



CNO ROUNDTABLE 2020

Nurse Leader Discussions and Key Takeaways

Avant Healthcare Professionals
1211 State Road 436,
Casselberry, FL 32797

407.681.2999
AvantHealthcare.com



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EXECUTIVE SUMMARY

Chief Nursing Officers (CNOs) and nurse leaders from around the U.S. convened in Orlando, Florida to discuss topics and challenges surrounding the nurse shortage. The CNO Roundtable, hosted by Avant Healthcare Professionals, provided these leaders an opportunity to share strategies and experiences from their respective healthcare facilities.

Heading into 2020, top concerns of CNOs include retention and recruitment, risks to patient safety, increases in workplace violence, nurse resilience and burnout, changes in technology and succession planning. Participants agreed that it is becoming more difficult to maintain the appropriate skill mix as older nurses retire.

Strategies that were discussed to recruit and retain RNs include building newly licensed nurse (NLRNs) programs, fostering academic partnerships, recruiting international nurses, and investing in the capital for internal recruitment and retention activities. Additional tactics included tuition reimbursement, housing assistance, student loan assistance program and marketing collateral that highlights the facilities' unique value proposition.

Another primary topic of discussion was driving patient satisfaction. CNOs acknowledged that it is a joint effort between frontline staff and the leadership team to reach patient safety and satisfaction goals; it is essential for hospital leaders to create an effective feedback model and platform for accountability to promote patient experience.

CNOs had the opportunity to learn and discuss cultural research that examined cultural characteristics of different countries around the world. By understanding the sociocultural traits of international nurses, it can help provide insight on how to best manage and integrate them. CNOs also shared experiences on promoting diversity and inclusion among their staff by creating an environment of involvement, respect and connection. Hospital leaders are encouraged to foster programs that focus not only on diversity, but inclusion as well.

TOP CONCERNS OF CNOs

Ranked from most important to less important.

1. Retention and recruitment
2. Experience and skills gap
3. Patient safety
4. Quality: evidence-based practice
5. Leader turnover and succession planning
6. Increase in workplace violence and aggression
7. Leadership development (or lack thereof)
8. Nurse resilience and burnout
9. Decrease in reimbursements
10. Increase in regulatory requirements
11. Culture and leadership satisfaction
12. Changes in technology
13. Capacity and bed management
14. New grad engagement
15. Local competition
16. Organizational alignment (different directions organization is steering)



CNO INSIGHTS

Nurse Staffing & Patient Safety

“A strong health care system requires a workforce of healthy nurses that are empowered, engaged and energized to face the challenges of the day.” - *CNO in Maryland*

“How are you going to manage these staffing ratios when we don’t have nurses?” - *CNO in Maryland*

“When you have new grads orienting the new grads, it can cause challenges with patient safety.” - *CNO in Arizona*

Nurse Leadership Development

“Not all nurse leaders want that 24/7 operational accountability that you have to have in order to be a nurse leader.” - *CNO in Vermont*

“Leadership development is very important, and it winds up affecting all things including overall joy in the workplace. - *CNO in Arizona*

“Leadership support is imperative to make process changes.” - *CNO in Virginia*

Workplace Violence

“We need to be able to handle situations safely, so it does not lead to burnout. We need nurses to go home the same way they came in.” - *CNO at CNO Roundtable*

“It’s important to be aware of the increase of workplace violence. Not only from patients and families to staff but the phenomenon of domestic violence that is occurring between staff members. - *CNO in Maine*

Recruitment & Retention

“We have an inhouse marketing person that directly recruits nurses, which is great. She makes videos to show why this is a great place to work.” - *CNO in Pennsylvania*

“We need to focus on strategies to keep nurses at the bedside. It is important to focus on nurse engagement and resiliency. As a leader, you want to find ways to infuse joy in the workplace.” - *CNO at CNO Roundtable*

RN RECRUITMENT & RETENTION



Strategies for Promoting Recruitment and Retention

Strategies that were discussed to recruit and retain RNs include building newly licensed nurse (NLRNs) programs, fostering academic partnerships, recruiting international nurses, and investing in the capital for internal recruitment and retention activities. Additional tactics included tuition reimbursement, housing assistance, student loan assistance program and marketing collateral that highlights the facilities' unique value proposition.

Quotes from CNOs on Recruitment and Retention

- “Our tuition assistance program is robust. We pretty much pay for everyone to go back to school.”
- “We are focusing on staff and physician engagement, and we are using pulse surveys to get employee feedback.”
- “Brain boards around the hospital worked for us. It identifies areas of improvement.”
- “We want nurses to feel that they are included in conversations about care.”
- “Instability leads to burnout, whether it is at CNO level or at the RN level. It’s about us trying to meet their workforce load.”
- “We had intensive training and support for our staff that to let them know they weren’t alone.”
- “Engage your team in the process of creating solutions.”

PROMOTING PATIENT SATISFACTION

Strategies for Promoting Patient Satisfaction

CNOs agree that implementing new strategies and tactics for improving patient satisfaction starts with clear communication and a united focus among staff. As a nurse leader, it's important to promote a culture of early inclusion to both leadership and frontline staff to ensure everyone is given a voice. By creating an effective feedback model, you will begin to foster an organization of encouragement and support. Driving patient satisfaction scores requires patience, consistency with the process, and accountability on all ends.

Quotes from CNOs on Patient Satisfaction

- “I told my staff that if you could pick one thing that you do each day for each of your patients that makes you stand out to that patient, I guarantee all of our scores would go up.”
- “As a nurse leader, you have to lay out the tools of accountability and what that looks like among your staff.”
- “Sometimes it's the little things that drive the difference to get better scores, and we do it well, but we don't do it well every time. The piece of the puzzle is finding a way to maintain consistency of excellent care every time a nurse walks into a patient's room.”
- “You must allow time outcomes to show and be consistent, rather than being reactive.”
- “It's not about having failures in your metrics, it's about what accountability are we holding to the processes.”
- “Every person that goes into a patient's room can make or break that patient satisfaction.”



DIVERSITY & INCLUSION



Strategies for Promoting Diversity & Inclusion

Having an inclusive and diverse workplace can help all employees feel welcome, known and valued. Ways to create an inclusive workplace with international nurses include working with your team to support their integration into the work environment, setting up a “buddy program” to help them acclimate within the community, meeting with city management to discuss properly welcoming them and their families, and working one-on-one with the healthcare professional to help them feel a part of the community.

Quotes from CNOs on Diversity & Inclusion Best Practices

- “It’s important to engage your board members. Some of them are county government officials and they can help pave the way for these new relationships with other countries.”
- “We have a meeting every month for our international nurses or nurses that are from outside the community where we answer any questions. In the past, we have shown them how to dress in the winter and we are there to help if their spouse needs employment.”
- “We implemented a foreign-trained nurses committee as part of our shared governance. Some of the activities they have come up with include potlucks, international flags for the conference room, or activities around inclusion.”
- “To give nurses an idea of what we celebrate, we had a Thanksgiving where we brought them all together. We brought them samples of our food and explained to them the meaning of the holiday.”

KEY TAKEAWAYS

Attendees' Feedback on the CNO Roundtable

- “I think the CNO Roundtable is really validating to be in a national platform with my colleagues and to realize that a lot of the barriers and struggles that we are facing are quite similar regardless of where we are located geographically.” - *CNO in Vermont*
- “The CNO Roundtable is a great opportunity to network with CNOs across the country to learn how they have best implemented international nurses.” - *CNO in Virginia*
- “This is unique work for us as leaders, and as chief nurses, we are the go-to for developing those key strategies. The event gives us a chance to learn from others, which is really beneficial.” - *CNO in Pennsylvania*
- “To me, the CNO Roundtable is better than it has ever been. What I love so much about the CNO Roundtable is you get together with your colleagues and talk about the challenges in nursing and nursing leadership today. You also can talk about the Avant nurses and how they have brought so much to your facility.” - *CNO in Virginia*
- “I would recommend the Avant CNO Roundtable. It has been great to meet some of the CNOs that work with Avant and to learn tips and tools of the trade they have implemented in their organization”. - *CNO in Ohio*
- “There are several of us who are working to learn how to best integrate foreign-trained nurses. It’s great to learn about some of the strategies being used so we can have sustainable healthcare.” - *CNO in Maine*
- “The CNO Roundtable is a great way to network, share stories, and steal shamelessly orientation and cultural diversity programs. It’s nice to get together and chat.” - *CNO in Pennsylvania*
- “I would absolutely recommend the CNO Roundtable to other CNOs. Every year, it seems to get better. We are all learning from each other. There is peace and safety in knowing we have the same issues. There is learning on how we can all work together to resolve the issues we all face. It’s great to hear not only how to successfully onboard Avant nurses, but to retain them. Working to solve some of the issues we are facing generally as CNOs has been fantastic. - *CNO in Maryland*