



## AHA Team Training

# Work Your Way: Addressing Nursing Staffing Challenges through Alternative Staffing Programs

July 12, 2023



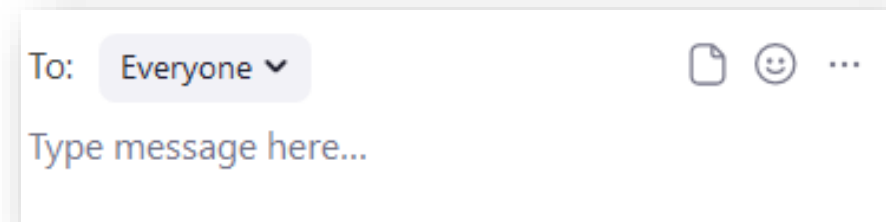
AHA CENTER FOR HEALTH

# INNOVATION

# Rules of Engagement

---

- **Audio for the webinar can be accessed in two ways:**
  - Through your computer
  - Or through the phone (\*Please mute your computer speakers)
- **Q&A session will be held at the end of the presentation**
  - Written questions are encouraged throughout the presentation
  - To submit a question, type it into the Chat Area and send it at any time
- **Other notable Zoom features:**
  - This session is being recorded, the chat will not be included in the recording
  - Utilize the chat throughout the webinar. To chat everyone, make sure your chat reflects the picture below:



# Upcoming Team Training Events

## *Courses & Workshops*

- [Virtual TeamSTEPPS Master Training \(University of Washington\)](#) – September 7 – November 2
- [In-person TeamSTEPPS Master Training](#)
  - Northwell – October 23-24
  - Houston Methodist – October 31- November 1
  - Tulane – December 4-5
  - UCLA – December 11-12
- TeamSTEPPS Refresher – October 3-24

## *Webinars*

- [Healthy Aging: Leveraging Interdisciplinary Collaboration to Create Age-Friendly Health Systems](#) – August 9
- Relias Sponsored Webinar Coming Soon! – August 16

# Upcoming Team Training Events Cont.

## ***Custom TeamSTEPPS Advisory Services at Your Organization***

- 2-day TeamSTEPPS Master Training Courses and comprehensive TeamSTEPPS programs
- [Learn more](#)

# Today's Presenter



**Alicia LaPalombara, MSHCPM**  
*Director, Network Nursing Operations*  
Allegheny Health Network

# Today's Objectives

---

Learn about an approach for meeting the lifestyle needs of nurses at various life and career stages.

Discuss the impact of implementing alternative staffing programs on retention and employee engagement.

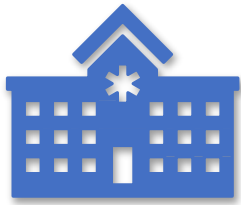
Review the progress of staffing initiatives and evaluate lessons learned.

# Framing the problem



# The staffing shortage is costing us...

---



Average cost of bedside RN turnover is \$52,350 (13.5% increase from 2021)



Average hospital losing \$6.6 - \$10.5M annually (avg. \$8.55M in 2022)



Each percent change in turnover costs or saves an average of \$380,600/year<sup>1</sup>



# ...more than just dollars

---



62% of nurses reported burnout  
in 2020<sup>2</sup>

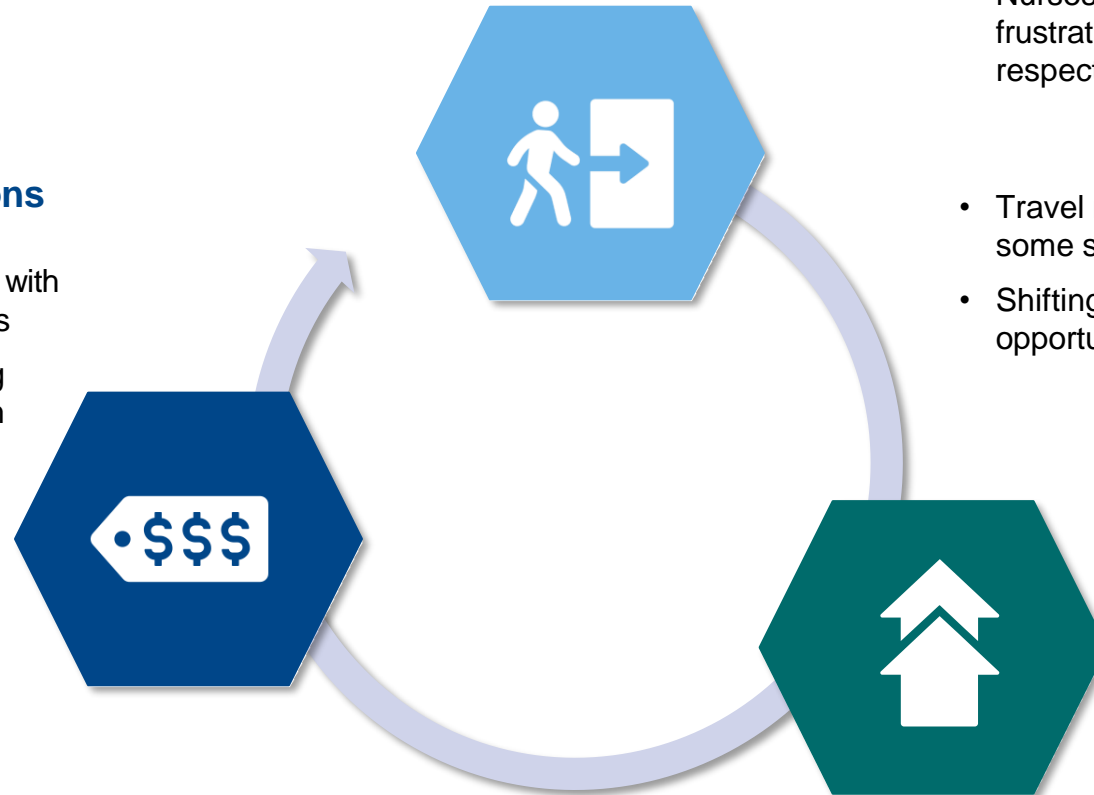


Poor patient outcomes, including  
mortality are higher in hospitals with  
higher patient:nurse ratios <sup>3,4</sup>

# The vicious cycle of turnover

## High-cost, short-term solutions

- Hospitals forced to fill vacancies with expensive travel nursing contracts
- Leaves no money for addressing underlying issues with long-term solutions
- Increases staff frustration



## Internal & external factors drive departures

- Nurses face staffing shortage, compensation frustration, workplace violence, perceived lack of respect, and burnout.

*At the same time...*

- Travel rates average **\$127/hour - \$175/hour** with some specialty areas approaching \$200/hr<sup>1</sup>
- Shifting labor market has created many non-bedside opportunities.<sup>5</sup>

## Vacancy rates increase; staff strained

- Patient ratios, overtime, and call requirements increase
- Average time to fill Rn vacancy = 95 days<sup>1</sup>

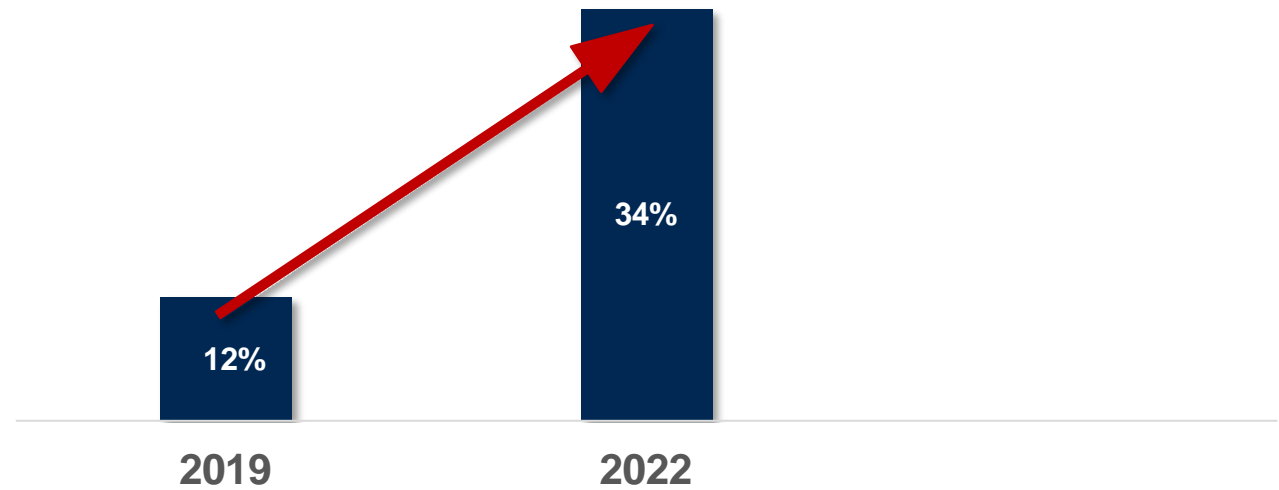
# Nurse Vacancy Rate

---

## National RN vacancy rate



## Allegheny Health Network Bedside RN Vacancy



# Framing the solution



# Solving for...

---

- Lifestyle needs of nurses at varying career and life stages
- Generational differences within the workforce
- Labor trends impacting healthcare
- Aftermath of the pandemic
- 700+ agency contracts



# Night Owl

## Steady nightshift program

- \$3 - \$5/hour shift differential, depending on role
- All shifts between 7pm – 7am
- No increased shift differential for rotating shifts
- Includes RNs, LPNs, PCTs, respiratory therapists, monitor techs, and unit secretaries

# Weekend Warrior

## Straight weekend program

- Flat-rate compensation at increased rate
- 0.6 FTE with full-time benefits
- 48/52 weekends per year
- Includes RNs, LPNs, PCTs, respiratory therapists, monitor techs, and unit secretaries





# Internal Staffing Team

## Periop & Inpatient Teams

- Short-term travel assignments within health system's PA footprint
- Full-time positions
- Inpatient:
  - RNs: \$65/hour + flexible supplemental rate
- Periop:
  - RNs: \$85/hour
  - Techs: \$65/hour
- Mileage reimbursement
- Sign-on bonus



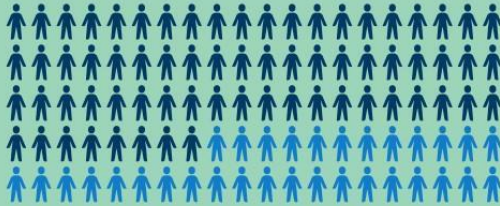
# WORK YOUR WAY: SURVEY RESULTS



## STEADY NIGHTSHIFT

68%

STRONGLY OR SOMEWHAT AGREE A **STEADY NIGHTSHIFT** WILL HELP WITH RETENTION



### HIGHER SHIFT DIFFERENTIAL

74% of survey respondents strongly agree or somewhat agree that a higher shift differential should be paid to those who choose to work Steady Nightshifts



### LIKELIHOOD TO STAY

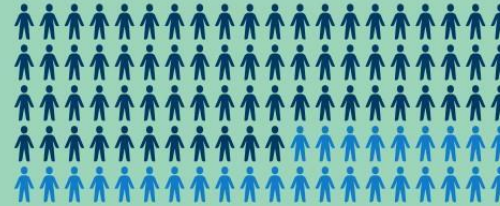
58% of survey respondents are very likely or somewhat likely to stay at AHN if they didn't participate in the Steady Nightshift program but had a reduced number of night shifts as a result of the program.



## STRAIGHT WEEKENDS

71%

STRONGLY OR SOMEWHAT AGREE A **WEEKEND PROGRAM** WILL HELP WITH RETENTION



### HIGHER SHIFT DIFFERENTIAL

82% of survey respondents strongly agree or somewhat agree that a higher base rate should be paid to those who choose to work weekends only

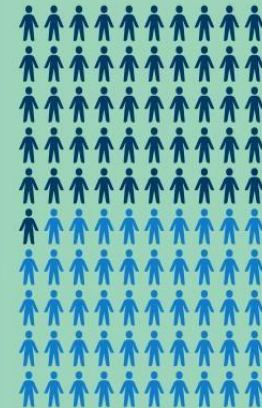


### LIKELIHOOD TO STAY

70% of survey respondents are very likely or somewhat likely to stay at AHN if they didn't participate in the Weekend Program but had a reduced number of weekend shifts as a result of the program.



## INTERNAL STAFFING TEAM



51%

FEEL AN **INTERNAL TRAVEL TEAM** WOULD BE EXTREMELY OR MODERATELY VALUABLE

*We heard you.*

Work Your Way will include the Steady Nightshift and Weekend Programs. The Internal Travel Team *will not* be included at this time.

Effective 3/27: all bedside RNs below \$30/hr will receive an increase to \$30/hr; all bedside RNs above \$30/hr will receive an increase to maintain appropriate differentiation between experience levels; graduate bedside RNs start rate of \$30/hr.

\*Bargaining unit team members' compensation and benefits will follow the negotiated terms of their collective bargaining agreements.

# Listening to the voice of our nurses



# Work Your Way

With Work Your Way, our new lifestyle program for the nursing care team, you get more freedom and flexibility to choose how you want to work.



## Night Owl

- Only work night shifts
- Increased PM differential
- More predictability
- Consistent nights
- No experience required



## Weekend Warrior

- Only work weekends
- Increased weekend rate
- More predictability
- Consistent weekends
- Requires a year of experience



## Home Team

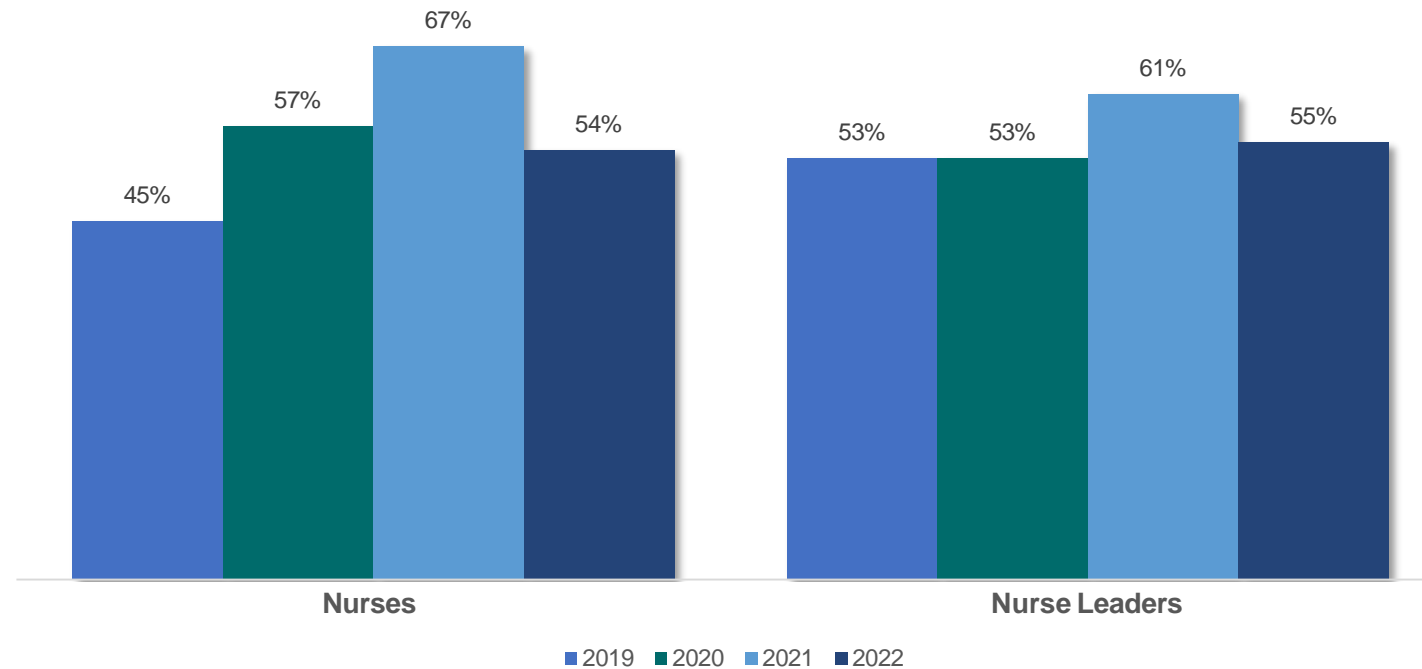
- Stay where you're comfortable
- Keep your current location and shifts
- Work fewer swing shifts when others move to nights and weekends only



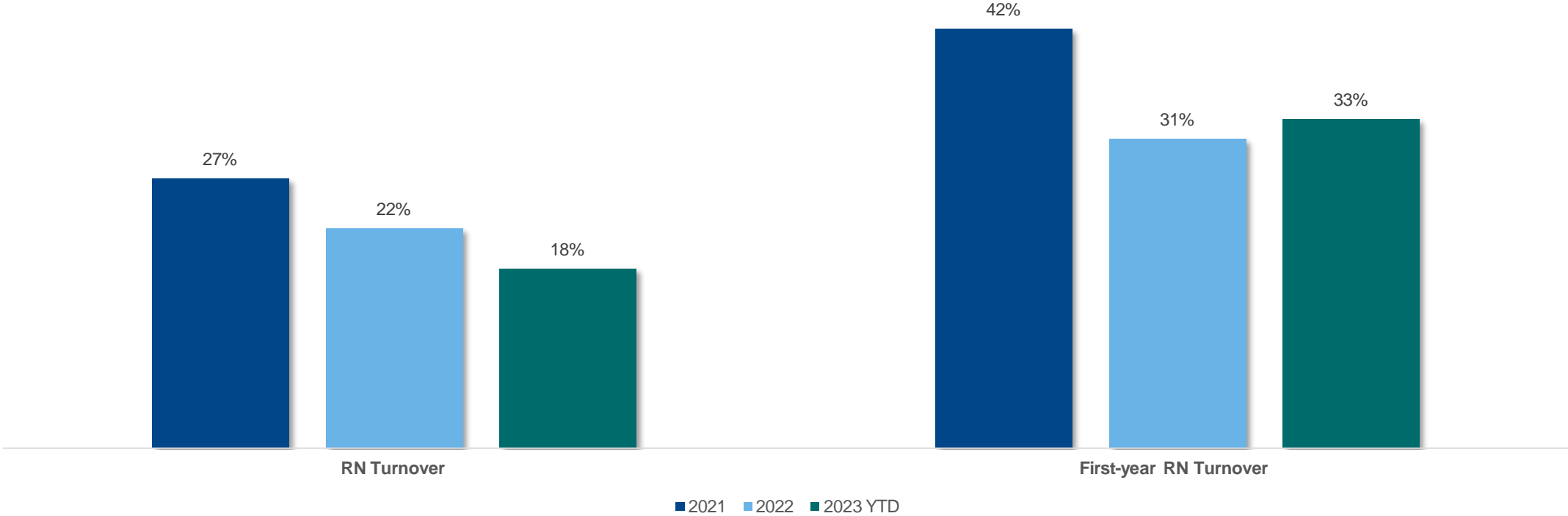
# Evaluating outcomes



# Burnout



# Turnover



# Night Owl & Weekend Warrior

---

- Expanded to include additional roles
- 47% of night shifts covered by Night Owl employees
- 1,000+ employees in Work Your Way positions
- 2.9% turnover rate since start of program

# Internal Staffing Team

---

## FINANCIAL

**\$2.3 M** savings YTD  
**20+** agency contracts not extended

## RECRUITMENT

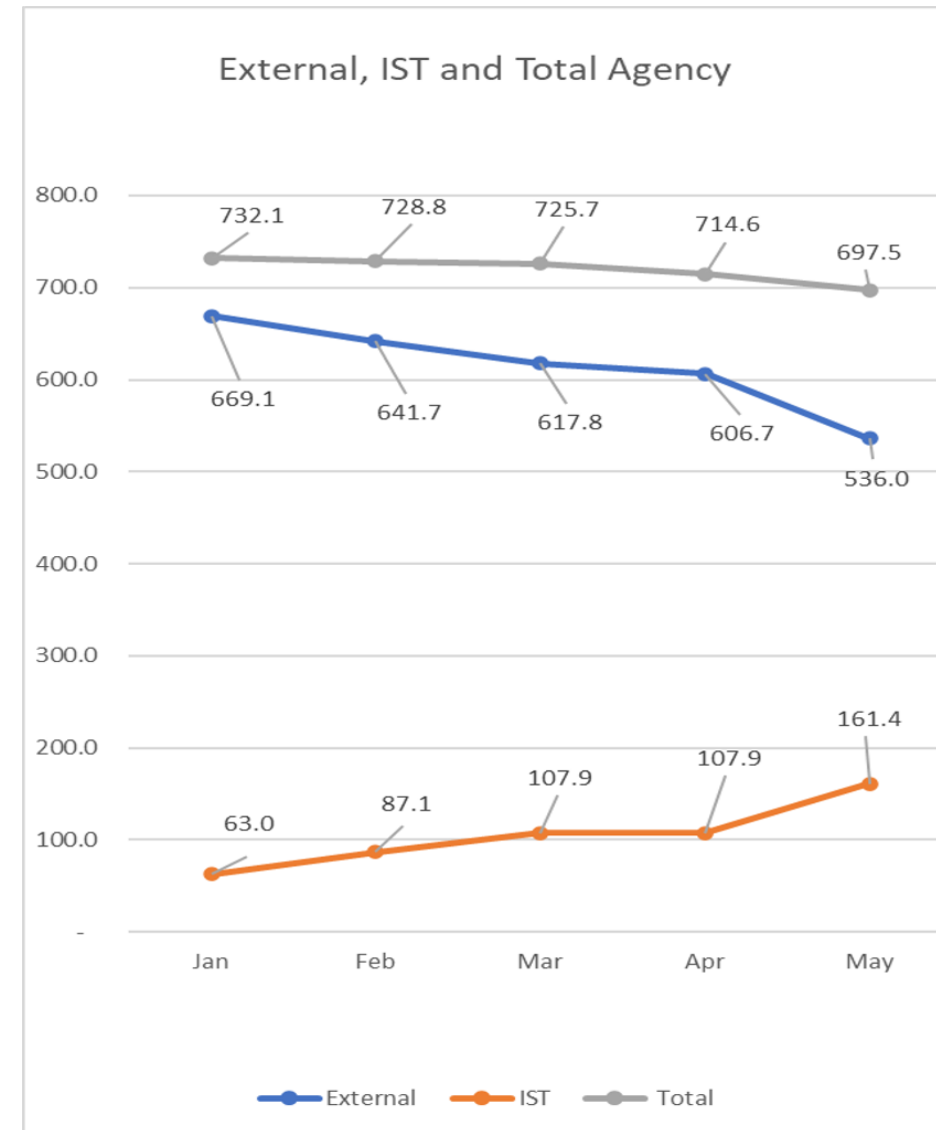
**200/200** positions filled  
**86%** external hires  
**27** re-hires (left to travel)  
**4** casuals converted to FT  
Time-to-fill < 60 days

## RETENTION

**3%** turnover rate (including voluntary & involuntary)  
Conversions to unit-based positions

# Agency Impact

- Declining external agency usage
- IST mix to external at 15% vs budgeted 10%





# Assessing the impact

“Having the ability to work weekends provides the opportunity for my family and I to have frequent game and movie nights during the week. This also allows us to have sit down meals five days a week.”

“Working night shift has given me an opportunity to be more present in my family’s lives and it recently has given me a chance to help care for my aging mother.”

“The impact has been life changing. I am able to schedule work around my life instead of my life around my job.”

“There is a different feeling or buzz in the hospital over the weekend. I enjoy working weekends because I have more time with patients and am able to see them interact with their families. It allows me to connect with my patients on a deeper level.”

# Lessons learned



# There is no silver bullet solution

---

- Accelerated merit increases
- Market adjustments
- Parental leave
- Graduate RN loan repayment
- Increased LPN wages
- “Reimagine Nursing” initiative
- Gratitude rounds
- Mentorship pilot
- Book & journal club
- ...& more

# Key Takeaways

---

**Including nurses' input in program design builds consensus and is critical to the success of initiatives.**

**There is no silver bullet solution to the staffing shortage; numerous combined efforts are necessary to combat the forces leading to the shortage.**

**Creative staffing solutions that seek to meet the needs of nurses at various life and career stages can positively impact nursing recruitment and retention.**

# References

---

1. [\\*NSI National Health Care Retention Report.pdf \(nsinursingsolutions.com\)](#)
2. <https://www.nursingworld.org/practice-policy/work-environment/health-safety/nurse-burnout-and-how-to-prevent-it/#:~:text=Very.,care%20systems%20in%20the%20U.S.>
3. <https://www.ncbi.nlm.nih.gov/books/NBK493175/>
4. <https://ldi.upenn.edu/our-work/research-updates/how-inadequate-hospital-staffing-continues-to-burn-out-nurses-and-threaten-patients/>
5. <https://www.mckinsey.com/industries/healthcare/our-insights/reimagining-the-nursing-workload-finding-time-to-close-the-workforce-gap>



**Questions? Stay in Touch!**

---

[www.aha.org/teamtraining](http://www.aha.org/teamtraining)

Email: [teamtraining@aha.org](mailto:teamtraining@aha.org) • Phone: (312) 422-2609

