



# No Staff, No Problem: Leveraging a Case Manager Transition Program for Staff Recruitment and Retention

"JAY" Jose Abel Larrosa, MSN, PHN, RN-BC, ACM-RN  
Scripps Health, San Diego, California

## BACKGROUND

- Per Nursing Solution, Inc. (2021), "Hospital turnover remains elevated, currently at 19.5% and executives need to be concerned since this is a leading indicator of future financial pressure, and patient & employee satisfaction".
- As the pandemic persists, hospitals continue to face enormous challenges, including financial losses, and perilous workforce shortages (California Hospital Association, 2022).
- Difficult to fill positions remains open for a longer period than usual.
- Transition programs are commonly offered by several specialty areas, especially in nursing.
- To increase the rate of acceptance of job offers, interested applicants especially for those who are transitioning to a new practice area needs to be ensured that proper education and training on the new work role and setting will be provided.
- A transition program versus a traditional orientation program can be leveraged as a tool for staff recruitment.
- A positive experience during the transition program can yield into staff retention.
- Scripps Health Case Management (CM) departments committed to support the development of a Case Manager Transition Program (CMTTP) in 2017.

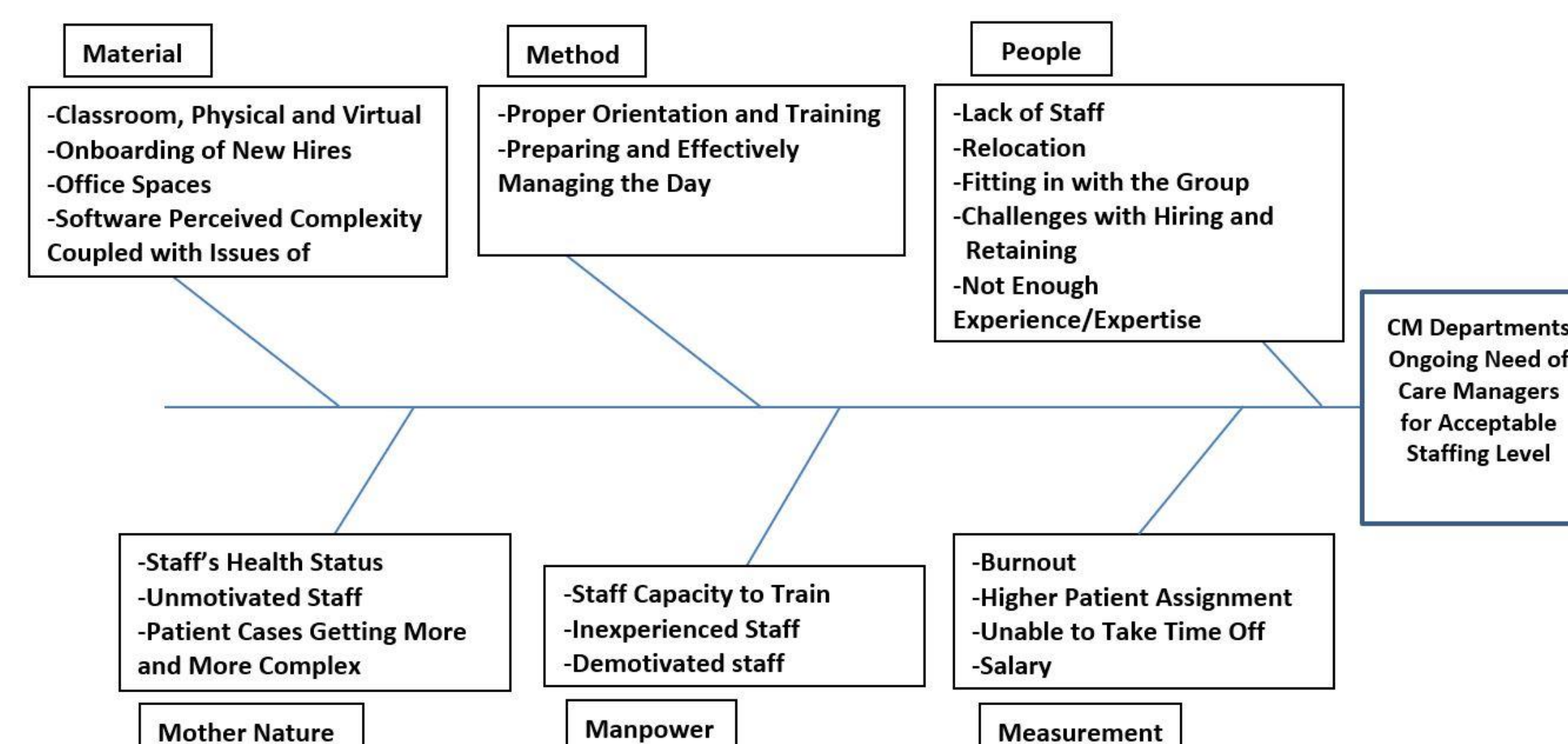


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## OBJECTIVES

- To address staff turnover proactively.
- To provide a tool to recruit and retain staff.
- To promote the specialty practice of case management.
- To create a strategic method on case manager development in their own practice setting.

## Gap Analysis



## Open Positions

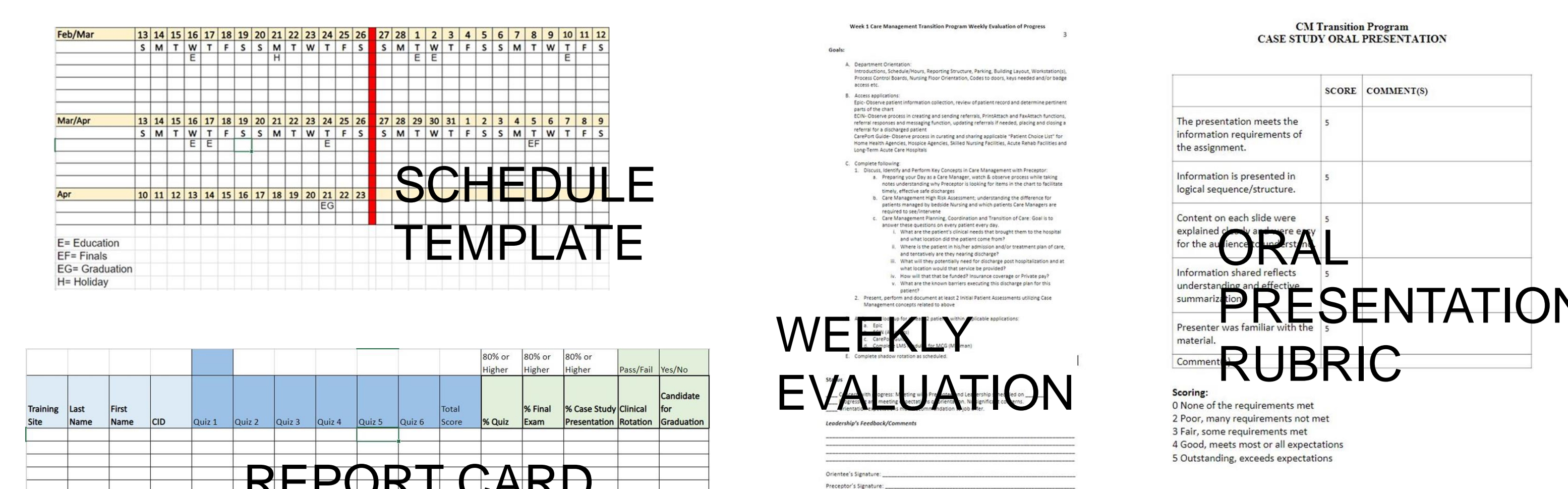
	2017	2018	2019	2020	2021
Traditional Hire	1	5	12	3	7
Transition Program Hire	10	-	-	9	12

## PROJECT DEVELOPMENT TIMELINE



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## Sample Documents Prepared for the Program



## IMPLEMENTATION FRAMEWORK

### Job Posting, Hiring and Onboarding:

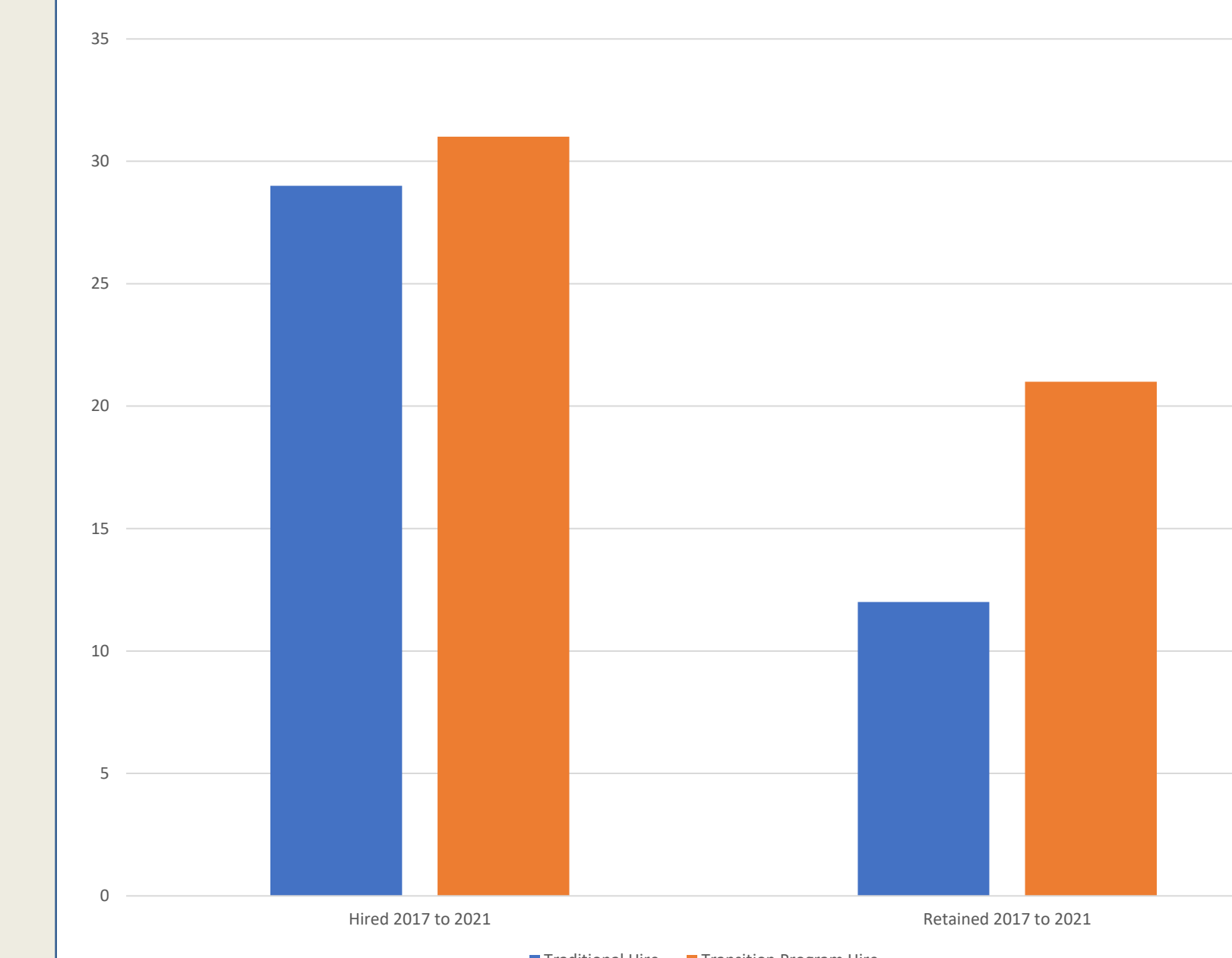
- Posting of available CM positions.
- Offering CM positions to qualified candidates.
- Onboarding of internal and external hires.

### Curriculum Completion:

- Completion of required classes for CM Preceptors:
  - Preceptor/Clinical Coach Class by CM Preceptors
  - Precepting for CMTTP
  - Class on Standard Work that were concurred by CM Preceptors and CM Leaders
- Completion of the transition program by CM Interns:
  - Didactic
  - Quizzes, Final Exam
  - Oral Presentation of a Case Study
  - Clinical days with CM Preceptors

## OUTCOMES

68% Retention Transition Program Hiring VS 41% Retention Traditional Hiring from 2017 to 2021



- Staff who were part of the transition program continues to be successful within the practice setting; some became preceptors, and some have been promoted to a leadership role.
- Leaders and staff across the system continues to support the transition program that they requested for it to be offered more than once a year.
- CMTTP was offered twice in 2021.
- Fifth Cohort started February 2022 and Sixth Cohort is planned to start in August 2022.

## CONCLUSIONS

The Case Manager Transition Program has assisted a growing case management departments in the following ways:

### Staff Recruitment and Retention:

- Provide opportunities for registered nurses from other practice areas to become a successful case manager.
- Opportunities to provide staff with financial incentives.
- Provides staff with a sense of being empowered.

### Professional Development:

- Promotes effective learning and training environment.
- Encourages professional growth in the department and practice of case management.

### Role Satisfaction:

- Promotes perception of competence on the new role.
- Provides opportunities to teach and train purposefully.
- Fosters professional development.
- Imparts sense of pride.
- Promotes opportunity for increased staff recognition.

## REFERENCES

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