

Innovative Strategies to Attract and Retain Nurses in Rural and Tribal Communities

Arizona Rural Health Conference

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Why focus on nursing?

- Nurses are the **backbone** of the healthcare delivery system
- Registered Nurses (RNs) are among the professionals **most sought after** today.
- Nursing is the largest health profession with the most direct patient contact
- RNs provide care in **every possible health care setting**
- Nurses provide patient care, AND they also have an important role in addressing **inequities** within health outcomes and improving the health of the population as a whole.
- For the 20th year in a row, the American public ranked nurses No. 1 in Gallup's Annual Honesty and Ethics Survey (ANA, 2022)



The Nursing Shortage: Now a National Emergency

- The US was experiencing a nursing shortage before the pandemic
- 175,900 openings for RNs each year through 2029 in the US
 - Includes nurse retirements and leaving the workforce
- Registered Nursing (RN) is listed among the top occupations in terms of job growth through 2029
 - We need even **more** nurses to care for our aging population

Contributors to the Nursing Shortage

- **Nursing school enrollment** is not growing fast enough to meet the projected demand for RN and APRN services
 - A shortage of **nursing school faculty, clinical sites**, classroom space, **clinical preceptors**, and budget constraints are restricting nursing program enrollments.
 - In 2019 80K qualified nursing school applicants turned away
- Nurses are leaving the workforce and the profession
 - A significant segment of the nursing workforce is nearing **retirement** age
 - Insufficient staffing, incivility and violence are raising the stress level of nurses, impacting job satisfaction, and driving many **nurses to leave the profession**

RaDonda Vaught case

- The recent conviction of RaDonda Vaught for a medical error will affect all licensed professionals

Chicago, (March 28, 2022)

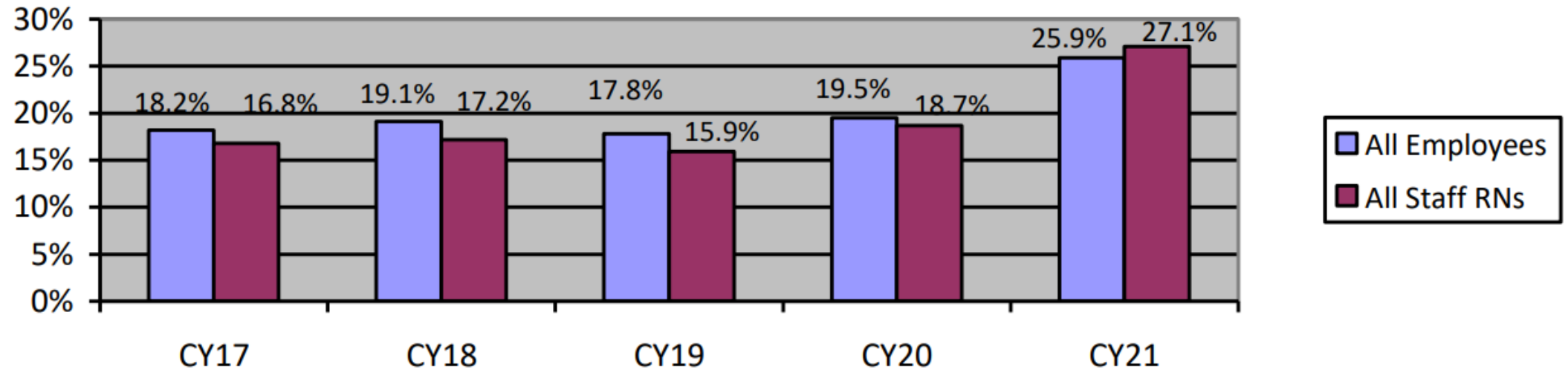
Robyn Begley, DNP, RN, chief nursing officer of the American Hospital Association, and CEO of the American Organization for Nursing Leadership.

“The verdict in this tragic case will have a **chilling effect on the culture of safety in health care**. The Institute of Medicine’s landmark report To Err Is Human concluded that **we cannot punish our way to safer medical practices**. We must instead encourage nurses and physicians to report errors so we can identify strategies to make sure they don’t happen again. Criminal prosecutions for unintentional acts are the wrong approach. They discourage health caregivers from coming forward with their mistakes, and will **complicate efforts to retain and recruit more people in to nursing and other health care professions that are already understaffed and strained by years of caring for patients during the pandemic**.”

What happened during the pandemic?

- **The true impact on nurses is still emerging, but this is what we know:**
- The turnover rate for staff RNs was 27.1% in 2021, up from 18.7% in 2020
 - Overall hospital turnover was 25.9%
- RN vacancy rates rose and one third of hospitals reported a vacancy rate exceeding 10% (NSI, 2022).
- Press Ganey (2021) studied over 100,000 US healthcare employees
 - nearly 30% of RNs were at risk of leaving their current employer
 - nurses younger than 35 at their current job less than one year are most likely to leave
- 23.9% of new graduate RNs are leaving their position within one year (NSI, 2021)
- A survey of RNs (AMN, 2021) 23% signaled an intent to leave nursing
 - **one million nurses**

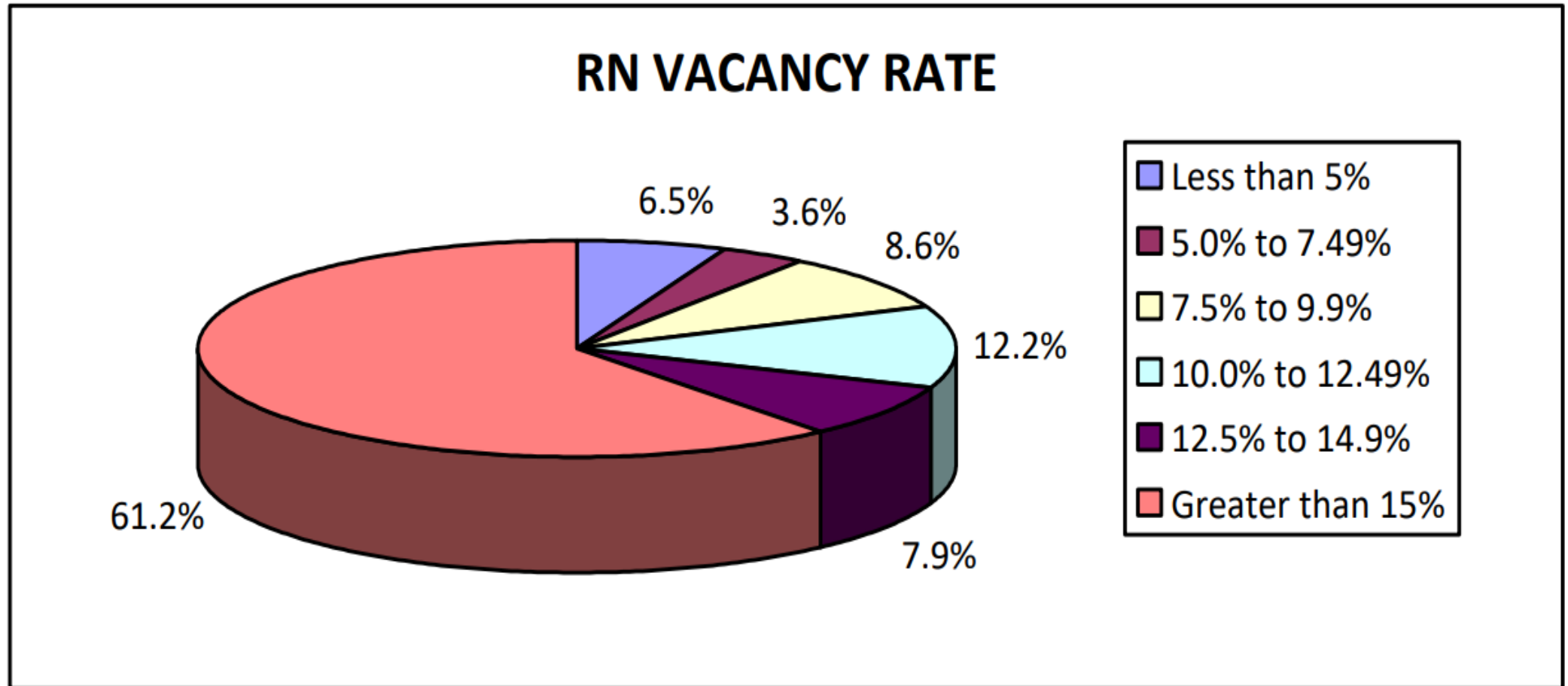
HOSPITAL & STAFF RN TURNOVER



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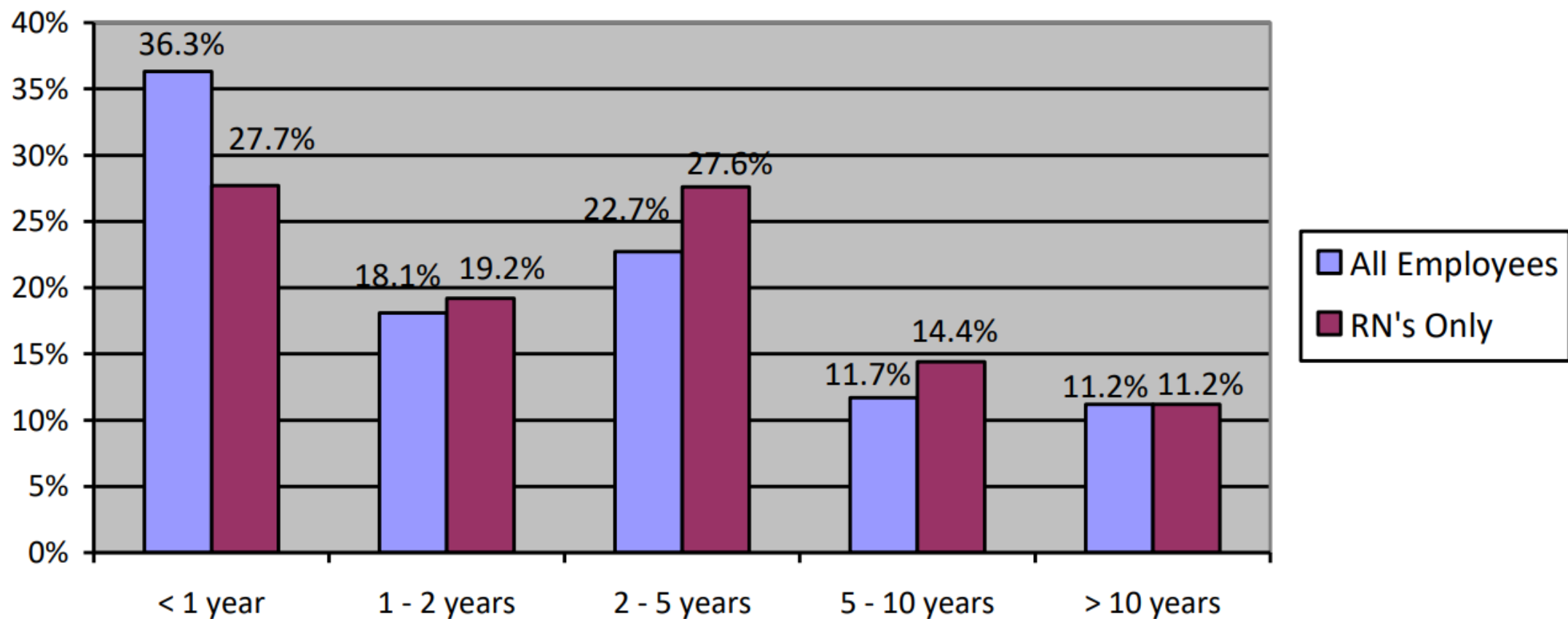


2022



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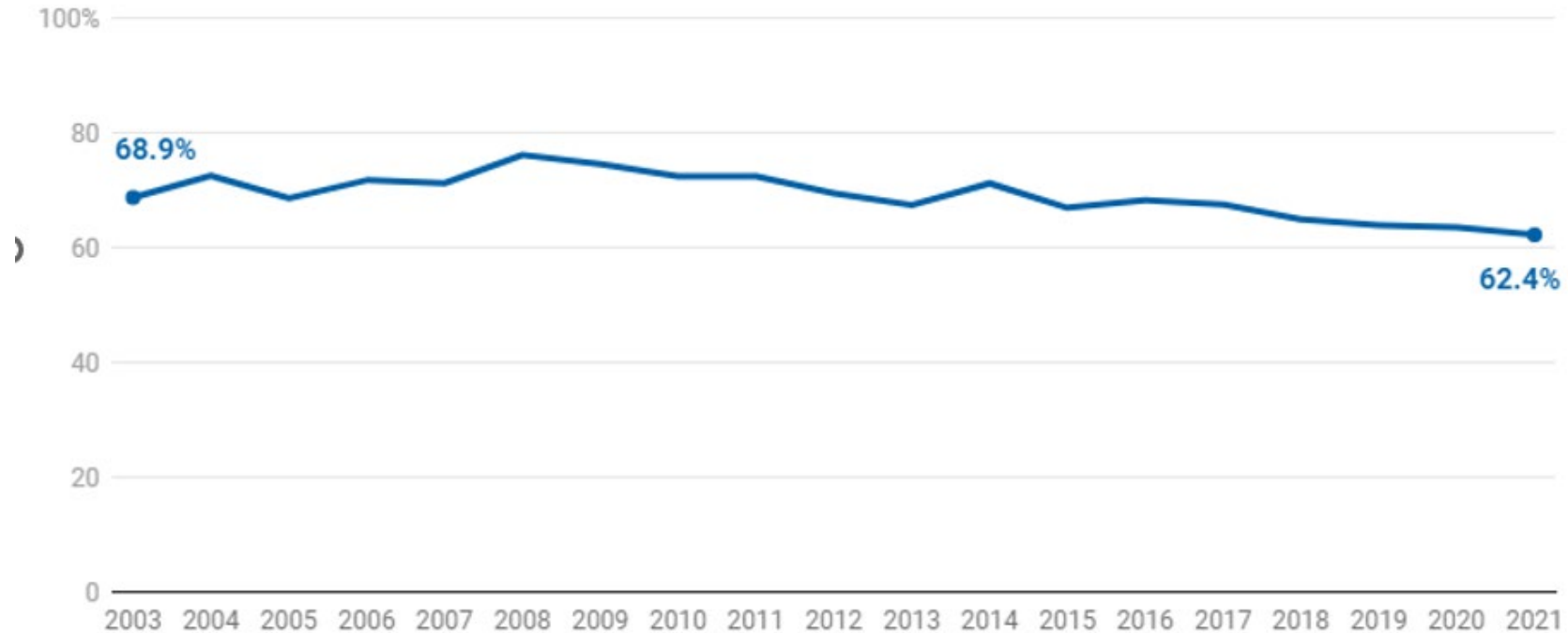
HOSPITAL TURNOVER BY TENURE



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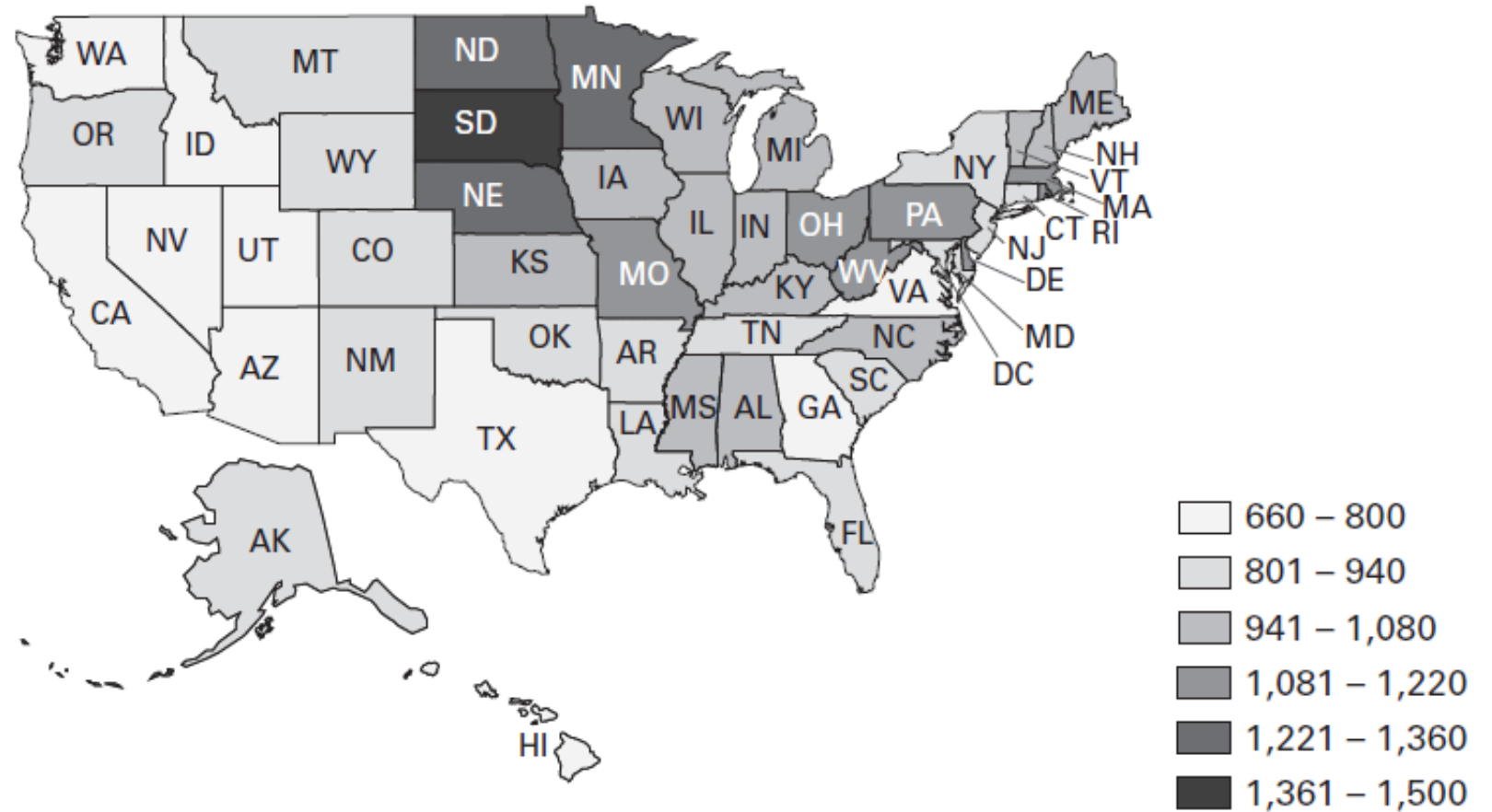
The number of nurses has not kept up with the aging U.S. population

Total number of registered nurses in the United States per 1,000 people ages 65 and older, 2003–2021



Source: Center for American Progress Source: Authors' calculations using Sarah Flood and others, "Integrated Public Use Microdata Series, Current Population Survey: Version 9.0 [dataset]" (Minneapolis: University of Minnesota, 2021), available at <https://doi.org/10.18128/D030.V9.0>.

Number of Employed Registered Nurses per 100,000 People*



Note. Employed registered nurses per 100,000 people by state as of May 2020.

Sources: U.S. Bureau of Labor Statistics, 2021a; U.S. Census Bureau, 2021.

Hiring and Onboarding during the Pandemic

- Onboarding of new employees became more complex
- Newly graduated nurse education was largely virtual and clinical experiences were transitioned to simulations.
- New Graduate nurses entered the most difficult practice environment in several decades
- Orientation processes and precepted experiences were disrupted (NSI and Advisory Board, 2021).
- Experienced nurses retired resulting in fewer experts to precept and guide new nurses
- Travel nurses also required oversight
 - Travel nursing became so lucrative that nurses with little experience were traveling, placing extra burden on the receiving agency

Arizona Landscape

- AZ ranks 7th best in the country as a place to work (Becker's 5/3/22)
- Arizona is expected to have a 23% growth in demand for specialized nurses
 - 20,508 new openings in AZ by 2025
- Arizona ranks in the top 5 states experiencing the most severe staffing shortages (Becker's 1/3/22)



Impact of the Nursing Shortage and Health Worker Burnout

- Quality of patient care suffers
 - Better nurse staffing ratios are associated with significantly lower mortality (Aiken, 2010)
- Services are cut and it will be harder for patients to get the care they need
 - Rural hospitals are closing services such as OB and in some cases hospitals are closing
- Health costs will rise
- Impairs our ability to prepare for the next Public Health Emergency

Reference: surgeongeneral.gov/burnout



We know about the problem, now what do we do?

- ✓ Create Healthy Work Environments
 - Elevate clinician psychological and physical safety to equal importance with patient safety through federal regulation.
 - Specialty nursing organizations should investigate evidence related to scope of practice and minimum safe staffing levels for patients in their specialty
- ✓ Diversity, Equity and Inclusion (DEI)
 - Implement Inclusive Excellence, a change-focused iterative planning process whereby there is deliberate integration of DEI ideals into leadership practices, daily operations, strategic planning, decision-making, resource allocation and priorities.
- ✓ Work Schedule Flexibility
 - Build a flexible workforce with flexible scheduling, flexible shifts and flexible roles.

What to do, continued

- ✓ Address burnout, moral distress, and compassion fatigue as barriers to retention.
 - Incorporate well-being of nurses as an organizational value.
- ✓ Implement Innovative Care Delivery Models to reduce burden on nurses
- ✓ Total Compensation
 - Develop an organization-wide formalized and customizable total compensation program for nurses that is stratified based on market intelligence, generational needs and an innovative and transparent pay philosophy that is inclusive of benefits such as paid time off for self-care and wellness and wealth planning for all generations.

Other Actions

- 1) Attract more people to nursing
 - Career trajectories (CNA to LPN to RN to BSN, etc.)
- 2) Increase the number of academic and clinical spots
- 3) Reimagine clinical education
 - Partnerships and flexibilities

Arizona Statewide Solutions Underway

HOUSE BILL 2691

- \$27m for student nurse clinical rotations
 - \$25m of this is for preceptor training programs
 - Will supplement (not supplant) existing programs
 - Application process (TBD)
 - \$2m is designated for the RN Transition to Practice Program
- \$15m for Nurse Education Investment Pilot program
 - Increase capacity of nursing education programs
 - Includes Nursing Assistants, LPNs, RNs, and APRNs
 - Faculty and Capital
 - Universities and Community Colleges
- \$50m for accelerated nursing education (\$6m at Creighton, \$44m other universities)

Arizona Statewide Solutions Underway, cont.

HB 2691, continued

- \$500,000 for licensed preceptors to voluntarily precept grad students
 - Eligible preceptors include
 - Allopathic and osteopathic physicians
 - APRNs (CNM, CRNA, NP, CNS)
 - PAs
 - Dentists
- Expansion of Behavioral Health workforce training
 - \$5m
 - Expand Maricopa and Navajo County Community College Districts to expand capacity
 - Under AHCCCS

Proposed Transition to Practice Program: Support for New Graduate Registered Nurses in Arizona

- Program goal: provide **evidence-based professional development** that will **accelerate the novice nurse to a competent nurse more rapidly**.
- Focus on rural and underserved communities that do not have programs currently
- Shown to significantly **reduce turnover rates**.
- **Standardized curriculum**
 - For example: Vizient's curriculum is being used in 45 states
- Costs off-set by a **legislative appropriation**.



Transition to Practice Program Operations

- Daily operations
 - 2-3 FTEs for program management and operations
 - Housed under the AZ Foundation for the Future of Nursing at **AzNA**
- Funding Requested: \$2 M per year for 3 years
 - Operations and FTES
 - Curriculum costs for participating hospitals
 - Stipends to hospitals to offset costs of preceptors
 - Preceptor and mentor stipends
- Measurement
 - Retention
 - Satisfaction

Sample Curriculum

Leadership

- Patient care delivery, resource management and delegation
- Patient care coordination
- Interprofessional communication
- Conflict resolution

Quality outcomes

- Pain management
- Skin integrity and wound management
- Patient fall prevention
- Medication safety
- Infection prevention and control
- Patient and family education
- Management of the changing patient condition

Professional role

- Ethical decision making
- End of life care
- Cultural competence in the nursing environment
- Stress management and self care
- Evidence based practice
- Professional development



Arizona School Nurse Access Program (ASAP)

Supported by:

ADHS

AZ Department of Education

School Nurses Organization of Arizona

AZ Foundation for the Future of Nursing

This program is funded with CDC COVID-19 Funding



ASAP Program at a Glance



Three main elements

- Newly licensed Nurses Transition to Practice Program
 - Goal: Recruit and retain 60 new nurses in school nurse positions in **rural areas**
 - Focus on primarily on rural and underserved communities
 - Competency based education, mentorship, completion of national certification
 - Mentors are experienced school nurses
- Preceptorship and Mentorship Program
- Support 40 incumbent school RNs to obtain National School Nurse Certification

ASAP Program Status



- National Certification for School Nurses Program
 - Summer 2022 Cohort will test in July/August
 - 20 candidates
- Mentorship Program
 - 35 School Nurse Mentors with over 200 years of school nursing experience will participated in a virtual Mentor Academy on June 7 to build leadership capacity and mentor skills
- Transition to Practice Program
 - Maricopa County Community College District has created a school nurse curriculum that includes 10 CEs over 6 classes, including Fundamentals of School Nursing and Emergency Care
 - Schools in Apache, Coconino, Cochise, Yavapai and Yuma county have hired nurses



“Grow Our Own”



A diverse and skilled health workforce
that is representative of the communities being served will
improve the access to care and quality of services provided

Arizona Nursing Career Apex and Transition Scholars (ANCATS)

- Purpose of the HRSA-funded ANCATS program
- increase opportunities to nursing education
- support students' academic success during their program to ensure a more diversified nursing workforce





Indians in Nursing: Career Advancement and Transition Scholars (INCATS) Program

Five-year project aiming to increase the number of BSN and advanced practice Native American nurses who will practice in tribal facilities.

INCATS creates new pathways for those interested in nursing and current nurses to advance their careers and build new tribal-academic-practice collaborations that expand the Native American nursing workforce prepared to improve health in Native communities.



Izee' Baa Gowah

San Carlos Apache Healthcare

**Job Placement for New Nurse
Graduates**



Izee' Baa Gowah
San Carlos Apache Healthcare

Overview

- » San Carlos Apache Tribe
- » San Carlos Apache Healthcare Corporation
- » Nursing Workforce
- » Recruitment/Retention



Izee' Baa Gowah
San Carlos Apache Healthcare

San Carlos Apache Tribe

- 1.8 million acres of land in northern Graham, southeastern Gila, and eastern Pinal Counties
- Population – 18,000 people
- Approximately 2 hours from Phoenix/Tucson
- Located in between Globe and Safford communities





Izee' Baa Gowah
San Carlos Apache Healthcare





Izee' Baa Gowah
San Carlos Apache Healthcare

San Carlos Apache Healthcare Corporation

» Mission/Vision/Values

- » Apache's healing Apache's
- » High school summer internship program to introduce and encourage healthcare careers to youth
- » Encourage and support advancing education

» Service lines

- » Primary Care
- » Specialty Clinics
- » Procedure/Wound Clinic
- » Emergency Room
- » Case Management/Social Services
- » Inpatient Unit
- » Same Day Surgery
- » Clinical Education
- » Clarence Wesley Health Clinic

» Nursing Teams (Collaborative Care)

- » Registered Nurses
- » License Practical Nurses
- » Medical Assistants
- » Nursing Assistants
- » ER Health Techs (MA)
- » New Grads

Old Hospital/New Hospital





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SCAHC Retention/Recruitment

» Existing Employees

- » Annual Competencies
- » Clinical support
- » Mentorship
- » Above market compensation and benefits package
- » Employee appreciation and recognition

» New Employees

- » Orientation and department specific orientation
- » Formalized RN preceptor training for improved on-boarding, orientation, and nurse retention

» New Graduates

- » RN New Grad Program to support hiring and retaining RNs in a remote rural area
- » Collaborative agreements with local community nursing programs
- » Recruitment visits to local college
- » Loan repayment program



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San Carlos Apache Healthcare

Successes

» Successes

- » C.N.A → MA
 - » MA → Scribing
 - » MA → Nursing
 - » New Nurses to SCAHC
 - » RN retention
-
- » Successful integration of American Indian Medical Home (AIMH) model of care into practice
 - » Development of collaborative care teams
 - » Patient-family centered care



Thank you

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