

2024 VIZIENT CONNECTIONS SUMMIT

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REFLECTION

REFLECT | ADAPT | EVOLVE



Empowering Healthcare Professionals: Nurturing Caregivers and Navigating Innovative Workplace Strategies

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Melissa Codella, MSN, MBA, RN, Assistant Nurse Manager; Intermountain Medical Center

Kirstie Toussaint, MS, RN, NEA-BC, Sr Director, Nursing Operations & Service Excellence; NYU Langone Hospitals

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Karen Campos, MBA, Senior Project Manager; NYU Langone Hospitals

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Learning Objectives

- Describe resources to support caregiver well-being in the healthcare setting.
- Explain the required steps to develop a workplace culture strategy that will positively impact patient experience.



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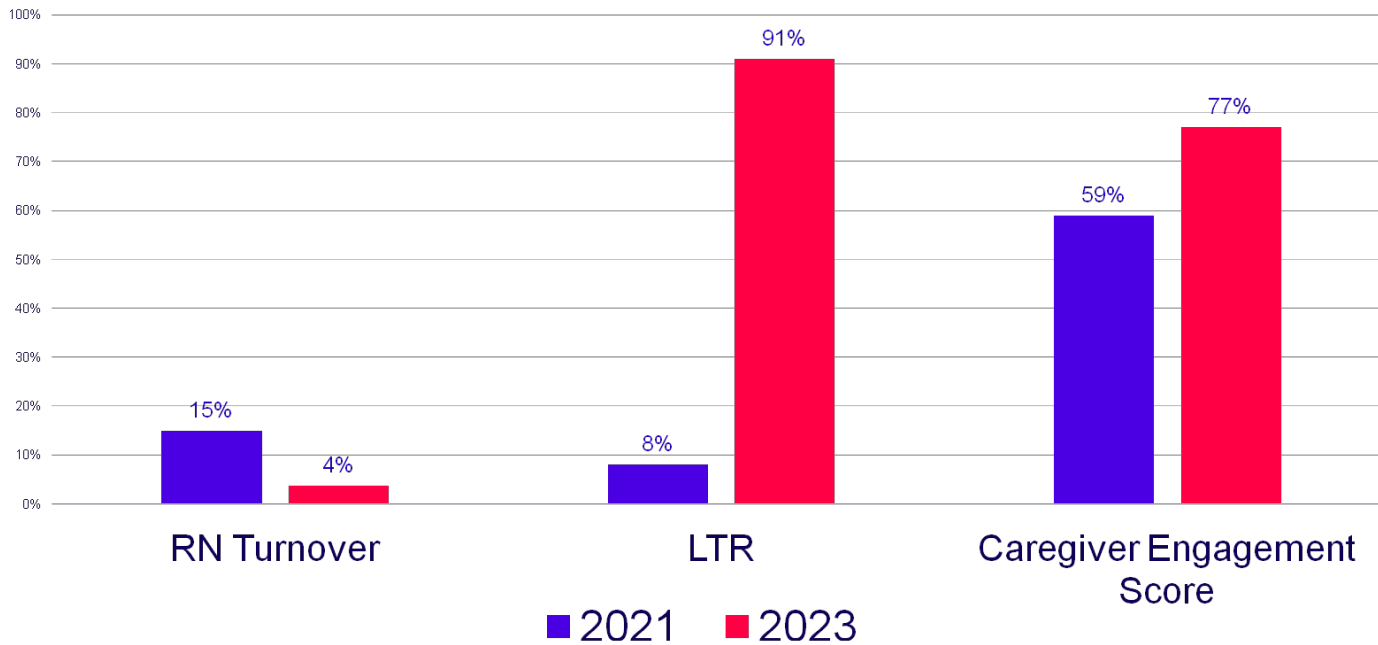
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Look How Far We've Come!




1. Communication
2. Accountability
3. Presence
4. Nurturing
5. Celebration

Communication

- Virtual Forums
- Video Updates
- PowerPoints
- 2-minute tidbits

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NICU FORUM
WE'RE ALL EARS!



**WEDNESDAY
JUNE 5TH** | **4PM**

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Accountability

- Hard Conversations
- Tracking Concerns
- Online Training

**“Stay in JOY
or
Leave in PEACE”**
-Cy Wakeman

Presence

- Purposeful
 - Daily Rounding
 - Check-in Questions
 - Night Shift Presence



Nurturing

- Care for the Caregiver
- Just Breathe
- Peer Support
- Zen Den
- PBJ Station



IMC NICU Peer Support Meeting:

03/15/24 ED Code

2024-03-22 22:38 UTC

Recorded by
Kami McMaster

Original by
Kami McMaster

0:00

0:09 / 21:42

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Celebrate Every Little Thing



We celebrate you every day,
but today you get a card.
Happy Birthday!

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Background

Landscape

April 2021:

- Recovering from pandemic
- Staff burnout
- Hiring pause
- Declines in patient experience scores
- Lack of engagement

Challenge

- Refocus staff on providing patient-centered care
- Manage burnout
- Onboard new, less-experienced staff
- Supporting our leadership

Approach

- Strategic mapping
- Workplace culture strategies:
 - Culture Leader Rounds
 - Lunch with a Leader
 - Interactive Department Head Meetings

The Journey Forward



May 2021
Service
Excellence
Strategy Map



June 2022
Lunch with a
Leader



**September
2022**
Interactive
Department Head
Meetings



June 2021
Culture Leader
Rounds



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Outcomes



Our organization has seen marked improvements in our HCAHPS performance, employee engagement scores, and vacancy and turnover rates

HCAHPS

HCAHPS Domain	FY22	FY23	FY24 TD	Change 2022 vs.2024
Overall Rating	64.9%	69.7%	70.9%	6.0%
Willingness to Recommend	68.0%	71.9%	71.3%	3.3%
Care Transitions	50.0%	52.9%	54.8%	4.8%
Communication with Doctors	78.2%	81.0%	81.2%	3.0%
Communication with Nurses	78.9%	81.7%	81.1%	2.2%
Communication about Medicines	59.4%	60.8%	63.2%	3.8%
Discharge Information	85.7%	86.8%	87.4%	1.7%
Response of Hospital Staff	56.0%	61.9%	64.0%	8.0%

Vacancy & Turnover

RN External Turnover
 FY2021: 15%
 FY2024: 7%*
 National Rate: 18.4%**

RN Vacancy
 FY2021: 8%
 FY2024: 1.3%*
 National Rate: 9.9%**

All Staff External Turnover
 FY2021: 11.9%
 FY2024: 7.8%

Employee Engagement Index:
 FY2021: 78%
 FY2023: 84%

*FY2024 Annualized Rate – NYU Langone Hospital—Long Island

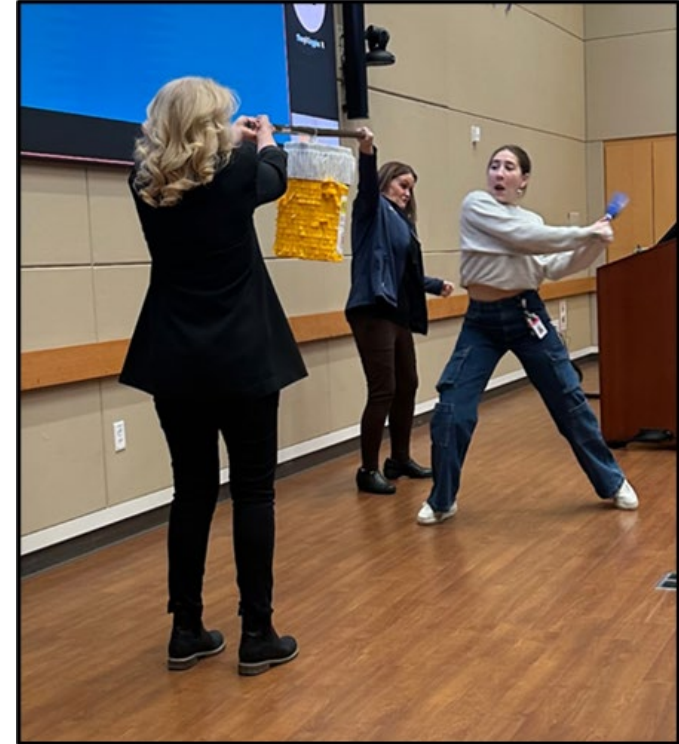
** 2024 NSI National Health Care Retention & RN Staffing Report

Lessons Learned

- Engaged workforce is a catalyst for improved patient experience
- Buy-in from Executive Leadership is crucial
- Closed loop communication is essential
- Ensure accountability and commitment from leaders that are rounding
- Bridge the gaps from virtual platforms to in-person meetings to build connections and share ideas

Lessons Learned

- Check in regularly to obtain feedback from staff and leaders; use this feedback to pivot as needed
- There is no substitute for being present
- Caregiver support must be a top priority
- Don't underestimate the impact of quick wins
- Be vulnerable and unafraid to ask questions and challenge the status quo



Key Takeaways

- Do an assessment of your organization to identify gaps/ areas of opportunity
- Map out your strategic vision; involve leadership and staff for buy-in
- Leverage existing resources and tools (employee engagement surveys, HCAHPS scores, etc.) to identify areas of opportunity
- Include short-term and long-term goals
- Develop training for leaders ahead of culture leader rounds
- Be with your team, have fun, and hold them accountable



Questions?



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