

# ACHE Chapter Panel Discussion Template #112

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*For ACHE Face-to-Face Education Credits*

## **RN & Clinical Staff Retention & Turnover**

**Length:** 1.5 hours

**Target Audience:** C-Suite Executives, Senior Healthcare Executives, Clinical and Operational Leaders, ACHE and AONE members, Talent Acquisition & Human Resource managers

**Description:** With an aging population, baby boomers retiring, millennials taking over the work force, and reimbursements being more tied to patient satisfaction and administrative duties, it is no surprise that turnover is at an all-time high. It is imperative for hospitals and health care systems to understand the impact of turnover as well as how to increase retention through engagement, professional development and mentorship.

**Faculty:** Moderator plus two to three panelists. The moderator should be a healthcare executive with 10 or more years of experience in leading other nurse and human resource leaders.

Panelists should include a senior-level nursing executive with responsibility for onboarding, recruitment, and retention of nursing and clinical staff and a human resource leader who is held accountable for turnover, patient satisfaction, and employee engagement. Other panelists may include additional C-Suite, agency C-suite, or other nursing or human resource leaders.

### **Topics for Discussion:**

- Pathways To Excellence
- Magnet Status
- Ladder Program
- Employee Engagement Initiatives
- Retention Strategies
- Contingent Labor Utilization
- Creative RN Development/Training
- Leadership Development
- Preceptor Engagement

### **Questions for Discussion:**

1. With more Baby Boomer nurses retiring and young nurses entering the workforce to replace them, what are you doing to pass that rich experience and institutional knowledge on to onboarding RNs?

2. Patient census in your hospitals is constantly fluctuating. You are likely applying a host of staffing strategies including overtime, internal resource pools, and contract labor in order to provide patient care. With caregivers coming from various places, what are you doing to ensure the quality of care is consistently increasing?
3. With nurses being on the front line of healthcare, they often recognize potential issues before leadership, in what ways do you create a safe space for our front-line employees to come to leadership with these issues and how do you generate innovation from employees?
4. This is the first time we have had 4 generations all working in the same environment (silents, baby boomers, gen Xers, and millennials), what are the most common disparities between the generations and how do you uniquely work through these issues?
5. What creative programs or initiatives have you used to increase engagement amongst clinical staff or reduce turnover?
6. What are some unique incentives that you use to increase productivity amongst your clinical staff (i.e. time off, bonuses, competitions, etc.) other than standard pay?
7. Does your facility offer any sort of ladder program or offer ways for a clinical staff member to further pursue higher education, credentials, etc.?
8. What impact has Magnet Status or Pathways to Excellence, or other organizational initiatives had on your staff in terms of retention, engagement, or turnover if any?
9. Nursing in particular has always been a cost to a facility as we cannot bill for nurse and clinical staff and be reimbursed. Now that patient satisfaction is tied directly to reimbursement and our clinical staff is the front-line for patients, during your tenure, have you noticed a true correlation between patient satisfaction and turnover?

## **Materials for Distribution**

Hegwer, Laura Ramos, 2019, *Retaining Your Most Valued Resource*, *Healthcare Executive* January/February 34–1, 20-28, <https://healthcareexecutive.org/archives/january-february-2019/retaining-your-most-valued-resource>

## **Additional Resources:**

Scherman, Jess. 2018, *Nursing Shortage in America: What You'll Need to Know in 2019*, Rasmussen College Nursing Blog <https://www.rasmussen.edu/degrees/nursing/blog/nursing-shortage/>

Drenkard, Karen., 2010, *Going for the gold: The value of attaining Magnet recognition*, *American Nursing Today*. March Vol 5 No. 3. <https://www.americannursetoday.com/going-for-the-gold-the-value-of-attaining-magnet-recognition/>

Web resource American Nurses' Credentialing Center (ANCC) - <https://www.nursingworld.org/ancc/>