How to Attract New Nurses, Reduce Turnover, and Help Nurses Succeed!

TRANSITION-TO-PRACTICE RESIDENCY PROGRAM FOR THE LTC NURSE

Introductions

Pathway and The Center for Aging Research and Education at the University of Wisconsin-Madison School of Nursing

Nursing Shortage

Historic Labor Shortage

Nursing homes have experienced the worst job loss of any health care sector.[3]

210k — jobs lost over the course of the pandemic

1994 — last time workforce levels were at this level

>13% — decline in nursing home workforce

2027 — At the current pace, nursing homes need 4 years to return to pre-pandemic workforce levels.

84% — of nursing homes are currently facing moderate to high levels of staffing shortages [4]

Providers are doing everything they can to recruit and retain caregivers, but they need help.

9/10 — nursing home providers have increased wages and offered bonuses

28-34% — increase in wages for nurses between 2020-2022 [5]

96% — of nursing homes find difficulty in hiring staff

97% — said the lack of interested or qualified candidates is a major obstacle to hiring new staff

AHCA/NCAL launched a national workforce recruitment campaign, **Careers in Caring** [6]

[1] CMS, COVID-19 Nursing Home Data, as of Jan. 27, 2023
[2] CDC, COVID-19 Vaccinations in the United States, as of Jan. 27, 2023
[3] AHCA/NCAL, "Long Term Care Jobs Report" January 2023
[4] AHCA/NCAL, Survey of 524 Nursing Home Providers, January 2023

[5] CLA, "State of the Skilled Nursing Facility Industry: In-Depth Analysis on Increasing Costs and Local Impact" May 2022
[6] AHCA/NCAL, "Long Term Care Profession Launches National Campaign To Attract More Caregivers" January 11, 2023

AHCA - State Of The Nursing Home Sector Report
https://www.ahcancal.org/News-and-Communications/Press-Releases/Pages/AHCANCAL-Releases-State-Of-The-Nursing-Home-Sector-Report.aspx

Cost of Turnover

THE COST OF NURSE TURNOVER

Evidence shows that nurse residencies increase nurse retention and save costs.* But can the cost savings be measured in hard dollars? Using the Turnover Calculator, you can determine your nurse turnover rate and how much turnover is costing your organization.

Here's how it works: choose a period of time to capture a snapshot of your nurse turnover. A 12 month time period is best, but if you don't have 12 months of data consider using the past six months.

1. Enter the number of months you are using ("the period")

2. Calculate the total number of nurses that remain employed at the end of each month, and add these numbers together.

3. Calculate the total number of nurses that have left your employment each month, and add these together.

4. The calculator will give you your Turnover Rate.

5. To calculate the cost of turnover to your organization, multiply the number of nurses that have left the organization by $58,000* (*turnover average based on national data and includes

TURNOVER CALCULATOR

1. Number of months (the period)*

    [0]

2. Add up the total number of nurses you have at the end of each month during the period.*

    [0]

3. Total number of nurses who left during the period.*

    [0]

4. Your turnover rate

    [0]

For example, Sunnyside Skilled Nursing decides to measure their nurse turnover rate using 6 months of data. They add the total number of nurses they employ at the end of each month:

Month 1 = 8
Month 2 = 1
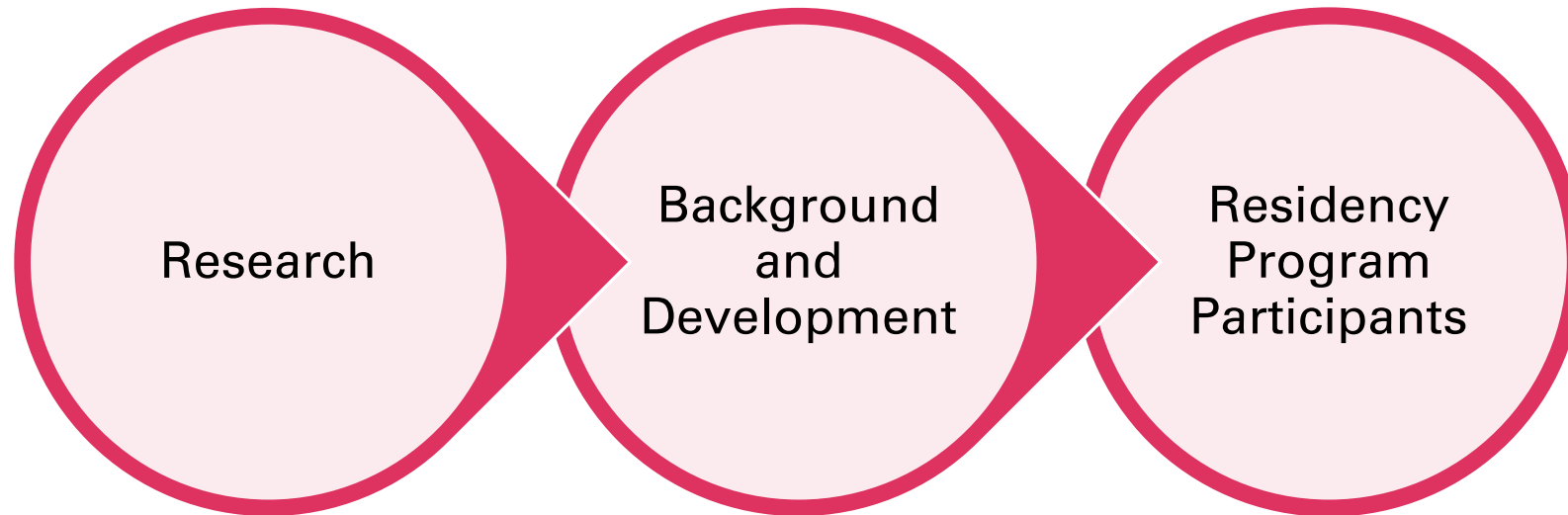Month 3 = 7
Month 4 = 8
Month 5 = 9
Month 6 = 8
Total = 48

They calculate the total number of nurses that have left employment each month:

https://gerires.nursing.wisc.edu/

Background

GeriRes Design

Clinical Coach **+** RN LPN/LVN Residency Program **=** GeriRes NEXT LEVEL NURSING

Pilot Outcomes (RNs)

- **Increased retention**
- 63 RN Residents enrolled (2017-2020)
  - 31 did not complete, 14 still employed at org (45%)
  - 32 completed, 27 still employed at org (84%)
- **Increased knowledge**
- Pre and Post tests
  - Pre quiz average: 78%
  - Post quiz average: 90%

Pilot Outcomes (RNs)

- Anecdotal evidence of some homes increasing recruitment of RNs by advertising Geri-Res

- Clinical Coaches who embraced experience found satisfaction.

- Nurse Resident Intent to Turnover

  - Very low in completer group, mixed in non-completer group (where data exists)

  - High feelings of management support, peer support and job task confidence.

Pilot Outcomes (RNs)

- Consider readiness
  - Stable leadership
  - Right Clinical Coaches, backup plan
  - Coordinator empowerment
  - DON commitment to involvement
- Offer protected, paid time to nurses to complete modules outside their normal shift duty to avoid distractions
- Communicate explicitly to Coaches and Nurse Residents how they will document their time to get paid for time completing modules, in coaching sessions.
- Three modules completed is a "danger zone" for dropoff
  - Develop plan for when things go off track, because they will
- Start small, go big. Easier to pilot with a small group and address challenges.
- Plan to incorporate your procedures, resources, policies, case studies
- Start new nurses early in onboarding. Coaching relationship, touchpoints key.

Key Design Elements

Organizational Readiness
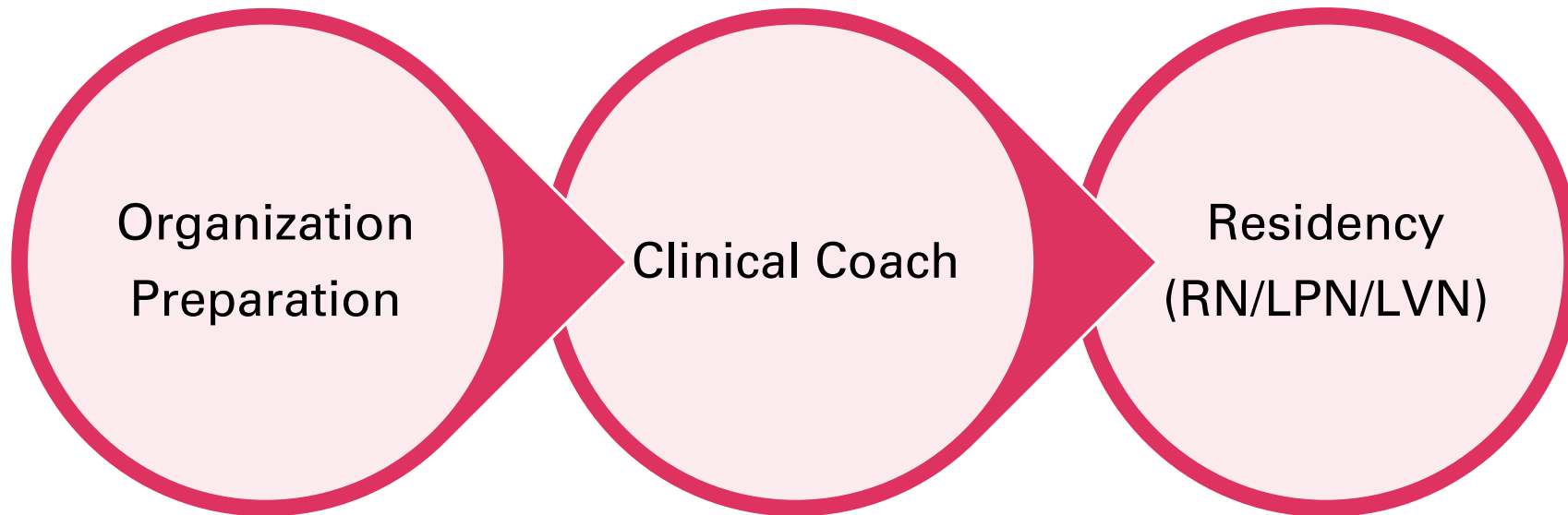
Geri Res
NEXT LEVEL NURSING

Nursing Home
Organizational Readiness
Guide and Workbook

The Center for Aging
Research and Education
SCHOOL OF NURSING
UNIVERSITY OF WISCONSIN–MADISON

Table of Contents

Organizational Support Required for Nurse Resident Professional Development

Although Nurse Residents have successfully completed a rigorous nursing program and passed the NCLEX exam, they may still lack the experience needed to move from novice to expert. According to Benner (1982) it takes two to three years for a new graduate to progress from an "advanced beginner" to a "competent" nurse. Even nurses several years out from graduation experience a decrease in proficiency when put into a novel clinical setting. Therefore, it is essential that they receive the support needed to develop into competent clinicians.

There is a growing body of knowledge about what kind of support facilitates timely professional development of new nurses. Successful residency programs:

- Require administrative buy-in at all levels within the organization;
- Ensure that the new Nurse Resident workload is advanced gradually over several months, not days or weeks;
- Foster the development of Clinical Coaches who play a critical role in the professional development of Nurse Residents;
- Provide sensitive mentorship that includes timely and supportive feedback on Nurse Resident performance; and
- Encourage a unit-based culture that is supportive rather than critical.

Research on the transition to practice suggests that it takes a full year for a new nurse graduate to have the clinical skills and confidence needed to take on a more independent role. Thus, the Nurse Resident will continue to need support and mentorship after the 16 week Geri-Res program is completed.

This support should be an integral part of the planning and implementation of Geri-Res, and this guide includes a variety of information and tools to help your organization throughout the process.

Clinical Coach

- Provides autonomy and independence

- Resource

- Helps nurses grow

- Works with the nurse

- Coaches

- Feedback

- Emphasizes the "positive"

Clinical Coach

Geri Res
NEXT LEVEL NURSING

Nursing Home
Clinical Coach Orientation Guide and Toolkit

The Center for Aging Research and Education
SCHOOL OF NURSING
UNIVERSITY OF WISCONSIN–MADISON

PATHWAY HEALTH
Insight | Expertise | Knowledge

Table of Contents

• • •
3

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Congratulations on becoming a Clinical Coach!

Clinical Coaches are the heart of Geri-Res. We know that a good coach can make the difference in whether a new nurse stays or leaves an organization, and even the profession. Most new nurses, and many who are experienced but new to long term care, experience a high level of stress as they learn to manage the many demands in this environment. Unlike hospital settings, nurses in nursing homes must often make difficult decisions, sometimes very quickly, without the benefit of experienced nurses by their side to guide and support them. Clinical Coaches can provide this guidance, decreasing the isolation and uncertainty that could otherwise lead to discouragement and leaving the job.

Clinical Coaches can also serve effectively as advocates for Nursing Residents. During the summer, when most new Nursing Residents will be starting, the pressure of staffing shortages from turnover and increased vacation usage sometimes results in pushing new Nursing Residents to take on more responsibility than they are ready for. This is another common source of turnover in new RNs. Clinical Coaches can be effective in advocating for new nurses to be given the time and support needed to develop skills.

New nurses in any environment experience a high level of anxiety as they take on greater responsibility. This is a major reason for nurse residency programs, to support new nurses as they increase their level of responsibility and experience related anxiety. This is natural. This is also where the Clinical Coach is vital. Experienced Clinical Coaches become quite skilled at knowing just how much to push new nurses and how to provide additional support and guidance as they are nudged into greater responsibility. Helping the nurse resident gain skills and confidence, pushing just enough, and being there to show support and gently guide are important duties of a Clinical Coach. This works most effectively if the Clinical Coach works with other staff and with schedulers to tailor the new nurse's assignments and the expectation that others have of the new nurse. This is challenging, rewarding, and important.

Being selected as a Clinical Coach is an honor. It means that you are seen as someone with excellent clinical, interpersonal, and mentoring skills. It probably means others have found you helpful and supportive and that you are highly respected by your peers and supervisors. Congratulations. We hope you find this to be a rewarding personal and professional experience!

Barbara Bowers RN, PhD
Geri-Res Program Creator
UW-Madison School of Nursing

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5

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Modules

- Clinical Coach
- 7 Modules
- Orientation Guide
- Videos
- Handouts
- Reference Guides

Modules

1 - Geri-Res RN Terms of Use

2 - Module 1: Geri-Res Nurse Residency Program: Introduction to Long-Term Care Module

3 - Module 2: Geri-Res Nurse Residency Program: Pharmacological Considerations

4 - Module 3: Geri-Res Nurse Residency Program: Resident Quality of Life

5 - Module 4: Geri-Res Nurse Residency Program: Maintaining Mobility

6 - Module 5: Geri-Res Nurse Residency Program: Cognitive Impairment

7 - Module 6: Geri-Res Nurse Residency Program: Communicating with the Team

8 - Module 7: Geri-Res Nurse Residency Program: Communicating with Families

9 - Module 8: Geri-Res Nurse Residency Program: Pain

10 - Module 9: Geri-Res Nurse Residency Program: Cultural Diversity

11 - Module 10: Geri-Res Nurse Residency Program: Skin

12 - Module 11: Geri-Res Nurse Residency Program: Sensory Changes

13 - Module 12: Geri-Res Nurse Residency Program: Infection Prevention

- 12 Required Modules
- Handouts, Lesson Files
- Resources & Reference Guides

Lets Take a Look

Module 1: Geri-Res Nurse Residency Program: Introduction to Long-Term Care Module

As the first part of your Long-Term Care Nurse Residency Program journey, you will complete this online course consisting of eighteen modules. Twelve are required and six are optional.

During this course, there will be pop-up questions, quizzes, and other activities to help make sure you are understanding and retaining the content. Most of the questions will be easy and you may retry them as many times as you like. Points are issued for correct answers, so please retry until you get the answers correct so you earn enough points to continue to the next Lesson. Please be sure to submit your answers at the end of each lesson. Thank you and enjoy the course.

Note: Geri-Res module quizzes may cover materials found in links. RN Residents are expected to read linked documents and browse web content linked in the modules.

Please review a copy of the RN Resident Workbook and Orientation Guide before you begin the Nurse Resident Course. Nurse Residents are encouraged to use the workbook along with the modules in the Geri-Res program. Each module has a dedicated section that includes all the module's learning activities and spaces to record questio with your Clinical Coach to discuss your week and the corresponding Geri-Re side of the screen under Lesson Files. Please save the following files to your Geri-Res RN Resident Workbook, Geri-Res Nurse Resident Orientation Guide Files.

Note: There are bracketed numbers after some sentences in this course [*GS the full citation, click on the Reference Guide located on the right-hand side c

Introduction to Long-Term

Up Next...

Module 2: Geri-Res Nurse Residency Program: Pharmacological Considerations

Lesson Started

The Nurse's Role

> **Long-Term Care Nurses Are Unique**

> **Nurses Promote Functioning**

> **Nurses Ensure Quality of Life**

> **Nurses Are Responsible for Staff**

> **Nurse Staffing is Different than in Hospitals**

> **Career Opportunities in Long-Term Care**

> **Job Options and Advancement**

> **Scope of Practice**

Lesson Files

Geri-Res RN Resident Workbook
Geri-Res Nurse Resident Orientation Guide
Geri-Res Reference Guide
Sage Reference: Nursing Roles in Health Care and Long-Term Care
Resident Assessment Instrument and MDS
Two-page overview of consumer payment for skilled nursing care

Optional Modules

15 - Module 13: Optional Geri-Res Nurse Residency Program: Nutrition

16 - Module 14: Optional Geri-Res Nurse Residency Program: End of Life Care

17 - Module 15: Optional Geri-Res Nurse Residency Program: Urinary Incontinence

18 - Module 16: Optional Geri-Res Nurse Residency Program: Depression

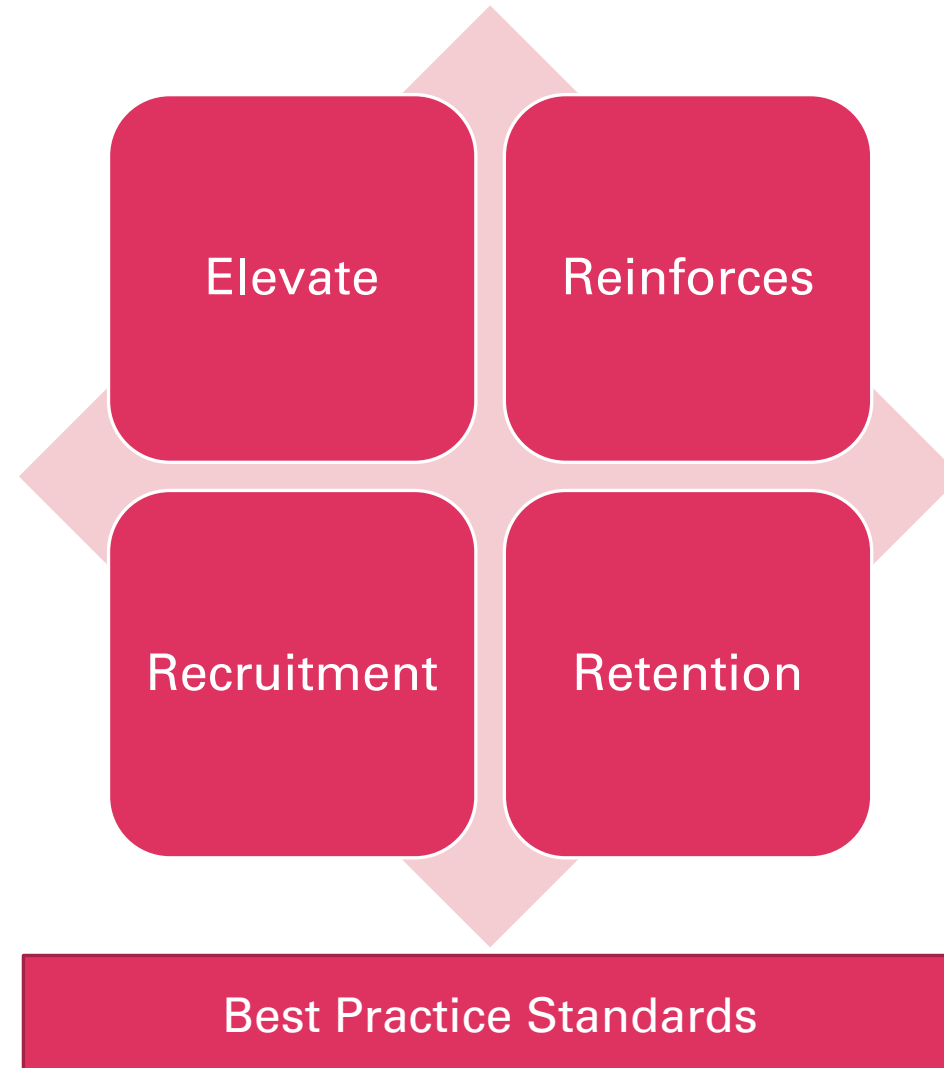19 - Module 17: Optional Geri-Res Nurse Residency Program: Change in Condition and Care Planning

20 - Module 18: Optional Geri-Res Nurse Residency Program: Quality Assurance and Performance Improvement (QAPI)
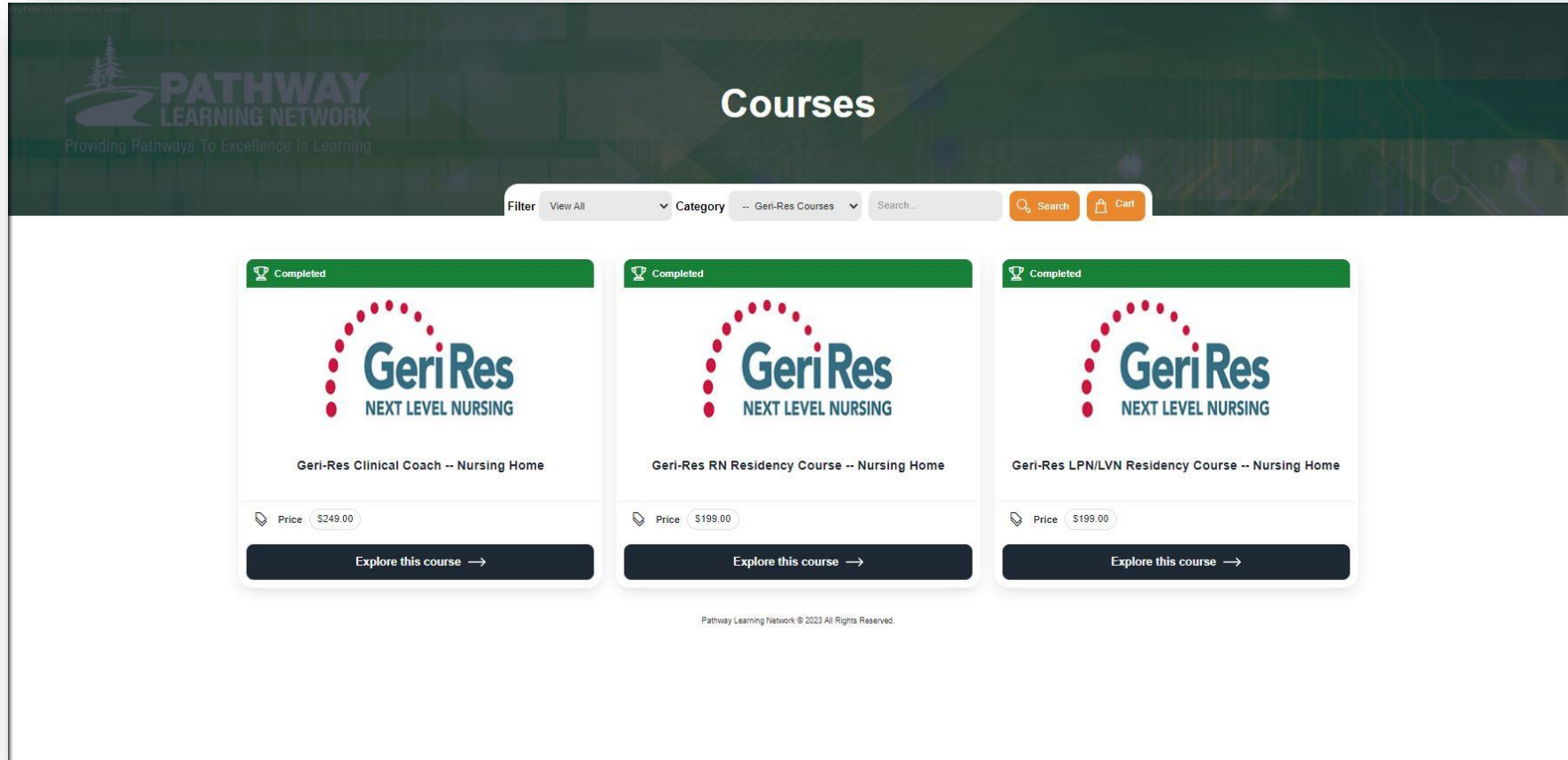
- 6 Optional Modules
- Handouts, Lesson Files
- Resources & Reference Guides

Benefits – Summary

Elevate

Reinforces

Recruitment

Retention

Best Practice Standards

Access

Questions

Learn More about GeriRes

https://pathwayhealth.com/geri-res-ltc-nurse-residency-program/

https://youtube.com/watch?v=N1uN7WpR6jc&feature=shares

Thank You!