Nursing Operations Update
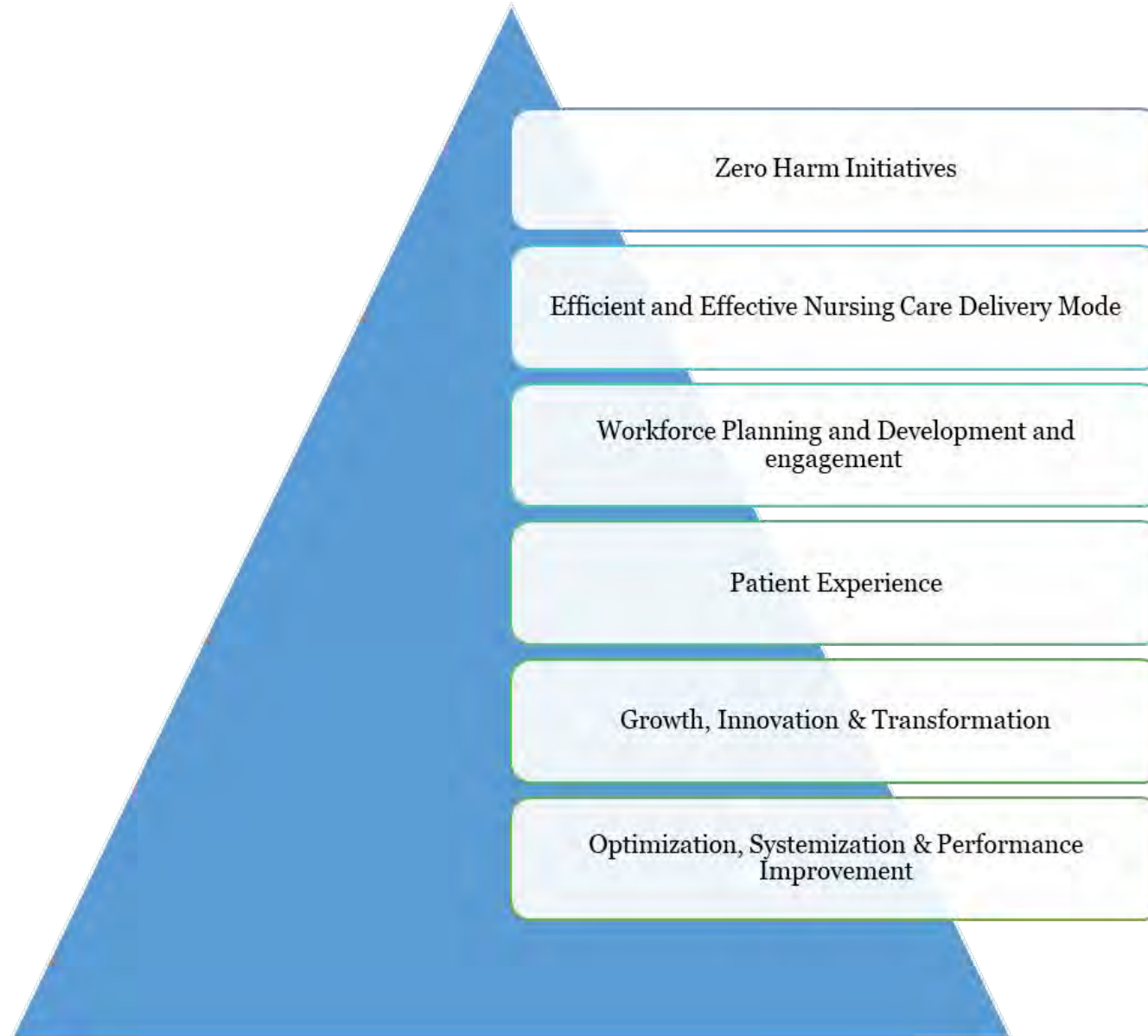
Beena Peters, DNP, MS, RN, FACHE, FABC
Chief Nursing Executive

February 2023

Nursing Priorities 2022 - 2023

Zero Harm Initiatives

Efficient and Effective Nursing Care Delivery Mode

Workforce Planning and Development and engagement

Patient Experience

Growth, Innovation & Transformation

Optimization, Systemization & Performance Improvement

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HEALTH

Patient Safety, Clinical Excellence & Quality

Acute Care- Nurse sensitive quality outcomes are the best measures of safe care and effectiveness Nursing practices

Nurse Sensitive Quality Indicators (2019-2023)	Outcome	Impact
HAPI	97% reduction	Top 95th percentile performer nationally. Cost avoidance - ~ $ 14 M
Falls with injury	56% reduction	Top 75th percentile nationally Cost avoidance - ~ $ 8.2 M
CLABSI	48% reduction	Below the national mean for 5out of 8 quarter Cost avoidance ~ $ 1.9
CAUTI	55% reduction	Below national mean – 4 out of 8 quarters Cost avoidance ~ $ 400K
Restraint Utilization	Below national means – 7/8 quarter	Top 90th Percentile performer
Nurse Communication domain	Need improvement	Need improvement
Medication scanning	Ongoing compliance based on goal	Leapfrog measure - B

NDNQI (National Benchmark) data shows worsening of CLABSI, falls, pressure injuries (7-8 %)

~ $ 24.5 M

- Average cost per HAPI incident- ~ $43,000/incident
- Average cost per falls with Injury ~ $ 64, 500/incident
- Average cost per CLABSI - ~ $ 48,000/incident
- Average cost per CAUTI - ~ $ 13,800/incident

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Cost source data – AHRQ & Health leaders

Patient Safety, Clinical Excellence & Quality

Ambulatory Nursing

- Standardized Nursing Triage Process (409 calls using protocols)

- Completed staffing plans for 100% of ACHN clinics

- Started MA students in the clinics – have had a total of 10 students

- Started the MA Preceptor Program

- Implemented the RN triage and assessment program for the new arrival's clinics

- Through a partnership with the substance use program, implemented the protocol to distribute naloxone kits to patients

- Implemented Choric Care Management Visit Structure to allow for reimbursement
  - Average 90/week
  - 1-2 drop charges
  - Work in progress

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Patient Safety, Clinical Excellence & Quality Cont'd
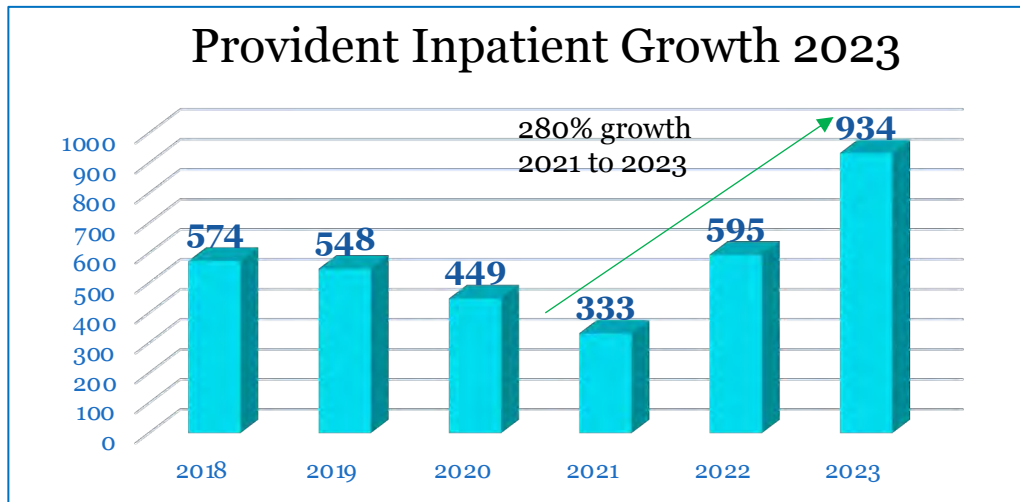
Correctional Health and CCDPH

- Nurse driven protocols
- Nursing Video Home visit programs
- LPN Direct Observation Therapy (DOT)
- Community Health workers Integration to APORs follow up visit by Nurses
- Nursing Certification
- Leadership Development program
- Establishment of Correctional specific Nursing Quality programs

Key Initiatives Provident

Inpatient Growth

- Ambulance Run relaunch (11/23)

- Expansion of Services

- Strategic Partnerships

- Increase Intra-system transfers

Provident Inpatient Growth 2023

280% growth
2021 to 2023

Year	Value
2018	574
2019	548
2020	449
2021	333
2022	595
2023	934

*Source- Tableau Inpatient Discharges

Service Line Expansion

- Observation Unit Launch

- Behavioral Health Expansion
  - Crisis Treatment & Stabilization
  - New Outpatient Unit 31st Street
  - New Inpatient Unit (2024)
  - Peer Recovery Coach (pending)
- Surgical Growth
  - Bariatrics
  - Endoscopy

Infrastructure Improvements
  - Approved SPD overhaul
  - Call Light Project Underway
  - Facility Improvements
    - HVAC
    - Ambulance Bay
    - Lobby

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Journey to Workforce Planning & Developemnt & Engagement

- Nurse Residency Program

- Nursing Leadership Academy

- Nursing externship Program

- ANCC APP Fellowship Accreditation

- Nursing Retention initiatives

- Nursing Preceptor training Program - over 200 staff

- Sexual Assault Nurse Examiner Training Program (HRSA funded)

- Nursing School Summit

- Nursing excellence awards

- Nursing best practice presentations and Recognition
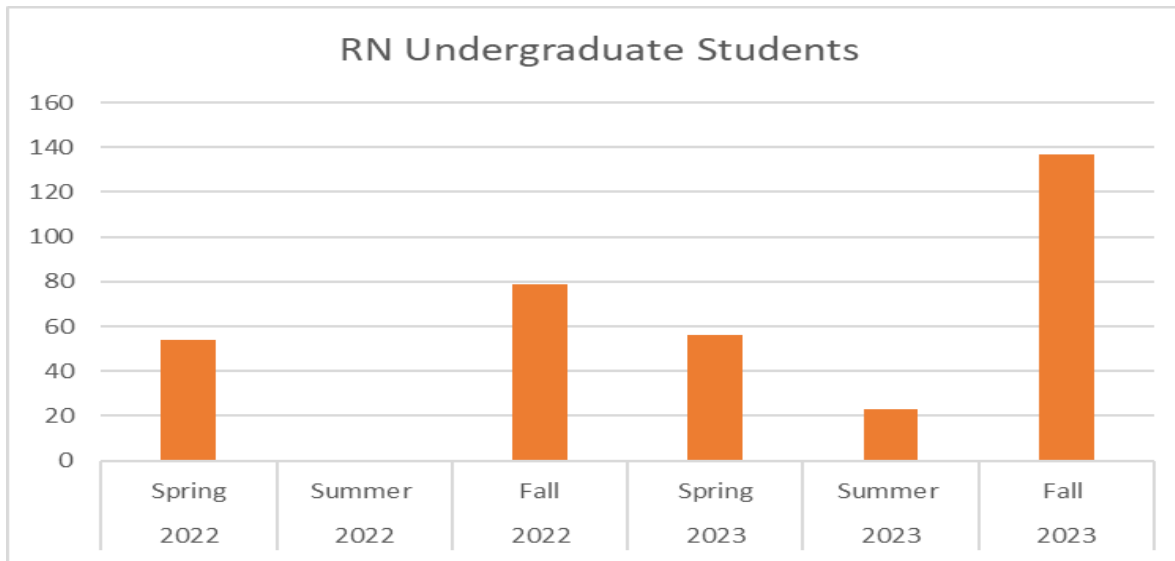
- IONL Nurse manager fellowship Program

1st CCH Nursing School Summit

To Build The Future CCH Workforce

First ever CCH Nursing School Summit

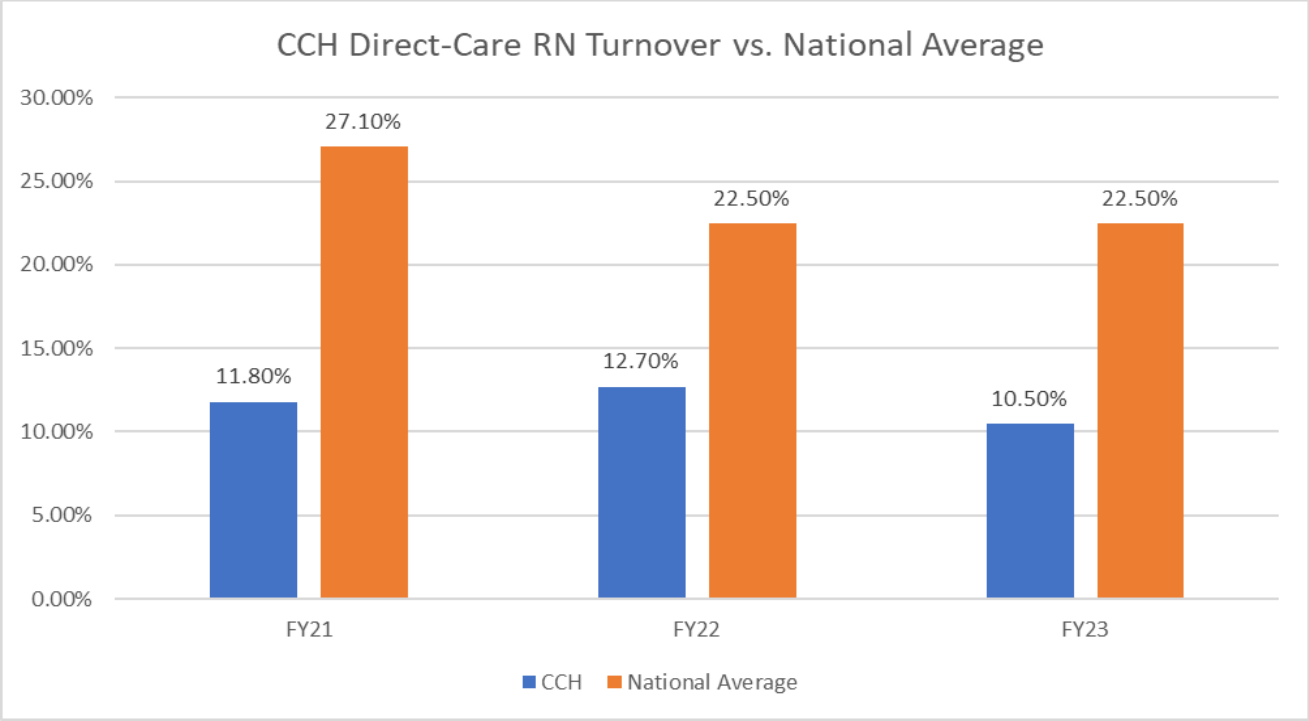Over 50 participants from 18 Healthcare education institutions/universities across Midwest

RN Undergraduate Students

Spring 2022	Summer 2022	Fall 2022	Spring 2023	Summer 2023	Fall 2023
~54	0	~79	~56	~23	~137

43% increase in Nursing student placement

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Recognition and Leadership Development

CCH vs National Average
Direct-Care RN Annual Turnover Percentage

CCH Direct-Care RN Turnover vs. National Average

FY	CCH	National Average
FY21	11.80%	27.10%
FY22	12.70%	22.50%
FY23	10.50%	22.50%

Legend: ■ CCH   ■ National Average

*** Note: 2023 Data used for National Average due to unavailable at time of presentation*

Source: NSI National Healthcare Retention Report 2023

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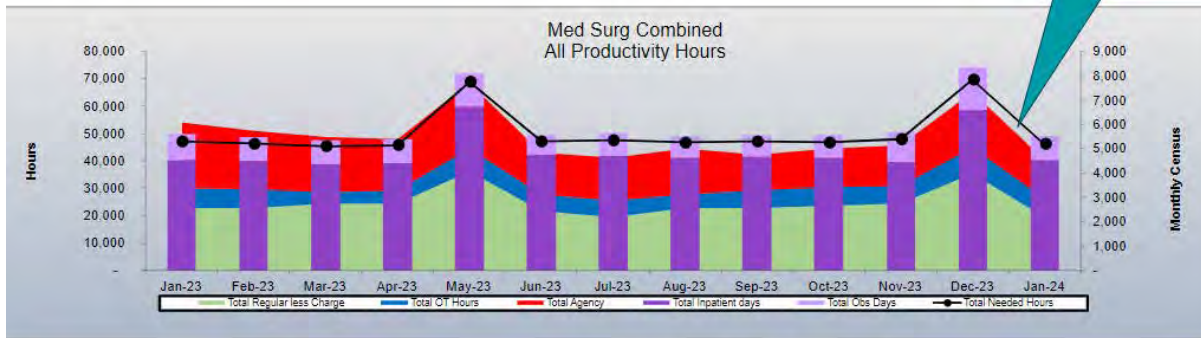# Nursing Workforce Management Initiatives
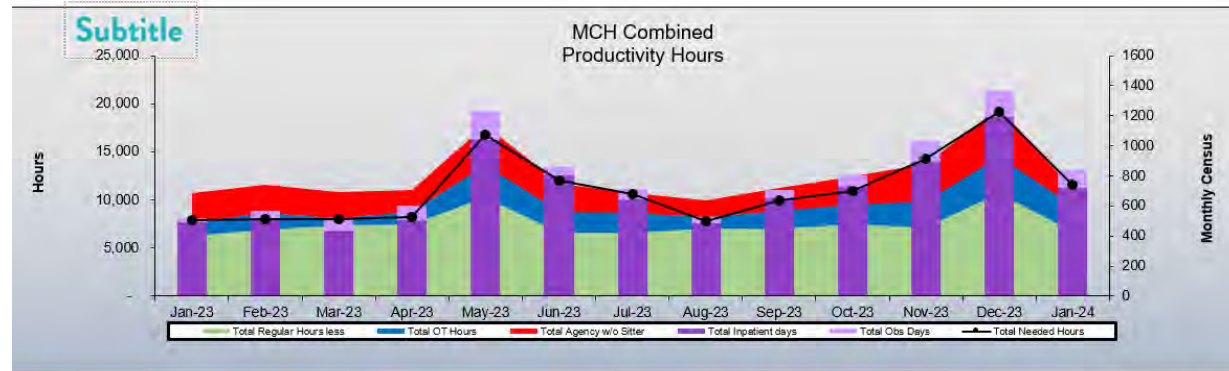
Nursing Leadership Training

Finance 101

- Implementation of Nursing Productivity report based on Industry benchmarks
- Reduction in Agency Cost
- Streamline invoice payment processes

Contract Labor Spend
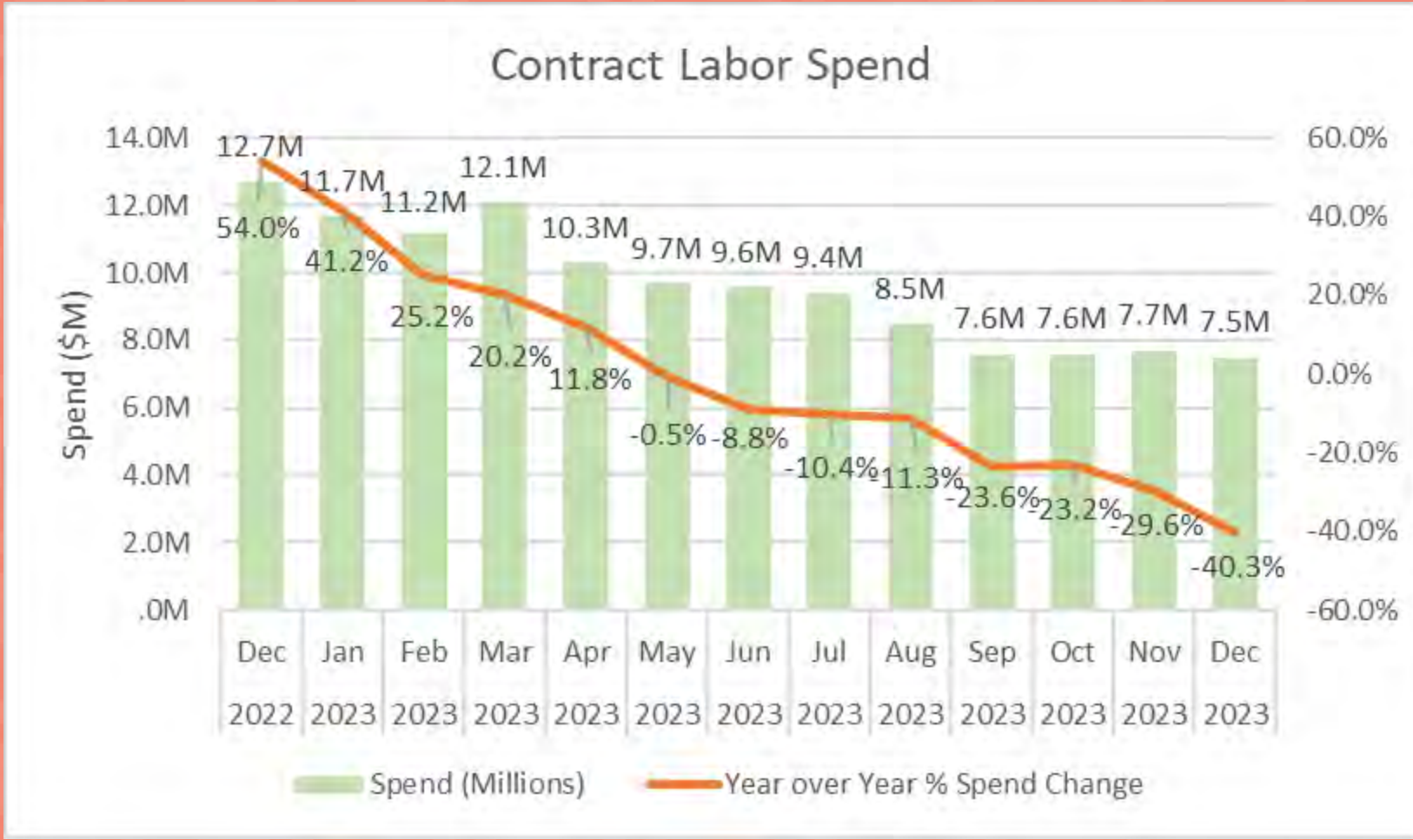
Recent Accomplishments
The National Association of Counties (NACo) Award

CCH Culture of Excellence Journey

- CCH declared Magnet/Nursing excellence Journey in 2019

- Focus area – Stroger Nurse Sensitive quality indicators based on Magnet standards

- NDNQI metrics

- Nursing Structure

- Expansion of NDNQI to other locations

- External Consultant review and Recommendation (started 2/8/24)

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National Nursing Current State

Future Challenges

- Average time new graduates spend at the bedside – Two years

- Top of license practice
  - 36% non- value-added workload

- Work life balance and flexibility
  - 96% of clinicians want work flexibility

- Increased PCT turnover- over 28% and Attractive non healthcare entry jobs

- Bedside Nurses salary

- Over reliance on Contract Labor

- Experience and care complexity gaps
  - Accelerated early retirement

- Changing workforce needs and expectations

- Staff burnout and unresolved structural issues

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Estimated Vacancy, Agency & Overtime
Direct Patient Care RN & Support as of December 2023

Projected FTE	Filled FTE	Vacant FTE	Vacancy %
2179	1282	896	41%

Vacancy FTE w/o Benefit Factor	Agency FTE (Vaya)	Overtime FTE
733	531	189

Projected Retirements

RN Workforce

RN Retirements by Year

~ 17% of RNs are projected to retire in the next three years

	FY21	FY22	FY23	FY24 (Estimated)	FY25 (Estimated)	FY26 (Estimated)
Low Risk	0	1	8	6	12	13
Medium Risk	48	46	35	43	48	48
High Risk	40	41	36	17	11	6
Total Retirements	88	88	79	66	71	67

High Risk Medium Risk Low Risk Total Retirements

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Source: Nursing Retirement Workforce Analysis BI Dashboard

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Workforce Data

Nursing Staff Race & Ethnicity Distribution

Nursing Staff: Race and Ethnicity Distribution

Legend:
- American Indian or Alaskan Native
- Asian
- Black or African American
- Hispanic or Latino of Any Race
- Two or More Races
- White
- Unknown

Values shown: 1%, 10%, 1%, 0%, 25%, 12%, 51%

Ethnicity data on our staff is self-reported, and voluntary collected

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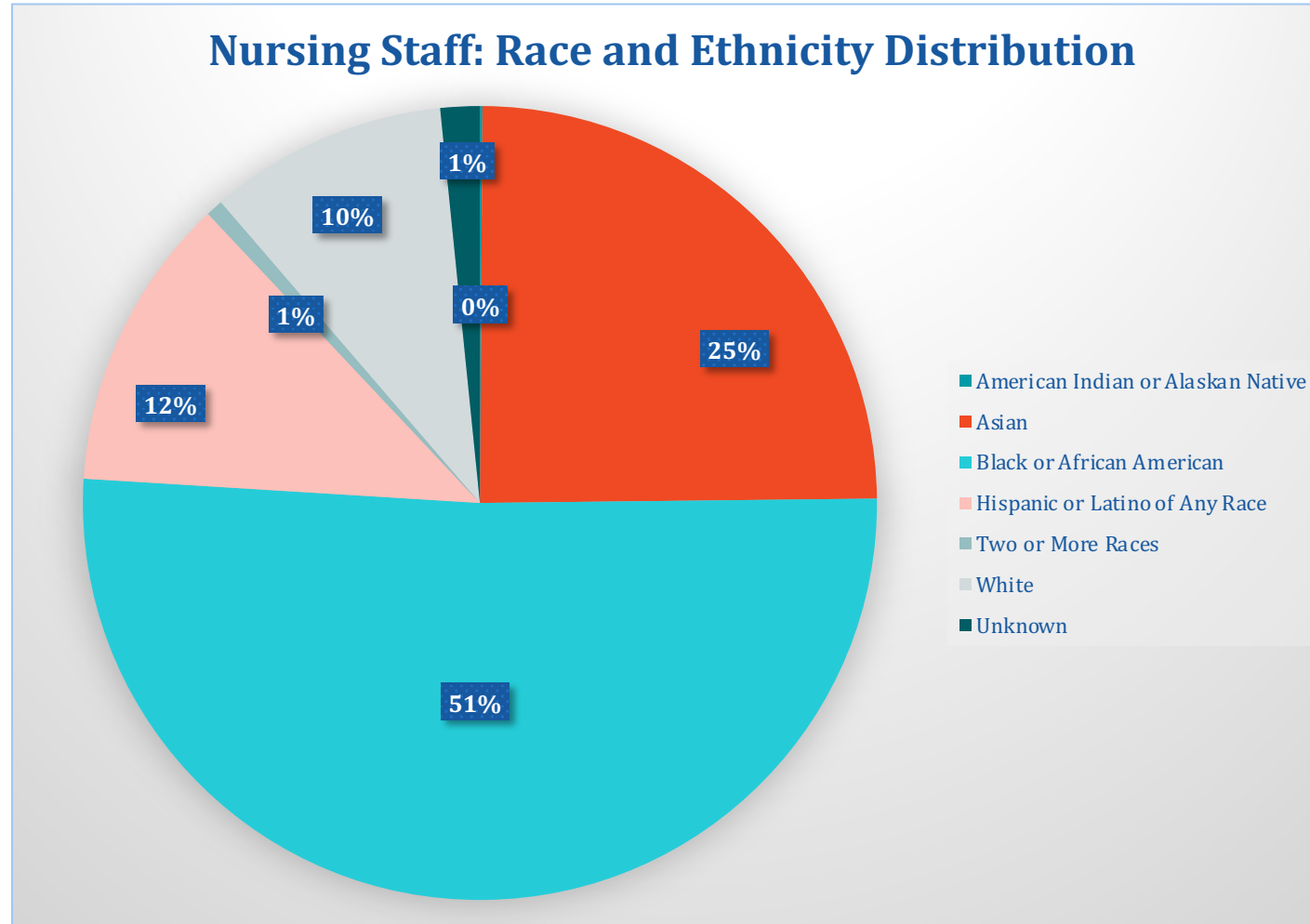
Future Nursing Workforce Strategies
Workforce Well-being

Innovative Staffing Models
- Remove the scope of Practice Barriers

Mentorship/Professional Development Program
- Expand opportunities for nurses to collaborate and lead

Focus on Self Care & Personal Development
- Ensure that nurses engage in lifelong learning

System & Workflow Redesign

Virtual Nursing - Research & Evidence Based Practice

Transformational Leadership
- Pathway to Excellence/Magnet

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HEALTH

CCH Nursing Priorities 2024 - 2025

Workforce Talent & Teams

- Hiring
- Pathway to practice programs
- Invest in PCT Pipeline (Community college partnership)
- Streamline hiring process
- Data definition and accuracy
- Grow your entry-level pipeline- Nursing School summit and partnership
- Wellness Program to support Frontline resilience
- Reduce early turnover through targeted retention programs
  - Transition to Practice Program (Residency)
- Expand structured pathways to advanced practice - clinical ladder programs

CCH Nursing Priorities 2024 – 2025 Cont'd

Workforce Talent & Teams

- Flexible workforce - Part- time positions
- Staffing model to support Top-of-license-practice
- Non-traditional shift length
- Assistive Personnel role to ease RN workload
- Establish Nursing Informatics Structure
- Augment staffing with virtual care technology
  - Virtual Nursing
  - Tele-sitters
  - Tele-ICUs
  - Documentation optimization

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CCH Nursing Priorities 2024 – 2025 Cont'd

Workforce Talent & Teams

- Innovate on staffing model using predictive analytics
- Nursing workflow optimization by removing non-value-added workload
- Nursing Excellence Program to optimize Nursing Practice Environment
  - Pathway to Excellence/ Magnet Program
    - Shared Governance Structure and Councils
    - Leadership positions to support Pathway to Excellence/Magnet Structure
- Correctional Health Nursing Conference (planning phase)
- APRN practice structure development
- Mentorship programs
- Marketing efforts to recruit current agency personnel to permanent position

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Nursing Mission Statement

Building a high quality, patient-centered and integrated health system that maximizes resources to ensure the greatest benefit for the patients and communities we serve.

COOK COUNTY HEALTH

Thank you

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