



TENNESSEE
HOSPITAL
ASSOCIATION



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Business design, redesigned.



Tennessee Hospital Association Nursing Workforce Innovation Design Sprint

May – June 2022



Nursing Workforce Innovation Design Sprint



12
Teams



26
Hospitals or Health
Systems



12
Ideas



2
In-person
workshops



70
Feedback
submissions

From May 25th to June 29th, the Tennessee Hospital Association hosted a Nurse Staffing Innovation Design Sprint.

The Tennessee Hospital Association facilitated a design sprint aimed at bringing hospitals across the state together to **design, prototype and test new innovative models for nurse staffing**. Attendees left the design sprint with fresh ideas on how to redesign their work and curated bespoke strategic prototypes for their organizations over the course of the sprint. These prototypes were refined greatly over the course of the sprint through peer-to-peer validation and are ready for application at their organization.

Human centered design techniques and a digital hub were the vehicles used to achieve the progress made over the course of the sprint. Visual tools were used as simple structures to hold complex conversations as teams dug into the weeds of nurse staffing challenges at their organizations. The digital hub served as a platform to assist attendees in a few key ways:

1. Allowing attendees to engage digitally throughout the sprint, cataloguing their progress, granting access to resources and ultimately guiding them through the journey.
2. As a platform to provide feedback to their peers on the innovative solutions they are proposing.
3. As a mechanism to elicit feedback from individuals at their organization who were not part of the design sprint, affording the opportunity to provide critical validation to the prototype they proposed.

In a short period of time, the Tennessee Hospital Association was able to convene more than 55 hospital participants and capture what innovative approaches they were taking to solve for the current staffing crisis. At the end of the sprint, teams were able to walk away with a validated, refined and focused strategic course of action, which is evidenced by the summary of ideas highlighted at the end of this report.



Workshop Experience

The Timeline

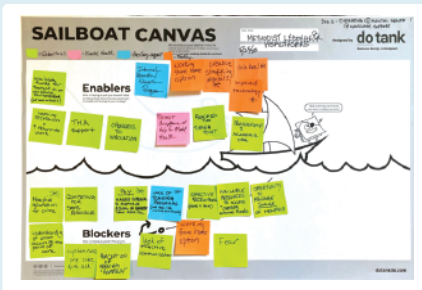


Topics we explored:

- The needs of their nurse colleagues
- Current market challenges
- A range of potential new solutions, key assumptions they need to test
- How to create value for their organizations
- Business model dynamics



Some visual design tools that we used at the kickoff workshop on May 25th

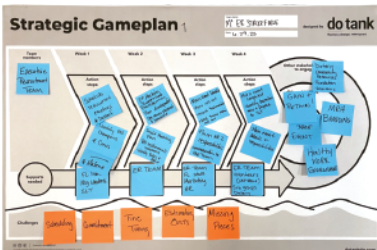
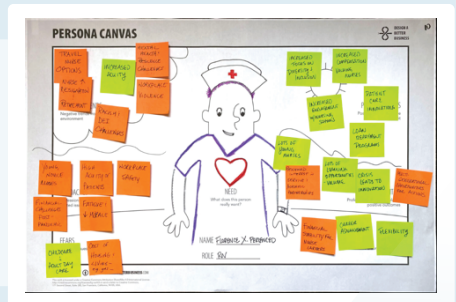


The **Sailboat Canvas** was utilized early in the sprint process as we were helping teams frame out those environmental factors that needed to be addressed as they thought through a new innovative approach to staffing.



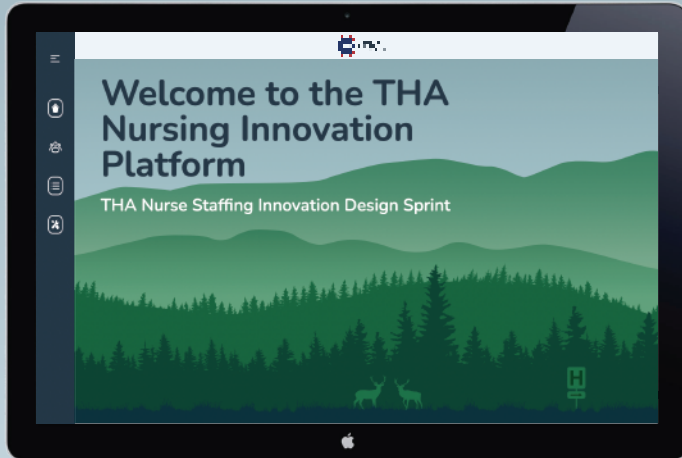
[Click Here to Download](#)
these tools & others that
we used throughout the sprint

The **Persona Canvas** helped the sprint teams empathize with their target stakeholders. They used this tool to explore people's thinking and their daily experiences, to understand their hopes and fears as well as the contextual factors that are (or will be) affecting their lives.

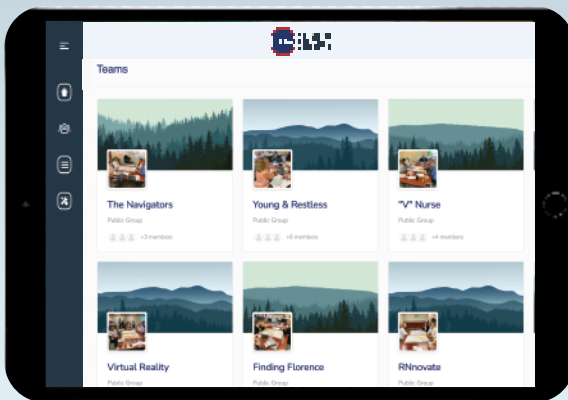


The **Strategic Gameplan** canvas was used towards the end of our sprint journey as we pushed teams to outline the steps which needed to be taken to achieve their aim.

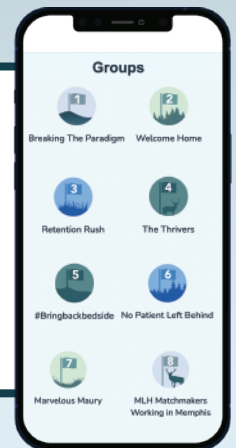
Digital Experience



A digital hub was created to power the sprint. This hub housed tools and resources focused on staffing, pictures of the work each team created during the sprint and was a mechanism to further validate their prototypes with peers.



Each team within the sprint had their own digital web page within the hub which housed their inputs from the in-person session, survey validation results from their peers and their final prototypes.



Within each team page there was a survey which gave teams the opportunity to share their prototypes with peers and to gather feedback from those peers on their prototype. This ensured that each team was able to have robust validation and refinement feedback as they built their prototypes.



Final Marketplace

On June 29th, we reconvened to incorporate the validation feedback that was collected over the previous few weeks into updated prototypes. With a strong focus on crafting initiatives that are feasible, high impact, and tested, hospitals from across the state explored each other's work and inspired one another. After morning exercises that focused on critical next steps and driving to action, teams were coached on storytelling principles that they blended into "pitches for investment."

Based on the feedback that each team received, prototypes were updated and summarized in "one-pagers" that were shared with colleagues and hospital leaders.

Custom tools were created to help teams get very specific about what is possible in the next 90 days. The goal was to spark conversations and commitments around implementation and open questions.

Breaking the Paradigm
Cookville Regional Medical Center
Parkwest Medical Center

Team Roster:
In attendance: Chevelle Johnson, ACNO, Scott Lethi, CNO
Our larger team: CNO, ACNO, Directors, Staff

Supports:
• SR, Leadership
• HR
• Nurse Recruiters

Barriers:
• Time commitment
• Staff Engagement
• Traveler reduction

Scope:
IN
• Any scheduling ideas
• Baylor Program
• SN, 4N, ED
OUT
• Compensation increase
• Nurse/patient ratios
• Other departments

Aim Statement:
We will improve nurse retention as evidenced by decreasing turn over rate from average 17% to 14% on SN, 4N, and ED by end of June, 2023 with guidance of nursing leadership team.

How will we measure?:
Turn over rate
Exit Interviews
Nurse satisfaction scores
Applicants for non-traditional shifts
Contract Labor usage (positions)
% Offer vs. hires

How will we achieve this aim?:
Communicate "The Why"
Engage Schools-Candidates
Employee engagement, include their ideas & suggestions
Work with team to create alternate staffing plans (templates)
Develop implementation timeline for alternate/creative schedules
Nurse satisfaction survey before & after
Marketing/recruiting plan with HR

Impact on patients & clinicians:
Improve quality of care
Improve pt. satisfaction
Improve nurse satisfaction

Matrix Diagram

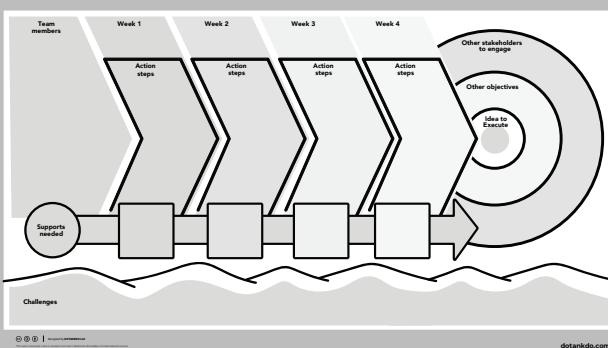
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STEPS	This solution can be accomplished in 90 days	There is the will to implement this solution	This step is within our control	We have a sponsor and buy-in for this step	Cumulative Score

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Strategic Gameplan

designed by dot tank
Business design, redesign



Teams created "trade show booths" where they could present the fundamental elements of their story. Attendees mixed throughout the room and offered feedback on what they "liked, disliked, found missing, and confusing."

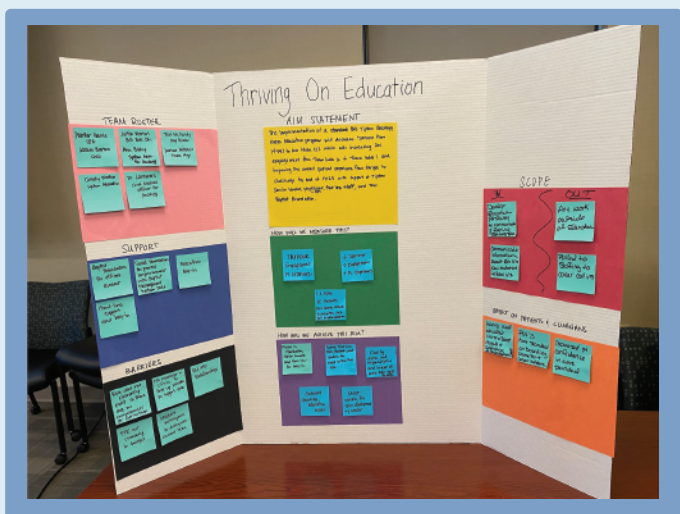
Open Questions

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KEY ASSUMPTIONS

HOW WE TEST

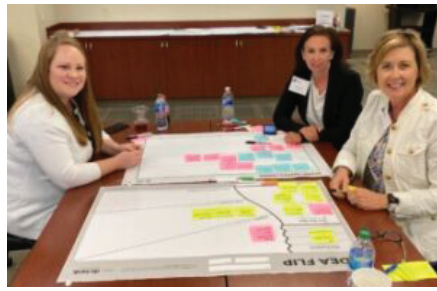
STAKEHOLDERS WE MUST ENGAGE



Design in Action

"The structure of the exercises and workboards were very helpful."

"Loved the guided thought processes and support from team in the room."



"Incredible facilitation and resources; wonderful use of team to vacillate and think outside the box. Great to work with you again!"

"Great learning tools. The pace was great."



"Ideal way to brainstorm and bring the idea to life with other new leaders."

"Excellent program. Excited to take back what we have learned and use the tools to impact innovation in other areas of healthcare."



Summary of Ideas Generated

Team Name & Hospital	The What	The How
<p>The Navigators</p> 	<p>To improve retention and recruitment of staff by reducing turnover and vacancy rates in med/surg. We will achieve this by surveying staff and students, developing growth pathways, presenting a program for Board approval, training up staff and implementing the program.</p>	<ul style="list-style-type: none"> • Survey staff and students • Development of growth pathways • Education program for staff and students
<p>Virtual Reality</p> 	<p>We will shift one hour of admission history and discharge documentation from our bedside nurses to virtual episodes of care on B4 at JMC GH and Bolivar med-surg by December 31, 2022 with the guidance of the WTH Quality Council and Nursing Administration.</p>	<ul style="list-style-type: none"> • Communication to patients and families as the virtual process is designed and implemented • This will decrease nurse workload while enhancing patient/employee satisfaction, improving access to post-acute care and reducing readmissions
<p>Finding Florence</p> 	<p>Under the guidance of the Nurse Staffing PMO and executive nursing leaders, we will increase nursing workforce stability through the creation and implementation of an innovative flexible employment program by hiring 75 positions by the end of CY 2022 that will be used across the VUMC system.</p>	<ul style="list-style-type: none"> • Establish departmental infrastructure, leadership and support • Creation of a new orientation program • This will enhance nurse schedule flexibility, improve retention and create competitive nurse compensation while achieving reductions in bed closures and service disruptions
<p>MLH Matchmakers</p> 	<p>We will match 20% of trailing family members by end of 2023 with the guidance of our CHRO and community relation team.</p>	<ul style="list-style-type: none"> • Utilize the Trailing Family Database and utilize current corporations that are aligned • Creation of a comprehensive marketing plan • Lean into the Memphis Chamber Trailing Family Database to assist in achieving our aim



Summary of Ideas Generated

Team Name & Hospital	The What	The How
<p>Marvelous Maury</p>  <p>MAURY REGIONAL HEALTH</p>	<p>The executive recruitment team at MRH will gain and retain 50 RNs by August 31st.</p>	<ul style="list-style-type: none"> • Creation of a marketing plan and identification of events to promote our aim • Engage current staff in recruiting with incentives • Build on positive work culture within the organization
<p>No Patients Left Behind</p>  <p>CHI Memorial</p>	<p>We will reduce our ED holds to less than 4 patients a day by the end of CY22 with guidance from the ED Director and CNO.</p>	<ul style="list-style-type: none"> • Creation of a new position titled Patient Care Prioritizer • Cross Train staff from other units • Training and education modules for ED clinicians • This will result in improved HCAHPS scores and decreases in LOS
<p>bringbackbedside</p>  <p>BAPTIST</p>	<p>We will reduce Bedside RN turnover at Baptist Hospitals by December 2022 with the guidance of senior leadership.</p>	<ul style="list-style-type: none"> • Create alternative scheduling plans and flexible scheduling options and benefit packages • Creation of a new care delivery model which will apply to all departments • Utilize rounding to communicate our efforts to change workload and identify what is important
<p>The Thrivers</p>  <p>BAPTIST</p>	<p>The implementation of a standard SCC Tipton Oncology Nurse Education program will decrease turnover while also increasing RN engagement from Team Index 2 to Team Index 1 and improving the overall patient experience from target to challenge by end of FY23 with support of Tipton Senior leaders, physicians (& APPs), front line staff, and the Baptist Foundation.</p>	<ul style="list-style-type: none"> • Survey frontline RNs, providers and leaders to identify stakeholders to engage • Create a position for an Oncology Education Nurse • Meet weekly for role development with leaders • Will lead to enhanced morale, standardized onboarding and transparent career ladders



Summary of Ideas Generated

Team Name & Hospital

The What

The How

Retention Rush



We will reduce Ballad Health's benefitted RN turnover by end of FY23 with the guidance of our SVP of Human Resources and our System CNE.

- Develop a survey to identify trends and seek nursing input
- Complete and present an SBAR back to key stakeholders
- Close loop communication to frontline nurses on actions taken based on their input
- This work will result in safer and more efficient care and improved teamwork for clinicians

Welcome Home



We will increase our inpatient nursing resources in MedSurg, PCU, and tertiary ICUs with the development and implementation of an internal staffing agency at Ballad Health to begin July 1st, 2022 at the onset of FY23, under the guidance of our Executive Operations Council & CNE.

- Enhance the allocation process
- Deploy a marketing strategy
- Improve the onboarding process and refine the pay structure
- These efforts will lead to decreased turnover, LOS for patients, transfers outside of the system and enhanced patient outcomes

RNnovate



We will improve nurse engagement and retention by launching an innovation process, RNnovate, for staff RNs to suggest short term solutions, problem solve and suggest new ideas to improve efficiency, staff satisfaction and patient outcomes by Q3 2022 through the guidance of our shared governance and SVP champion.

- Create a call to action and identify project champions
- Assemble a team while getting costs approved and creating program deliverables
- This program will result in enhanced nurse engagement, efficiency and empathy as nurses voices will be heard

Breaking the Paradigm



Focused efforts to improve nurse retention by targeting employee engagement, incorporating their ideas and suggestion and creating alternate staffing plans and schedules.

- Staff surveys and input
- Develop alternative staffing plans and schedules
- Target in 3 units





Lisa Smithgall

Senior Vice President/Chief
Nursing Executive

Welcome Home

"The THA Nursing Workforce design sprint allowed our nurse executives the opportunity to focus on our idea of an internal travel nurse pool and consider all the facets and parameters to planning the program."



What Has Happened Since the Workshop?

- Pitched the idea to leadership after the first workshop
- Budgeted and created Ballad Health Internal Agency for Registered Nurses
- Established eligibility and program criteria
- Launched the corporate pool with a pilot of ICU nurse and med-surg nurse pools in selected hospitals
- Hired 5 nurses in first month

NEXT STEPS

- Formalize a steering committee to oversee the program and advise on expansion
- Continue to recruit registered nurses to the program from outside the health system
- Evaluate the program at 6 months and make any needed adjustments
- Expand the program to additional hospitals to serve within the system
- Potentially extend the program to other specialty areas such as mother-baby, surgery and emergency departments



Marilyn Dubree

Executive Chief Nursing
Officer

Finding Florence

"The design sprint process was great to get structure and discipline to an idea we had been formulating and making the process steps visible. The feedback from other teams also gave us ideas and insights we wouldn't have considered otherwise."



What Has Happened Since the Workshop?

- Formalized our prototype and successfully pitched the concept framework and core principles through various stakeholders all the way up to top CEO executives
- Created VUMC Staffing Collaborative focused on creating new flexible options for selected nursing positions that help to stabilize staffing needs
- Surveyed nursing staff and listened to the voice of nurses requesting flexible options in the program design
- Established three types of flex options including a per diem model, short unit-specific assignment option, and temporary nurse models
- Built out the program design, established positions and job descriptions

NEXT STEPS

- Complete the legal review and integration of the program within organization operations
- Anticipate program launch in October with 50-75 positions
- Create campaigns and marketing for internal and external nursing staff of ways to work at Vanderbilt, emphasizing the full picture of options and flexibility
- Individualize and customize recruitment efforts focused on what is important to the individual candidate
- Continue to acknowledge, review, and respond to staff feedback as the program evolves



Breaking the
Paradigm



Welcome
Home



Retention
Rush



The Thrivers



#bringbackbedside



No Patient
Left Behind



Marvelous
Maury



MLH Matchmakers
Working in Memphis



RNnovate



Finding
Florence



Virtual Reality



The Navigators

Nurse Staffing Innovation Design Sprint

For more info email:

Chris Clarke | cclarke@tha.com

