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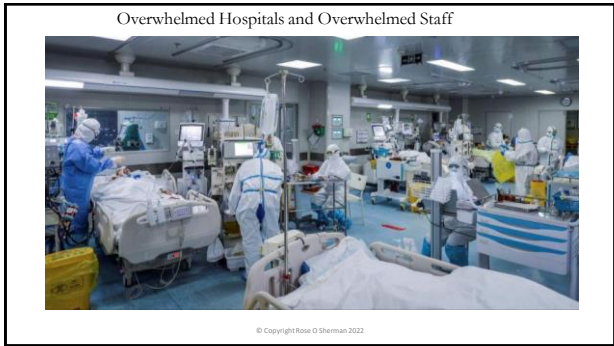
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But Not Just Hospitals – This Crisis Has Impacted All Care Settings

Acute Care	Rehabilitation Settings
Assisted Living Facilities	Nursing Homes
Hospice	Ambulatory and Urgent Care Centers
Home Health Agencies	

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2022 Healthcare System Trends

- Patient volumes continue to skyrocket.
- Health Systems want to add additional services in the face of severe staffing shortages.
- Union activity is on the increase throughout the country.
- Health systems are in financial trouble.
- Travel contract prices are slightly down but the use of travelers as part of core staffing continues.

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What is Different Today about Healthcare

- The numbers of nurses needed and available don't add up. The gap could be as high as one million in a few short years.
- A younger generation of nurses is far less willing to sacrifice their own needs and well-being for those of team and organizations.
- Patients and families are ruder and more violent toward staff, making patient care more challenging and less satisfying for teams.
- Core Teams in most acute settings, including specialty areas, are composed of nurses with less than 2 years of tenure.



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**A Perfect Storm**

- The COVID Effect on Staff.
- Workforce Mental Health and Wellbeing Challenges Secondary to Trauma.
- Huge Generational Shifts in the Workforce.

And Here We Are Today

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Through the Lens  
of a Disaster –  
This Begins to  
Make Sense

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**Typical Phases of Disaster**

The graph shows a curve representing the disaster process. It starts with 'Pre-disaster' (Warning, Threat, Impact) and 'Inventory'. It rises to a peak labeled '“Heroic”' and 'Honeymoon (Community Cohesion)'. It then falls into a valley labeled 'Disillusionment' with sub-phases 'Coping by Denial' and 'Working through Grief'. It then rises again to a plateau labeled 'Reconstruction A New Beginning' with sub-phases 'Trigger Events and Anniversary Reactions'. The source is cited as 'Zanis & Myers'.

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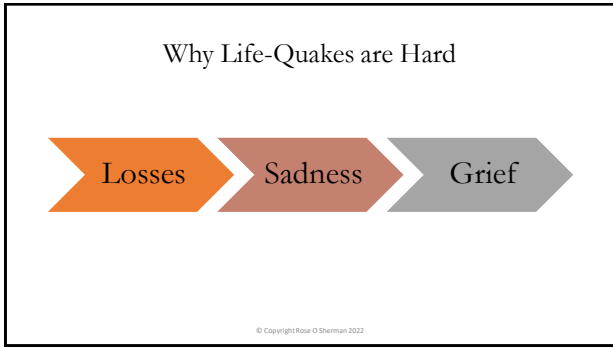
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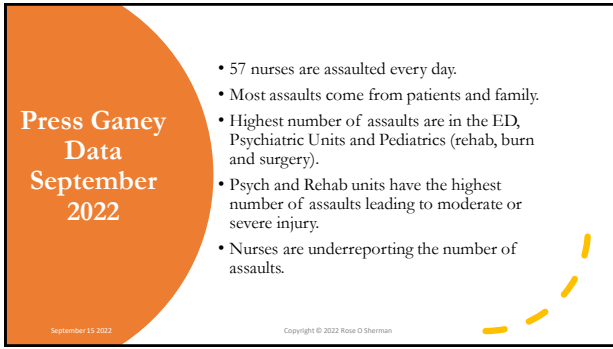
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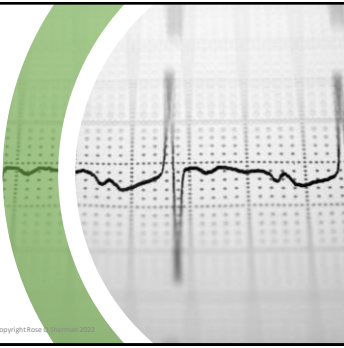
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# ANA Pulse Survey

Released March 1<sup>st</sup>, 2022 N= 12,694



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## Not or Not at All Emotionally Healthy

By Age		By Role	
Under 25	47%	Critical Care	46%
25-34	46%	Emergency Dept	46%
35-44	39%	Med-Surg	39%
45-54	29%	All Acute Care	38%
55 +	19%		

ANA COVID-19 Two-Year Impact Survey Released March 2022

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## Nurses Under 35

66% feel anxious compared to 35% of nurses over 55.

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47% report feeling depressed.

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60% report feeling traumatized by COVID.

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19% feel their organization cares about their wellbeing compared to 42% of nurses over 55.

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63% now intend to leave or are considering leaving their organization versus 30% in other age groups.

ANA COVID-19 Two-Year Impact Survey Released March 2022

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**What if – in your first year of practice**

- The world was in the middle of a pandemic.
- Everyone wore PPE and masks.
- Your last year of nursing school was done remotely using simulation.
- Turnover rates among your colleagues skyrocketed.
- You are assigned very complex patients.
- You don't socialize with your colleagues outside of work.
- You felt overwhelmed with all the chaos in the environment.

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**We Need to Look at What is Happening to Nurses through the Lens of Trauma Informed Leadership**

Trauma-informed leadership is an appreciation for the emotional world of personal and professional experiences that rumble beneath the surface of those who have been through a traumatic experience. The emotions of confusion, anger, pain and negativity are not unusual.



Trauma-informed leadership **recognizes and honors the emotional scars** that people have. It can help the leader empathize with their employees, both powerful emotions themselves for a leader to have.

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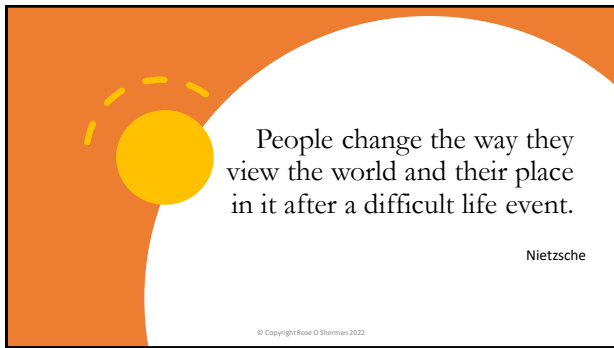
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People change the way they view the world and their place in it after a difficult life event.

Nietzsche

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## Nurses Are Re-considering Everything

- Where they want to live?
- Whether they should change careers?
- How many hours they want to work?
- What is fair pay for the work?
- Whether they should take travel assignments?
- What type of work-life balance they want moving forward?
- Should they retire?

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### ANA Pulse Survey – July 2022 Data

Do you intend to leave direct patient care in the next six months?

Response	Percentage
Yes	19%
Maybe	30%
No	82%

Available at [anf-2022-workforce-written-report-final.pdf](https://www.nursingworld.org/anf-2022-workforce-written-report-final.pdf) (nursingworld.org)

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### A Profession Now in Crisis

RN vacancy rates exceed 25% in some settings – overall in 2021 17.1%	National Hospital Nursing Turnover in 2021 was 27.1	Widespread inability to consistently staff units.	Staff moral distress, burnout and exhaustion from the COVID experience.
Lack of experienced nurses to fill highly specialized positions.	Labor shortages with support staff.	New Graduates have significant gaps in skills due to remote education.	Unexpected steep increases in RN early retirements.

NSI 2022 National Nursing and Healthcare Recruitment and Retention Report  
[https://www.nsinursingsolutions.com/Documents/Library/NSI\\_National\\_Health\\_Care\\_Retention\\_Report.pdf](https://www.nsinursingsolutions.com/Documents/Library/NSI_National_Health_Care_Retention_Report.pdf)

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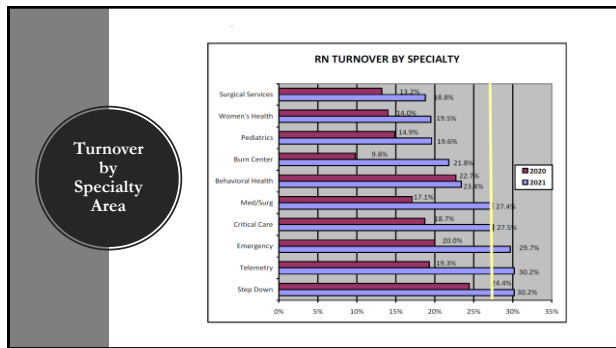
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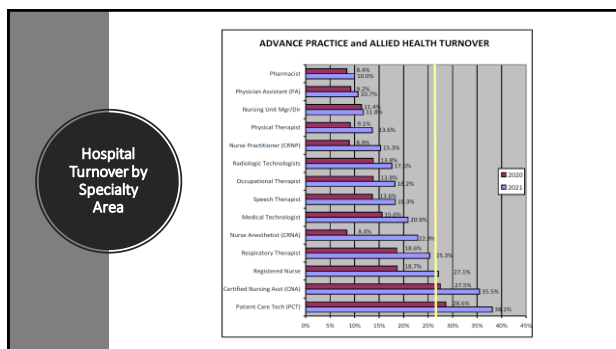
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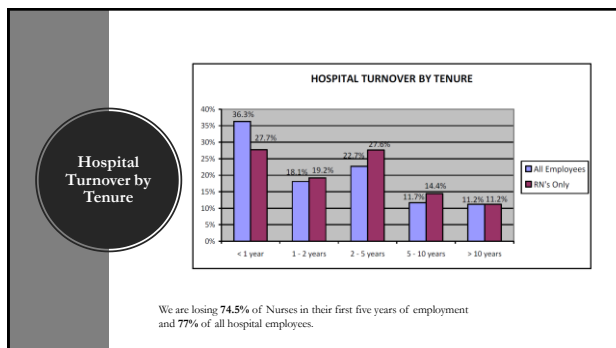
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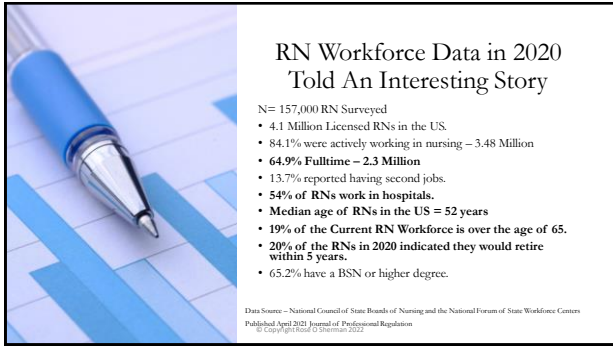
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**RN Workforce Data in 2020  
Told An Interesting Story**

N= 157,000 RN Surveyed

- 4.1 Million Licensed RNs in the US.
- 84.1% were actively working in nursing – 3.48 Million
- **64.9% Fulltime – 2.3 Million**
- 13.7% reported having second jobs.
- **54% of RNs work in hospitals.**
- **Median age of RNs in the US = 52 years**
- **19% of the Current RN Workforce is over the age of 65.**
- **20% of the RNs in 2020 indicated they would retire within 5 years.**
- 65.2% have a BSN or higher degree.

Data Source – National Council of State Boards of Nursing and the National Forum of State Workforce Centers  
Published April 2021 Journal of Professional Regulation  
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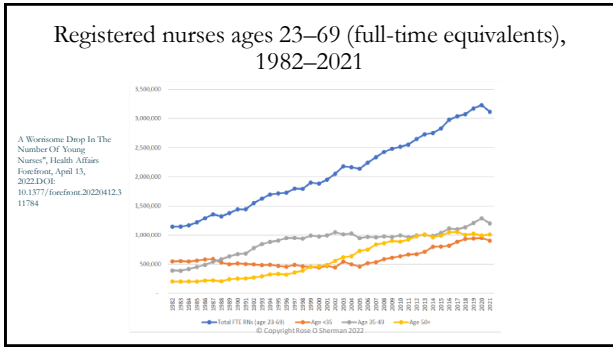
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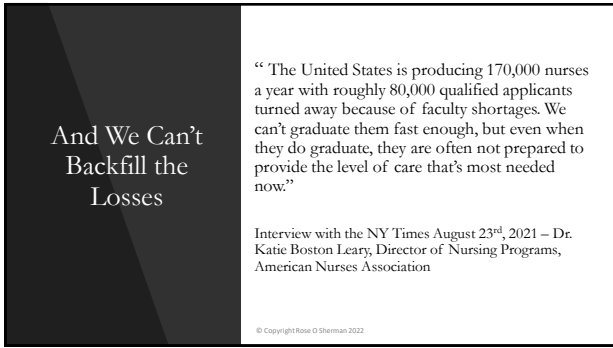
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**And We Can't  
Backfill the  
Losses**

“ The United States is producing 170,000 nurses a year with roughly 80,000 qualified applicants turned away because of faculty shortages. We can't graduate them fast enough, but even when they do graduate, they are often not prepared to provide the level of care that's most needed now.”

Interview with the NY Times August 23<sup>rd</sup>, 2021 – Dr. Katie Boston Leary, Director of Nursing Programs, American Nurses Association

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**Other Trends**

- Staff want to work fewer hours.
- Childcare is a major issue nationwide impacting younger staff.
- Staff are focused on pay and seeking travel positions.
- FMLA and SL usage has skyrocketed.
- Leaders are having challenges in meeting scheduling accommodation asked for by staff.
- More staff want remote work.

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**The Realities of Staff Retention**

- Some turnover is expected and desirable (most organizations try to keep turnover at or below 10%.
- Today's younger workforce see their careers as "tours of duty" on a career path – long-term retention is probably unrealistic.
- Organizational retention efforts have now moved from retention at the unit level to retention at the organizational level.

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**A Drop in RN Tenure**

Median Years at Organization for Nurses Working 12-Hour Shifts

Month	Median Years
Jan 2021	3.5
Feb 2021	3.4
Mar 2021	3.4
Apr 2021	3.4
May 2021	3.4
Jun 2021	3.4
Jul 2021	3.4
Aug 2021	3.4
Sep 2021	3.4
Oct 2021	3.4
Nov 2021	3.4
Dec 2021	3.4
Jan 2022	3.3
Feb 2022	2.7

Epic Research June 2022 Available at <https://epicresearch.org/articles/the-new-nurse-is-the-new-normal>

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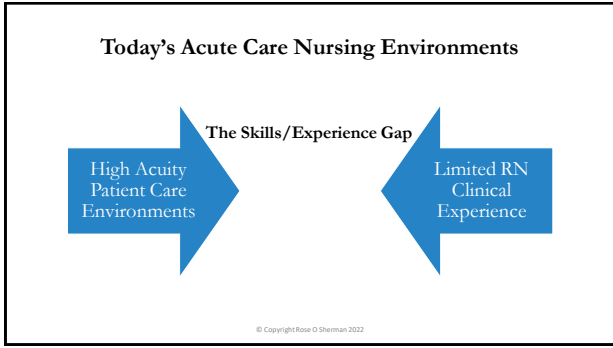
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### Today

Generational Group	2021 Global Workforce
Baby Boomers 1946-1964	Less than 15% But Declining <span style="font-size: 0.8em; color: green;">← 10,000 Retire Each Day</span>
Generation X 1965-1980	26%
Millennials 1980-1996	45%
Generation Z 1997 -	Less than 15% But Growing <span style="font-size: 0.8em; color: green;">← Oldest are 25</span>

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**By 2025**

Generational Group	2025 Global Workforce
<b>Baby Boomers</b> 1946-1964	<b>Less than 5%</b>
<b>Generation X</b> 1965-1980	<b>24%</b>
<b>Millennials</b> 1980-1996	<b>45%</b>
<b>Generation Z</b> 1997 -	<b>27% and Growing</b>

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**Generational Differences**

	Generation Z 1997-2012	Millennials 1980 - 1996
<b>Communication</b>	<ul style="list-style-type: none"> <li>Grew up with technology and smartphones always part of their lives.</li> <li>Want face-to-face feedback.</li> <li>Struggle with in-person communication.</li> <li>Expect career coaching.</li> </ul>	<ul style="list-style-type: none"> <li>Adapted to the internet and smartphones early in their childhood.</li> <li>Want frequent feedback.</li> <li>Expect career coaching.</li> <li>Have had more experience with conversations.</li> </ul>
<b>Teamwork</b>	<ul style="list-style-type: none"> <li>Most individualistic generation in the workplace.</li> <li>Thinks about self-needs as a top priority.</li> <li>Less likely to volunteer to help team members or work overtime.</li> <li>Less experience working on teams.</li> <li>Competitive as individuals and more focused on money.</li> </ul>	<ul style="list-style-type: none"> <li>Most collectivistic of generational cohorts in the workforce.</li> <li>Grew up working on teams.</li> <li>Highly value cohesive teams.</li> </ul>
<b>Mental Health</b>	<ul style="list-style-type: none"> <li>Elevated levels of both depression and anxiety.</li> <li>Personal well-being is a key factor in retention.</li> </ul>	<ul style="list-style-type: none"> <li>Moderate levels of anxiety and depression.</li> <li>Personal well-being is a key factor in retention.</li> </ul>

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- Leaders who care about their wellbeing #1 in Gallup Surveys of Millennials and Gen Z
- Leaders who are coaches not bosses
- Very flexible schedules
- Broader range of employer benefits
- Organizations sensitive to their family responsibilities.
- Fewer work hours
- Career mobility
- Good Pay

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### Changing Demands of the Workforce

- From Paycheck to Purpose
- From Job Satisfaction to Development
- From Boss to Coach
- From Annual Review to Frequent Feedback
- From Weaknesses to Strengths
- From Job to My Life

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### Traditional Manager Versus the Leader Coach

<p><b>The Traditional Manager</b></p> <p>Focuses on Performance Gives Feedback When Needed Corrects Team Weaknesses Asks -what can I do for you?</p>	<p><b>The Leader Coach</b></p> <p>Focuses on Growth Provides Frequent Feedback Builds on My Strengths Asks -what can we do together?</p>
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### What Changes Does This Require for Nurse Leaders

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### Why Team Culture and a Sense of Community Matter

The Surprising Ways Coming Together Moves Us from Surviving to Thriving

MASTERING COMMUNITY  
Christine Porath

N = 20,000

- 65% feel no sense of community at work.
- 76% find it difficult to make connections with other team members.
- 40% feel lonely and emotionally isolated.

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### When Team Members Feel a Sense of Community at Work

- 81% more likely to stay
- 74% more engaged
- 83% report a higher level of thriving

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### COVID Effect – Many Teams have Lost their Rituals

#### Why We Need Them Back

- Create psychological safety.
- Connect us to one another.
- Maintain group cohesion.
- Build stronger work teams.
- Lead to higher retention.



Keswin, E. (2021). *Ritual Roadmap*

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### Mindset Change in How We Need to Think about Nursing Care



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The Future Nurse Manager – Like an NCAA Basketball Coach

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### Future Nursing Teams Will Be More Like Airline Crew

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### A Move from Teams to Teaming

<p><b>Teams</b></p> <ul style="list-style-type: none"> <li>• A stable group of nurses who work together for long periods of time.</li> <li>• Members learn how to interact with each other and utilize each other's skills.</li> <li>• Seasoned members coach/mentor new nurses.</li> <li>• Trust and communication are present from years of working together.</li> </ul>	<p><b>Teaming</b></p> <ul style="list-style-type: none"> <li>• A dynamic group of nurses which shifts and changes over time.</li> <li>• Teamwork needs to be learned in real time.</li> <li>• Team members may all have little experience so new nurses will coach/mentor new nurses.</li> <li>• Trust/communication and knowledge sharing needs to be quickly built with shifting teams.</li> </ul>
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### In a Teaming Environment – Strong Coaching is Needed

A "learning culture" is critical.

Questioning is encouraged – if you see something – say something.

Safety and quality need to be hardwired.

Policies and procedures need to be clearly communicated.

Team communication needs to be robust.

Teams need to be goal-focused.

Professional feedback is essential.

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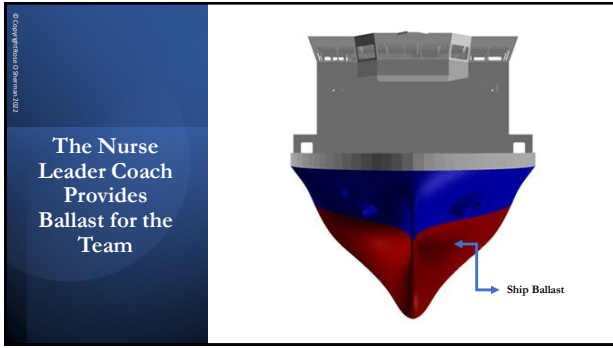
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### New Graduate Data

- 75% of those surveyed cited staffing shortages as their main concern.
- 55% of the new graduate nurse population plans to leave the field before retirement.
- Only 15% of recent nurse graduates feel highly confident in finding a job that will meet their expectations.
- 79% of new nurse respondents reported feeling overloaded or overwhelmed during their onboarding process.

Incredible Health Survey of Generation Z nurses June 2022 available at <https://www.incrediblehealth.com/blog/new-nurse-study/>

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### What's Trending with New Graduates

- New graduates don't see a future in acute care.
- Big academic medical centers are not the magnets that they once were.
- New nurses come to managers 3-4 months into their residency and say – "I can't do this work."
- New graduate orientation is being extended in most settings because of a lack of basic skills.
- New graduates move quickly into specialty areas like critical care, L+D and emergency departments.
- New graduates request part-time and sabbaticals within the first year of practice.

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### A Preceptor Shares Her Views

"There was a time when I was excited to precept. I love watching our baby nurses grow over time. I invested my knowledge and emotion. Frankly now, it is just too painful to watch us orient new staff only to have them leave our team. I don't invest as much of myself anymore or become too attached. It is too hard."

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“The Environment Feels Like White Water Rafting”

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Key Findings  
from  
Workshops

- Healthcare units/departments struggle to find balance between scheduling and staff needs for flexibility especially weekend and night coverage.
- Lack of childcare/cost is a significant driver of younger nurses leaving the workforce with a daycare crisis in the US (20,000 childcare centers still closed) and no accommodation for 12- hour tours or evening/night hours.
- Nurse leaders are burned out and nurse manager vacancies are growing.
- Travel nurses are still part of core staffing especially in perioperative areas.

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Social  
Determinants  
of Work  
Health

“Much like we know that improving health is not happening solely by interactions with healthcare, rather it’s better handled by addressing Social Determinant of Health; our ability to retain staff means addressing their work environment AND the Social Determinants of their Work Health. That’s really challenging and different.”

*Justin Montgomery, Nursing Director Dartmouth Hitchcock Health*

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**Example - Social Determinants of Work Health**

- **Level of student loan debt**
- Safety/crime in the geographic area where one works
- **Availability of childcare**
- Access to healthy food while working
- Household debt
- Cost of living in the geographic area
- **Housing costs**
- Community attitudes relative to believing scientific evidence about vaccination, mask-wearing, and social distancing
- Access to public transportation and parking
- The stress level in one's personal life

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**Rethinking Professional Governance**

- Have we made it too complicated – with committees and councils?
- Is there a way to have virtual sessions and/or use phone apps to gain input?
- Do staff see a closed loop in decision making on governance issues?
- Do decisions take too long to make in the organization?

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**Some Great Innovations Out There**

The Battle Buddy Program	The Come Back Home Program	The Nursing Draft
Work Your Way	Nurse Sabbaticals	A Nursing Glidepath to Retirement

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**Nursing Care Redesign**

- Team nursing with introduction of other healthcare roles.
- Virtual hospitals with electronic command centers in health systems to provide nursing clinical backup.
- Integration of AI and Robotics.
- Decisions about what RNs will stop doing.
- Care teams to explore redundancies in processes and time wasters for staff.
- Insistence that all new technology integrate seamlessly with the EHR without data entry by nurses.

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**“All New Opportunities Start Out Looking Like Snakes.”**  
 Jim Barksdale Former CEO Netscape

**The Question**  
*What are the implications for nursing research/EBP?*



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**ZOOM Breakout Room Exercise**



- Accept the ZOOM Room invitation.
- Turn on your audio and video when you are moved to the breakout room.
- Choose a recorder for your group that will report back on your group discussion.
- Take 10 minutes to discuss the shark tank challenge.
- Recorders should keep their video and microphone on when you return to the session.

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**Shark Tank Challenge**

**Your breakout group has been appointed to a Connecticut Taskforce to recommend how to spend 5 million dollars on nursing workforce research and EPB initiatives.**



Decide on 3 key areas based on today's discussion that are high priority for research and evidence-based practice project funding.

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**References**

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