

# Partnership-Driven Transformation: Strategies for Nursing/Clinical Workforce Stabilization

LeeAnna Spiva, PhD, RN • Natalie Jones, DNP, RN, NPD-BC



## LEARNING OBJECTIVES

- Identify strategies for nursing and clinical workforce stabilization.
- Explain the steps required to implement nursing and clinical workforce stabilization strategies to meet retention and recruitment demands.

## PROBLEM

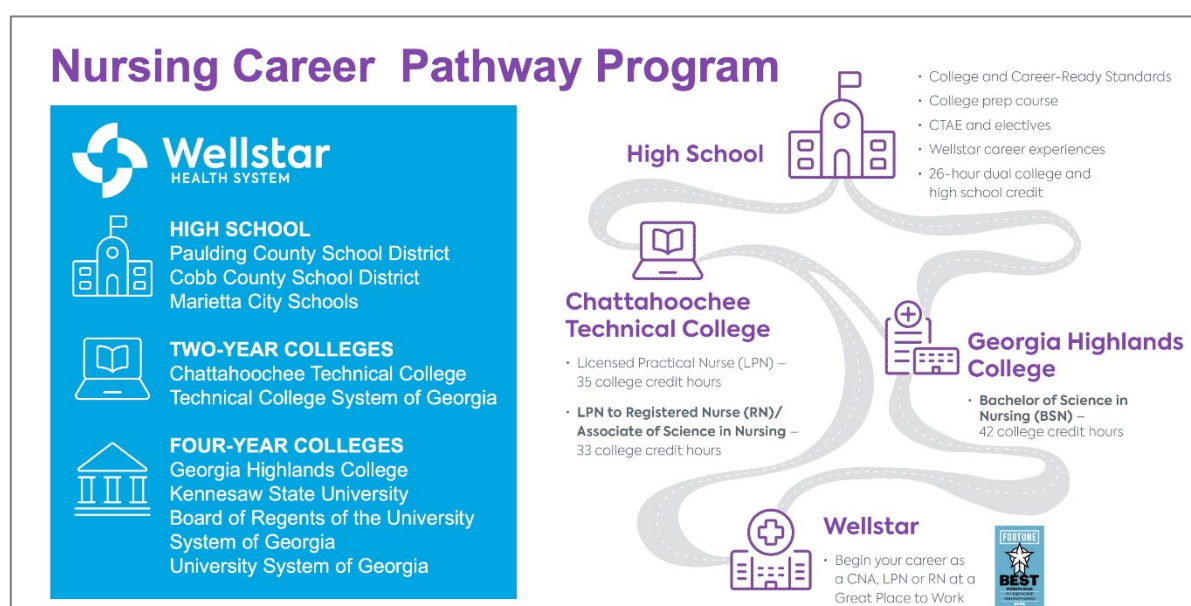
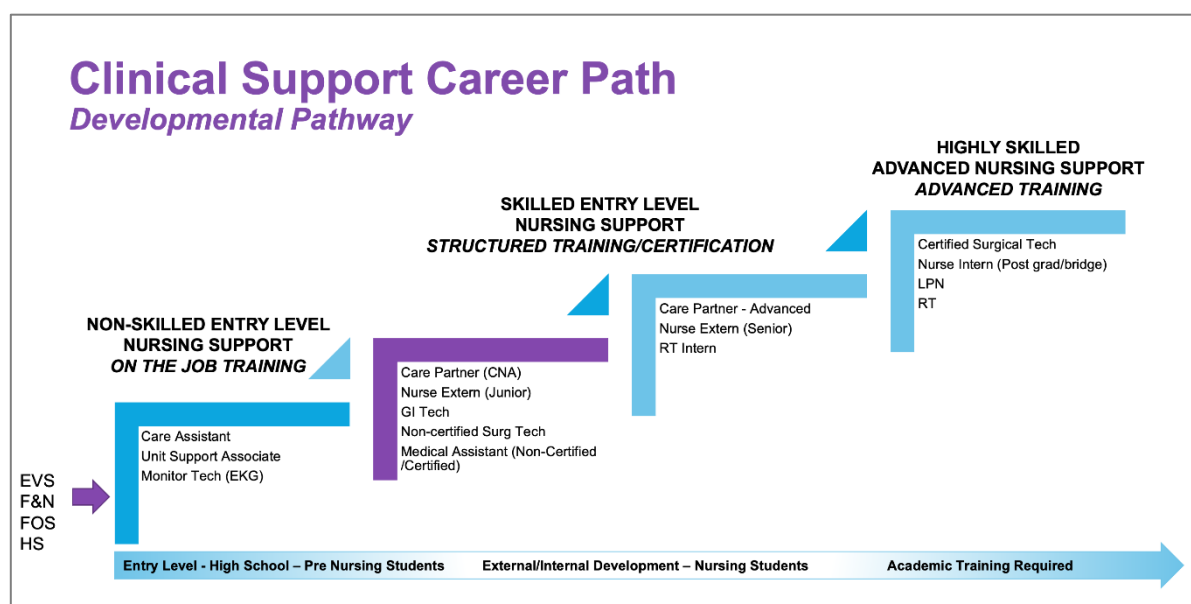
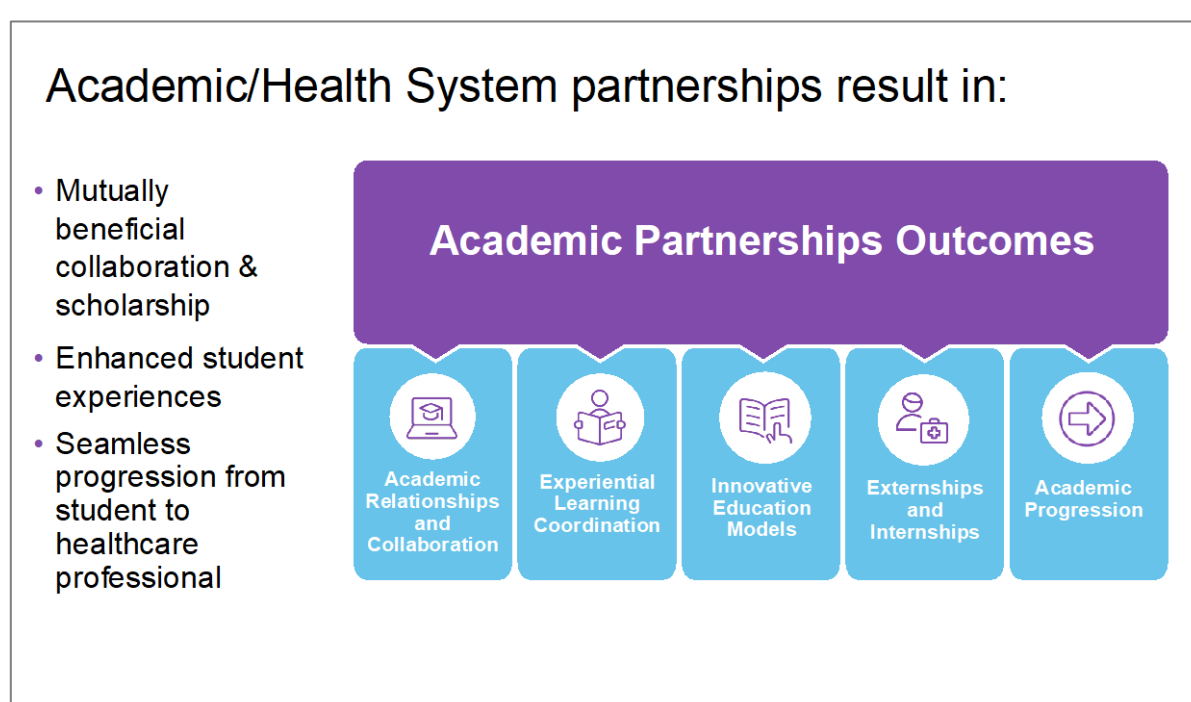
Like healthcare organizations across the nation, Wellstar experienced nurse shortages and high turnover in nursing support roles. Our innovative and collaborative approach allowed the health system to leverage this model while navigating challenging times during the pandemic.

## GOALS

- To develop a sustainable nursing pipeline model supporting our dynamic workforce needs
- To proactively address clinical workforce challenges by accelerating recruitment and increasing retention rates
- To build loyalty and quality in our profession and in our system
- To aid in hiring, training and educating nonclinical support candidates

## STRATEGY

Wellstar took a far-reaching, broad-spectrum approach that would significantly impact our workforce now and in the future. Working collaboratively with state legislators, the board of nursing, universities, technical colleges and area high schools, Wellstar created a high school pathway program, accelerated certified nursing assistant (CNA) program and an academic partnership model.



### Academic partner model:

Through our academic partnerships, we have created career development programs that include progression pathways for nurse externs, Licensed Practical Nurse externs, respiratory therapy externs, CNAs, certified medical assistants and other bridge-to-RN programs. Programs like our CNA pathway, connected regionally via six partners across the state, have been critical to our new care models and realigning work within the nursing support framework.

### High school pathway:

Entry into clinical practice for 9th graders and above who want to begin their nursing careers in a nursing support role. Leveraging relationships with school districts, the program offers healthcare courses and the required attainment of CNA certification in the senior year along with college credits.

### CNA program:

A clinical career pathway for qualified Wellstar team members and external hires; this video provides an overview.



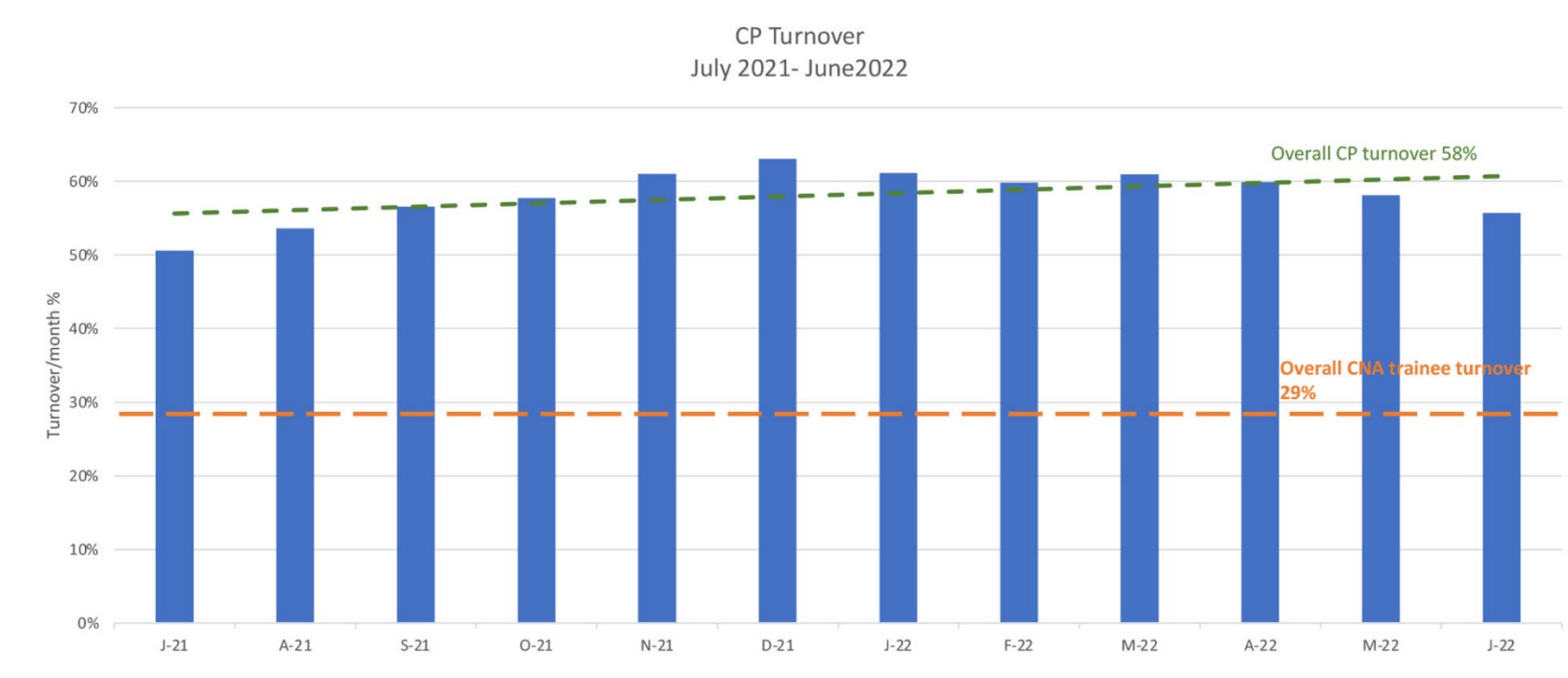
## OUTCOMES

Over **1,500** high school students enrolled in healthcare courses in our service areas

Over **300** CNAs have graduated from our Accelerated CNA Program since November 2020

### Positively Impacting Care Partner Retention – July 2021-June 2022

**58%** (overall) **29%** (CNA program participants)

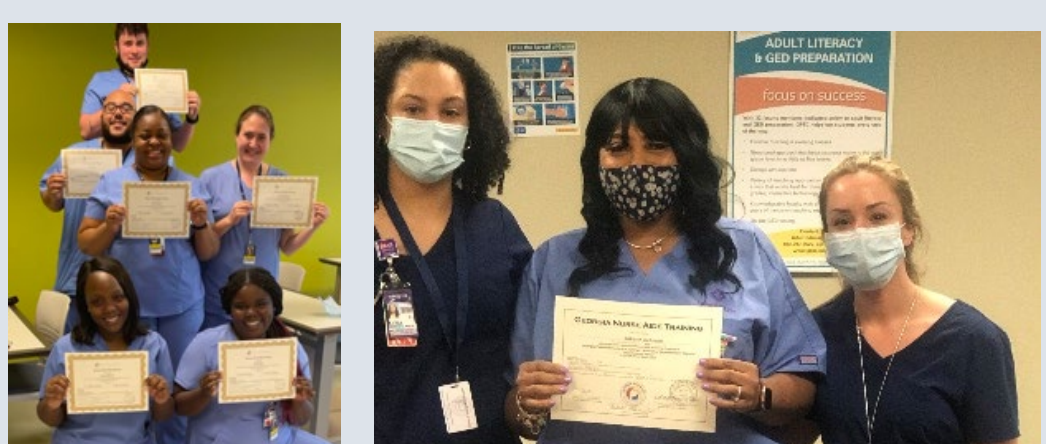
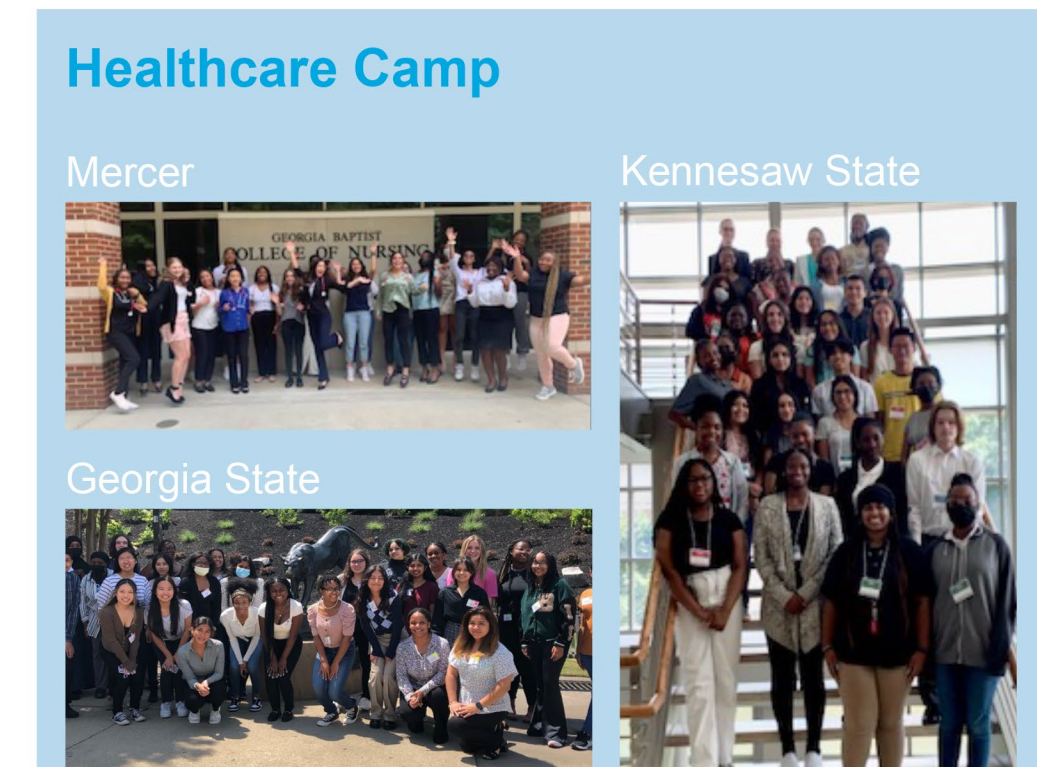
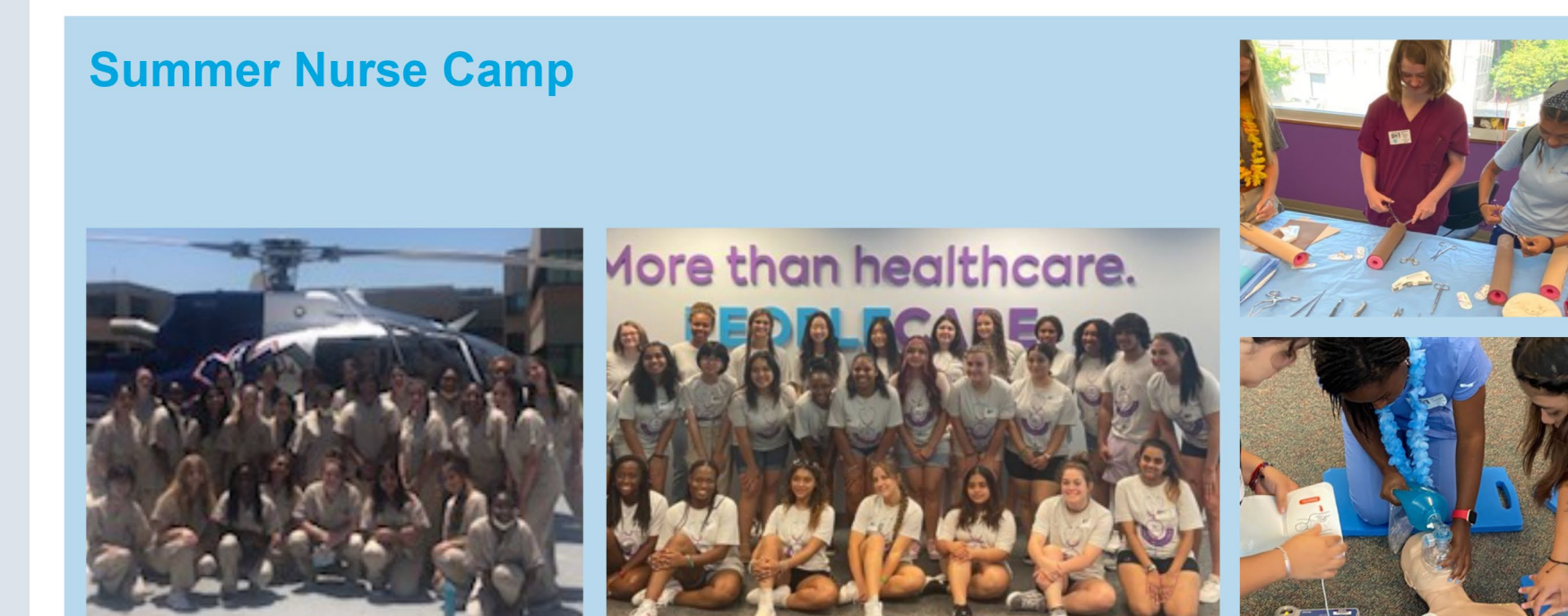


## CONTINUING OUR PROACTIVE APPROACH: HIGH SCHOOL HEALTHCARE CAMPS

Our 2022 summer camps further developed our pipeline of nursing and other critical healthcare programs. We targeted 10th-12th graders as they begin to make career choices and recognize preferences. With nearly 600 applicants, the demand illustrates the eagerness of young people to learn about healthcare and satisfies a need for those with an early 'call' to service professions. Working with our local academic partners, this program expanded our bandwidth to provide a robust experience integrating education and practice.

### 2 Camps – nearly 600 applicants

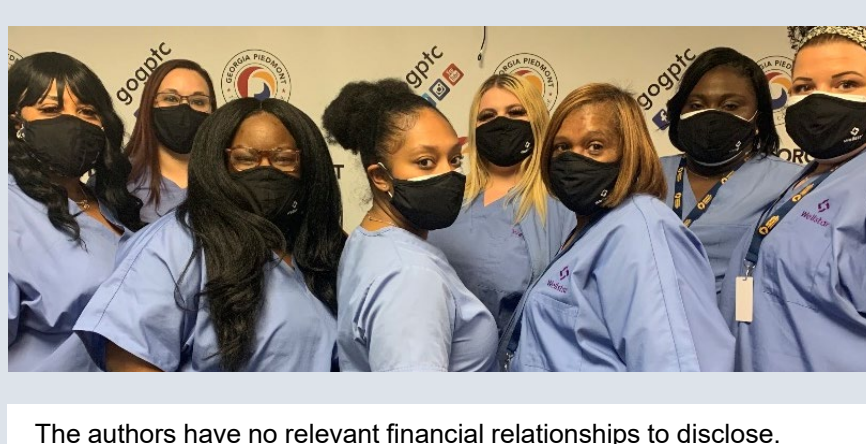
- Nursing Camp - 30 Participants
- Healthcare Camp -180 Participants
- 60 high school students hired for nursing support roles across our 10-hospital system



*"I'm now on track to pursue the career I always wanted! I have Wellstar to thank for this opportunity."*



*"Thank you Wellstar for believing in me!"*



The authors have no relevant financial relationships to disclose.