



Doctors of Nursing Practice

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MEDICAL CENTER
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Touchpoints: A Business Strategy to Retain New Graduate Nurses

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Objectives

- ❖ Discuss the significance of Touchpoints to help retain NRNs.
- ❖ Examine the benefits of retaining NRNs, for example, to improve patient outcomes, develop influential nurse leaders, and reduce overall healthcare cost.
- ❖ Consider the role of leadership in implementing evidence-based strategies to help retain NRNs.

Background

- ❖ **Nursing Turnover is a worldwide issue** (Zhang Y, Wu X, Wan X, et al. 2019).
- ❖ **Impact of Turnover** (Kelly LA, Gee PM, Butler RJ, 2021 Munnangi S, Dupiton L, Boutin A, Angus L, 2018, Van, 2017).
- ❖ **Nursing Staff are Crucial for Delivery of Safe Patient Care** (Almeida, Orgambídez-Ramos, & Batista, 2017).

Background

- ❖ Employment of registered nurses is projected to grow seven percent (**7%**) from **2019 to 2029**, faster than the average for all occupations (US Bureau of Labor Statistics, 2019).

Aim

- ❖ Test the value of “Touchpoints” in reducing turnover of New Registered Nurses (NRNs) who have completed a one-year residency program, with the goal of retaining 100% of NRNs.

Literature Review

- ❖ The first year of clinical practice is a stressful period (Hinderer et al., 2014; Lee, Lou, Chien & Wang, 2016).
- ❖ The average cost for single nurse turnover ranges from **\$33,300-56,000**
- ❖ Overall loss of **3.6-6.1 million dollars** (Nursing Solutions Inc, 2020).

Literature Review

- ❖ **87%** of healthcare organizations rely on New Graduates to fill nursing vacancies (Nursing Solutions Inc, 2020).
- ❖ Systematic literature review, **73%-94%** turnover after one year (Edward et al., 2015).

Literature Review

- ❖ **McCloskey Mueller Satisfaction Survey (MMSS), Job Satisfaction Survey** (Edwards et al., 2015., Setter et al., 2011., Williams et al., 2007., Altier and Krsek, 2006; Krugman et al., 2006 Goode and Williams, 2004).
- ❖ Using MMSS, Edwards et al., 2015 found significant decrease in job satisfaction at six months.

Literature Review

- ❖ Touchpoints have been used over many years as a strategy for retention of both internal and external customers (Leva & Ziliani, 2018; Sultan, 2018; Aichner & Gruber, 2017; Wind & Hays, 2016)
- ❖ Touchpoints recognition as a strategy for nursing retention could not be found in the literature

Literature Review

- ❖ Touchpoints are distinct points of experience between the company and the customer, and each customer touchpoint can be experienced positively or negatively (Aichner & Grube, 2017)

Research Design

- ❖ Outcome Measure – Retention
- ❖ Process Measure- Job Satisfaction
- ❖ Balancing Measure- Cost

Research Ethics

- ❖ IRB exempt approval from the research site
- ❖ TT DNP Council approval
- ❖ QIRB approval

Healthcare System's Touchpoints Value Creation Model HCS-TVCM

1. Align NRNP with HCS Values for Multi-Win Outcomes with Short Term and Long-Term Impact

Purpose, Authenticity

Patients Lives, Aspirations,

Positive, Relevant

Trust –Building

Communities

Responsible

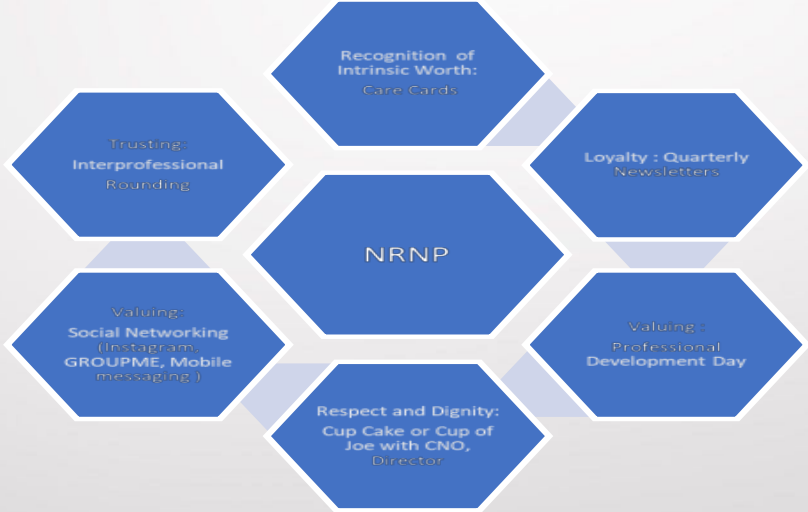
Quality Care
ICARE

NRN, Preceptors,
Mentors, Leaders,

Always Safe
Culture

2. Compelling, Unifying Healthcare System's Values Statement*

3. Orchestrated Across ALL Touchpoints



4. Touchpoint Value Creation

- R -Relevant and Respectful
- A- Actionable
- V- Valuable
- E- Exceptional Experience

Touchpoints Strategy



Touchpoints Implementation



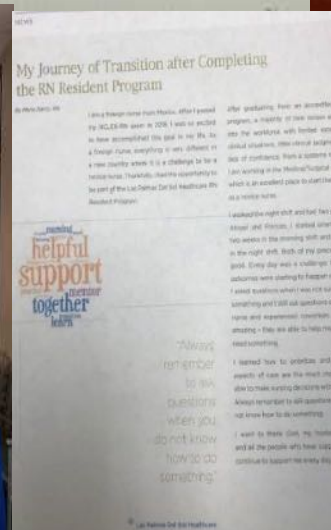
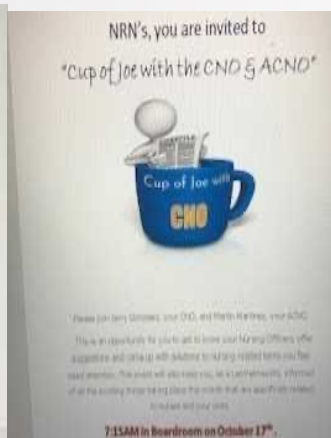
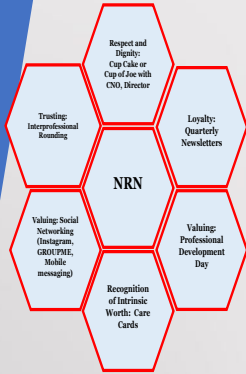
qualtrics

How do you feel about today's course topic?

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Today's topic was relevant to the overall course.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
The instructor explained the topic clearly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
I feel confident that I can complete the homework assignment related to today's topic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

POWERED BY QUALTRICS

Touchpoints Implementation



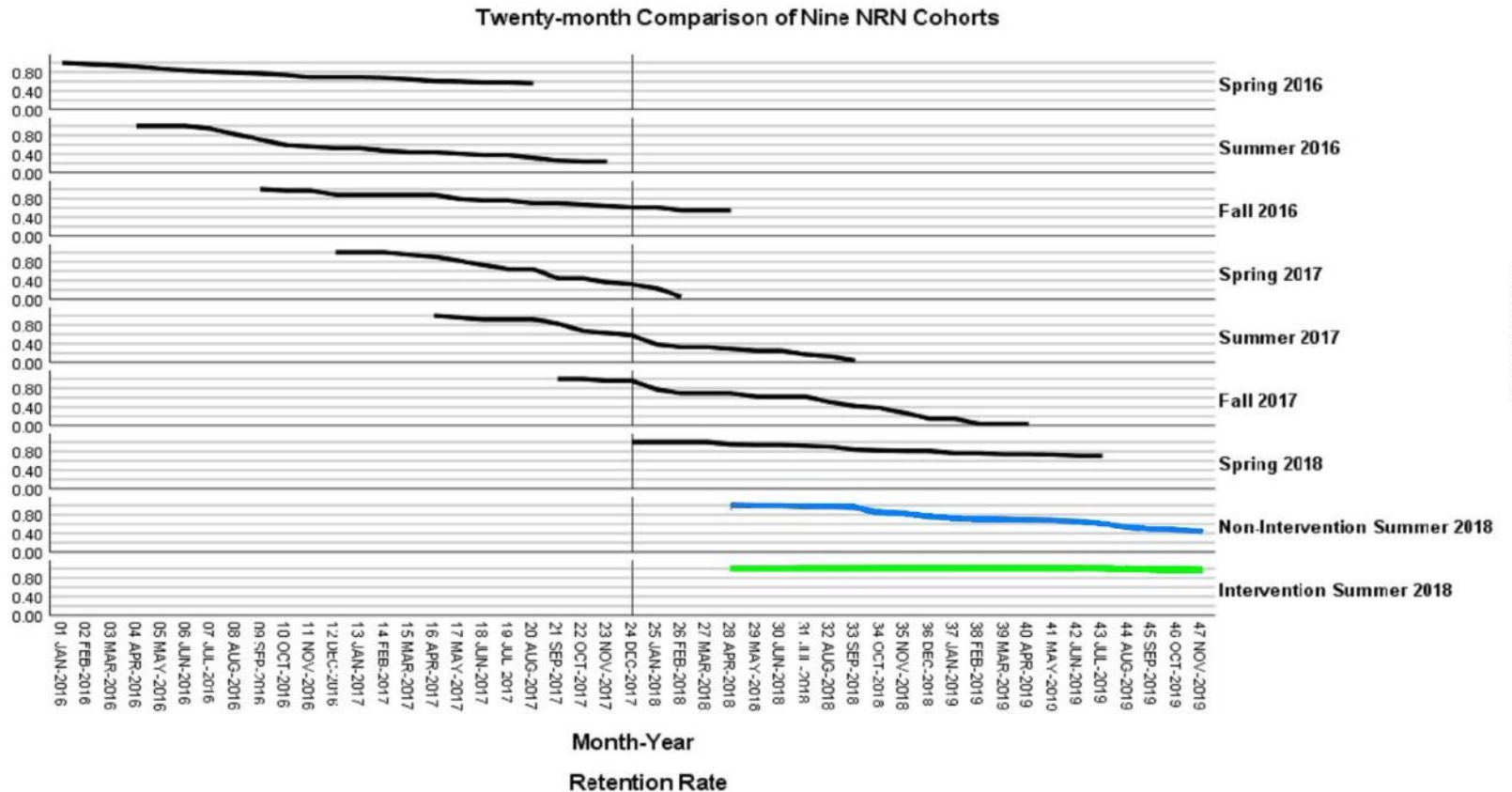
Demographic Data

Demographic Data	Pre
Age Range (20-30)	72%
Gender (Females)	80% Females
Marital Status Single	64% Single
Highest Degree (BSN)	76%(BSN)
Previous Healthcare experience	60%(Y)

Outcome Measure Retention

- ❖ Mann-Whitney U test was conducted
- ❖ 20-month summer 2018 retention was significantly higher in intervention group.
- ❖ Null hypothesis was rejected.
- ❖ 95% confidence interval ($p < 0.05$).

Outcome Measure: 20 Months Comparison of all Nine Cohorts



Process Measure: Comparison of Pre & Post Job Satisfaction

- ❖ Wilcoxon Signed Ranks test the job satisfaction score post-intervention was significantly higher

Chi Square Automatic Interaction Detection (CHAID) analysis

Rank	MMS Survey Item Topics
1	21. Control over what goes on in your work setting
2	23. Recognition for your work from superiors
3	4. Hours that you work
4	10. Compensation for working weekends
5	26. Opportunities to participate in nursing research
6	1. Salary
7	2. Vacation

Balancing Measure: Estimated Cost for Implementation of HCS-TVCM

HCS-TVCM	Cost based on 50 NRN
Personalized Care Cards	\$150
Quarterly Newsletters	\$300
Professional Development Days	\$3,000
Cup Cake or Cup of Joe with CNO	\$ 1600
Social Networking	\$100
Interprofessional Rounding (based on average amount paid through a web search)	\$4,576
	\$ 9,026

Cost of Retention Over Turnover

- ❖ ONE NRN turnover **\$47,000 + Residency cost**
- ❖ **49 NRN Retention \$2,303,000+ residency cost**

Discussion



We believe touchpoints positively impacted NRNP by:

- ❖ Reassuring Intrinsic worth
- ❖ Demonstrated Valuing
- ❖ Developing Loyalty



Discussion

- ❖ Positive impact on NRNP retention and job satisfaction
- ❖ Cost effective- loss of **1 NRNP** compared to **26** from the non-interventional (NRN)
- ❖ Engagement with CNO & other organizational leaders



Discussion

- ❖ Treating Employees as Customers
- ❖ Valuing Employee's feedback
- ❖ # Transparent Communication
- ❖ Trust and Respect among NRNP and other colleagues

Discussion

Supporting New Graduates with innovation, optimize practice to achieve Quadruple Aim and improve patient experience and staff satisfaction (Havens, et al, 2018)



Limitations

- ❖ Future studies will be needed to enhance Touchpoint use and its impact on patient safety.
- ❖ Consistence with dates and times for CNOs meeting with NRNP
- ❖ Increased workload for interdisciplinary team to round on NRN

Implication for Practice

- ❖ A nurturing culture is necessary. Touchpoints support a positive culture.
- ❖ Engagement with executive leadership and spearheading strategy is vital.
- ❖ Touchpoints Strategies should be further tested to validate usefulness in promoting retention of NRNs.

Conclusion

- ❖ What does Leadership want ??
- ❖ Nurse Retention
- ❖ How much are we prepared to invest proactively?



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