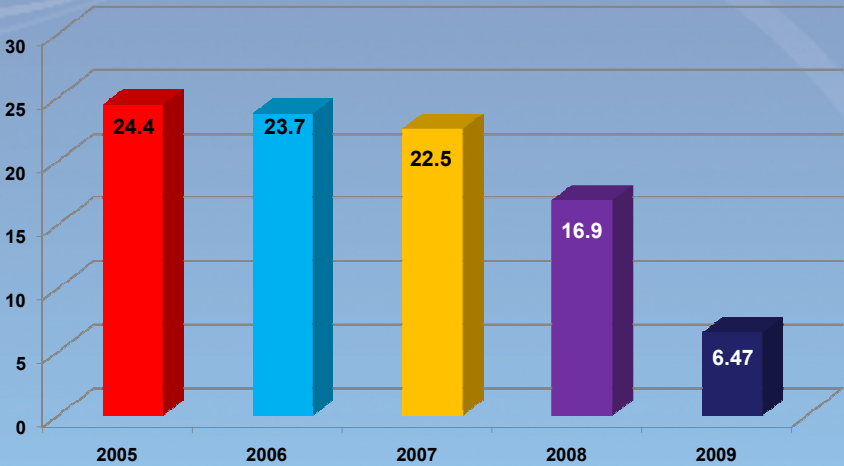




Number of Traveler RN FTEs



Percent of Premium Casual Labor *Traveler RNs





Implications for Practice

Collaboration from major stakeholders to increase nurse staffing can be successful when change strategy and measures of success are determined proactively

By sharing our findings, other institutions will benefit from lessons learned in addressing a common problem in our current work environment



Special Recognition

Executive Sponsor:

Colleen Hallberg, RN, MSN, FACHE, CNO

Recruitment & Retention Steering Team:

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