



Retaining our Team: Action Items from “Stay Survey”

Key Reasons Nurses Stay

1. Teamwork / Colleagues
2. Helping Others
3. Patient and Family Interaction
4. Specialty Area
5. Schedule
6. Learning and Growth
7. Strong Leadership Team
8. Reasonable Workload

Teamwork & Colleagues

Nurses recognize the #1 reason they stay in their current job is because of their team.

***"The whole is greater than the sum of its parts."
- Aristotle***



**Prosper "Kicking Chickens"
Kickball Team**

Foster Teamwork and a Sense of Community:

- 1. Introduce new staff with "Welcome!" email or "About me board"**
- 2. Create unit-based fun events**
 - a. Have a "Back to school" day including photos from staff's school yearbook – "Guess who?"
 - b. Provide giant coloring page in breakroom for staff to jointly create a masterpiece.
 - c. Plan quarterly connection events in break area (ex: salad bar, Taco Tuesday, winter desert competition).
 - d. Create a department newsletter to celebrate new babies, marriages, accomplishments.
 - e. Interview staff on a "Get to know me" board. Include fun facts and photos.
- 3. Create department specific social committee – "Sunshine Committee" to encourage in-person connectivity**
 - a. Create off-campus social activities such as pickle ball, happy hour, painting activities.
- 4. Consider partnering and collaboration within the Cook family**
 - a. Create virtual book clubs/special interest groups that are open to multiple locations and remote workers so people can get to know one another.



PICU Welcome Board in Lounge



Health Plan Art Outing

Helping Others

*"When we give cheerfully and accept gratefully,
everyone is blessed." ~ Maya Angelou*



Celebrate our Helping Spirit

1. Provide updates on long-term patients

- a. Work with Chaplain services, Child Life, or Case Management to develop a process.

2. Create department-specific volunteer opportunities

- a. Adopt a family for the holidays.
- b. Serve a meal at [Ronald McDonald House](#).
- c. Engage in camp volunteering through Child Life

3. Acknowledge nurses who provide compassionate caregiving

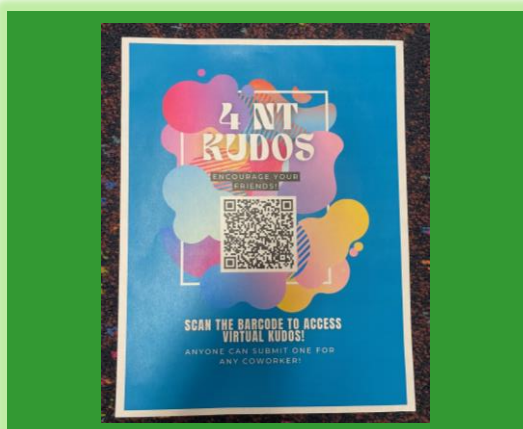
- a. Organize team writing "parties" for various awards; make nominations easier with QR codes.
 - i. Daisy Award – Ensure forms are forward-facing
 - ii. [Peak Performer](#)
 - iii. [Magnet Awards](#)
 - iv. [Cook Great 10](#)
 - v. [DFW Great 100](#)
 - vi. Unit-based awards – Drop the Mic, Safety Star, Employee of the Month

4. Celebrate recognition from patients, families, and/or peers

- a. Press Ganey comments –draw a quarterly winner of recognized staff.
- b. Share kudos on unit board, in department newsletter, at a staff meeting
- c. Encourage physicians/NPs to provide words of praise and thanks



ED Celebration of Daisy Award
Honoree



Banner with QR Code for Team to
Send Each other Kudos on 4NT

Patient and Family Interaction

"Connection: The energy that exists between people when they feel seen, heard, and valued; when they can give and receive without judgement; and when they derive sustenance and strength from the relationship." ~ Brené Brown

Connect, Collaborate, and Elevate the Patient Experience through Meaningful Patient and Family Interactions

1. Cook Children's University

- a. **Diversity and Inclusion:** Treating Everyone with Dignity and Respect
- b. **Everyone Has a Story:** Are you Listening?
- c. **Human Connection**
- d. **Crisis Intervention and Helping Families through Difficult Times**
- e. **De-Escalation Class** for staff meetings –
[Safety and Security Training for Cook Children's Employees \(cookchildrensconnect.com\)](https://cookchildrensconnect.com)
- f. [Patient, Family & Community Engagement - The Beryl Institute](https://www.berylinstitute.com)

2. Recognition rounding

Leadership rounding with parents/families - asking if there is anyone to recognize?

3. "Tell the Story" board (sharing patient outcomes)

Breakroom bulletin board for staff to share their stories & a place to post pictures and letters sent in by families

4. Non-English speaking families

- a. Encourage staff to take the Interpreter Exam - Conversational or Medical
- b. On-site Spanish Interpreter team: **On-site hours are from 0500 Mondays to 2030 Saturdays; 0800 to 2030 Sundays**

5. Patient Relations

[Patient Representatives \(cookchildrens.org\)](https://cookchildrens.org)



Patient Experience Bundle



Safety & Security Training Classes



"Tell the Story" Board

Nursing Specialty Area

Nurses appreciate having a specialty area for them to grow in their passion and knowledge.

Strengthen & showcase specialty areas' worthwhile aspects

1. Encourage RN retention to Cook when staff express an interest in a specific population

- Nurse Residency – Continue to provide 3 tracks and consider adding other specialty areas.
- Cross-Training – Provide opportunities to cross train on different units.

2. Deepen nurse's knowledge of their particular specialty area

- Encourage advanced certification in specialty:
 - Offer study groups for certification exams
 - [The Complete List of Common Nursing Certifications | 2023 \(nurse.org\)](#)
- Deepen unit-based education
 - Offer education at staff meetings
 - Organize a specialty area book or journal club
- Encourage conference attendance

3. Capitalize on specialty areas' uniqueness

- Design t-shirts for specialty areas & deliver through interoffice mail
- Provide opportunities for remote nurse departments (e.g. Cook Children's Health Plan) to connect for knowledge & team-building growth through virtual formats.

4. Showcase specialty areas

- Alert staff to Magnet newsletters unit features
- Revitalize the Rewards & Recognition Council specialty area videos



Nurse Residency Program



Team Peak Performer Award
Cook Children's Health Plan



National Certified Nurses Day

Schedule

Nurses value having a schedule that meets the needs of their families and priorities.

Create and Enhance Scheduling Flexibility and Other Opportunities

1. Encourage scheduling autonomy

- Provide self-scheduling when possible
- Create unit staffing committees to problem-solve staffing issues and provide creative alternatives giving front-line staff a voice.

2. Consider alternative shift templates

- Alternative shifts
 - 4 – 10's
 - 5 – 8's
 - 3 - 12's
- Allow flexibility for meeting FTE
 - Adding mid-shifts for busier seasons or times

3. Intensify attraction to less preferable shifts such as nights/weekends

- Advocate for increased shift differential rates

4. Clarify expectations

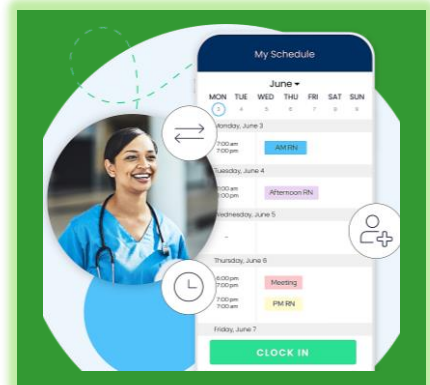
- Provide written processes for holiday and weekend requirements

5. Provide FTE variability

- Request support for FTE redistribution
- Provide guidelines for PT vs FT employees
 - E.g.: ¼ of a department may be PT or less

6. Consider needs of unique areas such as ambulatory clinics

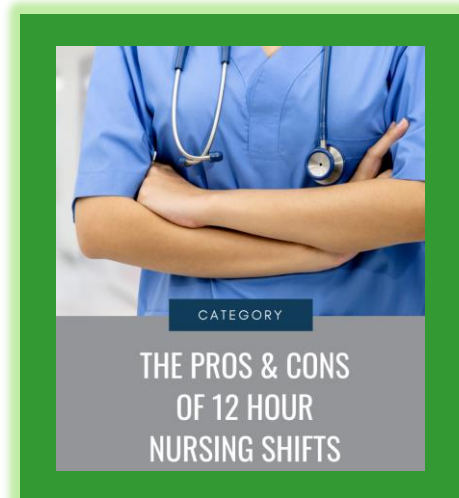
- Advocate for paid holidays during clinic closure rather than requiring staff to utilize PTO



Scheduling Autonomy



Creative Scheduling



Consider 8, 10, and 12 hour shifts

Learning & Growth

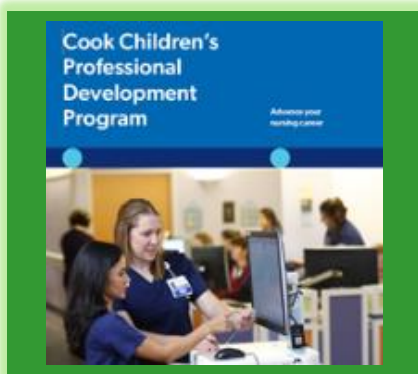
Nurses recognize one of the things they look forward to each day is learning something new/professional growth



Cook Children's Conferences



Presenting at National Conferences



PDP Opportunities

Foster Learning and Growth:

1. Encourage professional development

- a. Grand Rounds & Cook Children's Conferences
[EducationEvent \(cookchildrens.org\)](https://www.cookchildrens.org/education/education-event)
- b. Cook Children's University
[University for Learning and Leadership](https://www.cookchildrens.org/education/university-for-learning-and-leadership)
[Enrichment \(cookchildrens.org\)](https://www.cookchildrens.org/education/enrichment)

2. Encourage attending conferences outside of Cook and sharing knowledge

- a. Educate team on various professional organization conferences
[Nursing Conferences 2023: A List Of Events To Attend - NurseJournal](https://www.nursejournal.org/conferences/2023)
- b. Inform team of education funds

3. Encourage quality improvement or EBP projects and presenting findings

4. Encourage involvement in shared governance councils

[Nursing Shared Governance Councils \(sharepoint.com\)](https://sharepoint.com)

5. Encourage membership in professional organizations – local or national

[Top 10 Nurse Organizations | AMN Healthcare](https://www.amnhealthcare.com/top-10-nurse-organizations)

6. Provide skill growth opportunities

- a. Shadowing area mentors even after orientation
- b. Unit mock skills or drills
- c. Work in a new role in home area (quality RN)
- d. Let others know you'd like to observe

7. Professional Development Program for nurses and managers

[Professional Development Program \(PDP\) \(cookchildrens.org\)](https://www.cookchildrens.org/education/professional-development-program)

8. Create a specialty area journal club

- a. Alternate choosing article and hosting
- b. Request/provide CE's if possible

Strong Leadership Team

Nurses value present, authentic leadership.

Grow our Leaders:

1. Engage frontline nursing staff

- a. Include frontline nursing staff in leadership interviews and decision-making.
- b. Allow for informal leadership opportunities- allot time for direct care nursing staff to participate in QI projects, shared governance councils, and research.

2. Develop strong formal leaders

- a. Encourage participation in Nursing Leadership Academy for those with leadership potential: nurseleaderacademy@cookchildrens.org
- b. Encourage AONL membership and develop new leaders through their fellowship programs.
- c. Match new formal leaders with mentors through the Leadership Mentor Program
- d. Encourage participation in PDP.

3. Support leaders in their roles

- a. Advocate for reasonable number of direct reports.
- b. Continue to create supportive leadership roles such as unit nurse supervisors.
- c. Provide real-time feedback & support for managers and directors.
- d. Acknowledge excellence in nursing – Great 10 Nurse Award, Daisy Leadership Award, Magnet awards, DFW Great 100 Nurse Award
- e. Nursing Strategic Goal: Authentic Leadership Toolkit - Feedback from leadership across CCMC
- f. Provide continuing opportunities for growth through conferences & classes with protected time.



Nursing Leadership Academy



AONL Membership & Fellowships



Nursing Leadership Awards

Reasonable Workload

"We're all working together; that's the secret" – Sam Walton

Ways to Cultivate a Safe Workload on Units and Hospital Levels:

1. Unit level

- a. Encourage event reporting/reviewing of each instance with the specific employees and the charge nurses.
- b. Managers/Directors: Be proactive with projected vacancies (school, moving, etc.) to ensure timely back-filling.
- c. Encourage staff to give advanced notice of resignation (greater than 2 weeks).
- d. Equitable workload: Ensure charge nurses and bedside staff monitor in real-time.
 - i. Managers to review trends monthly and review with charge nurses in timely manner

2. Hospital level

- a. Ensure there is a representative from your unit on the hospital Nurse Staff Advisory Council.
- b. Directors and CNOs to share vacancy rates and turnover percentages at gatherings such as *Coffee with Cheryl*.
- c. Continue to grow pool employees.

3. Outside resources

- a. ***This Is Your Life***: A Podcast by Michael Hyatt
- b. ***Beyond the To-Do List***: Podcast by Erick Fischer
- c. ***The Sam Miracle***: Podcast by Jeff Sanders



Staff Units Safely



Workload Tools



Proactive Back-filling Plans