

# 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

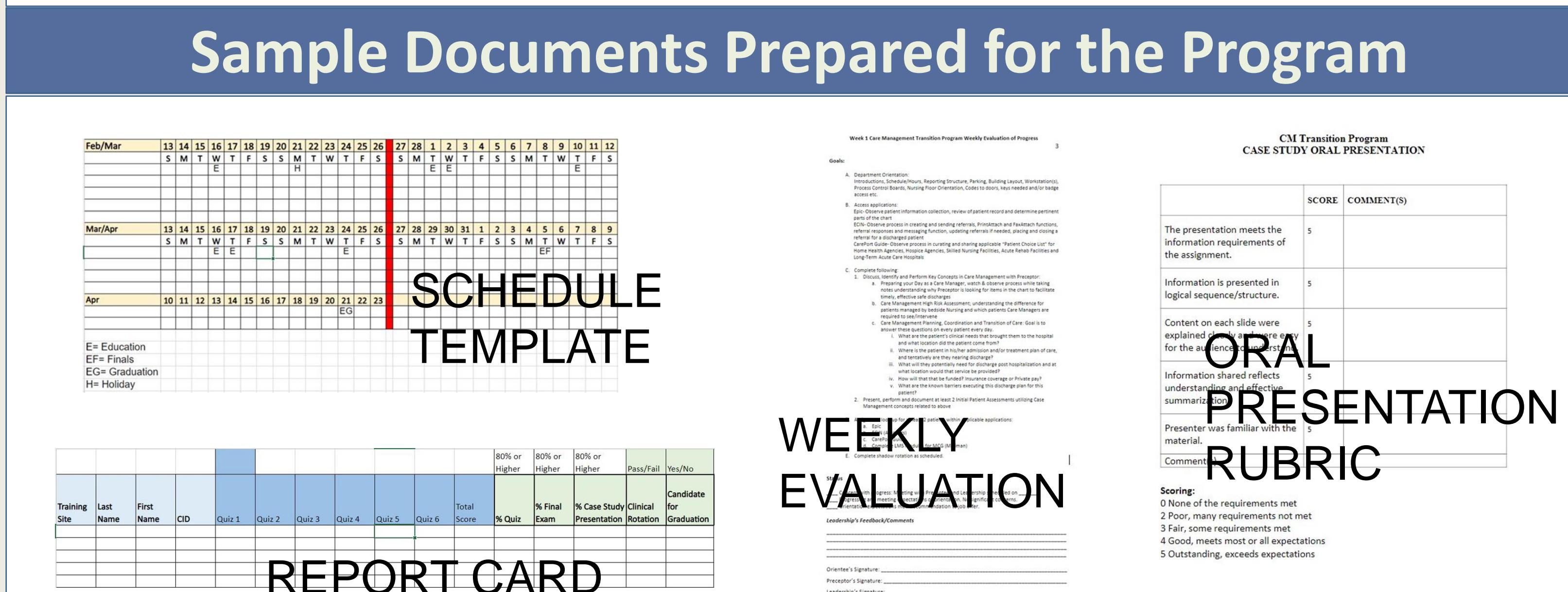
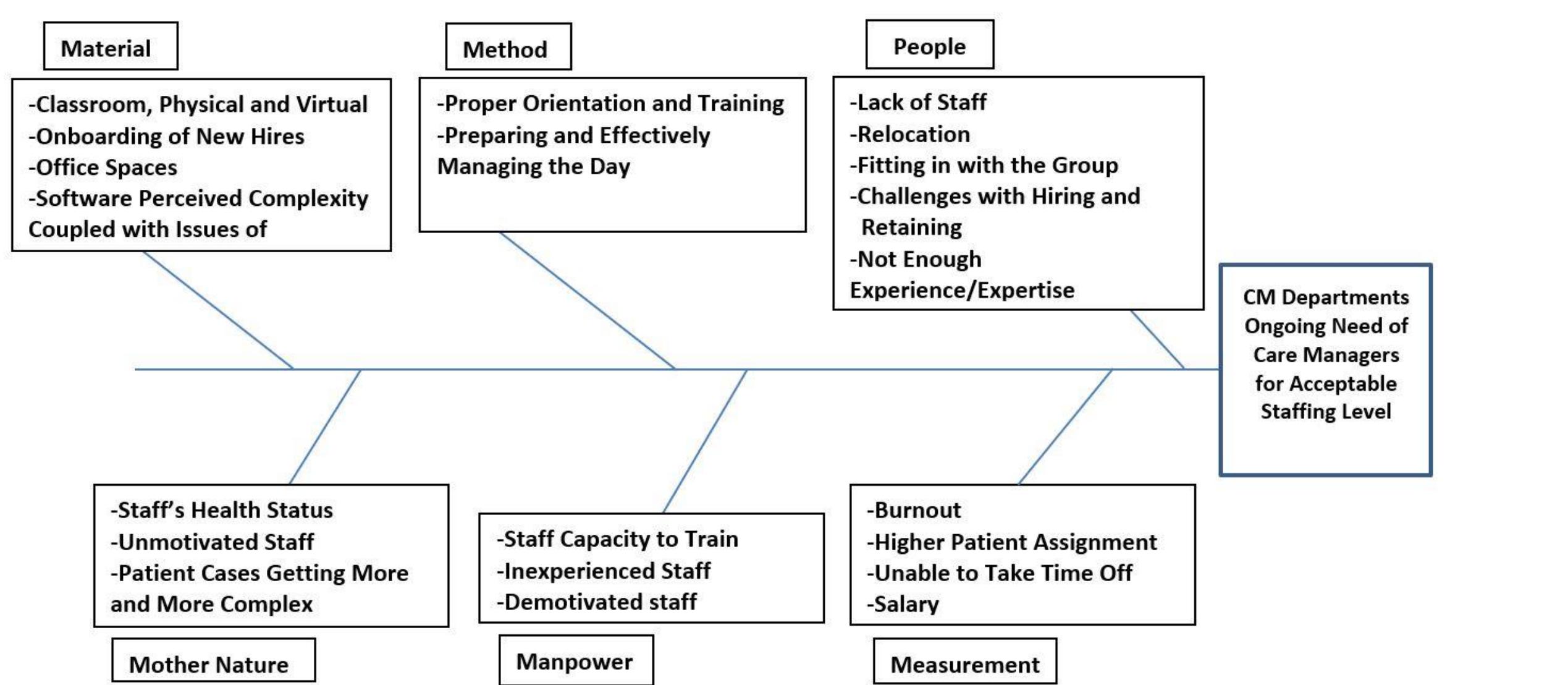
## BACKGROUND

- 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 (CMTP) in 2017.

## 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



## 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 CMTP
  - 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

