

# Staffing Challenges: Reviving Your Program to Recruit and Retain

## Background

Costs associated with turnover can have a huge impact on a hospital's profit margin. According to the 2021 NSI National Healthcare Retention & RN Staffing Report, the average turnover costs result in hospitals losing \$3.6 - \$6.5 million each year.

They also cite that the pandemic has worn down all registered nurses and for the first time, retirement has been in the top three reasons for RNs resigning. Relocation and career advancement tying for first.

At Presbyterian Shadyside Collaborative Care Management Department, we have found that since March 2020, when COVID hit, we have experienced a larger turnover and vacancy rate greater than we have had since 2012.

Knowing that this is a time of crisis, our primary goal was to begin to revamp our onboarding, develop and optimize the preceptors and enhance the overall orientation program for new hires.

## Goals

Capture new hires, create better onboarding, develop plus optimize the preceptors and enhance the overall orientation program.

With the achievement of this goal, we were able to:

- Transform the interviewing process to include a staff interview panel where the staff is empowered to make the decision to hire or not
- Structure a Preceptor Course, precepting guidelines and ongoing preceptor education for a core group of CMs who will guide, teach and mentor new hires.
- Develop a continuing education program for all new hires that they attend throughout their first year in the department.

## Program Development

Focuses on the interview process, development of preceptors and devising an ongoing learning series for all new hires.

- Enhanced interview process with shadowing and staff only panel interviews.
- Preceptors are volunteers with a strong background in Care Management and leadership qualities.
- Resources developed included a Preceptor Course, preceptor guidelines and ongoing quarterly meetings.
- New hire/manager meetings conducted weekly during the orientation phase and continue for 6 months.
- Created an on-going education program titled, Lunch & Learn: Facts and Snacks for all new hires.

## Program Implementation

### Interviewing/Shadowing:

- All applicants shadow with a consistent CM who will provide feedback prior to the panel interview. The interview is with department team members, both CMs and SWs.

### Preceptors:

- Preceptors must attend a day long preceptor course, agree to preceptor guidelines and commit to attending ongoing preceptor quarterly meetings.

### Meetings:

- Consistent feedback is provided to the orientee in weekly meetings with the orientee, preceptor and manager to identify if the orientee is on target for orientation completion.
- Meetings continue with the manager and new hire for 6 months to provide supervision, guidance and support.

### New Hire On-Going Education:

- All new hires attend a continuing education program called Lunch & Learn: Facts and Snacks which continues weekly for the first 4 months post orientation phase and then twice a month for the first year of hire.



Facts and Snacks

### Lunch & Learn: Facts and Snacks Subjects Include:

- Levels of Care
- Out of Network//Non-Par Process
- Transferring Patients to other Facilities
- Review of Regulations/Regulatory Forms & Documentation Requirements
- Collaboration and Effective Communication
- Reviewing the SW Triggers
- Appeals, Non-Cooperative Cases and when patients do not want to leave
- Medicare Overview
- A Day in the Life of CM
- Case Discussions
- Discharge Planning Resources
- Medigap
- Collaboration with the Medical Directors
- Palliative and Hospice Care
- Review of CHC's

## Program Assessment

- Shadowing** provides a demonstration of the actual CM role with the ability to ask specific questions directly to the CM.
- Peer interviews** capitalize on the ability for both the applicant and the staff members to assess the best fit for the department and the applicant.
- Written Evaluation of the preceptor course validates appropriateness of the educational content presented.
- Qualitative feedback from the new hires for the continuing education Lunch & Learn: Facts and Snacks program has been positive, indicating that it has assisted with continual growth within their new role.

### Guidelines for Preceptors

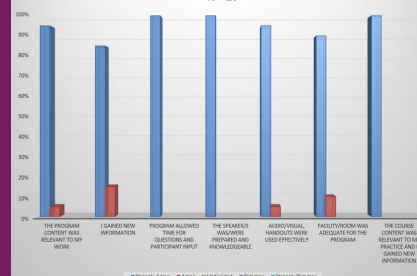
- Confidentiality**
  - There will be no discussions regarding any orientee's performance outside of the leads and/or management team.
- Professionalism**
  - Preceptors will have a positive attitude, presenting themselves in a positive manner.
  - All will be a role model, avoiding gossip.
  - Appropriate language will be always used while orienting.
  - Be respectful and dependable.
  - Ensure a great appearance.
  - Poise will be maintained even in challenging situations.
  - TEAM focused approach.
  - Use AIDEIT to manage up colleagues within CM/SW Department as well as ancillary partners.
- Communication**
  - Open communication will always be encouraged with the orientee.
  - Objective answers will be provided to questions.
  - Actively listen.
  - Provide feedback in real time.
  - Attend weekly meetings with orientee, preceptor and manager.
  - Provide a handoff to any other preceptors who will be assisting with the orientation.
  - Weekly summaries will be provided to the direct manager.
  - Keep the orientation checklist up to date, identifying areas of completion and opportunity.
- Share Your Expertise**
  - Tailor teaching to the orientee's needs.
  - Coach and explain where to find policies and procedures.
  - Supply resources not expecting they already are aware of them.
  - Provide organizational skills specifically focusing on time management.
- Preceptor Quarterly Meetings**
  - Commit to attending the preceptor quarterly meetings
    - Ongoing precepting education opportunities.
    - Engagement with reviewing/revising the current orientation process

### Preceptor Course Topics:

- Roles and Responsibilities of the Preceptor
- Adult Learning Principles
- Learning Styles
- Onboarding
- Mapping the Orientation Process
- Phases of the Orientee
- Constructive Feedback Tactfully
- Being a Successful Preceptor

### Preceptor Feedback

N = 20

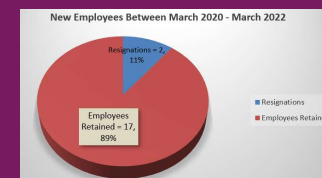


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## Outcomes

**Retention Rate:** We have had 19 new hires from March 2020 – March 2022.

- 89% retention of those hired during that time
  - 2 of the 19 have left the department
    - 1 internal promotion
    - 1 internal physician office to be closer to home.



## Conclusion

- Peer interviewing creates engagement and assists with the selection of new hires who better understand the role by speaking directly to front-line staff and allows the front-line staff to identify and select those who express a true interest in the CM position.
- Developing and educating strong preceptors enhances the orientation and provides a consistent fundamental process for all new hires.
- Ongoing education to the new hire, promotes growth and confidence in the role which benefits overall retention.

## Next Steps

- On-going future development of education and workshops for the preceptor's quarterly meetings.
- Enhance the staff interview panel by activating regular meetings with the members.
- Expansion of preceptors to assist with development of other new staff members.
- Continual review and validation of the process.

## References

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