FROM DATA TO ACTION

The Nurse Staffing Task Force
Project ECHO®

Tackling the Nurse Staffing Crisis
We have the data. We want change. It’s time for action.
Series Host

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Session 1:
CREATING A HEALTHY & SUPPORTIVE NURSE WORK ENVIRONMENT

PRESENTED BY:
- Linda Cassidy, PhD, APRN, CCNS, CCRN-K
- Sarah Delgado, DNP, RN, ACNP
About the Series

- Five interactive sessions featuring content developed and presented to you by members of the Nurse Staffing Task Force
- Our goal is to engage nurses in discussions around actionable steps to tackle the nurse staffing crisis
Two Parts of Each Session:

- **Imperative is introduced**
- **Context is provided**
- **Will be recorded and available on Nursingworld.org**

**Presentation**

- **Discussions focused on action**
- **Please do not share patient information**
- **Participate in discussions; speak freely and openly**

**Discussion**
Series Overview

1. Sept. 14, 2023
   Creating a Healthy & Supportive Nurse Work Environment

2. Sept. 21, 2023
   Transforming Cost into Value: Recognizing Nurses’ Unique Contribution

3. Sept. 28, 2023
   Innovative Care Delivery in Nursing: A Paradigm Shift in Healthcare

4. Oct. 05, 2023
   Maximizing Nursing Efficiency: The Future of Regulatory Innovation

5. Oct. 19, 2023
   Achieving Excellence in Healthcare: Nurse Staffing Standards
1. Reform the Work Environment
2. Value the Unique Contributions of Nurse
3. Innovate the Models for Care Delivery
4. Improve Regulatory Efficiency
5. Establish Staffing Standards that Ensure Quality Care
Reform the Work Environment

**GOAL:** Identify actions that nurses can take to support a healthy work environment through organizational change

- Highlight the *relationship* between the unit level *work environment* and *staffing*
- Focus on the imperative need to reform the work environment to *support nurse wellbeing*
- Understand the role *nurse managers* have in creating and sustaining healthy work environments
- Feature recommendations and actions from the *Nurse Staffing Think Tank and Task Force*
ACKNOWLEDGEMENTS
The Nurse Staffing Task Force

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- Crystal Tully (Patient Advocate)
- Monica van der Zee, BSN, RN, CMSRN
- Michelle Webb, RN, DNP, CHPCA
- Sarah K. Wells, MSN, RN, CEN, CNL
- John Welton, PhD, RN
- David Wyatt, PhD, RN, NEA-BC, CNOR
Dr. Linda Cassidy is an advanced practice registered nurse who serves as the Strategic Advocacy Manager with the American Association of Critical-Care Nurses. She coordinates the development, review, and validation of advocacy, policy, and liaison activities that impact acute and critical care nurses, patients, and families.

Dr. Cassidy is a nurse researcher whose doctoral research focused on studying the relationship between healthy work environments, patient outcomes, and nurse caring behaviors. She passionately supports healthy work environments as a paramount in fostering high quality outcomes for patients and nurses.
Dr. Sarah Delgado is a Clinical Practice Specialist with the American Association of Critical Care nurses and works under the Strategic Advocacy division. In addition to that, Dr. Delgado is a co-facilitator of the Nurse Staffing Task Force. Her clinical experience includes work in chronic disease management and palliative care. She previously taught acute care nursing at the University of Virginia and has co-edited books on acute and critical care.
Nurse Staffing Think Tank & Nurse Staffing Task Force

Comparing the Two Bodies of Work
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<th>Nurse Staffing Think Tank</th>
<th>Nurse Staffing Task Force</th>
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| **Implementable in 12-18 months**  
  Asked: **What can we do right now?**  
  Process included voting and affirming  
  Practical consensus “move forward on all”  
  Every 2 weeks for 3 months, 26-page document  
  Some policy implications, mostly focuses on organizational changes  
  Identifies accountable entities and action steps to implement each recommendation | **Long term, sustainable solutions**  
  Asked: **How to address ongoing challenges?**  
  Iterative process with discussions and surveys  
  Inclusive of diverse expertise “yes, and”  
  Every 3 weeks for 9 months, 19-page document  
  Some organizational change, a greater focus on policy, regulation and payment structures  
  Identifies partners and options for actions; need to consider context and select among actions |

- [Link to Think Tank Implementation Tool](#)  
  [Think Tank Recommendations](#)  
- [Link to ANA Task Force Webpage](#)  
  [Link to AACN Staffing Resources](#)  
  [Task Force Recommendations](#)
Diversity, Equity and Inclusion
Innovative Care Delivery Models
Healthy Work Environment
Diversity, Equity and Inclusion
Innovative Care Delivery Models
Healthy Work Environment
Stress Injury Continuum
Work Schedule Flexibility
Total Compensation
Regulatory Efficiency
Staffing Standards
Value of Nursing
Nurse Staffing Think Tank, April 2022
Nurse Staffing Task Force, May 2023
S. Delgado, 2023
Nurse Staffing Think Tank Worksheet

Six Priorities:

1. Healthy work environment
2. Diversity, equity & inclusion
3. Work schedule flexibility
4. Stress injury continuum
5. Innovative care delivery models
6. Total compensation
# Nurse Staffing Task Force Summary Table

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<th>Imperative</th>
<th>Recommendations</th>
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| **Reform the work environment**           | • Establish empowered professional governance committees that include direct-care nurses and have authority to create and sustain flexible staffing approaches  
                                          | • Implement safety management systems and programs that create a healthy work environment and support the physical and psychological safety and well-being of core and contingent staff  
                                          | • Support the role of nurse leaders in creating and sustaining a healthy work environment                                                                  |
| **Innovate the models for care delivery** | • Modernize care delivery models and ensure they are inclusive, evidence-informed, and technologically advanced  
                                          | • Establish innovation in care delivery models as a strategic priority within organizations  
                                          | • Reduce physical workload and cognitive overload and prioritize high value patient care by incentivizing the de-implementation of high burden/low value nursing tasks |
| **Establish staffing standards that ensure quality care** | • Support implementation of the Think Tank Recommendation for specialty nurse organizations to develop staffing standards for populations they serve  
                                          | • Advocate for state and/or federal regulation and legislation that advances meeting minimum staffing standards  
                                          | • Propose that the Centers for Medicare & Medicaid Services (CMS) establish enforceable policies that support minimum staffing standards  
                                          | • Propose that The Joint Commission (TJC) enhance standards to support appropriate staffing |
| **Improve regulatory efficiency**         | • Improve efficiency of licensure processes and accessibility for entry into practice for registered nurses (RNs), licensed practical nurses (LPNs), and advanced practice registered nurses (APRNs)  
                                          | • Remove barriers to full scope of practice for RNs, LPNs, and APRNs  
                                          | • Increase availability and accessibility of nursing workforce data to state boards of nursing, policymakers, regulators, and other influencers |
| **Value the unique contribution of nurses** | • Advocate for the development and utilization of approaches that quantify the impact of nursing on organizational performance and outcomes  
                                          | • Advocate for universal adoption and utilization of systems, including a unique nurse identifier, that capture data to quantify nursing value  
                                          | • Collaborate with payers to explore health system payment models that reflect the value of nursing |
Healthy Work Environments

- Definitions
- Recommendations
- Key Points
Operational Definitions

Nurse Staffing Think Tank

- A healthy work environment is safe, healing, humane, and respectful of the rights, responsibilities, needs and contributions of all people including patients, their families, nurses and other health care professionals. In these environments, nurses and other team members can provide their optimal contribution and derive fulfillment from their work and patients can achieve the best possible outcomes.

Nurse Staffing Task Force

- Appropriate staffing is a dynamic process that aligns the number of nurses, their workload, expertise, and resources with patient needs in order to achieve quality patient outcomes within a healthy work environment.
Recommendations for Healthy Work Environments

**Nurse Staffing Think Tank**
- Elevate clinician psychological and physical safety to equal importance with patient safety through federal regulation. *(Work Environment)*
  - **ACTION:** Require routine assessment of the health of the work environment
- 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. *(Diversity, equity, inclusion)*

**Nurse Staffing Task Force**
- Establish empowered professional governance committees that include direct-care nurses and have authority to create and sustain flexible staffing approaches
- Implement safety management systems and programs that create a healthy work environment and support the physical and psychological safety and well-being of core and contingent staff
- Support the role of nurse leaders in creating and sustaining a healthy work environment
Key Points

1. Appropriate staffing is **inextricably linked** to the health of the work environment

2. Creating and sustaining a healthy work environment (HWE) requires **deliberate effort**

3. Leaders must seek to **build and sustain** healthy work environments and must have support in doing so
Key Point 1: The Link

Appropriate staffing is inextricably linked to the health of the work environment.
The Link: Nurse Retention and the Work Environment

- **Intent to Leave Job:** Fewer nurses in units with HWE standards say they intend to leave.
  - 26%

- **Connection between work environment and “intent to leave”**
  - Pulse on the Nation’s Nurses by ANF
  - AACN work environment survey

- **Meta-analysis**
  - Consistent *correlation between staffing and nurse outcomes* (satisfaction, burnout) (Lake et al, 2019)

- **Anecdotally**
  - People *stay* when they feel *safe, heard, and appreciated*

The Link: Staffing Perception and the Work Environment

- **Health of work environment** correlated to nurses' rating of their unit's staffing.
- Increasing staffing without addressing the **work environment** is ineffective (Halm, 2019).
- It’s not just the number of people but the **context** in which care is delivered.

**Appropriately Staffed:**
Nurses in units with HWE standards report better staffing.

- Standards Implemented: 44%
- Not Implemented: 16%

[Source](https://www.aacn.org/nursing-excellence/healthy-work-environments)

Margo Halm; The Influence of Appropriate Staffing and Healthy Work Environments on Patient and Nurse Outcomes. *Am J Crit Care* 1 March 2019; 28 (2): 152–156. doi: [https://doi.org/10.4037/ajcc2019938](https://doi.org/10.4037/ajcc2019938)
Key Point 2: The Journey

Creating and sustaining an HWE requires deliberate effort
HWE & Other Outcomes

HWEs & Patients
- Less mortality
- Less failure to rescue
- Better survival from in-hospital cardiac arrest
- Fewer hospital acquired conditions/adverse events
- Better prepared for discharge
- Fewer readmissions
- Better quality of care

HWEs & Hospitals
- Better quality outcomes – more reimbursement
- Better patient satisfaction – more business
- Better RN & other staff retention – less turnover, less cost
So... How Do We Make HWEs Happen?

- Understand the “Why”
  - Creating and sustaining HWEs is evidence-based practice
- Assess, digest, and discuss
- HWEs don’t just happen
  - takes deliberate commitment and action
  - Create a plan
- Provide sufficient resources to execute the plan
- Reassess periodically
- Celebrate successes along the way
  - Remember – creating and sustaining HWE work environment is a journey, there is no finish line!
AACN Resources

- AACN Standards for Establishing and Sustaining Healthy Work Environments
  - Framework for ongoing, deliberate action
- Blogs, videos, infographics and more
- Includes a FREE Assessment Tool and other resources
- Learn more online:

![QR Code]
ANA Resources

- National Commission to Address Racism in Nursing
- Healthy Nurse Healthy Nation
- Incivility, Bullying, and Workplace Violence
- Principles for Nurse Staffing
- And more...
Key Point 3: Leader Role

Leaders must seek to build and sustain healthy work environments and must have support in doing so.
Supporting Leaders

Think Tank Recommendation:
- Regulatory support to help leaders justify the time and effort required to assess and reform work environments

Task Force Recommendation:
- Provides a wide variety of actions to consider in supporting leaders

- Leaders need support – unit leaders are the essential component of healthy work environments
Unit Managers and Healthy Work Environments

- Examples of support
  - Education, coaching, mentoring
  - HWEs don't just happen – leaders must drive
  - Enforceable guidelines for appropriate managers span of control
  - Respite from the job – find a process for true time off
  - Eliminate tasks that someone other than the manager could do
  - Build in ample time to allow for strategizing with staff
Questions & Answers
Breakout Discussions
Breakout Discussions

- Breakout rooms with a Discussion Facilitator
- Each group will share one key takeaway
Breakout Discussions

- Focus on action and next steps
- 45 mins for open discussion
- Please be respectful towards your peers and differing points of view
Discussion Questions

- How do healthcare team members contribute to a healthy work environment? Share a specific action you have taken or observed from a co-worker.

- Think about the nurse manager role – what actions must they take to create and sustain HWE?

- Which actionable steps can nurse leaders and hospital executives take to advance and implement these recommendations forward?
  - Individual level, Institutional level, and Policy level

- What have we missed?
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Thank you for joining us!