

## **EP12EO – STAFFING, SCHEDULING AND BUDGETING PROCESSES**

### **IMPROVING NURSE TURNOVER THROUGH RECOGNITION, WELLNESS, AND ENGAGEMENT**

*Provide one example, with supporting evidence, of the organization meeting a targeted goal at the organizational level, for improvement in the nurse turnover rate associated with clinical nurses' participation in nursing retention activities.*

#### **Problem**

Clinical nurse members on the Recruitment, Retention, Recognition, and Respect (R4) Council at NewYork-Presbyterian/Columbia University Irving Medical Center (NYP/Columbia) participate in guiding and implementing the Department of Nursing's strategies for nursing recruitment, recognition, and engagement initiatives, including targeted retention activities to improve the organization's turnover rate. At the beginning of 2022, the Nursing Executive Council set the target goal to decrease the organization-wide RN turnover rate (%) at NYP/Columbia by 1 percentage point over two years. The organization's turnover rate is communicated within the leadership structure. This information becomes integral when identifying the nursing strategic priorities for the year at NYP/Columbia and is subsequently disseminated across various councils within NYP/Columbia's professional governance structure, including the R4 Council and Nursing Excellence (Magnet) Council. In 2021, the organization-wide RN turnover rate (%) at NYP/Columbia was 14.8 percent.

#### **Goal Statement**

To decrease the organization-wide RN turnover rate (%) at NYP/Columbia by 1 percentage point over two years

#### **Participants**

Name/Credentials	Discipline	Title	Department/Unit
Lee Campbell-Williams, BSN, RN-BC	Nursing	Clinical Nurse and R4 Council Chair (at the time)	Surgical Stepdown (5GN-605427) [5GN]
Daniella Glantz, BSN, RN	Nursing	Clinical Nurse and R4 Council Chair	5GN
Kelly Ruan, BSN, RN, CCRN- CSC	Nursing	Clinical Nurse and R4 Council Co-Chair	CTICU (5MB/HH-605150) [CTICU]
Eva Vilinsky, BSN, RN, CCRN	Nursing	Clinical Nurse and R4 Council and Nursing Excellence (Magnet) Council Member	CCU (5MB/HH-605495) [CCU]
Bryan Diaz, MSN, RN, CMSRN	Nursing	Clinical Nurse Manager (clinical nurse) and R4 Council leadership support	Hospitalist/Ortho/Surgical (9GS-605124) [9GS] and Psychiatric (9GN-605501) [9GN]
Margaret Lynch, MSN, RN, CAPA	Nursing	Clinical Nurse and Nursing Excellence (Magnet) Council Chair	PACU (MB3,4-605325) [PACU]
Roland Collins, MHA, BSN, RN, CCRN	Nursing	Clinical Nurse and Magnet Council Co-Chair	CCU
Nicole M. Turkoglu, MSN, RN, OCN	Nursing	Clinical Nurse and Nursing Excellence (Magnet) Council Co-Chair	Surgical Oncology (7HS-605154) [7HS]
AJ Keahiolalo, BSN, RN	Nursing	Clinical Nurse and Nursing Excellence (Magnet) Council Recorder	CCU
Danahlee Lalaine Bacorro, BSN, RN	Nursing	Clinical Nurse and Nursing Excellence (Magnet) Council Recorder	CCU
Ksenia Adamov, MSN, RN, CNOR	Nursing	Clinical Nurse and Nursing Excellence (Magnet) Council Member	OR (MB3,4-605320) [OR]
Rohima Begum, MPH, BSN, RN, CCRN	Nursing	Clinical Nurse and Day Staff Advisory Council Chair	Cath Lab (606101) [Cath Lab]
Michael Spicer, MSN, RN, CCRN- CSC	Nursing	Clinical Nurse and Night Staff Advisory Council Chair	CTICU

Naomi Meulemans, MS, RN, CCRN	Nursing	Clinical Nurse and Critical Care Nursing Practice Council Chair (at the time)	MICU (4HN-605420) [MICU]
Leo Rotter, BSN, RN, CMSRN	Nursing	Clinical Nurse and Nursing Informatics Council Chair	Surgical Stepdown (7HN-605457) [7HN]
Amanda Coutain, BSN, RN	Nursing	Clinical Nurse and Nursing Research and Evidence-Based Practice (NREBP) Council Chair	Medical Oncology (6HN-605118) [6HN]
Shannon Forty, MSN, RN	Nursing	Clinical Nurse and NREBP Council Co-Chair	6HN
Cyre Richards, BSN, RN	Nursing	Clinical Nurse and NREBP Council Recorder	6HN
Brenda Richards, BSN, RN, CWOCN, CCRN	Nursing	Clinical Nurse and Skin Care Council Chair	WOCNs-RN (606659) [WOCN]
Nicole Pugh, BSN, RN-BC	Nursing	Clinical Nurse and Quality and Patient Safety (QPS) Council Chair	Float Pool (605100) [Float Pool]
Brendan Graney, BSN, RN, CCRN	Nursing	Clinical Nurse and QPS Council Chair	MICU
Keith-Michael Carreon, BSN, RN, CCRN	Nursing	Clinical Nurse and Nursing Excellence (Magnet) Council Member	CTICU
Judith Anuada-Gumban, MSN, RN, CCRN	Nursing	Clinical Nurse and Safe Patient Handling Council Co-Chair	CCU
Aimyle Tolentino, BSN, RN	Nursing	Clinical Nurse and Safe Patient Handling Council Co-Chair	Float Pool
Rebekah Wiley, MSN, MBA, RN, CEN	Nursing	Patient Care Director (nurse manager, at the time) and R4 Council Sponsor	Carth Lab, EP Lab (606104) [EP Lab], Cardiac Services (606509) [Cardiac Services]
Anthony J. Sociedade, MSN, MBA, RN, CCRN-K, NEA-BC	Nursing	Patient Care Director (nurse manager) and R4 Council Sponsor (at the time)	7HS

Uvannie Enriquez, MPA, BSN, RN, NEA-BC	Nursing	Magnet Program Director and Executive Sponsor, R4 and Nursing Excellence (Magnet) Councils	Nursing Administration
Kandis Campbell-Tibby, MHA	Nursing Administrative	Administrative Business Associate	Nursing Administration
Nathan Miller, MA, LCAT, MT-BC	Creative Arts Therapy	Creative Arts Therapist	Rehabilitation Management
Sonja Stengel, MA, LCAT, ATR-BC	Creative Arts Therapy	Creative Arts Therapist	Rehabilitation Management
Jacqueline Callender, MS, CTRS	Recreational Therapy	Recreational Therapist	Inpatient Rehabilitation
Linda Golding	Pastoral Care	Pastoral Care Education Coordinator	Spiritual Care and Chaplaincy
Rafael Roque	Retirement Education	Retirement Education Counselor	Empower

**Intervention**

In 2022, the R4 Council focused on recognition as the primary strategy for retention.

*Nursing Clinical Excellence Awards (Recognition Strategy)*

In January 2022, Lee Campbell-Williams, BSN, RN-BC, clinical nurse and R4 Council Chair (at the time); Daniella Glantz, BSN, RN, clinical nurse and R4 Council Co-Chair (at the time); and Anthony J. Sociedade, MSN, MBA, RN, CCRN-K, NEA-BC, Patient Care Director and R4 Council Sponsor (at the time), met with the members of the R4 Council to review nominations for the 2022 Nursing Clinical Excellence Awards. The R4 members voted on the following categories using a standardized rubric:

- Clinical Nursing Excellence Award: A clinical nurse who demonstrates excellence as a clinical nurse providing direct patient care
- Nurse Leader Award: A nurse leader who is respected, visionary, innovative, and known as a change agent
- Nurse in an Advanced Practice Role Award: A clinical nurse who has contributed to the nursing body of knowledge, as well as guiding and supporting nursing practice throughout NYP

- Nurse Preceptor Award: A registered nurse with expertise as a preceptor to new clinical nurses, clinical nurses transferring from other units/departments, float nurses, and/or student nurses
- Nursing Support Partner Award: Any other member of the support team that is in a nursing cost center for positively impacting the delivery of excellent patient care
- Rising Star Award: A newly licensed clinical nurse who demonstrates excellence in clinical practice
- Structural Empowerment Unit Award: Members of a unit/department that demonstrate commitment to structural empowerment
- Friend of Nursing Award: A team, department head, or administrator from a department outside of Nursing that has team spirit and collaborates with Nursing

The R4 Council kick-started plans for the 2022 Nursing Clinical Excellence Awards and assigned leads in charge of promotional materials, pre-recorded and live segment programs, technical support, and post-event follow-up. The team leads met biweekly to report progress and barriers. On May 10, 2022, Ms. Campbell-Williams and Ms. Glantz hosted the 2022 Nursing Clinical Excellence Awards via Zoom, which was attended by the R4 Council members, award recipients and their families, clinical nurses, and nursing leadership.

#### *Preceptor Appreciation Breakfast (Recognition Strategy)*

In November 2022, the R4 Council hosted a Preceptor Appreciation Breakfast. Mr. Sociedad, Ms. Campbell-Williams, and Ms. Glantz, with the assistance of Kandis Campbell-Tibby, MHA, Administrative Business Associate, ordered boxed breakfast and badge reels stating “I educate heroes” for preceptors. Ms. Campbell-Williams and Ms. Glantz prepared a video montage highlighting NYP/Columbia’s preceptors that included feedback from preceptees. This was shared at the Preceptor Appreciation Breakfast. The feedback from preceptors and other attendees was overwhelmingly positive. The preceptors felt appreciated and valued.

In 2023, engagement and wellness were the primary strategies for retention.

#### *Wellness Wednesday (Wellness Strategy)*

In May 2023, Mr. Sociedad, Ms. Glantz who ascended to the R4 Council Chair role in 2023, and Kelly Ruan, BSN, RN, CCRN- CSC, clinical nurse and R4 Co-Chair, invited Nathan Miller, MA, LCAT, MT-BC, creative arts therapist; Sonja Stengel, MA, LCAT, ATR-BC, creative arts therapist; Jacqueline Callender, MS, CTRS, recreational therapist; and Linda Golding, Coordinator, Pastoral Care Education, to lead groups in

aromatherapies, mindful breathing, acupuncture, music, and art therapy on Wednesday, May 10, 2023, which was designated as Wellness Wednesday within the 2023 Nurses Week celebration. As part of Wellness Wednesday, Mr. Sociedad, Ms. Glantz, and Ms. Ruan invited Rafael Roque, retirement education counselor from Empower (NYP's retirement vendor), to offer advice on financial wellness targeting nurses who were starting their nursing careers at NYP/Columbia.

#### *World Gratitude Day (Wellness Strategy)*

On September 21, 2023, the R4 Council hosted a campus-wide celebration of World Gratitude Day organized by Uvannie Enriquez, MPA, BSN, RN, NEA-BC, Magnet Program Director and R4 Executive Sponsor; Rebekah Wiley, MSN, MBA, RN, CEN, Patient Care Director (at the time) and R4 Council Sponsor; Bryan Diaz, MSN, RN, CMSRN, Clinical Nurse Manager (clinical nurse) and R4 Council leadership support, Ms. Glantz, and Ms. Ruan spearheaded "Sweet Gratitude." Ms. Enriquez, Ms. Wiley, Mr. Diaz, Ms. Glantz, Ms. Ruan, and Ms. Campbell-Tibby purchased candies and created laminated cards wishing everyone "Happy World Gratitude Day." The cards also provided a QR code to NYP's Gratitude Toolkit, inviting everyone to incorporate gratitude in their practice by utilizing the gratitude tools. Ms. Enriquez, Ms. Wiley, Mr. Diaz, Ms. Glantz, Ms. Ruan, and Ms. Campbell-Tibby visited all inpatient and ambulatory units to hand out the candies and laminated cards. Everyone appreciated the sweet treats and access to the gratitude toolkit. Many expressed that this was a welcome reprieve from a busy shift.

#### *Magnet Fair (Engagement Strategy)*

On October 27, 2023, the Nursing Excellence (Magnet) Council organized a Magnet Fair showcasing all the councils available at NYP/Columbia. The goal of the fair was to strengthen NYP/Columbia's professional governance structure by recruiting council membership. Clinical nurses Margaret Lynch MSN, RN, CAPA, Nursing Excellence (Magnet) Council Chair; Roland Collins, MHA, BSN, RN, CCRN, Nursing Excellence (Magnet) Council Co-Chair; and Nicole M. Turkoglu, MSN, RN, OCN, Nursing Excellence (Magnet) Council Co-Chair, coordinated with the following council leadership to decorate their designated tables, dress up in Halloween costumes to attract potential members, and present informational materials regarding their respective councils:

- Clinical nurses Rohima Begum, MPH, BSN, RN, CCRN, Day Staff Advisory Council Chair, and Michael Spicer, MSN, RN, CCRN-CSC, Night Staff Advisory Council Chair, chose celestial bodies for their council table theme and created a poster with information on Day and Night Staff Advisory Councils. They also distributed limited copies of leadership books.

- Clinical nurse Naomi Meulemans, MS, RN, CCRN, Critical Care Nursing Practice Council Chair (at the time), provided hand-outs on this council.
- Clinical nurse Leo Rotter, BSN, RN, CMSRN, Nursing Informatics Council Chair, created a poster on this council, which included meeting information.
- Clinical nurses Amanda Coutain, BSN, RN, Nursing Research and Evidence-based Practice Council Chair; Shannon Forty, MSN, RN, Co-Chair; and Cyre Richards, BSN, RN, Recorder, elaborately decorated their council table.
- Clinical nurse Brenda Richards, BSN, RN, CWOCN, CCRN, Skin Care Council Chair, prepared a PowerPoint presentation on the Skin Care Council.
- Clinical nurses Nicole Pugh, BSN, RN-BC, and Brendan Graney, BSN, RN, CCRN, Quality and Patient Safety (QPS) Council Chairs, displayed the Quality Cup on the QPS Council table along with an informational brochure about the council.
- Ms. Glantz and Ms. Ruan created a poster on the R4 Council and decorated their table with the Nursing Clinical Excellence Awards poster showcasing the 2023 award recipients and DAISY Foundation resources.
- Clinical nurses Judith Anuada-Gumban, MSN, RN, CCRN, and Aimyle Tolentino, BSN, RN, Safe Patient Handling Council Co-Chairs brought assistive and transfer devices for the attendees to return-demonstrate.

Clinical nurses AJ Keahiolalo, BSN, RN and Danahlee Lalaine Bacorro, BSN, RN, Nursing Excellence (Magnet) Council Recorders, together with Eva Vilinsky, BSN, RN, CCRN, and Ksenia Adamov, MSN, RN, CNOR, Nursing Excellence (Magnet) Council members, decorated the venue consistent with the Halloween theme.

Ms. Keahiolalo and Ms. Bacorro purchased “trick or treat” candies and kept track of event attendance by providing a QR code to sign up for Magnet updates. Clinical nurse Keith-Michael Carreon, BSN, RN, CCRN, Nursing Excellence (Magnet) Council member, volunteered to provide complimentary photo coverage of the fair.

The fair was a success, drawing participation of over 100 nurses from both inpatient and ambulatory practice settings. Numerous attendees conveyed their gratitude for the fair, expressing enthusiasm, engagement, and commitment to their council of choice.

**Outcome**

