Nursing Shortage

Kristie Bruesch, Kylie Kaderka, Carrie Perez, Christopher Taylor, & Lenna Westerkamp.
Ferris State University
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Statement of the Problem

The Nursing Workforce Development Programs - Title VIII (Public Health Service Act [142 U.S.C. 296 et seq.]).

Cyclical problem which is only worsening (National and Regional Supply and Demand Projections of the Nursing Workforce: 2014-2030)

RN population in the United States > 2,000,000
Additional need for 439,000 nurses 2014-2024
Decreased sense of identity
Lack of upward mobility
Pulled to cover other areas
Lack of respect from others
Horizontal Violence
Lack of discipline specific training
Dissatisfaction/Disillusionment
Lack of Support

Recruitment

- Education needed to become a nurse
- Access to Nursing Programs
- Emphasize Technology
- Nursing’s portrayal by the media
- Increased Opportunities for women and men

Objective of Presentation

- Proposed changes at multiple levels
- Articulation of inter-professional concerns and associated issues
- Vision, strategies, metrics and follow-up
- Continuing evaluation of strategies
Promoting Change at Multiple Levels

- Academic
- Nursing
- Local/Healthcare Systems
- State
- National
- Committed Partnerships
Academic Level

• Academic Institutions
• Faculty
• Recruit students
  – Elementary education
  – Secondary education
  – Diverse populations
    • Older returning students
    • Diverse groups

Nursing Level

• Nurses
  – Advocacy
  – Professional Organizations
  – Image of nursing

(American Nurses Association, 2017; Buchan & Aiken, 2008; Tomajan, 2013)
Local and State Level

• Local
  – Hospital
  – Organizational
  – Community

❖ State
  • Support for Education
  • Empower healthcare systems

National Level

- Title VIII Nursing Workforce Reauthorization Act of 2017
- Federal Funding
  - Nursing Education, Practice, and Retention Grants
  - Nurse Faculty Loan Programs
  - Workforce Diversity Grants

Inter-Professional Concerns

Aging of Nurses
- Average age 43.3 years old
- 10% is less than 30
- Skills, Knowledge, Attitude

Nursing faculty
- Professors/Assistants: 52/49
- Enrollment in RN prep courses decreased
- Decline in graduations

(American Nurses Association, 2017)
Inter-Professional Concerns

• Hierarchical leadership
  – Non-team building
  – Lack of creativity and vision

• Elimination
  – LPN
  – Hiring BSN prepared

• Culture of Health Care
  – Working in Silos
  – Roles & perspective
  – Physicians-autonomous/dominant
  – Resistance

(Vega & Bernard, 2016)
Potential Issues

Health Care Quality & Patient Outcomes

High patient to nurse ratios
- Increased UTI & Surgical Infections
- Increased patient mortality

Decrease in BSN prepared nurses
- Increase in patient mortality
- Increase in failure to rescue

(Rosseter, 2017)
Potential Issues

- Cost-containment pressures within health care organizations
- Increasingly competitive health care environment
- Hospital consolidation, downsizing and reengineering
- Reductions in inpatient hospitalization rates
- Increased acuity of hospital patients
- A shift of outpatient care from hospitals to ambulatory and community-based settings
Vision

- Create a Brand
  - Celebrate Nurses
    - Multidimensional
    - Valued & Respected
  - Strong Image

Brand Communication Model

(Carpentier et al., 2017; Dominiak, 2004; ten Hoeve, Jansen, & Roodbol, 2013; Institute of Medicine, 2010; Price & Hall, 2013; Price, Hall, Angus, & Peter, 2013)
Retention

- Disseminate the Brand Within the Organization
  - Expand Nurse Residency Programs
    - Include Medical-Surgical
      - Outcome: knowledge, support, confidence, assimilation, identity
    - Interdisciplinary Education Fellowship
      - Outcome: communication/collaboration, identity, respect

(AL-Dossary, Kitsantas, & Maddox, 2014; Buhse & Della Ratta, 2017; Maxson et al., 2011; Price, Hall, Angus, & Peter, 2013; Reeves et al., 2017; Ulrich, Lavander, & Early, 2014; Zinn, Guglielmi, Davis, & Moses, 2012)
Recruitment

• Disseminate the Brand to Potential Employees and General Public
  – Organizational Website
  – Social Media
  – Highlight accomplishments and experiences

• Outcome: Brand Recognition

(Carpentier et al., 2017; Flury, 2017; Marrone & RazZak, 2016; Price & Hall, 2013; Price, Hall, Angus, & Peter, 2017)
Retention & Recruitment

- Nurses’ Week
  - Celebrate Nurses!
  - Teambuilding and Social
  - Research Fair
  - Job Fair
  - Awards Ceremony

- Outcome: Recognition, Appreciation, Respect, Achievement, Awards

Anthony, 2014
Retention Strategy Metrics

- Turnover rate
- Practice Environment Work Scale (PES-NWI)
- Nursing Self Concept Questionnaire (NSCQ)
- Modified Index for Interdisciplinary Collaboration (MIIC)

(Cowin, 2001; Cowin & Hengstberger-Sims, 2006; National Database of Nursing Quality Indicators, 2017; Oliver, Wittenberg-Lyles, & Day, 2007; Shrader, Farland, Danielson, Sicat, & Umland, 2017; Swiger et al., 2017)
Follow-up communication: Retention

- Turnover rate
- PES-NWI results
- NSCQ results
- MIIC results
Recruitment Strategy Metrics:

- Web traffic, social media
- Application survey
- Application numbers
- Marketing Questionnaire

(Ben Natan & Becker, 2010; McCabe, Nowak, & Mullen, 2005)
Follow-up communication: Recruitment

Marketing → Human Resources → Managers → Nurses
• Social media
• Change perceptions
• Engage younger audience
• “Brand” the profession
• 1st choice for a career

• Safe environment
• Fulfilling
• Better leadership
• Interdisciplinary partner
• Share the vision
References


