

H A N Y S

# WORKFORCE STRATEGIES GUIDEBOOK

A COMPILATION OF NEW YORK STATE HOSPITALS' ACTIVITIES FOCUSED ON RECRUITMENT, RETENTION, STAFF ENGAGEMENT, CULTURE CHANGE, AND TRANSFORMING CARE AT THE BEDSIDE

# HANYS



Healthcare Association  
of New York State

MAY 2007



**NYONE**

Integrated Voice for Nursing  
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# INTRODUCTION

The shortage of staff in hospitals, nursing homes, and home care agencies continues to be one of the most critical issues facing health care providers across New York State and the entire nation. The shortage is not just about direct caregivers—registered nurses, licensed practical nurses, and aides—but includes a diverse array of positions, such as pharmacists, technicians, housekeeping, and medical records coders. Although there have been frequent, cyclical staff shortages, the current shortage is very different and is expected to worsen over time due to aging “baby boomers” and retiring workers.

An inadequate supply of health professional faculty exacerbates the situation because without enough faculty, health profession programs are unable to enroll as many students as are seeking admission. According to the American Association of Colleges of Nursing, enrollment in entry-level baccalaureate nursing programs increased 13% in 2005, but nursing colleges and universities had to turn away 32,617 qualified applicants due to capacity constraints.

This *Guidebook* documents Healthcare Association of New York State (HANYS) members’ efforts to identify new and unique ways to recruit and retain staff. In addition, many members are undergoing complete facility- or system-wide culture changes to better engage employees and to make their organizations more desirable places to work. This *Guidebook* also highlights a sampling of members’ efforts to further support nurses by transforming care at the bedside. This includes new models of care and the use of technology that enables professional nurses to best use specialized knowledge for patient care and coordination.

HANYS and the New York Organization of Nurse Executives are distributing this *Guidebook* as part of National Hospital Week (May 6-12, 2007) in recognition of New York State hospitals.

For more information on this *Guidebook*, or to order additional copies, contact HANYS at (518) 431-7669.



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## Adirondack Medical Center, Saranac Lake

### CLINICAL LADDER ADVANCEMENT PROGRAM

#### DATE IMPLEMENTED

2004

#### PARTNERS

*Internal:*

Administration, the Clinical Ladder Review Committee, patient care directors, and staff RNs

#### CONTACT

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#### DESCRIPTION OF PROGRAM/INITIATIVE

The nursing leadership at Adirondack Medical Center revised the Clinical Ladder Advancement Program to bring professional growth to the bedside nurse. The former career ladder program was largely academic in nature and thought by most staff to be out of touch with their reality in the nursing units. The goal was to enhance and improve the quality and delivery of patient care and promote ongoing professional development.

Adirondack Medical Center devised a three-tiered program based on nursing theorist Patricia Benner's *From Novice to Expert* nursing education theory, which was based on the *Dreyfus Model of Skill Acquisition*.

The levels include:

**I. Advanced Beginner/Competent Nurse**—The beginning nurses are in the early to middle years of their careers, have more context for decisions, but still need rigid guidelines. These nurses begin to question the reasoning behind tasks and can see longer-term consequences for actions.

**II. Proficient Nurse**—These nurses still rely on rules, but are able to separate what is most important and prioritize for the best outcomes. These nurses possess advanced clinical decision-making skills and the ability to intervene effectively based on recognition of all critical factors that impact on the care of complex patients and their families.

**III. Expert Nurse**—These nurses use an extensive knowledge of nursing practice to intervene in a highly-skilled, flexible manner with the most complex patients in a given population in both planned and unplanned situations. They possess a broad view of the care needs of a population of patients and participate in managing the care environment to ensure optimum patient outcomes and efficient operations.

This system is designed to grow nursing knowledge and skill commensurate with experiential learning to recognize and model the achievements of the accomplished nurse. The Clinical Ladder focuses on how the nurse's experiences relate to application at the bedside. Each nurse tells his or her story via exemplars as part of the Clinical Ladder requirements, to give voice to his or her practice level. This has been very validating and heartfelt for the participants and models excellence and caring to their peers.

*Adirondack Medical Center, Saranac Lake*

## **CLINICAL LADDER ADVANCEMENT PROGRAM**

(CONTINUED)

### **SIGNIFICANT RESULTS**

In 2003, there were five staff registered nurses (RNs) at Level III (of 165 RNs) using the old Clinical Ladder Advancement Program. After initiating the new program, the facility finished 2005 with more than 20 Clinical Ladder participants. In 2006, the program celebrated with 37 Clinical Ladder-accomplished RNs.

Staff are eager to cross-train to different units, participate as preceptors for orienting new staff, serve as instructors in competencies and mandated courses, write policies and procedures, and participate in committees or projects to gain Clinical Ladder points.

### **LESSONS LEARNED**

By making the Clinical Ladder Advancement Program accessible, applicable, and flexible, RNs are able to grow their expertise in a unique, personal, and meaningful way, which, in turn, brings more staff to the program. The growth of the participants inspires their colleagues to strive for a similar standard of excellence, while reaffirming their commitment to quality patient care.

*Albany Medical Center, Albany*  
**25 YEAR CLUB**

**DATE IMPLEMENTED**

1949

**DESCRIPTION OF PROGRAM/INITIATIVE**

In 1949, Albany Medical Center Hospital instituted a 25 Year Club to recognize staff and members of the Board of Directors who completed 25 years of continuous, full-time service. At that time, 25 members were inaugurated into the Club.

Over the years, eligibility was modified to include employees of Albany Medical College and Albany Medical Center's South Clinical Campus, and to include full-time and part-time service as well as employees who had left their position due to personal or professional reasons and later rejoined the organization.

The Board of Directors hosts an off-site annual reception for all members (former and active) to formally recognize their dedicated service and thank them for their unwavering commitment to helping improve the quality of life for the residents of the region. In 2006, Albany Medical Center inducted 74 members into the Club (72 in 2005), with several retired staff members traveling back to the Capital Region to join their former colleagues in celebration of Albany Medical Center's accomplishments.

**SIGNIFICANT RESULTS**

Today, there are about 600 active staff members in the 25 Year Club and an additional 350 former and retired staff.

**LESSONS LEARNED**

When introducing staff events, also build future traditions—this event started small (25 members) and has grown to nearly 1,000 proud members.

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## *Amsterdam Memorial Hospital, Amsterdam* **NURSING PROGRAM EXPANSION PARTNERSHIP**

### **DATE IMPLEMENTED**

JANUARY 22, 2007

### **PARTNERS IN THE PROGRAM/INITIATIVE**

#### ***Internal:***

*Clinical areas including wound care, urgent care, inpatient rehabilitation, and the swing-bed unit*

#### ***External:***

*Fulton-Montgomery Community College, Nathan Littauer Hospital, and St. Mary's Hospital*

### **CONTACT**

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### **DESCRIPTION OF PROGRAM/INITIATIVE**

Amsterdam Memorial Hospital, Nathan Littauer Hospital, and St. Mary's Hospital entered into a financial partner relationship with Fulton-Montgomery Community College (FMCC) to expand the capacity of the existing nursing education program by admitting ten additional students in the spring term of 2007 and ten freshmen in the 2007-2008, 2008-2009, and 2009-2010 academic years.

Each partner hospital will be allotted two of the ten expansion slots per academic year for employees who are qualified for admission to the program. The spring 2007 entrants will enter an existing program which allows licensed practical nurses to apply for admission with advanced placement into the FMCC nursing program.

Amsterdam Memorial Hospital believes that it is able to retain nurses by offering programs such as this one, in addition to being good mentors and colleagues; offering satisfactory pay, desirable benefits, and flexible scheduling; and maintaining a positive relationship with physicians.

Amsterdam Memorial Hospital will provide clinical rotations and/or preceptorship training in its wound care, urgent care, inpatient rehabilitation, and swing-bed units. The facility's clinical management team has an expanded pool of nurses committed to serving as preceptors and has developed mechanisms for preceptor support such as customizing the orientation experience based on the nurse's learning needs and experience in nursing.

### **SIGNIFICANT RESULTS**

After three semesters, an outcomes assessment will encompass retention and completion rates, success on licensure exams, and employment rates.

*Amsterdam Memorial Hospital, Amsterdam*

## **NURSING PROGRAM EXPANSION PARTNERSHIP**

(CONTINUED)

### **LESSONS LEARNED**

RNs continue to comprise the largest number of health care professionals in the United States. Today's shortages are unlike those experienced in the past. There are fewer nurses entering the workforce, and coupled with an aging nursing workforce, hospitals must think "out of the box" to continue to provide excellent care. Local supply, demand, and shortages are consistent with national trends, and Amsterdam Memorial Hospital firmly supports the need for expansion of the RN program at FMCC, which could significantly reduce the shortage in the two-county area.

Amsterdam Memorial Hospital believes that investing in staff development is essential for recruitment and retention and will benefit the facility and the nursing profession.

## *Bassett Healthcare, Cooperstown* **HIRING, WELCOMING, AND RETAINING**

### **DATE IMPLEMENTED**

MAY 2006

### **PARTNERS IN THE PROGRAM/INITIATIVE**

*Internal:*

*Bassett's hiring managers, supervisors, and department heads in partnership with the human resources and organizational development and learning departments*

### **DESCRIPTION OF PROGRAM/INITIATIVE**

Bassett Healthcare has a first-year, structured program to welcome and ensure the smooth transition and success of each new employee. The program, called "Hiring, Welcoming, and Retaining," ensures that each new employee feels valued, that their voices are heard, and that all barriers to their success, real or perceived, are addressed.

The program begins with an understanding that a new employee orientation is not a one-day or one-week process. Orientation is a period of transition and adaptation that continues through the employee's first six to 12 months on the job; a period within which the employee is becoming comfortable in the organization and increasingly competent in his or her job responsibilities.

After completing the interview and selection process and after Human Resources makes an offer and the offer is accepted, the individual's direct supervisor begins a structured process of consistent communication with the employee, which continues over the entire orientation period.

New employees begin by attending a full-day New Employee Orientation (NEO) program. The session provides clarity as to the mission, vision, and values orientation of Bassett. It covers key points in the areas of service excellence, relationship building, responsibility, and communication. New employees must attend a 45-minute "check in" session conducted every other week for their first two months. These luncheon sessions are aimed at increasing the lines of communication between Bassett and the new employee and to ensure an easy transition to Bassett's workplace culture.

In addition, new employees attend celebratory sessions conducted by the human resources department at three months, six months, and one year of employment. These luncheon sessions serve as another opportunity to say thanks for their dedicated work, provide a forum for their questions and input, and to reinforce that they are valued and appreciated.

### **CONTACT**

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*Bassett Healthcare, Cooperstown*

## **HIRING, WELCOMING, AND RETAINING**

(CONTINUED)

### **SIGNIFICANT RESULTS**

On average, this program has helped Bassett reduce turnover after three months of employment by 1.1%, and turnover after six months of employment by 2.5%. Bassett's annual turnover rate in 2006 fell by 2%, which translates into about \$400,000 in savings.

### **LESSONS LEARNED**

By entering into regular conversations with new employees and creating a sense of community, Bassett learned that the organization could avoid misunderstandings and miscommunications that can influence an employee's decision to continue employment.

*Beth Israel Medical Center, New York City*  
**NURSING RECRUITMENT AND RETENTION STRATEGIES**

**DATE IMPLEMENTED**

2006

**PARTNERS IN THE PROGRAM/INITIATIVE**

**Internal:**

*Corporate human resources, nurse recruiters, faculty and staff of the Phillips Beth Israel School of Nursing, Beth Israel Medical Center, Petrie and Kings Highway Divisions nursing administration and leadership, and the Beatrice Renfield Division of Nursing Education and Research*

**External:**

*1199/SEIU RN Division*

**CONTACT**

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**DESCRIPTION OF PROGRAM/INITIATIVE**

Beth Israel Medical Center has made strides in recruiting and retaining registered nurses by employing a collaborative approach involving its nursing and human resources departments, Service Employees International Union (SEIU) Local 1199, and the Phillips Beth Israel School of Nursing. In addition to the need to recruit nurses for “normal” vacancies, the facility needed to hire nurses and ancillary personnel to staff three new medical/surgical units. The following are strategies Beth Israel is using successfully to recruit and retain nursing staff:

**Recruitment Open Houses:** In 2006, Beth Israel Medical Center’s Human Resources Department coordinated three on-site open houses. Candidates were able to complete an application, discuss potential areas of interest with recruiters and nurse managers, interview for open positions, and receive a preliminary job offer on the spot.

**“Blue Sky” Initiative:** This intensive recruitment and retention program’s goal is to hire up to 60% of the Phillips Beth Israel School of Nursing graduates and retain these new nurses for at least two years. Innovative recruitment and retention methods include:

- “speed interviewing,” to allow the students to meet the nurse managers and quickly learn about job opportunities on each of the nursing units; and
- a customized orientation program for this specific group of graduates, featuring a dedicated nurse educator to provide clinical support in the critical first few months.

**Follow-Up Groups:** During the clinical orientation period, a nurse educator from the Beatrice Renfield Division of Nursing Education and Research coordinates a series of four-hour weekly support and enrichment sessions targeted to new graduates and nurses who do not have experience working in the United States. In 2006, 353 nurses participated in this growing program.

**Mentoring:** In conjunction with 1199/SEIU, Beth Israel developed a staff mentoring program through which experienced staff nurses receive training in mentoring skills and are asked to mentor newly-hired staff.

*Beth Israel Medical Center, New York City*

## **NURSING RECRUITMENT AND RETENTION STRATEGIES**

(CONTINUED)

### **SIGNIFICANT RESULTS**

More than 90% of the RNs employed by Beth Israel in 2006 have been retained.

### **LESSONS LEARNED**

- Open house recruitment events are most successful if held on-site because the hiring managers are available to interview potential hires and tentative offers can be made.
- Recruitment efforts that target senior nursing students must be intensive, multi-pronged, start early in the senior year, and include customized externship and orientation components.
- New graduate and foreign-trained nurses benefit most from the support and guidance of a nurse mentor, and a structured orientation enrichment program that combines support/sharing and didactic components.

*Champlain Valley Physicians Hospital Medical Center,  
Plattsburgh*

## **RN LEAD (LEADERSHIP EXCELLENCE AND DEVELOPMENT) PROGRAM**

### **DATE IMPLEMENTED**

MAY 2006

### **PARTNERS IN THE PROGRAM/INITIATIVE**

*Internal:*

*Patient services and human resources  
staff*

*External:*

*Plattsburgh State University and the New  
York State Nurses Association*

### **DESCRIPTION OF PROGRAM/INITIATIVE**

LEAD recognizes and rewards individual registered nurses who exemplify nursing leadership excellence and development, thereby transforming care at the patient bedside. RNs submit portfolios of their accomplishments and activities that meet criteria for LEAD status, including evidence of accomplishments in professional growth and leadership, clinical practice/caring, and quality/safety/collaboration.

Applicants submit letters of recommendation from their manager, an RN peer familiar with their practice, another member of the health care team (such as a physician, social worker, or physical therapist), and a “blind” recommendation from someone chosen by the RN’s manager.

### **SIGNIFICANT RESULTS**

Twenty RNs submitted portfolios for consideration and were awarded LEAD status in 2006.

### **LESSONS LEARNED**

Champlain Valley Physicians Hospital Medical Center found it valuable to review practices of other hospitals related to the development of a “clinical ladder” and adapt them for the facility’s unique needs. Many RNs have chosen to stay at the bedside and make significant contributions to patient care each day. The RN LEAD program provides a way for those RNs to structure and document their unique contributions for recognition. The program speaks to specific actions RNs can take to develop their professional practice. The newly-designated LEAD RNs now serve as mentors to help other RNs earn LEAD status.

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## **MULTIFACETED NURSING RESOURCE MANAGEMENT**

### **DATE IMPLEMENTED**

JULY 2003

### **PARTNERS IN THE PROGRAM/INITIATIVE**

**Internal:**

*Nursing leadership, workforce development staff, the HHC Foundation, senior leadership, and corporate finance staff*

**External:**

*Academic affiliates, New York City Board of Education, New York City Mayor's Office, Pace University, and Long Island University*

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### **DESCRIPTION OF PROGRAM/INITIATIVE**

Facing an aging workforce, an increased demand for registered nurses, use of agency staffing, and overtime, New York City Health and Hospitals Corporation (HHC) mounted a multi-pronged approach to address the nursing shortage. Nurse recruitment, retention, and engagement were identified as corporate priorities. Through meetings with stakeholders, strategies were developed to address these issues including a corporate-wide RN recruitment strategy, the development of a nursing Web site, and recognition for excellence in practice.

HHC is proud of its dedicated nursing staff; 15% of HHC's RNs have more than 25 years of longevity in the system. Some nurses have been serving HHC patients and communities for as many as 55 years.

Queens Hospital Center participated in the HANYS Nurse Engage™ Project which included a survey of the hospital's nurses related to the work environment. Survey results were reviewed and addressed, resulting in improvements in the nursing work environment. Expansion of this project is planned for all HHC facilities.

HHC has long been an advocate for employee career ladders. Recently, HHC workforce development staff and nursing leadership planned a nursing workforce development initiative with academic partners, resulting in 683 HHC employees in more than 40 schools studying to become LPNs and RNs. In addition, grant funding was obtained to supplement tuition reimbursement for RNs participating in programs to obtain advanced education. Plans are underway to establish schools of nursing at two HHC facilities.

The Helene Fuld Foundation awarded Pace University and HHC funding to provide scholarships for accelerated degree nursing students. In return, the nurses agree to participate in a residency program at an HHC facility and a work commitment with HHC.

### **SIGNIFICANT RESULTS**

- RN recruitment increased by 600 RNs since 2006.
- Queens Hospital Center's nurse vacancy rate decreased to 2.2%.
- From 2004 through 2006, 123 staff graduated from schools of nursing as LPNs and RNs.
- In 2007, 683 employees are enrolled in LPN and RN programs.

### **LESSONS LEARNED**

With a coordinated, focused approach including key stakeholders, pre-determined outcomes and goals can be achieved.

## *Faxton-St. Luke's Healthcare, Utica* **RECRUITMENT OF REGISTERED NURSES**

### **DATE IMPLEMENTED**

NOVEMBER 1, 2006 - JANUARY 31, 2007

### **PARTNERS IN THE PROGRAM/INITIATIVE**

#### ***Internal:***

*Nutrition services (for preparing the meal), public relations (for creating the invitation and helping mail it out), and pastoral care (for conducting the "Humor and Healing" presentation)*

#### ***External:***

*A local marketing firm for researching and obtaining the RN list*

### **DESCRIPTION OF PROGRAM/INITIATIVE**

In November 2006, Faxton-St. Luke's Healthcare began an aggressive recruitment campaign to hire 20 new nurses in 60 days to fill vacancies in its critical care areas and new Intermediate Care Unit. Between November 1, 2006 and January 31, 2007, Faxton-St. Luke's hired 20 new RNs.

One successful method was through an "RN reception." Local RNs were invited to a reception at the hospital. An impressive 126 RNs responded. On the evening of the reception, attendees were introduced to career opportunities available at Faxton-St. Luke's. Additionally, a guest speaker presented a short speech on "Humor and Healing."

### **SIGNIFICANT RESULTS**

Four RNs were recruited as a result of the reception. Another nine have submitted resumes and are involved in the interview process.

### **LESSONS LEARNED**

Be very thorough in cross-referencing the marketing list to currently employed RNs. Faxton-St. Luke's accidentally sent a few invitations to its own staff, despite its best efforts to match up the names.

Have a backup plan, as the facility received more calls than expected to attend the reception than what could be handled logistically.

### **CONTACT**

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## *F. F. Thompson Hospital, Canandaigua* **CARESCOUNT**

### **DATE IMPLEMENTED**

FEBRUARY 1, 2006

### **PARTNERS IN THE PROGRAM/INITIATIVE**

*Internal:*

*All employees, leadership, and executives*

*External:*

*BI (the program vendor)*

### **CONTACT NAME**

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### **DESCRIPTION OF PROGRAM/INITIATIVE**

The associate satisfaction survey identified one of the lower satisfaction areas as “performance management/recognition,” which was also identified as being of “high importance” to most employees. These results prompted the organization to implement CARESCount, a Web-based system focused on recognition and rewards. CARESCount enhances communications, awareness, measurement (both the exchange of recognition and the tracking), and rewards. It is also a major process and quality improvement initiative.

The goal of CARESCount is to enhance the engagement of employees through initiatives designed to improve the workplace. It assists in aligning associates with the strategic direction of the organization and helps them feel appreciated for their day-to-day contributions.

Recognition is the driving force in creating the interaction associates need for a positive, engaging, and satisfying workplace experience. Providing basic recognition tools that help reinforce desired behaviors gives F. F. Thompson Hospital the power to create a positive culture of caring, mentoring, and support; facilitate appropriate work methods, processes, and actions; motivate employees to achieve goals and develop their career aspirations; establish best practices to be modeled and emulated; and develop an industry-wide reputation that the associates are valued and will be treated with dignity and respect.

The recognition categories include: supporting organizational goals, work experiences, professional and personal development, and life celebrations. Associates receive recognitions that can be redeemed for various rewards.

### **SIGNIFICANT RESULTS**

- More than 58% of employees have received at least one “Cheer for a Peer” co-worker recognition.
- Co-worker recognition activity doubled in 2006 compared to 2005.
- 2006 quality initiative participation increased over 2005 results: 49% for “Just Do It” initiatives and 70% for the “Do It Group” (empowered quality work teams).

### **LESSONS LEARNED**

- Ensure adequate computer/Web access for staff to use programs.
- Enhance preliminary education to ensure “buy in” and awareness of the program’s value for all disciplines.

## *Finger Lakes Health, Geneva*

### **CHIEF RETENTION OFFICER/LEADERSHIP DEVELOPMENT**

#### **DATE IMPLEMENTED**

JANUARY 2006

#### **PARTNERS IN THE PROGRAM/INITIATIVE**

**Internal:**

*Executive leadership, education department, human resources, and the leadership development team of directors and managers*

**External:**

*Creative Health Care Management, Advisory Board Nurse Executive Center, HANYS, VHA, and guest speakers*

#### **CONTACT**

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#### **DESCRIPTION OF PROGRAM/INITIATIVE**

Finger Lakes Health, as part of its healing environment cultural transformation, embraces the concept of managers serving as chief retention officers (CROs), who focus on creating a culture of engagement—an environment where people enjoy their work and the people they work with so much they want to stay and get involved.

CROs inspire accountability and pride by articulating a clear vision and clear expectations. They empower staff to participate in decisions that impact their work environment, and reward and recognize behaviors aligned with the mission, vision, and values of the organization.

A team of leaders supported by Finger Lakes Health's Education Department identified a comprehensive leadership development curriculum to build the skills necessary to fulfill the CRO role. Using a variety of tools for learning, including e-learning, live presentations, literature review with facilitated discussion and networking, and educational sessions provided by experts in the field of leadership development, the curriculum offers a distinct approach suitable for diverse learning preferences.

The following are examples of the types of sessions contained in the CRO curriculum:

**Leading Empowered Organizations (LEO)**—An interactive workshop licensed through Creative Health Care Management that focuses on the impact of manager behavior on goal achievement and provides a framework for delegation, conflict resolution, relationship building, and problem solving.

**Harvard Mentor Management Plus**—Computer modules offered through the Advisory Board Nurse Executive Center focused on communication, personal development, and working with individuals.

**Expert Speakers**—Jo Manion and Melody Deck.

**Leadership Literature/Book Review**—Facilitated dialogue, peer support, and learning through shared experience.

**Leadership Academy**—"Building Teamwork," an interactive program designed to support team development and motivation.

**Leadership Development Series**—HANYS' Workforce Series and VHA's leadership

*Finger Lakes Health, Geneva*

## **CHIEF RETENTION OFFICER/LEADERSHIP DEVELOPMENT**

(CONTINUED)

### **SIGNIFICANT RESULTS**

- Participant evaluations indicate a high degree of satisfaction with content and the ability to readily apply techniques.
- Participants expressed a clear understanding and success in motivating and coaching a diverse workforce.
- Tools and scripting facilitated open, honest communication and successful conflict resolution.
- The program developed a keen awareness of the power and impact of recognition on retention. Evidence of healthy relationships and a sense of community were validated by employee opinion surveys that showed significant improvement.

### **LESSONS LEARNED**

- A comprehensive approach to leadership development is key to success in transforming organizational culture.
- Visible endorsement by executive leadership is critical in creating momentum for transformation and to sustain gains.
- Providing forums for dialogue and sharing experiences enhances integration of new knowledge and promotes desired changes.
- Celebrations and other recognition promote engagement and a sense of community.

*Highland Hospital of Rochester, Rochester*

## **SUCCESS USING A MULTIMODAL APPROACH FOR NEW NURSE MANAGER ORIENTATION AND PROFESSIONAL DEVELOPMENT**

### **DATE IMPLEMENTED**

NOVEMBER 2005

### **PARTNERS IN THE PROGRAM/INITIATIVE**

*Internal:*

*Nurse managers, nursing administration, human resources, department of education, non-nursing managers, and University of Rochester Medical Center*

### **CONTACTS**

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### **DESCRIPTION OF PROGRAM/INITIATIVE**

Given the vast scope of the nurse manager's job responsibilities, the orientation and professional development of new nurse managers at Highland Hospital in Rochester required essential changes to better prepare the new nurse manager for collaborative practice, leadership, and job competency. The purpose of this project was to improve the new nurse manager orientation process and professional development through a multimodal approach by incorporating a variety of instructional tools and supports into the orientation process.

A group of nurse managers suggested several competencies for inclusion in the existing orientation program: staffing and scheduling, payroll and timekeeping, unit budgeting and finance, supply chain management, recruitment and hiring, patient satisfaction, staff professional development, performance improvement, human resource management, employee satisfaction, and interdisciplinary collaboration.

The nurse manager orientation program includes:

- an individualized nurse manager orientation pathway;
- a senior nurse manager preceptor;
- one-on-one scheduled educational sessions with interdisciplinary experts;
- a mentor from the newly-formed leadership mentor group;
- attendance at selected leadership skill-building sessions;
- a pre-orientation welcome letter and direct contact from the new manager's director;
- a Nurse Manager Orientation Toolkit; and
- a Web-based new leader orientation program.

### **SIGNIFICANT RESULTS**

A comparison was completed, using two groups of nurse managers—one group of three, oriented before development of this process, and one group of two that used the process in late 2005. The evaluation showed increased satisfaction among nurse managers who participated in the new orientation program. There has been no attrition among the four nurse managers who have been oriented according to the new pathway.

*Highland Hospital of Rochester, Rochester*

## **SUCCESS USING A MULTIMODAL APPROACH FOR NEW NURSE MANAGER ORIENTATION AND PROFESSIONAL DEVELOPMENT**

(CONTINUED)

### **LESSONS LEARNED**

The project's success has reinforced that there is great value in supporting the needs of new nurse managers. Highland Hospital of Rochester will continue to evaluate the effectiveness of the program by measuring new nurse manager satisfaction with orientation components at six months' tenure. Continual evaluation is designed to assure that content and experiences remain current and valuable. RN and employee satisfaction with nurse managers will also be studied to ascertain whether correlations exist with orientation methods.

## Hudson Valley Hospital Center, Cortlandt Manor

### SPECIALTY CERTIFICATION

#### DATE IMPLEMENTED

2006

#### PARTNERS IN THE PROGRAM/INITIATIVE

*Internal:*

*Administration, vice president of patient services, clinical nurse managers, staff nurses, and the education department*

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#### DESCRIPTION OF PROGRAM/INITIATIVE

Specialty certification is an expression of professional development highly valued at Hudson Valley Hospital Center. To recruit and retain RNs with this credential, Hudson Valley Hospital Center offers a salary differential of \$1/hour (about \$2,000/year) for national specialty certification, and recognizes up to two certifications (about \$4,000/year) per RN.

As the facility examined its status regarding staff with specialty certification, it recognized that in comparison to other units, it had fewer RNs on its medical-surgical units who possessed specialty certification. The hospital was pleased to learn from staff that the issue was not one of lack of interest or commitment to professional development, but rather an obstacle related to the cost of the test fee that had to be paid in advance of the examination. Determined to remove this obstacle, the vice president of patient services obtained approval from the hospital to pay for the fee in advance. For those who took advantage of the advanced payment of the fee, the salary differential was deferred for three months once the certification was obtained, thereby keeping the support cost-neutral and also fair to those whose certification pre-dated this change. Additional support was provided for examination preparation with formal review classes provided, as well as manager-initiated study groups, and the opportunity to take the exam on-site at the hospital.

#### SIGNIFICANT RESULTS

This program resulted in:

- increased motivation and accessibility for nurses to seek certification;
- professional growth and development;
- increased teamwork and communication on units, and between units;
- 31 medical-surgical nurses responded and took the examination and achieved an 80% pass rate, representing 25 additional certified RNs;
- the percentage of RNs hospital-wide with specialty certification increased to 31%; this represents a 21% increase in the number of staff nurses certified over the past three years;
- clinical nurse managers observed an increased sense of professionalism among RNs; and
- the hospital chief executive and the vice president of patient services hosted a breakfast to celebrate the success of the nurses.

#### LESSONS LEARNED

The organization learned how it can benefit from involving staff in decision making. Great value can be reaped from listening to, advocating for, and developing an action plan to act on staff suggestions.

*Huntington Hospital, Huntington*

## **SHARED GOVERNANCE PROCESS BY DIRECT CARE NURSES IN THE SELECTION OF NEW NURSE MANAGERS**

### **DATE IMPLEMENTED**

2005

### **PARTNERS IN THE PROGRAM/INITIATIVE**

*Internal:*

*Direct care nurses, new nurse managers, staff development instructors, and the CNE*

*External:*

*The American Nurses Credentialing Center “14 Forces of Magnetism” as a conceptual framework for the initiative*

### **CONTACT**

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### **DESCRIPTION OF PROGRAM/INITIATIVE**

Professional nursing practice models that enhance nurse decisional involvement foster better clinical and managerial outcomes. A shared governance model provides direct care nurses with opportunities to take an active role in decision making, with high levels of participation and accountability for the outcomes of their decisions. In Magnet-designated organizations, nurses have the authority and responsibility to provide high-quality care to patients and their families. In addition, nurses are expected to practice autonomously, consistent with professional standards.

In 2005, the resignation of a nurse manager prompted direct care nurses to request input into the decision-making process for the selection of their new nurse manager. In response, the chief nurse executive (CNE) challenged the nurses to develop a shared governance process whereby direct care nurses would convene a search committee to interview candidates for the management position.

The CNE met with the nurses before the interviews to discuss the importance of the role of nurse managers in today's health care environment. This meeting included an interactive discussion of nurse manager qualifications and responsibilities, as specified in the American Nurses Association Scope and Standards for Nurse Administrators. In addition, the CNE advised the nurses to search for a candidate who exhibited the best “fit” in terms of intelligence, knowledge, technical skills, and personality.

Before the interviews, a staff development instructor helped the nurses on the search committee develop behavioral interview questions. After completing the interviews, the committee recommended one of the candidates as an excellent choice for the new nurse manager position. The CNE enthusiastically agreed with the recommendation, and the new nurse manager was appointed.

### **SIGNIFICANT RESULTS**

Since first initiated in 2005, the use of a shared governance process by direct care nurses in the selection of new nurse managers has been very successful. Over the past 18 months, six new nurse managers have been selected using the shared governance process. An Institutional Review Board-approved qualitative nursing study has been developed to identify direct care nurses' perceptions of the value of using a shared governance process to select new nurse managers, and what the experience of being on the search committee meant to them in terms of their professional development.

*Huntington Hospital, Huntington*

## **SHARED GOVERNANCE PROCESS BY DIRECT CARE NURSES IN THE SELECTION OF NEW NURSE MANAGERS**

(CONTINUED)

Phase 2 of the study will identify perceptions regarding the shared governance process, as described by the candidates and the nurses selected as new nurse managers.

### **LESSONS LEARNED**

Direct care nurses can be empowered to use a shared governance process to successfully interview and select new nurse managers.

## *Kings County Hospital Center, New York City*

### **INNOVATIVE RECRUITMENT STRATEGIES TO ADDRESS NURSING SHORTAGE CHALLENGES**

#### **DATE IMPLEMENTED**

JULY 2003

#### **PARTNERS IN THE PROGRAM/INITIATIVE**

**Internal:**

*Department of nursing, and the department of training and organizational development*

**External:**

*New York City Technical College, Medgar Evers College, Kingsborough Community College, Manhattan Community College, and Long Island University*

#### **DESCRIPTION OF PROGRAM/INITIATIVE**

Kings County Hospital Center has instituted recruitment programs that successfully provide a continuous supply of nurses to staff its patient care units. These programs include collaboration with schools/colleges of nursing; participation in career ladder programs; summer internship/externship programs; student fellowship programs; foreign nurse recruitment; hosting open houses; and attendance at job fairs, career days, pinning ceremonies, and graduations.

Because of these programs, Kings County Hospital Center is well positioned to continuously have available nurses who are in the process of completing their course requirements and beginning their nursing careers.

One of the most effective and successful recruitment strategies is the Summer Internship/Externship Program. This eight-week program, designed for senior student nurses and newly-graduated practical nurses, acclimates students with the reality of working as professional registered nurses or licensed practical nurses. It enables students to work on different shifts and services such as medicine/surgery, obstetrics, pediatrics, behavioral health, critical care, and emergency department. More than 90% of the LPNs who participated in the program have continued their education to become RNs.

#### **SIGNIFICANT RESULTS**

##### **Summer Internship/Externship Program**

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Total # of Interns	11	17	28	29
Retention Rate	91%	94%	96%	90%

#### **LESSONS LEARNED**

- This is an excellent program to supply a continuous source of nurses who are already familiar with the facility.
- The preceptorship program familiarizes participants with the environment and organizational culture of the hospital, as well as coaching in clinical aspects of care.
- Experience received was attributed to the participants' success with the State Board Examination.
- Program provides a smooth transition from student nurse to graduate professional nurse.

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*Lenox Hill Hospital/Manhattan Eye, Ear and Throat Hospital,  
New York City*

## **THE ALEX HILLMAN FAMILY FOUNDATION PARTNERS IN PRACTICE PROGRAM**

### **DATE IMPLEMENTED**

1990

### **PARTNERS IN THE PROGRAM/INITIATIVE**

***Internal:***

*Nursing administration/nursing recruitment/nursing staff*

***External:***

*Rita Hillman, who funds the program*

### **DESCRIPTION OF PROGRAM/INITIATIVE**

This initiative is an eight-week program for student nurse assistants who have completed a nursing fundamentals class but have not completed their training yet. It is also for interns who have completed their degree but have not taken their licensing exam yet.

It is an opportunity for participants to become more confident in their clinical skills with a mentor. It is a valuable recruitment/retention program for Lenox Hill Hospital and Manhattan Eye, Ear and Throat Hospital.

### **SIGNIFICANT RESULTS**

This program annually assists Lenox Hill Hospital and Manhattan Eye, Ear and Throat Hospital in the recruitment and retention of enthusiastic, clinically-competent novice registered nurses, in addition to mentoring those who are soon to become members of the nursing profession.

By training nurses in the organization and giving them this opportunity, there is an increased desire for those individuals to join the organization. These RNs also tend to continue their professional careers at Lenox Hill Hospital and Manhattan Eye, Ear and Throat Hospital, taking on new roles and pursuing advanced degrees.

### **LESSONS LEARNED**

Programs like this are necessary to increase the beneficial hands-on clinical exposure and experience novice nurses require to transition from academia to the work environment.

### **CONTACT**

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*Lutheran Medical Center, Brooklyn*

**TAKE THE ED CHALLENGE: A NURSING RETENTION INITIATIVE**

**DATE IMPLEMENTED**

JANUARY 2006

**PARTNERS IN THE PROGRAM/INITIATIVE**

*Internal:*

*Nursing recruitment and retention department, emergency department, external affairs department, and nurse staffing/recruitment and retention committee*

*External:*

*Federation of Nurses/United Federation of Teachers*

**CONTACTS**

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**DESCRIPTION OF PROGRAM/INITIATIVE**

This initiative promotes internal transfers of staff to specialty areas with the dual objective of career growth and recruiting for hard-to-fill vacancies. Staff nurses have the opportunity to spend a pre-scheduled day with a mentor in a specialty area of interest. Observing and working side-by-side in a safe, non-threatening manner allayed fears about the unfamiliar specialty area and encouraged nurses to take the leap to a permanent transfer.

**SIGNIFICANT RESULTS**

All nurses taking the “ED Challenge” transferred to full-time emergency department vacancies. The emergency department registered nurse vacancy rate dropped from 37% in January 2006 to 10% in January 2007.

**LESSONS LEARNED**

- Sponsoring a spirited mentorship allays fears, promotes internal transfers to hard-to-fill vacancies, and provides a vehicle for professional development.
- A promotional approach should be both visible and personal to achieve maximum participation.
- Collaboration and cooperation between departments is essential.

## *Massena Memorial Hospital, Massena* **INVESTING IN OUR FUTURE**

### **DATE IMPLEMENTED:**

This program has been active at Massena Memorial Hospital for many years; however, in recent years the program has been expanded and made more attractive and available to students.

### **PARTNERS IN THE PROGRAM/INITIATIVE**

#### ***Internal:***

*All staff*

#### ***External:***

*Board of Cooperative Educational Services, State University of New York (SUNY) at Canton, Northern Area Health Education Center, SUNY North Country Community College, Massena Central High School, Salmon River Central Schools, Clarkson University, Albany College of Pharmacy, and St. Lawrence County One-Stop Career Center*

### **CONTACT**

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### **DESCRIPTION OF PROGRAM/INITIATIVE**

Massena Memorial Hospital provides educational opportunities for high school and college students to experience working in the health care field. The program includes internships, clinical rotations, and shadowing programs. Through Investing In Our Future, individuals are able to learn and experience the various opportunities available in the health care field. The students interact with staff through observation, discussion of the responsibilities for the position, and in some cases limited participation.

Massena Memorial Hospital is located in a community that is on the Canadian border and has a population of 15,000. The goal of the program is to introduce students to the health care field and encourage them to remain in the community or return to the community to work after graduation.

### **SIGNIFICANT RESULTS**

Over the past four years, 369 students have been through the internship and shadowing program and each year the number of participants has grown.

The hospital has been successful in recruiting students upon graduation who did their clinical rotation at Massena Memorial Hospital. High school students who shadowed in the program have decided to follow a clinical career path and work at Massena Memorial Hospital upon college graduation.

### **LESSONS LEARNED**

- Staff enjoy being involved with students but care needs to be taken to ensure the student is matched with an employee who shares the student's enthusiasm.
- Flexibility is important when students want to shadow during after-school hours.
- Medical staff support is key to the success of the program.

## Mount St. Mary's Hospital, Lewiston

### INTERNAL CERTIFIED NURSE ASSISTANT TRAINING

#### DATE IMPLEMENTED

2004

#### PARTNERS IN THE PROGRAM/INITIATIVE

**Internal:**

*Education, human resources, and nursing departments; employees who may be interested in a career ladder*

**External:**

*External applicants and students from the community*

#### CONTACT

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#### DESCRIPTION OF PROGRAM/INITIATIVE

The Mount St. Mary's Hospital Human Resources Department, Nursing Department, and Education Department created an opportunity for collaboration between the hospital and its Our Lady of Peace (OLP) nursing home, to address the shortage of nurse attendants. OLP applied for and received accreditation to host a certified nurse assistant (CNA) training program.

The program is a 120-hour course with 80 hours of classroom theory and 40 hours of clinical exposure on the OLP nursing units. Theory teaches the normal process of aging, a body system review, and abnormal signs to report. The program informs CNAs that they are the nurses' eyes and ears.

The program offers:

- paid training program (full time);
- a dedicated clinical setting for demonstration and learning before students are assigned to a unit;
- a guarantee to work at the hospital or nursing home;
- a career ladder students want and need;
- a dedicated staff for teaching and mentoring; and
- a career ladder opportunity on the rehabilitation and dementia care units.

The first class graduated in March 2004. Since the start of the program, there have been 17 classes with 126 trainees enrolled.

The program's goals are:

- to assure safe and effective functioning within the legal limits of the CNA role as dictated by the Department of Health;
- to provide a strong educational foundation in which the CNA recognizes the importance of resident dignity and choice; and
- to modify behavior so the CNA will excel and demonstrate professional and responsible behavior.

#### SIGNIFICANT RESULTS

The New York State Certification Exam reflects a pass rate above 90% for the 126 trainees. These trainees were subsequently retained as nurse assistants.

*Mount St. Mary's Hospital, Lewiston*

## **INTERNAL CERTIFIED NURSE ASSISTANT TRAINING**

(CONTINUED)

### **LESSONS LEARNED**

Mount St. Mary's is dedicated to increasing the number of qualified CNAs for its campus, as well as the community. This program provides a structured career opportunity to applicants with no experience and applicants who are rejoining the workforce. It demonstrates the mission of the hospital, OLP, and Ascension Health, by being a learning organization committed to nurturing a culture. Paid training and a guarantee to work have been instrumental to recruitment and retention. Currently, Mount St. Mary's enjoys a CNA vacancy rate of only 4.16% for the hospital and only 3.85% at OLP.

*New York City Health and Hospitals Corporation, New York City*  
**THE NURSING LEADERSHIP ACADEMY—A SYSTEMS APPROACH  
TO NURSING LEADERSHIP SUCCESSION PLANNING**

**DATE IMPLEMENTED**

SEPTEMBER 2006

**PARTNERS IN THE PROGRAM/INITIATIVE**

**Internal:**

*Senior nursing leadership representing all aspects of the health care delivery system, registered nurses identified as rising stars, current managers, and senior staff*

**External:**

*Academic affiliates*

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**DESCRIPTION OF PROGRAM/INITIATIVE**

Through the generous support of the Jonas Center for Nursing Excellence and the Health Care Advisory Board (HCAB), the New York City Health and Hospitals Corporation (HHC) has launched a Nursing Leadership Academy for HHC nursing leaders.

The program provides tailored education, evaluation, and competency building for “rising stars” and current nurse managers and leaders.

The program design began with a corporate-wide conference call with senior nursing leadership throughout HHC’s health care delivery system. This was followed by a Senior Nursing Leadership Retreat at which nursing school faculty and senior nursing leaders planned curriculum components for the nursing leadership tracks.

The first educational session reflects HHC’s ongoing commitment to patient safety and is appropriately titled, *Toward a Higher Standard of Patient Safety: Building the Department Level Safety Strategy*. This session was launched with an introductory discussion of the importance of patient safety by HHC President Alan Aviles.

The additional courses selected for both participant tracks include: *Management Intensive, Problem Solving & Innovation*, and *Hardwiring for Service Excellence*. Financial courses include: *Fundamentals of Nursing Finance* for the rising stars and *Instilling Cost Discipline* for the nurse managers and leaders.

The participants will evaluate each session and the senior nursing leadership will serve as mentors and coaches. Participants will be required to implement their newly-learned knowledge on the unit level at their facilities under the guidance of their management leaders.

HHC’s academic partners, including Adelphi University, the College of New Rochelle, Hunter College, Lehman College, New York University, and Pace University are invited to participate in all meetings, conference calls, and sessions.

*New York City Health and Hospitals Corporation, New York City*  
**THE NURSING LEADERSHIP ACADEMY—A SYSTEMS APPROACH  
TO NURSING LEADERSHIP SUCCESSION PLANNING**

(CONTINUED)

**SIGNIFICANT RESULTS**

- The initial sessions were launched with more than 120 participants.
- A 360-degree assessment process for participants was launched and results will be shared with participants to enhance their ability to focus on core management competencies based on their individual results.
- Participant evaluations reflect a positive rating of 94% for criteria evaluating the program's value, effectiveness, and content.

**LESSONS LEARNED**

- In a multi-hospital system, alignment around strategic goals is imperative.
- RNs are interested in expanding their roles, leadership, management skills, and competencies to more effectively lead in an intense work environment.

*New York City Health and Hospitals Corporation Home Care,  
New York City*

## **HOME HEALTH NURSE INTERNSHIP PROGRAM**

### **DATE IMPLEMENTED**

JUNE 2005

### **PARTNERS IN THE PROGRAM/INITIATIVE**

*External:*

*U.S. Department of Health and Human Services, Health Resources and Services Administration, Bureau of Health Professions, Division of Nursing, under Grant # D64HP03095; Joan Arnold, Ph.D, R.N., Professor, College of New Rochelle School of Nursing; Donna Clemmens, Ph.D, R.N., Assistant Professor, New York University School of Nursing; Emma Kontzamanis, M.A., R.N., Assistant Professor, Long Island University School of Nursing; and Susan Neville, Ph.D., R.N., Chairperson and Associate Professor of Nursing, New York Institute of Technology School of Nursing*

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### **DESCRIPTION OF PROGRAM/INITIATIVE**

The goal of the Home Health Nurse Internship Program is to recruit and retain full-time community health nurses. The training program consists of seven months of intensive classroom and field work. As its foundation, the training draws upon a comprehensive curriculum developed in-house. Each intern keeps a portfolio documenting progress through the program. Working closely with preceptors, the interns learn the complexities of home care, and, at the end of the seven months, can work as a fully-independent community health nurse. During the period of training, interns receive full salary and benefits.

The need for this program is great: New York City Health and Hospitals Corporation (HHC) Home Care serves approximately 11,000 patients every year in New York City who often experience a taxing combination of poverty and co-morbidities associated with urban health problems. Although challenging, working with this population is also very rewarding.

### **SIGNIFICANT RESULTS**

HHC Home Care has developed an excellent framework for training, including a comprehensive curriculum and a talented and experienced nursing preceptor staff. The first graduates are performing well and independently, providing skilled home health nursing services to patients.

### **LESSONS LEARNED**

From initial obstacles in the retention of trainees, HHC Home Care has learned to make the intern recruitment process more rigorous. More than any other factors, critical thinking skills and personal motivation are the best predictors of those who are likely to successfully complete the program (more than experience or any other factors), and HHC has geared its screening process accordingly.

## *New York Eye and Ear Infirmary, New York City* **7:30 A.M. OPERATING ROOM PATIENT READINESS**

### **DATE IMPLEMENTED**

2003

### **PARTNERS IN THE PROGRAM/INITIATIVE**

#### ***Internal:***

*Admitting department, nursing department, laboratory, medical staff, anesthesia department, surgeons, information services, chief executive officer, vice president, and patient care services*

#### ***External:***

*Physicians' offices and surgeons*

### **CONTACT**

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### **DESCRIPTION OF PROGRAM/INITIATIVE**

The New York Eye and Ear Infirmary created a multidisciplinary committee to resolve the frustrations and issues that caused late starts in the 7:30 a.m. opening of the surgical schedule.

### **SIGNIFICANT RESULTS**

- Adherence to 7:30 a.m. start time improved by 40% from 2004 to 2006.
- The day before surgery, the anesthesia department reviews charts of 7:30 a.m. scheduled cases.
- Pre-operative laboratory tests are minimized to patient's status and anesthesia type.
- The patient's pre-admission paperwork is reviewed before admission.
- The pre-operative hydration requirements were amended for patient safety and comfort.
- There has been less delay in the "to-follow" surgical cases.
- The surgical volume in same workday increased from 20,621 in 2003 to 22,599 in 2006.
- Charting requirements were decreased by streamlining chart forms.
- Planning is conducted for special devices and drugs before the surgical date.
- An "on demand" forms system was established to lessen use of old stored forms.
- A daily report is broadcast on 7:30 a.m. start effectiveness, with reasons if there is a delay.
- Surgeon sanctioning for lateness for 7:30 a.m. cases has decreased lateness from 25% to 6%.
- Pre-operative telephone assessments capture 40% of the daily patient case load.

*New York Eye and Ear Infirmary, New York City*

**7:30 A.M. OPERATING ROOM PATIENT READINESS**

(CONTINUED)

**LESSONS LEARNED**

- Gains need to be revisited for maintenance and sustainability.
- Multidisciplinary involvement is the key to prompt analysis of issues and to appropriate solutions.
- Literature review was helpful in contemporizing approaches.
- Keep medical staff informed of approaches to assure their understanding and buy-in.
- Surgeons appreciate the respect of their time by starting as planned.
- There is time accountability for all in the patient admission process to meet the 7:30 a.m. start time.
- Accountability from each department lessened the staffing redundancy and enhanced a satisfactory work environment.
- The workforce appreciated the multi-leveled efforts to improve their respective departmental job activities.
- The committee approach encouraged staff engagement in the effort.

## *New York-Presbyterian Hospital, New York City* **NURSING LEADERSHIP RETENTION**

### **DATE IMPLEMENTED**

FALL 2006

### **PARTNERS IN THE PROGRAM/INITIATIVE**

#### *Internal:*

*Department of Nursing*

#### *External:*

*New York University Wagner Graduate*

*School of Public Service; Nursing*

*Leadership Academy*

### **CONTACT**

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### **DESCRIPTION OF PROGRAM/INITIATIVE**

The New York-Presbyterian Hospital Department of Nursing has begun many initiatives to support the development and retention of nursing leaders. It is imperative that once nurse leaders are hired, they are provided with the skills necessary to further develop clinical and business acumen to manage clinical areas in today's competitive health care environment. New York-Presbyterian Hospital has addressed this challenge by implementing the following initiatives.

**Incentive Compensation Plan:** Effective in 2006, an Incentive Compensation Plan was developed for all patient care directors and directors of nursing responsible for at least one patient care unit who have been in their position for at least six months—a total of more than 100 nurse leaders. The plan's metrics include patient satisfaction, employee satisfaction, safety, and efficiency/productivity. The first payout will take place in first quarter 2007.

**New York University Wagner Master of Science in Management Nursing Leadership Degree Program Developed in Collaboration with New York-Presbyterian:** In 2006, the Department of Nursing at New York-Presbyterian partnered with the New York University Wagner Graduate School of Public Service to develop a Master of Science in Management degree program that focuses on nursing leadership. The curriculum includes core courses focusing on nursing management and leadership skills, using original case studies based on real-life examples. It also includes a "Capstone" course with hands-on health care experience.

**Nursing Leadership Academy:** In 2006, the Department of Nursing entered into a partnership with the Nursing Leadership Academy, a division of the Advisory Board Company, to provide additional leadership training to New York-Presbyterian Hospital's nursing leadership. More than 100 participants attended the first session held in November and December 2006 and two additional courses are planned for the same participants in 2007.

### **SIGNIFICANT RESULTS**

The blending of various retention strategies for nursing leadership has generated enthusiasm among front-line leaders.

### **LESSONS LEARNED**

Many of the initiatives were developed in fall 2006; therefore, the full impact will not be determined until the outcomes are measured at six months, one year, and two years after implementation.

*New York University Hospital for Joint Diseases, New York City*  
**PROFESSIONAL PRACTICE INITIATIVE BASED ON A  
RELATIONSHIP-CENTERED CARE MODEL**

**DATE IMPLEMENTED**

FALL 2003

**PARTNERS IN THE PROGRAM/INITIATIVE**

**Internal:**

*Senior leadership, nursing leadership, and nursing staff*

**External:**

*Creative Healthcare Management and Local 1199 Service Employees International Union RN Leadership Training Fund*

**CONTACTS**

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**DESCRIPTION OF PROGRAM/INITIATIVE**

The New York University Hospital for Joint Diseases believes that the challenges of ensuring high-quality care in the new health care environment can be met through its Professional Practice/Relationship-Based Care Model. The model ensures that decisions about patient care are made at the bedside, by the nursing staff that has developed a relationship with the patients and their families.

Each unit developed a Unit Practice Council (UPC) that is responsible for communication among nursing staff members and other members of the interdisciplinary health care team. The council involves all members of the nursing staff in evaluating the care, processes, and systems on their unit to make changes that will improve patient care and satisfaction.

**SIGNIFICANT RESULTS**

- “Likelihood of recommending hospital” item on the Press Ganey Patient Satisfaction Survey increased from 87.8 to 96.5 over the past year.
- Results of the National Database of Nursing Quality Indicators nursing satisfaction survey increased to “above the mean” in six of the 11 work indices.
- Daily interdisciplinary rounds and “nursing huddles” have been established to maximize communication among caregivers regarding patient care.
- Two evidence-based nursing research studies have been conducted (the effect of 12-hour shifts on consistency in patient care assignments and the effectiveness of the “Flexi-Seal Fecal Incontinence Catheter”).

**LESSONS LEARNED**

- Senior management’s support is crucial to the success of the initiative.
- Change, no matter how incremental, needs to be celebrated and communicated.

*North General Hospital, New York City*

## **A SYSTEMS APPROACH TO IMPROVING RECRUITMENT, RETENTION, AND DEVELOPMENT OF LEADERSHIP ROLES**

### **DATE IMPLEMENTED**

JANUARY 2005

### **PARTNERS IN THE PROGRAM/INITIATIVE**

**Internal:**

*Nursing leadership, medical leadership, quality management, infection control, infectious disease, respiratory therapy, pharmacy, human resources, and finance staff*

**External:**

*Greater New York Hospital Association/  
United Hospital Fund 100K Lives Campaign*

### **CONTACT**

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### **DESCRIPTION OF PROGRAM/INITIATIVE**

Improving recruitment and retention was a key focus at North General Hospital in 2005 because the vacancy rate for nursing leaders was at an all-time high of 50% and for staff nurses it was 28%. After review of the evidence-based literature and many discussions with a multidisciplinary team, North General Hospital decided to implement the following initiatives.

**Development of Leadership Roles:** The goal was to create highly-competent, highly-motivated nurse leaders at the unit level to ensure the provision of quality patient care. One of the first initiatives was creating the “Clinical Nurse Director” role and job description to reflect the expanded scope of practice and responsibilities to include more accountability for their financial decisions and establishment of ongoing leadership training courses for the entire spectrum of the nursing workforce.

**Improve Recruitment:** A campaign was undertaken that involved placing advertisements in nursing journals, using contacts from the community nursing education colleges and universities, attending nursing recruitment job fairs, and using word-of-mouth techniques.

**Improve Retention:** The North General Hospital Nursing Education Department was reorganized and new educators were hired. An orientation program was developed based on Pat Benner’s *From Novice to Expert* model. Monthly Nursing Grand Rounds were created to increase staff awareness of evidence-based practices to incorporate in their daily clinical practices. Quarterly town hall meetings were implemented to offer the clinical directors and their staff a medium through which they could share their concerns. The institution purchased a Web-based educational and consulting program, which includes an evidence-based practice database that advocates best practice and competency, in addition to other resources available to the nurses for reference and patient education.

### **SIGNIFICANT RESULTS**

- The clinical nurse directors have become role models for the rest of the staff on the units. Patient satisfaction and patient outcomes have improved.
- The vacancy rate for clinical nurse directors is at 0%, and for staff nurses it was reduced to less than 4%. This is well below the national vacancy rate for registered staff nurses in acute care settings.
- The turnover rate has remained at less than 4%. The orientation program has received very high ratings from participants and the nursing staff feel empowered by the sustained clinical and educational support.

*North General Hospital, New York City*

## **A SYSTEMS APPROACH TO IMPROVING RECRUITMENT, RETENTION, AND DEVELOPMENT OF LEADERSHIP ROLES**

(CONTINUED)

### **LESSONS LEARNED**

- The key to improving outcomes in health care starts with the creation of highly-competent, highly-motivated, unit-based leaders.
- Motivated leaders contribute to increased staff satisfaction by promoting professional growth and development for their peers, and improving patient outcomes.
- The key to retaining and motivating new employees to excel in any work environment involves implementing a comprehensive new employee orientation program.
- Ongoing provision of education to nursing staff is an excellent motivator for increased staff satisfaction and improved quality patient care.

## *North Shore-Long Island Jewish Health System, Great Neck* **EMERGENCY DEPARTMENT NURSE FELLOWSHIP PROGRAM**

### **DATE IMPLEMENTED**

JUNE 26, 2006

### **PARTNERS IN THE PROGRAM/INITIATIVE**

#### *Internal:*

*The health system's corporate university and the human resource and nursing education departments of each hospital receiving nurse fellows*

### **CONTACT**

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### **DESCRIPTION OF PROGRAM/INITIATIVE**

The goal of the program is to create an environment where new graduates and non-emergency nurses receive the educational support, learning environment, and clinical coaching they need to become successful emergency nurses. This program builds the foundation needed to attain specialty certification in emergency nursing.

The Emergency Department Nurse Fellowship Program is designed to equip the new graduate nurse with skills and practical knowledge to transition into the role of an emergency department nurse.

The curriculum is designed to enhance new graduates' critical thinking skills by using the Emergency Nurses Association's Core Curriculum and Trauma Core Course, both adult and pediatric. Content from these curricula are then applied in the clinical setting under the leadership of a master fellow and associate fellow.

The program provides additional support via a nurse graduate peer group, coaching, and associate fellows. Additional professional development sessions occur throughout the first year of employment. The program is also adaptable to the experienced nurse who may need additional support to successfully transition into the emergency department.

### **SIGNIFICANT RESULTS**

To date, 13 nurse fellows remain in the fellowship program at one tertiary and two community hospitals in the health system's emergency departments. Hospitals participating in this program have offered positive feedback.

### **LESSONS LEARNED**

- New graduate nurses can feel comfortable in an emergency department setting without prior clinical experience.
- Increase the proportion of simulation scenarios to the length of the orientation program.
- Add online, computer-based programs geared toward emergency nursing.

*Northern Westchester Hospital, Mount Kisco*  
**BRING YOUR CHILD TO WORK**

**DATE IMPLEMENTED**

APRIL 2002

**PARTNERS IN THE PROGRAM/INITIATIVE**

*Internal:*

*Employees' and physicians' children and grandchildren, staff, and volunteers*

*External:*

*Northern Westchester Hospital invites ten underprivileged children from a local school to participate for the day so that they can see the benefits of great health care, not be afraid in an emergency, and see that health care careers are an excellent option for them.*

**DESCRIPTION OF PROGRAM/INITIATIVE**

Bring Your Child to Work Day is a national event started in 1993 with a goal of establishing a national day to bring girls and boys into the workplace to mentor and inspire them, and introduce them to the many careers and opportunities available to them. Northern Westchester Hospital's program is designed to help young people make connections between what they learn in school, at home, and in the community—to their future goals and work lives. It is a vehicle through which employees' daughters and sons can:

- connect their school work with the real world;
- figure out how their future work, home, and community life fit together;
- explore a variety of job options and learn the types of things they like to do;
- learn about the work their parents, mentors, and/or other relatives do and its importance;
- learn about the health care workplace—how it functions, its goals, mission, products, and services;
- discover there are limitless opportunities available to them; and
- build their self-esteem.

**LESSONS LEARNED**

You are never too young to start learning about health care careers!

**CONTACT**

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*Nyack Hospital, Nyack*  
**PARTNERING WITH OUR PATIENTS  
(JOINT REPLACEMENT CENTER)**

**DATE IMPLEMENTED**

OCTOBER 24, 2006

**PARTNERS IN THE PROGRAM/INITIATIVE**

*Internal:*

*All disciplines, physical therapy, occupational therapy, dietary, case management, board certified orthopedic surgeons, anesthesia, patient care associates, nursing, facilities, public relations, and patient education staff*

*External:*

*Nyack Hospital's home care program and rehabilitation settings (i.e., Helen Hayes Hospital)*

**CONTACT**

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**DESCRIPTION OF PROGRAM/INITIATIVE**

Nyack Hospital has created a shared vision and a new delivery system that allows full participation of the patient and his or her family or significant other in patient care. Since Nyack Hospital believes that patients play a key role in their recovery, every detail—from pre-operative teaching to post-operative exercise—is considered and reviewed by the patients, their coaches, and team members. Patients are encouraged to choose a family member or friend to participate in the role of coach during their stay.

After surgery, patients are given a slow release dose of pain medication that lasts for 48 hours. By minimizing pain (and in some cases, eliminating discomfort entirely), patients feel better and are able to accelerate their recovery by beginning physical therapy right away.

Nyack Hospital emphasizes group activities to motivate patients toward their mobility goals. When patients enter the group therapy session, they are energized to exercise.

Patients are prepared for every step of the process, which enables them to quickly return to their former lifestyle. The Joint Replacement Center at Nyack Hospital is a positive place, where people enter injured, in pain, and disabled, and leave with a new outlook on life.

**SIGNIFICANT RESULTS**

- Pain management is enhanced.
- Length of stay decreased from 6.0 to 3.5 days. The target is a 3.0-day length of stay.
- Staff, physician, and patient satisfaction are enhanced.
- Patient volume has increased.

**LESSONS LEARNED**

- Patient involvement is key to the patient's recovery.
- A planned, structured program facilitates patients meeting their goals.
- Support from the boardroom to bedside helps to facilitate positive outcomes.

## *Olean General Hospital, Olean* **SHARED GOVERNANCE**

### **DATE IMPLEMENTED**

JULY 2005

### **PARTNERS IN THE PROGRAM/INITIATIVE**

#### *Internal:*

*Departments of clinical and management education*

### **DESCRIPTION OF PROGRAM/INITIATIVE**

Deciding where to practice one's profession may be one of the most important decisions that registered professional nurses will make. Many factors need to be weighed—opportunities for growth, level of autonomy, professional relationships, and leadership and executive support, to name a few. Olean General Hospital is committed to being the best place for nurses to practice and the best place for patients to receive care. Toward that end, Olean General Hospital began an initiative to implement a shared governance model to address the areas of growth, autonomy, professional relationships, and leadership roles of the registered professional nurse.

Framed by new nursing bylaws, the shared governance model functions through an active committee/council structure. Five governance councils assume accountability for the management, operation, and integration of the division of nursing. In addition, every department that employs registered professional nurses has implemented a Unit-Based Practice Council (UPC). The UPCs represent an integral part of the Olean General Hospital interdisciplinary approach to patient care. The role is to oversee, direct, communicate, and support clinical practice standards including patient care, nursing practice, and performance at the unit/department level. These standards provide a framework for all nursing clinical activity.

### **SIGNIFICANT RESULTS**

Professional staff nurse satisfaction levels using the National Database for Nursing Quality Indicators survey were measured. Specific areas measured included satisfaction with care provided, decision making, job enjoyment, time for patient care, participation in decision making, satisfaction with job, quality of care, and adequacy of orientation. Levels reported before the introduction of the shared governance model were compared with those following implementation. Results show that overall satisfaction has increased since the implementation of the shared governance model.

### **LESSONS LEARNED**

While general organizational improvements such as salaries and technology are important factors in employee satisfaction, the registered professional nurse places greater importance on professional factors. Thus, when attempting to meet the needs and expectations of a professional staff, attention to those factors that are a cornerstone to the profession will lead to success.

### **CONTACT**

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## Orange Regional Medical Center, Middletown

### LEADERSHIP DEVELOPMENT INITIATIVE

#### DATE IMPLEMENTED

JANUARY 2005

#### PARTNERS IN THE PROGRAM/INITIATIVE

*Internal:*

*Departments throughout the organization, such as administration, finance, human resources/labor relations, marketing/public relations, purchasing, quality resources, risk management, and volunteer services*

#### CONTACT

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#### DESCRIPTION OF PROGRAM/INITIATIVE

Orange Regional Medical Center recognizes that those in leadership positions play a key role in determining the organization's success. Therefore, Orange Regional Medical Center has undertaken an aggressive approach to recruiting, orienting, training, and, ultimately, retaining individuals whose accomplishment is so critical to Orange Regional Medical Center's success. The facility's comprehensive approach to ensuring the highest caliber of management and supervisory staff includes:

- **Hire and promote the “best and brightest.”** Through a careful assessment of the necessary skills and competencies required for each position, Orange Regional Medical Center thoroughly screens and ultimately selects the best candidates available.
- **Provide a comprehensive “New Leaders Orientation.”** A four-session, 16-hour program that focuses on the essential functions, processes, and task responsibilities for directors, managers, and supervisors.
- **“New Leaders Mentoring.”** Where appropriate, the facility connects managers with seasoned professionals who act as mentors and tutors.
- **“Leaders Academy.”** Offered twice each year, Orange Regional Medical Center's Leaders Academy is an eight-session, 16-week program that focuses on leadership skills. New leaders are expected to participate and complete this program within the first year of employment.
- **“Leaders Series.”** Drawing from topics requested, suggestions from administration, and changes in regulation, program, etc., the Training, Education, and Development Department organizes a series of programs throughout the year, designed to maximize leaders' time by focusing on specific applications and “need-to-know” information.

#### SIGNIFICANT RESULTS

The outcomes have been positive and include:

- improved preparation of new leaders to perform in their positions;
- higher rates of retention of new leaders; and
- improved knowledge, skills, and abilities on the part of existing leaders.

*Orange Regional Medical Center, Middletown*

## **LEADERSHIP DEVELOPMENT INITIATIVE**

(CONTINUED)

### **LESSONS LEARNED**

- Lengthier programs need to be broken into multiple components and offered on non-peak days and times.
- Information has to be highly relevant and directly applicable, versus theoretical, to ensure leader-as-learner satisfaction and effectiveness.
- Homework must be incorporated to ensure concept application is undertaken with multi-segment programs.
- The organization can grow new leaders from within, more effectively prepare them to do the jobs required, and enhance the knowledge, skills, and abilities of current leaders.

## *Seton Health, Troy*

### **ASSOCIATES HELPING ASSOCIATES**

#### **DATE IMPLEMENTED**

SHARE AND CARE PROGRAM: JUNE 2003  
PAID BENEFIT TIME DONATION: JANUARY 1995

#### **PARTNERS IN THE PROGRAM/INITIATIVE**

**Internal:**

*Human resources foundation, mission services, and finance departments*

**External:**

*Tax and labor consultants*

#### **CONTACT**

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#### **DESCRIPTION OF PROGRAM/INITIATIVE**

Seton Health is committed to reaching out to those in need. On occasion, Seton employees experience personal unexpected or catastrophic events in their lives that can set them back financially on a temporary basis. To help associates in need, Seton developed a *Share and Care Program* and a *Paid Benefit Time Donation* policy.

The *Share and Care Program* is funded through a percentage of voluntary donations and contributions from Seton associates raised through the annual Foundation Employee Appeal. Associates in need may receive in-kind payments with no payback expected, and interest-free loans depending on the circumstances. The loans are repaid through payroll deduction. A committee was established to review all requests. In 2006, Seton provided approximately \$22,300 in interest-free loans and \$10,890 in monetary gifts under the program.

The *Paid Benefit Time Donation* policy enables employees to donate their unused vacation time hours to a bank for fellow associates in need who have exhausted their own benefit time during a leave of absence due to a personal crisis, such as personal illness, the illness of a family member, or a catastrophic event.

Both programs have helped relieve the associate of the stress connected with these events so that they can better focus on their work. All requests are confidential and handled in a manner to ensure the dignity for those seeking funds. The associates have been truly grateful for the program and often convey how much they enjoy working at Seton because of the care and compassion that is shown toward employees in need.

#### **SIGNIFICANT RESULTS**

Seton surpassed national benchmarks in associate satisfaction with its most recent survey. Turnover continues to decrease from previous years.

#### **LESSONS LEARNED**

Have a good system in place to assess and document requests properly to ensure consistency and fairness. All requests are reviewed by an established committee before approval is granted. Seton also had the programs reviewed by external tax and labor consultants to ensure the programs are administered in accordance with all regulatory guidelines.

## South Nassau Communities Hospital, Oceanside

### NURSING STRATEGIC HIRING PLAN

#### DATE IMPLEMENTED

2001

#### PARTNERS IN THE PROGRAM/INITIATIVE

**Internal:**

*Hospital administration, nursing leadership, nursing recruitment/retention, education, development/research, and human resources department*

**External:**

*Nursing programs both local and abroad*

#### CONTACT

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#### DESCRIPTION OF PROGRAM/INITIATIVE

The Nursing Strategic Hiring Plan was developed at South Nassau Communities Hospital (SNCH) to enable SNCH to be proactive in determining the number of anticipated nursing vacancies while concurrently considering challenges including the nursing shortage, the aging workforce, fiercely competitive local market forces, and the internal expansion of the hospital.

The Nursing Strategic Hiring Plan was developed by:

- trending current vacancy and turnover rates and projecting three to five years out;
- projecting three- to five-year retirement rates by nursing specialty area;
- determining the impact of improved staffing patterns on a unit-by-unit basis;
- projecting additional registered nurse needs in alignment with the hospital strategic plan, allowing for matched timing with new project implementations;
- evaluating the local hiring scenario; and
- recruiting internationally.

This plan enables the hospital to project and fill nursing vacancies with a tangible and reliable schedule, determining the quantity and specialty of the nurses needed. It gives the hospital the ability to control proactively both nursing costs and quality while meeting the challenges presented by growth.

#### SIGNIFICANT RESULTS

For the period 2001-2006, significant results include:

- reduced the RN vacancy rate from 13% to 5%;
- reduced the RN turnover rate from 19% to 9%; and
- eliminated agency RN utilization in all areas except for minimal use in the emergency department.

#### LESSONS LEARNED

- Staffing plans must be flexible to enable the institution to address both anticipated and unanticipated growth.
- Projected data must be grounded and refined based on nurse managers' input.

## *Saint Francis Hospital and Health Centers, Poughkeepsie* **RN ADVANCEMENT PLAN**

### **DATE IMPLEMENTED**

SEPTEMBER 2006

### **PARTNERS IN THE PROGRAM/INITIATIVE**

#### *Internal:*

*Staff nurses, nursing managers and directors, and senior administration in both nursing and human resources*

### **CONTACT**

#### **Hilda M. Merolli**

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### **DESCRIPTION OF PROGRAM/INITIATIVE**

Saint Francis Hospital had a nursing clinical ladder program for many years that was based on Pat Benner's *From Novice to Expert* concept. The clinical ladder provided four levels of nursing staff: RN I, II, III, and IV. These levels identified each nurse's level of experience, her/his knowledge, and nursing practice expertise. The program, through a Clinical Ladder Committee, provided for peer review of nurse credentials and for peer recommendation for promotion to the next level.

In early 2006, the nursing leadership team under the direction of the chief operating officer/chief nursing officer began to examine the future of nursing at Saint Francis Hospital and identified areas of concern. Foremost was how well the nursing department positioned itself for leadership succession, and secondly was how well the clinical ladder program reflected modern concepts of professional nursing. Staff nurses were invited to determine what changes they felt needed to be made.

A group of 12 highly enthusiastic and committed nurses, representing all areas of nursing and all levels of the clinical ladder, began meeting weekly. The group identified three goals for the new promotion plan: 1) ensure professional accountability for practice; 2) provide a vehicle for professional growth and development; and 3) maintain a key component of the clinical ladder: peer review and peer recommendations for their colleagues' promotions.

In September 2006, the new RN Advancement Plan was launched. It identifies two levels of nursing, the RN and the Advanced RN, and introduces three professional tracks: clinical practice, management, and education. The new plan encourages professional accountability by outlining behavioral criteria expected of all RNs and by providing additional criteria that can be selected by those who wish to exceed expectations. The plan provides a vehicle for professional growth and development by offering nurses in either level the opportunity to choose a clinical practice, education, or management track. Each track is structured for staff to gain expertise in a specific area of interest. Lastly, the RN Advancement Plan continues the process established of peer review and peer recommendation for advancement.

*Saint Francis Hospital and Health Centers, Poughkeepsie*

**RN ADVANCEMENT PLAN**

(CONTINUED)

**SIGNIFICANT RESULTS**

Although the plan was just implemented, Saint Francis Hospital has already seen nurses becoming more involved in committee work, quality improvement projects on their units, and mentoring by senior nurse leadership on career path selections.

**LESSONS LEARNED**

- Staff nurses thrive on being the impetus for change in an institution and in mentoring their colleagues to embrace change.
- Change can incorporate the best of an old process while introducing the new process if everyone is committed to making the change.

## *St. Joseph's Hospital Health Center, Syracuse* **EYE ON INNOVATIONS**

### **DATE IMPLEMENTED**

NOVEMBER 2006

### **PARTNERS IN THE PROGRAM/INITIATIVE**

#### ***Internal:***

*Staff educators, clinical nurse specialists, college of nursing faculty, library sciences staff, nurse researchers who provide services on a consultative basis, and information technology services staff*

#### ***External:***

*Collaborating physicians and a local printing company*

### **CONTACT**

#### **Dorothy Syrocki Haag, M.S., R.N.**

Co-Chair, Hospital Research/Innovations Committee

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### **DESCRIPTION OF PROGRAM/INITIATIVE**

St. Joseph's Hospital Health Center identified the need to educate staff nurses throughout the network about evidence-based nursing practice (EBP) and to promote clinical inquiry and dissemination of evidence from current nursing research so nursing staff can incorporate it into their daily practice at the bedside. The underlying assumption was twofold: if the nursing staff increase the use of current evidence from research, patient care outcomes and satisfaction would increase, and nursing staff would experience greater personal satisfaction when delivering care based on an evidence-based approach.

The project was introduced to nursing staff by soliciting staff input into naming the educational poster campaign; the winner received a gift certificate. Once the Eye on Innovations name was selected, a logo was designed to affix to each poster. The Research/Innovations Committee then solicited input for EBP topics and authors to be considered for poster presentation. The posters are drafted using current evidence in the literature, implications for bedside nursing practice are outlined, and the poster provides an Intranet link for individuals interested in the evidence details.

The Research/Innovations Committee edits the posters for content validity, relevance to clinical practice, and user-friendliness. Once finalized, the document is sent to a local printer for professional printing and lamination. The posters are then distributed to each nursing unit or service area in the network. New posters are distributed on a monthly basis.

### **SIGNIFICANT RESULTS**

The program has been well received by nursing staff. The immediate benefits include:

- The program has provided a rapid, reliable, and consistent method to disseminate data from the current literature to change nursing practice at the bedside, using limited resources.
- Nursing staff at the patient bedside appear more comfortable questioning nursing and medical orders that are not in alignment with patient preferences or values, or when staff do not observe improved patient care outcomes.
- The respiratory therapy and rehabilitation departments have assigned representatives to the Committee and are collaborating with the nursing staff on sharing and communicating evidence from their disciplines that impacts nursing care.

*St. Joseph's Hospital Health Center, Syracuse*

## **EYE ON INNOVATIONS**

(CONTINUED)

- Four multidisciplinary, evidence-based practice teams have been assembled to explore clinical practice questions posed at the workshop and make formal recommendations to change nursing practice, policy, or procedure.

### **LESSONS LEARNED**

Recommendations for replicating this program include:

- Allocate an additional 20% above the projected material costs for large networks with satellite locations.
- Be prepared to recognize and support the staff nurses' initial resistance to practice change and support the need to let go of "sacred cows."
- Establish a plan to secure specialty-specific physician buy-in to the proposed nursing practice change and recognize the value of specialty-specific physician-nurse alliances.

## *St. Luke's Cornwall Hospital, Newburgh* **RN PHONE-A-THON**

### **DATE IMPLEMENTED**

OCTOBER 2004, FEBRUARY 2005, JANUARY 2006

### **PARTNERS IN THE PROGRAM/INITIATIVE**

#### *Internal:*

*Chief nursing officer, human resources, nursing, nurse directors, clinical nurse managers and educators, and marketing staff*

### **DESCRIPTION OF PROGRAM/INITIATIVE**

Recognizing that people lead very busy lives and demand immediate results, the RN Phone-a-Thon invites RNs to call toll-free and speak directly with a recruiter and interview over the telephone with a nurse manager. The event, held on Sunday mornings, is stress-free for job applicants because they do not need to deal with the worries associated with attending a traditional open house, such as parking, what to wear, or who is making dinner or watching the kids.

The recruiters screen callers for basic information and transfer callers to a nurse leader, who is either at home or on the premises. Subsequent to the event, viable candidates are invited into the office for a traditional interview and facility tour.

Since its inception three years ago, St. Luke's Cornwall Hospital has conducted an RN Phone-a-Thon every year, and approximately 30 RNs call in on a typical Sunday morning to speak about opportunities in nursing.

### **SIGNIFICANT RESULTS**

About 20% of callers are hired into RN positions.

### **LESSONS LEARNED**

Prospective candidates are pressed for time and enjoy the opportunity to just pick up the telephone and find out more about the hospital. This enables them to quickly assess their interest in the hospital while speaking directly with nursing leaders. The best part is that it is easy, it works, and the organization's departments come together with one common goal.

### **CONTACT**

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*St. Luke's-Roosevelt Hospital Center, New York City*  
**MENTOR AND TRAIN, RECRUIT AND RETAIN**

**DATE IMPLEMENTED**

2006

**PARTNERS IN THE PROGRAM/INITIATIVE**

*Internal:*

*Corporate human resources, nurse recruitment, nursing administration, leadership, and department of nursing education and research staff*

*External:*

*Greater New York Hospital Association and schools of nursing*

**CONTACT**

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**DESCRIPTION OF PROGRAM/INITIATIVE**

St. Luke's-Roosevelt Hospital Center is employing a variety of strategies to address the nursing shortage. The hospital recruits and retains registered nurses through a collaborative approach involving its departments of human resources, nursing, and nursing education and research, in addition to clinical mentor and summer extern experiences for senior students in selected affiliating nursing programs. In addition to the need to recruit nurses for "usual" vacancies, the hospital recently hired a significant number of night shift nurses to replace retiring senior staff nurses in its very busy labor and delivery unit.

The following are strategies used successfully to recruit and retain nursing staff:

**Senior Clinical Mentorships and Summer Extern Programs:** Students from the Columbia University School of Nursing and Phillips Beth Israel School of Nursing are paired with staff nurses who volunteer to mentor them in one-to-one clinical experiences.

**Open Houses:** In 2006, St. Luke's-Roosevelt Hospital Center's Human Resources Department coordinated on-site open houses, one of which was specifically planned to recruit both experienced and inexperienced labor and delivery nurses. Candidates were able to complete an application, discuss potential areas of interest with recruiters and nurse managers, interview for open positions, and receive a preliminary job offer that same evening.

**Bridging the Gap:** A group of St. Luke's-Roosevelt nurse managers and staff nurses participate in Bridging the Gap, an innovative project funded by a grant from the Jonas Foundation. They are learning skills to prepare them to function as advanced preceptors and beginning adjunct faculty. In addition, St. Luke's-Roosevelt will partner with a nursing school to use its newly-fledged preceptors and adjuncts to supervise all the required clinical rotations for a defined cohort of nursing students. Not only will this project add to the pool of scarce nursing faculty, but the unique clinical rotation experiences will help St. Luke's-Roosevelt recruit a highly-trained and motivated group of new graduate nurses.

**SIGNIFICANT RESULTS**

- Late 2006 labor and delivery vacancies were all filled within a three-week period.
- Several former nursing students have applied for and been hired as new graduate RNs on the units where they were in a senior clinical mentor experience or worked as summer externs.

*St. Luke's-Roosevelt Hospital Center, New York City*

## **MENTOR AND TRAIN, RECRUIT AND RETAIN**

(CONTINUED)

### **LESSONS LEARNED**

- Specialized clinical experiences, focusing on senior nursing students in clinical rotations or extern placements at St. Luke's-Roosevelt, are a key component in the successful recruitment of former students into new graduate nurse positions.
- Walk-in open houses, featuring immediate interviews with hiring nurse managers, are an excellent recruiting strategy when combined with an immediate, preliminary job offer.

*St. Mary's Hospital, Amsterdam*  
**SCHOOL AT WORK PROGRAM**

**DATE IMPLEMENTED**

JANUARY 2007

**PARTNERS IN THE PROGRAM/INITIATIVE**

*External:*  
*Catalyst Learning*

**DESCRIPTION OF PROGRAM/INITIATIVE**

St. Mary's Hospital developed the School at Work (SAW) program to help entry-level employees transition into higher paying positions within the hospital. The eight-month program is a combination of classroom and DVD-based lessons that are facilitated by a workplace coach. The class teaches computer skills, medical terminology, and workplace writing. The students develop career goals and learn skills that will help them gain confidence to apply for other positions within the hospital.

**SIGNIFICANT RESULTS**

The six current students have gained the computer knowledge and basic skills they need to help them realize their future potential.

**LESSONS LEARNED**

The program has been successful in retaining associates by helping them to realize their potential within the hospital.

**CONTACT**

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*University Hospital/SUNY Upstate Medical Center, Syracuse*  
**30- AND 90-DAY RETENTION REPORT**

**DATE IMPLEMENTED**

SEPTEMBER 2005

**PARTNERS IN THE PROGRAM/INITIATIVE**

*Internal:*

*Nurse managers and nursing administration*

**CONTACT**

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**DESCRIPTION OF PROGRAM/INITIATIVE**

To improve the retention of the newly-hired registered nurse staff, University Hospital began holding 30- and 90-day face-to-face retention meetings with all newly-hired RNs. The RNs engage in focus group discussions from which qualitative data are collected and complete a survey from which quantitative data are collected. This information is then trended and distributed in a quarterly report to all nurse managers and hospital and nursing administration. The nurse manager group, with input and assistance from other appropriate groups, is then responsible for developing and implementing action plans to address identified issues. The goal is to ensure that University Hospital is doing the best job possible integrating nurses into its culture and orienting them to their roles.

**SIGNIFICANT RESULTS**

Since its inception, this quarterly report has grown to also include RN exit interview data (nurses that exit the institution have a face-to-face interview in addition to the traditional exit survey). Within the next few quarters, University Hospital will begin to incorporate transfer survey data collected from nurses as they leave one unit and go to another, as well as data collected from experienced nursing staff during retention luncheons.

With the incorporation of these two perspectives, this report will give a comprehensive view of nursing retention at University Hospital.

**LESSONS LEARNED**

As with any initiative, collecting and trending data to find themes is step one; following through with action to make improvements is step two. While many smaller issues have been addressed and improved upon, the facility continues to work on larger issues such as struggles with inconsistent orientation practices and preceptor issues. University Hospital is engaging its nurses at all stages of their careers to be active participants in retention. Their voices are being heard and the hospital is acting on their input, and this kind of participation is the best retention tool there is.

*Vassar Brothers Medical Center, Poughkeepsie*  
**VOCERA HANDS-FREE WIRELESS COMMUNICATION SYSTEM**

**DATE IMPLEMENTED**

PILOTED NOVEMBER 2005  
IMPLEMENTED JUNE 2006

**PARTNERS IN THE PROGRAM/INITIATIVE**

*Internal:*

*Information technology staff*

*External:*

*IBM, Inner Wireless, Vocera  
Communications*

**DESCRIPTION OF PROGRAM/INITIATIVE**

Effective communication continues to be a top priority in clinical workflow and in the prevention of errors and delays. Hospital clinical staff are on the move for most of their shift. Vassar Brothers Medical Center implemented a hands-free wireless communication system to facilitate an immediate communication at the point of service; nurse to nurse, nurse to doctor, or nurse to ancillary department. This system has allowed the clinical staff to remain with their patients while getting the help they need to provide the best care.

Communication can occur by requesting someone by name or function in the facility, i.e., find a pharmacy technician. The communicators can be used to place telephone calls or to page someone. In addition, a patient can use the system through a telephone number to get someone who is wearing the communicator.

In the next few months, Vassar Brothers Medical Center will augment the system through an interface with the call bell system, allowing a text message to go directly to the person assigned to the patient when the patient presses the call button.

**SIGNIFICANT RESULTS**

- There has been an increase in staff satisfaction with communication among co-workers.
- Physicians are more satisfied because they spend less time on hold searching for a nurse to take a telephone call.
- According to Press Ganey surveys, patient satisfaction has improved because of the increased speed in answering the patient call bell.

**LESSONS LEARNED**

- Increased education time was needed for every staff member. The hospital thought training could be accomplished in half the time recommended. This was not the case, as staff needed the time to learn all features of the system.
- Ensure that the wireless infrastructure is optimal. Vassar Brothers Medical Center rolled out the system and found that there were gaps in coverage. This resulted in repairs to the infrastructure and diminished confidence in the system initially.

**CONTACT**

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## *Westfield Memorial Hospital, Westfield* **RACK&RAVE**

### **DATE IMPLEMENTED**

SEPTEMBER 2006

### **PARTNERS IN THE PROGRAM/INITIATIVE**

#### *Internal:*

*Human resource departments at Westfield Memorial Hospital and Saint Vincent Health System*

### **CONTACT**

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### **DESCRIPTION OF PROGRAM/INITIATIVE**

RACK&RAVE is a recognition program for patients, visitors, employees, physicians, and volunteers.

RACK stands for “Random Acts of Care and Kindness.” These are the little things people do for one another. Submitting a RACK report is a way to say thank you to someone who does those little things in the workplace.

RAVE stands for “Recognize and Acknowledge Valued Events.” These are the “biggies”—when an associate, physician, or volunteer goes above and beyond the call of duty for a patient or co-worker. Westfield Memorial Hospital’s 2006 RAVE winner provided meals, funds, and much more to a former co-worker and patient. One of the runners-up removed a visitor’s tire in 18-degree weather, took it to be patched and inflated, and brought the car to the front door of the facility for the visitor. These are RAVEs.

The RACK&RAVE committee determines if the submission is a RACK or a RAVE. Tabletop displays are in the waiting rooms where patients, visitors, and associates have access to them. Every employee who is recognized with a RACK&RAVE receives a \$1 token and the submission about them is posted on the RACK&RAVE board in the main hall. The RACK&RAVE committee chooses a monthly health system-wide RAVE winner who receives two \$25 gift certificates, a t-shirt, and a jar of pretzels. Those winners are then eligible for the grand prizes at the end of the year.

### **SIGNIFICANT RESULTS**

Westfield Memorial Hospital has touted two monthly health system-wide winners between September and December. Employees have voiced that they enjoy recognizing others for the good deeds that are done every day. Associates and visitors alike have commented on how nice it is to read about the good people working for the organization.

### **LESSON LEARNED**

Praise goes a long way!

*Wyckoff Heights Medical Center, Brooklyn*

## **THE NURSING ROLE IN EXPANDING A CULTURE OF SERVICE EXCELLENCE**

### **DATE IMPLEMENTED**

NOVEMBER 2005

### **PARTNERS IN THE PROGRAM/INITIATIVE**

*Staff at all levels, including nurses, physicians, and students*

### **DESCRIPTION OF PROGRAM/INITIATIVE**

As part of Wyckoff Heights Medical Center's commitment to fostering a caring culture and high-quality patient care, the facility's nursing leaders started a hospital-wide customer service educational series for all staff. It began at a Nursing Leadership Retreat in November 2005 that included senior nursing leaders, nursing educators, the director of human resources, and the chief operating officer. Held at an off-site setting, this meeting was conducive to learning, promoted teamwork, and opened a forum for new and invigorating ideas. The resulting program was presented to all hospital employees after a Train-the-Trainer class was offered in early January 2006. Multi-disciplinary staff came together to work as a team, develop insight into each other's roles, formulate ideas of problem solving, and improve service excellence.

### **SIGNIFICANT RESULTS**

Currently, 85% of hospital employees have successfully completed this program. The hospital's culture of positive service excellence is changing with many creative ideas and future projects proposed. The program addresses all of Wyckoff Heights Medical Center's customers: patients, staff, and visitors.

### **LESSONS LEARNED**

Nursing can lead the way in the promotion of service excellence in the health care setting. Through insight and effective communication, positive changes have taken place through training programs initiated by nursing leadership.

### **CONTACT**

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