



Nurses Make the Difference

Deb Zimmermann, DNP, RN, NEA-BC, FAAN

November 2024

CEO DAISY Foundation

President AONL





**Maureen Mullan Tansey RN
1933-2018**



HONORING NURSES INTERNATIONALLY
IN MEMORY OF J. PATRICK BARNES

Cherry Ames Series By Helen Wells



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Private Benjamin: Goldie Hawn



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Leadership Matters



**Brigadier General
Clara Adams-Ender**

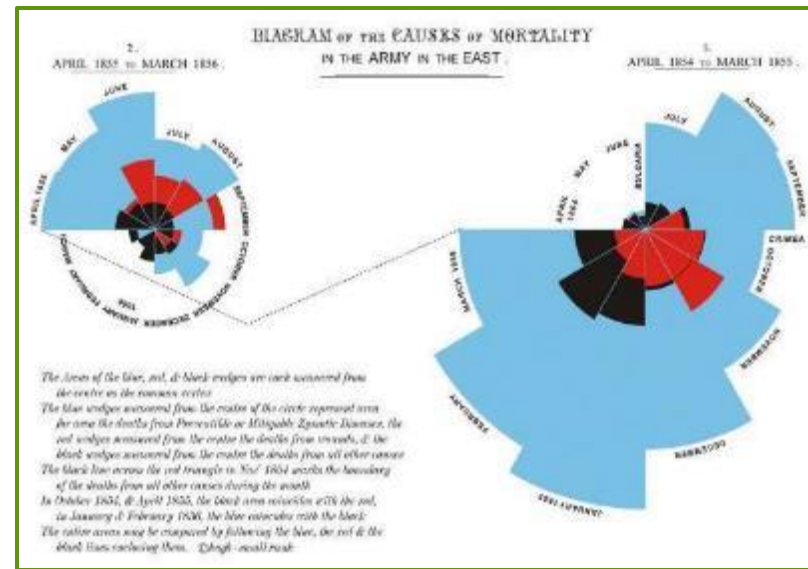


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The Importance of Data



- Florence Nightingale brought us professional practice. She was also known for her contributions to mathematics.



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A Nurse Who Saw New Possibilities...



Loretta Ford, EdD, RN
Creator of advance
practice Nurse
Practitioners



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Practice + Education = Confidence



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The Power of Education

- Education reduces poverty, boosts economic growth and increases income
- It increases a person's chances of having a healthy life, reduces maternal deaths, and combats diseases such as HIV and AIDS
- Education can promote gender equality, reduce child marriage, and promote peace



GEM Report, p. 8, GEM Report, p. 7, GEM Report, p. 19, GEM Report, p. 6, GEM Report, p. 35, World Bank, Understanding Civil War, p. 34, World Bank, p. 3, GEM Report p. 4, Education Transforms, p. 17, Education Transforms, p. 7, World Bank, UNICEF, The Education Vaccine Against HIV, p. 9

Education and Certification Matter



Linda Aiken, PhD, RN FAAN

Landmark Study on BSN education in
September 2003 JAMA and Certification in
2011 Journal of Nursing Scholarship



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Leading Health Promotion



Harriet Kitzman, PhD, RN, FAAN
Nurse-Family Partnership



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Making a Difference with Everyday Challenges



Tod Brindle, PhD, RN, CWOCN

- Studied the use of a prophylactic dressing for pressure ulcer prevention. Hospital-acquired pressure injuries decreased from 8% to 1.15%.
- Resulted in annual savings of \$5,000,000
- Embraced in over 1,100 health systems having duplicated, adopted, or implemented his findings.

Why Do Nurses Stay?



Maggie McClure, EdD, RN
Nurse Executive and Creator Magnet



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The Current Landscape



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Positive Signs



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Trends In Employment

- Nursing shortages are easing for some hospitals, with more nurses back in permanent positions due to better pay and more flexible options in scheduling
- The number of nurses employed has rebounded and is now close to pre-pandemic trends.

Taylor, Mariah. "Nurses stream back to hospitals amid temp job slump," Becker's Hospital Review, May 1, 2023.

<https://www.beckershospitalreview.com/nursing/nurses-stream-back-to-hospitals-amid-temp-job-slump.html>

Auerbach, D. I., Buerhaus, P. I., Donelan, K., & Staiger, D. O. (2024). Projecting the Future Registered Nurse Workforce After the COVID-19 Pandemic. *JAMA health forum*, 5(2), e235389. <https://doi-org.ezproxy.baylor.edu/10.1001/jamahealthforum.2023.5389>



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Trends in Education

- 71% of the RN workforce earned a bachelor's or higher degree as of 2022
- 17.4% of the nation's registered nurses held a master's degree
- 2.7% held a doctoral degree as their highest educational preparation

American Association of Colleges of Nursing, updated July 2023. <https://www.aacnnursing.org/news-data/fact-sheets/nursing-workforce-fact-sheet> <https://www.aacnnursing.org/news-data/all-news/new-data-show-enrollment-declines-in-schools-of-nursing-raising-concerns-about-the-nations-nursing-workforce> 83 “Nursing Workforce Fact Sheet,”



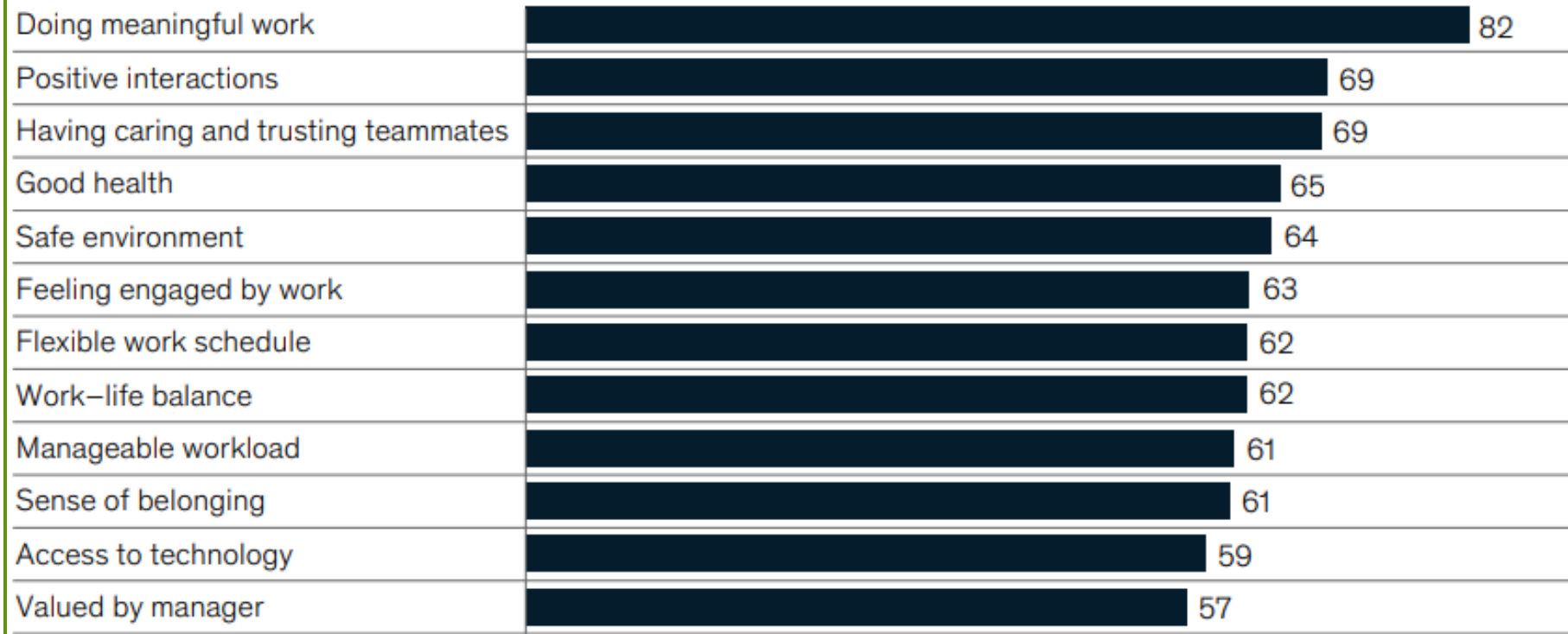
Diversity of Nursing Students

Enrollment and Graduations in Baccalaureate and Graduate Programs from minority backgrounds

- 40.8% of students in entry-level baccalaureate programs,
- 38.9% of master's students,
- 35.5% of students in research-focused doctoral programs, and
- 38.9% of Doctor of Nursing Practice (DNP) students.

Meaningful work and flexible schedules are the most important factors that would influence surveyed RNs to stay in their positions.

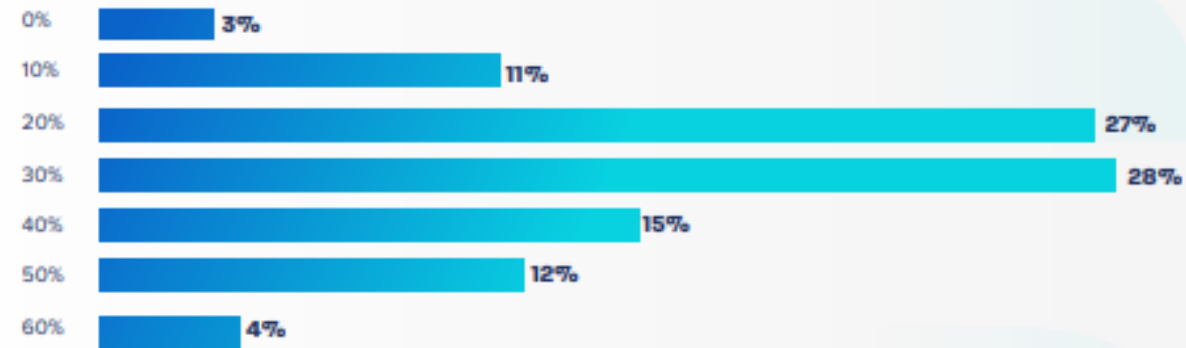
Top factors surveyed RNs say impact their likelihood to stay in current position, Sept 2022,
% responding “extremely likely” and “very much likely”



https://www.mckinsey.com/~/media/mckinsey/industries/healthcare%20systems%20and%20services/our%20insights/nursing%20in%202023/nursing-in-2023-how-hospitals-are-confronting-shortages_fina

Potential For Delegation

What percentage of your work do you feel could be reasonably delegated?



Berlin, Gretchen, et al. "Reimagining the Nursing Workload: Finding Time to Close the Workforce Gap." McKinsey & Company, 26 May 2023, www.mckinsey.com/industries/healthcare/our-insights/reimagining-the-nursing-workload-finding-time-to-close-the-workforce-gap.



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Call To Action

- Engage with clinical nurses in identifying delegable activities
- Allow all non-licensed staff to work at top of their competencies
- Engage in local, regional, and national conversations
- Disrupt the status quo, be curious, challenge current state

Trepanier,S.et al. (2023). Implementing a virtual team model in the acute care setting. Nurse Admin Q 47(3) 246-256





Work Underway



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Framework for Action

Impact horizon

Now

Culture of healing

- Well-being
- Safety/violence prevention
- Retention and sustainability
- Recruitment

Creative staffing

Technology solutions

Data needs

- Current staffing needs
- Voice of the workforce

Near

Care model design updates

- Micro (i.e. inpatient staffing complements)
- Macro (i.e. integration of physical and behavioral health)

Technology integration

Leadership training/development

Far

Educational pathway structure

Health care career interest

Educational models/curriculum

Workforce analytics

Workforce strategic planning

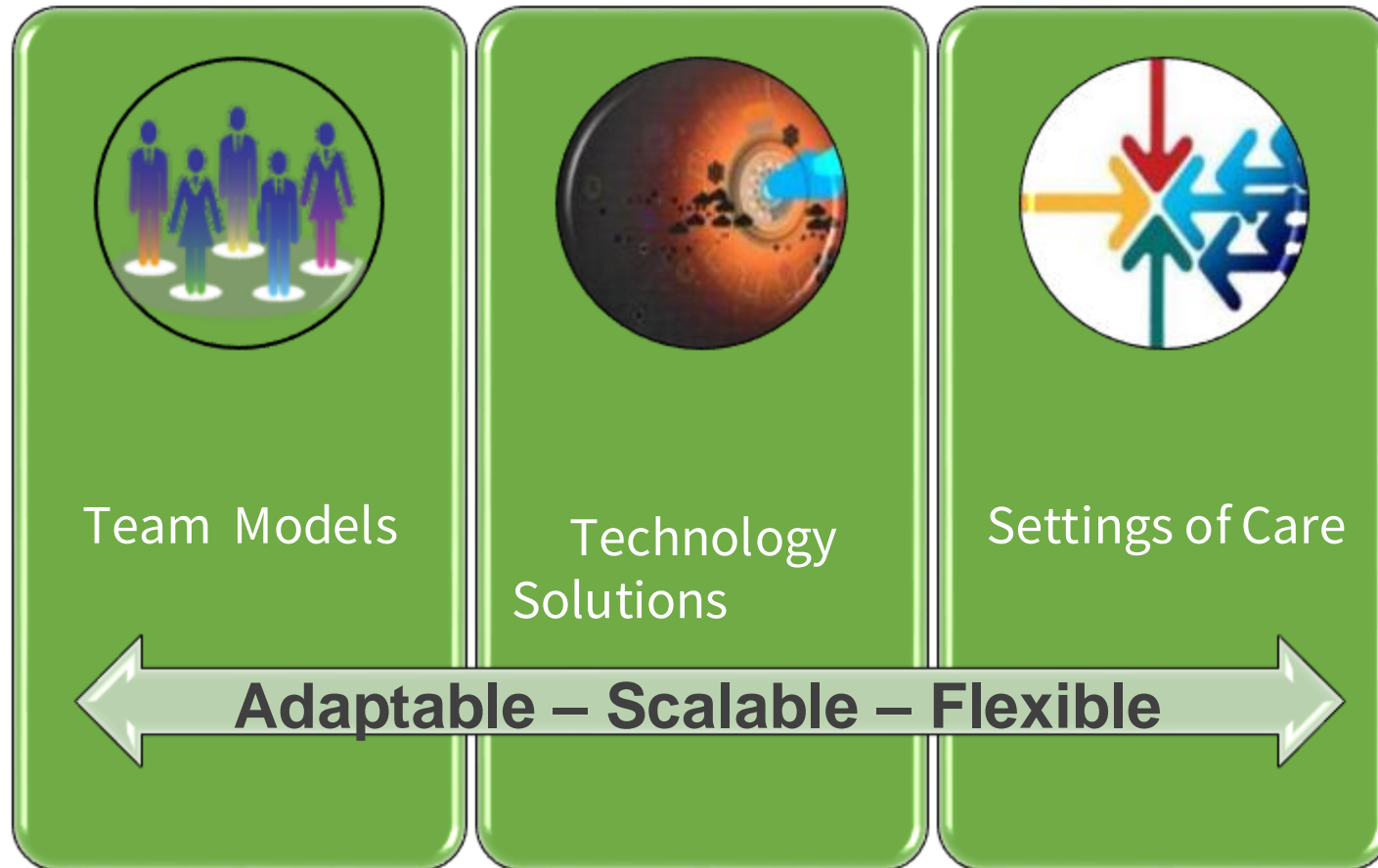
Levers for action

- ✓ Legislative and regulatory reforms/proposals
- ✓ Delivery system changes
- ✓ Member resources
- ✓ Messaging and communications



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Care Model Redesign Trends



Outcome Measures

Outcome	Process	Balancing
<ul style="list-style-type: none">• Thriving from Work• Job Design & Experience• Would you recommend this unit as a place to work• Employee engagement	<ul style="list-style-type: none">• Time Saved• # of tasks removed from bedside RN• # of tasks completed virtually or by other roles	<ul style="list-style-type: none">• Voluntary turnover• Patient experience• Patient outcomes specific to intervention tested (falls, length of stay, etc.)

+ Documentation of PDSA cycles under variety of conditions



Key Takeaways

1. Consider innovative care models to improve nurse thriving:

"Three quarters of our staff feel that virtual nursing and monitoring is improving or greatly improving patient safety and over half feel that it is increasing their workplace flexibility and improving their well-being."

2. Involve front line clinicians:

"Our team's greatest learning has been the importance of flexibility and adaptability in innovating healthcare delivery and involving the staff in the process."

3. Think big, start small – what can you do by next Tuesday?



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Healthy Work Environment Elements

- Skilled Communication
- True Collaboration
- Effective Decision Making
- Appropriate Staffing
- Authentic Leadership
- Meaningful Recognition

American Association of Critical-Care Nurses. AACN 2005, 2016, 2022



Meaningful Recognition

- Feedback that describes the impact of one's actions
- Meaningful to the recipient and in alignment with values
- From someone of significance (patient, family, colleague)
- Timely
- Equal to the nurse's contribution

AACN, 2005; Lefton, 2012; Lefton, 2014;



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The Research



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Meaningful Recognition

- Ties to purpose because it comes from those that matter most: patients, families, and peers
- Buffers the negative effects of burnout and cultivates a culture of gratitude and trust: *Compassion Satisfaction*
- Nominating a nurse facilitates healing and therapeutic reflection in the nominator. *Therapeutic Reflection*
- Enhances the families' perception of the healthcare organization.

Lefton 2012; Kelly et.al, 2015; Kelly & Lefton, 2017; Kelly 2020; American Association of Critical-Care Nurses 2005; Kelly, et al, 2021; Renger D, Miché M, Casini, 2020; Sweeney et al., 2020



Impact of Meaningful Recognition

For Clinicians

- Confirms their value
- Inspires innovation
- Drives Engagement
- Feel heard
- Builds compassion satisfaction

Gallup & Workhuman, 2023; Eddy et al., 2021; Sherwood et al. 2018; Lefton 2012; Kelly et.al, 2015; Kelly & Lefton, 2017; Kelly 2020

For Patients and Families

- Positively impacts healing
- Enhances well-being
- Reduces stress and anxiety
- Helps with grieving process
- Builds patient loyalty

Lindauer et al, 2021; Aparicio et al., 2018; Galesefidi et al., 2019; Huang, et al 2019

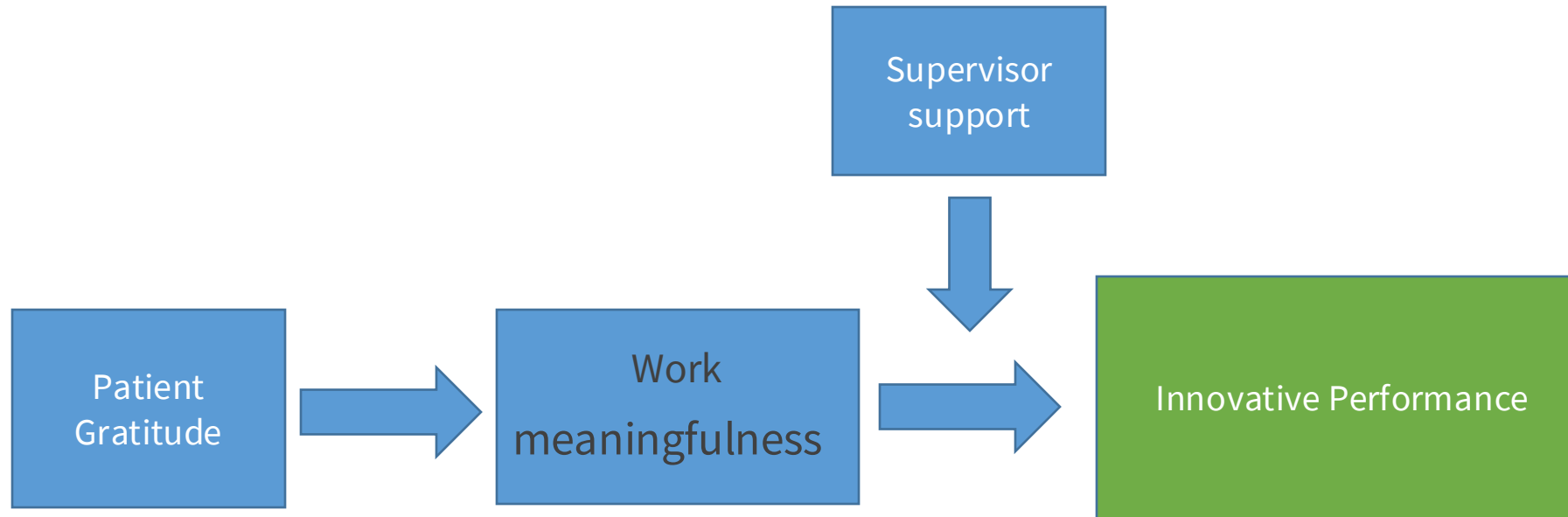


Benefits of Compassion Satisfaction



Kelly, 2015, 2017, 2020; Perry, 2008; Hooper et al., 2010; Stamm, 2010

Inspires Innovation



Liu, B., Liu, M., Wang, H., Yang, Y., Ma, Y., & Wei, X. (2022). Can patient gratitude expression boost innovative performance? The role of work meaningfulness and supervisory support. *Frontiers in psychology*, 13, 1-12.

Attributes Most Valued by Patients

- Listening
- Being Present
- Respectful
- Knowledge
- Explaining Care
- Empathy
- Compassionate
- Courteous
- Reliability

Nair, 2021; Aparicio, 2018; Clavelle, 2019



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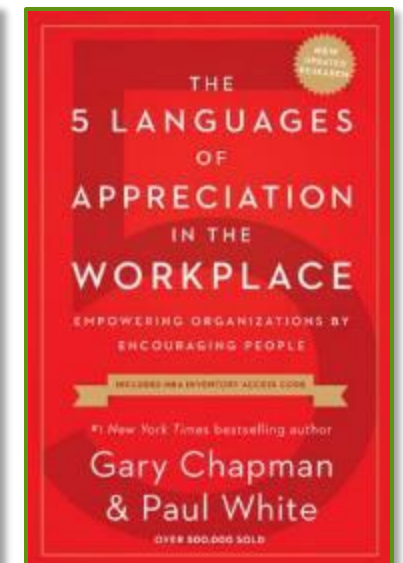
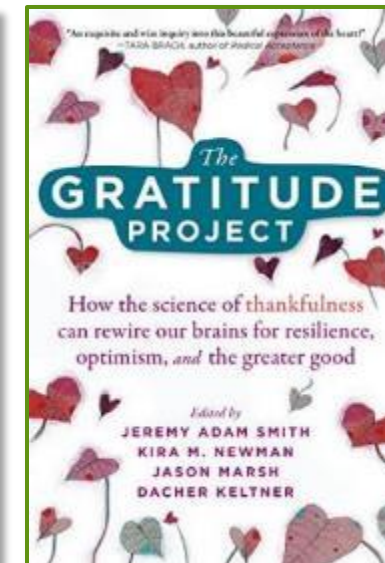
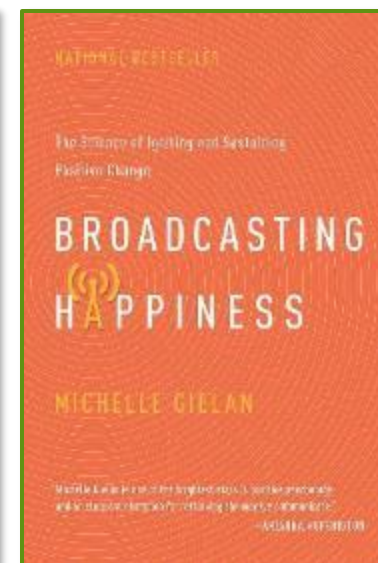
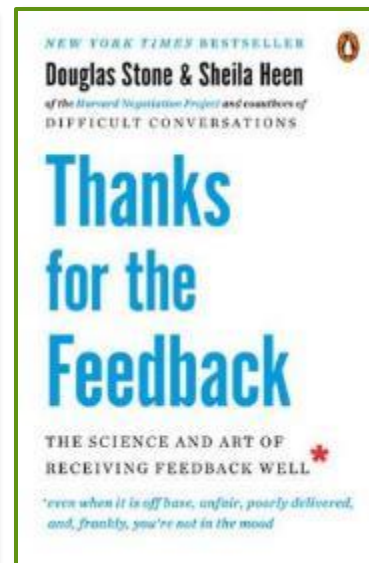
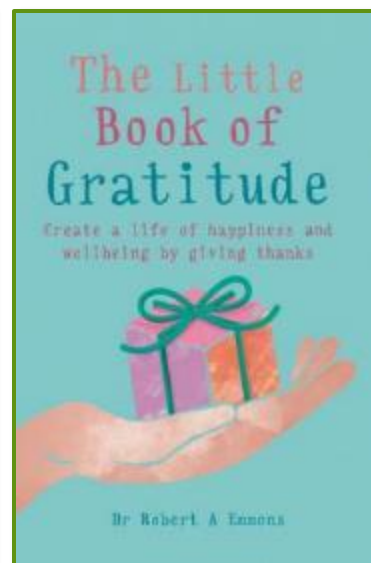
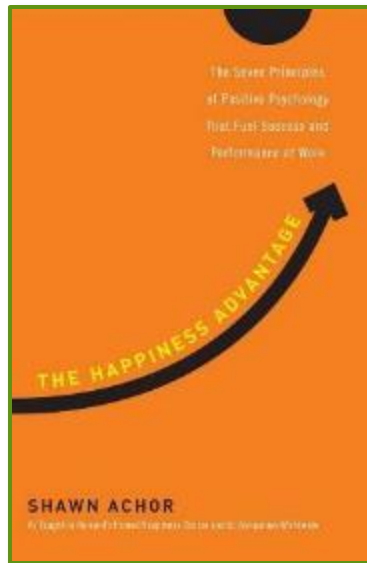


Creating the Culture



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Brown Bag Book Discussions



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Creating Connections: Strategies



1. Gratitude Huddles
2. Respect; a vital component for success
3. Positive Leadership Rounds
4. Role model empathy and trust
5. Social connection with team members



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Bryan Sexton, PhD

- **Three Good Things:** Write down three things that went well and your role in the outcome at the end of each day for 14 consecutive days.
- **Write a letter:** Write a letter to someone expressing something positive and, how it affected you and the benefits you received.
 - **Resilience tools:** The Duke Center for Healthcare Safety and Quality offers free digital tools .

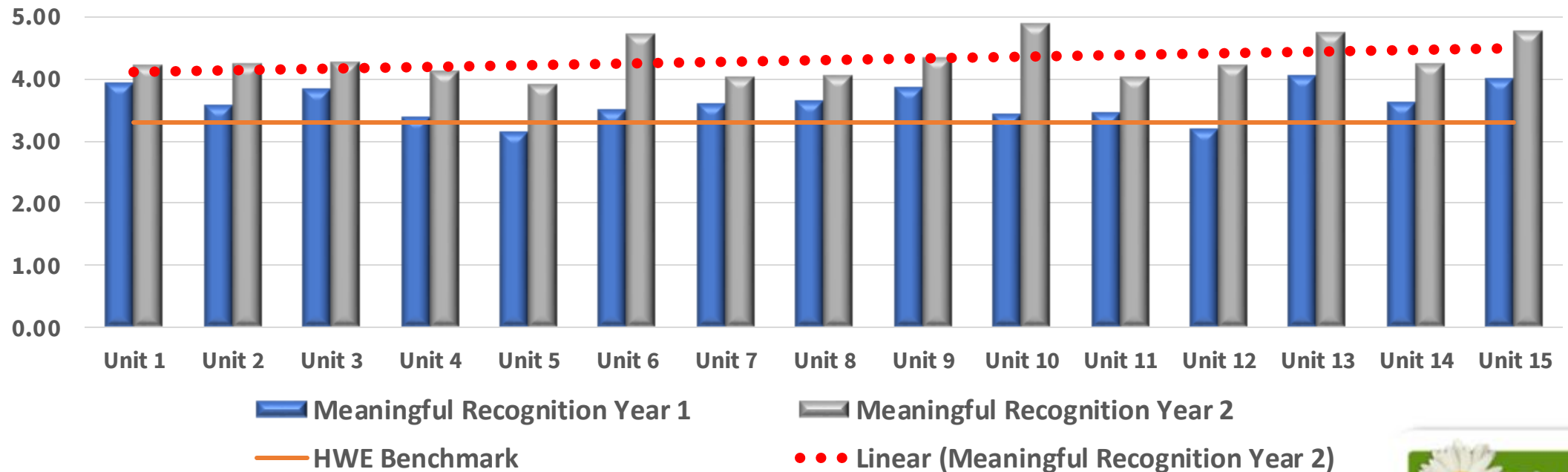
Adair KC, Rodriguez-Homs LG, Masoud S, Mosca PJ, Sexton JB. (2020).
Gratitude at Work: Prospective Cohort Study of a Web-Based, Single-Exposure Well-Being Intervention for Health Care Workers
J Med Internet Res. 22(5):e15562
Free digital tools at <https://hsq.dukehealth.org/tools/>



Healthy Work Environment

Healthy Work Environment Meaningful Recognition Aggregate Score by Unit

1.00 - 2.99 = Needs Improvement | 3.00 - 3.99 = Good | 4.00 - 5.00 = Excellent



Cardiothoracic Surgery

2012 NDNQI

	Participation in Hospital	Foundations for Quality of Care	Nurse Manager	Staffing and Resources	Nurse-Physician Relations	Job Enjoyment	Response Rate
Unit	3.03	3.06	2.93	2.56	2.8	51.8	90%
Mean	2.95	3.17	3.02	2.73	2.96	53.3	80%

2017 Press Ganey

	Professional Development	Foundations for Quality of Care	Leadership Access and Responsiveness	Adequacy Staffing and Resources	Interprofessional Relationships	RN to RN Teamwork and Collaboration	Autonomy
Unit	4.52	4.46	4.41	3.72	3.98	4.63	4.09
Mean	4.1	4.19	3.92	3.54	3.88	4.29	3.94

2018 Press Ganey

	Professional Development	Foundations for Quality of Care	Leadership Access and Responsiveness	Adequacy Staffing and Resources	Interprofessional Relationships	RN to RN Teamwork and Collaboration	Autonomy
Unit	4.53	4.58	4.52	3.96	4.07	4.69	4.32
Mean	3.99	4.14	3.9	3.51	3.82	4.27	3.92

2019 Press Ganey

	Professional Development	Foundations for Quality of Care	Leadership Access and Responsiveness	Adequacy Staffing and Resources	Interprofessional Relationships	RN to RN Teamwork and Collaboration	Autonomy
Unit	4.48	4.47	4.3	3.57	4.18	4.71	4.35
Mean	3.99	4.14	3.9	3.5	3.83	4.28	3.91

2021 Press Ganey

	Professional Development	Fundamentals of Quality Nursing Care	Leadership Access and Responsiveness	Adequacy Staffing and Resources	Interprofessional Relationships	RN to RN Teamwork and Collaboration	Autonomy
Unit	4.17	4.12	3.92	3.23	3.54	4.39	3.86
Mean	3.82	3.89	3.71	2.94	3.59	4.14	3.68

2021 Press Ganey

	Professional Development	Fundamentals of Quality Nursing Care	Leadership Access and Responsiveness	Adequacy Staffing and Resources	Interprofessional Relationships	RN to RN Teamwork and Collaboration	Autonomy
Unit	3.9	3.74	3.59	2.61	3.59	4.17	3.64
Mean	3.9	4.22	3.93	3.52	3.93	4.19	3.84

2022 Press Ganey

	Professional Development	Fundamentals of Quality Nursing Care	Leadership Access and Responsiveness	Adequacy Staffing and Resources	Interprofessional Relationships	RN to RN Teamwork and Collaboration	Autonomy
Unit	4.09	3.94	3.96	3.11	3.67	4.47	3.88
Mean	3.77	3.87	3.71	3.10	3.56	4.12	3.71



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Meet Patrick and His Family



J. Patrick Barnes



Tena and Pat (and
baby Riley)



Bonnie and Mark



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What DAISY Means...



The DAISY Foundation. About DAISY. <https://www.daisyfoundation.org/about>. Updated 2021. Accessed January 2, 2022



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From Abby, a Patient's Daughter

“You cared for EACH of us. You took in our family. You got to know us. You gave us popsicles and coffee. You helped us set up our bed. **You explained things after the doctor left. And again... when my brother came in** with more questions. **We told you about who we were.**”

There was a real connection. These are things we hold onto tie to our deep values of care and holding people up through their hardest moments.

You saw my dad as an individual, as a man with a vibrant life that he was striving to get back. As a man with a family that loved him so deeply and wanted him with us. **You involved him in the care and the choices available,** even when those choices were very small ones like "pudding or tea Tim?" And when there were not choices, you talked him through it. He was not always able to process it, but you still worked with him. **You are changing lives, not just saving them. And you show all of us, what it means to lead.”**

Abby Pledger

Michael Chaderjian, BSN, RN



There are simply no words to adequately express our family's gratitude. **Thank you for being a voice for our mom. Letting her be a free spirit, supporting her through the long, tough days and nights, making her smile and laugh through the pain, and being a guiding light of hope as she perseveres through her recovery.** Our family is blessed and grateful to have people like you on her team and in all of our lives. You will forever be in our hearts and leave a mark on us all. Thank you!



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Alvin Bentir, BSN, RN



AJ is simply **spectacular**! He provides **excellent** patient care and is a **resource** to his coworkers. **Recently I saw AJ wheeling a patient into the hospital, which was a bit unusual. His patient said: "I saw that it was raining, and we haven't had rain in so long, I told AJ that I wished that I could be outside to smell it, and he brought me out!"** AJ truly provides superior care and compassion and is most deserving of this award.

Guadalupe Morales, MSN, RN

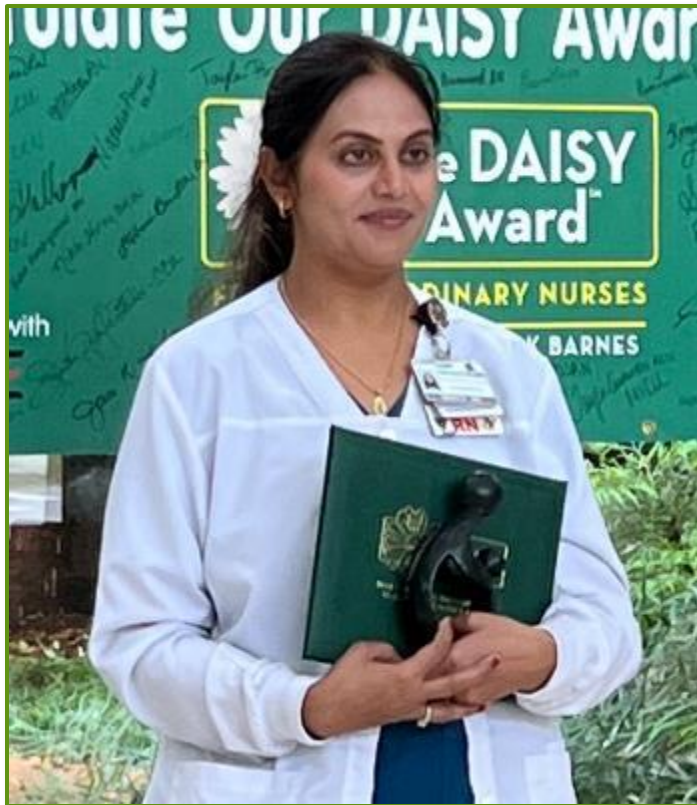


“Her **passion** for education also shows in her patient care. She takes **time to explain and educate her patients in ways they understand**. These are all qualities that I hope others see and are inspired to embody. We are fortunate to have such a compassionate, driven, and engaged nurse and mentor on our team. She truly is a **Guiding Star!**”



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Nidhi Kumar, MSN, RN



Nurse Nidhi went **beyond the call of duty as my caretaker**, and I am honored to have her as one of my nurses. In our eyes, she was the best! **She listened.** She did everything we asked of her and more. **Cared for me as her patient and my family!** If I could give her anything it would have to be “**Nurse of All Time!**” Thank you, Nurse Nidhi!

Patrick Peacock, BSN, RN



"Dear Patrick,
We want to thank you for your **kindness and patience** with my wife. **Kindness is loaning someone your strength and your energy instead of their weaknesses.** Being visually impaired is scary, so **you gave her the reassurance she needed to go through her procedure.** Thank you so much!"

Christine Sawtelle, BSN, RN



"Christine went **above and beyond during her time here with us in Maine**. We are a little critical access hospital that doesn't have a lot of resources but has a strong community connection and a very dedicated staff. **Christine fit right in.** *She has stepped up* and served as a relief charge RN on nights and been **a leader on the unit.**"

Abigail Singleton, BSN, RN



Abigail joined our team as an international nurse. She provides **amazing care to the patients. One patient had a difficult new diagnosis**, and the mother was having an especially challenging time. **She took extra time with the mother, answered all her questions and then took the mom and patient to the playroom for a break from the hospital room.**



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Shawna Burns, RN



Shawna was an angel sent to us during a time we needed most. My husband was in a motorcycle accident and spent eight days fighting to live.. Shawna was there for my family each step of the way She made sure I was always as close to my husband as I could be. We had sonograms, hand casts, and handprints made. **I am truly blessed she was brought to me in the worst moments of my life. I had peace as she went the final steps with him into the operating room. My husband gave the gift of himself, and Shawna made sure she was there holding his hand. He was safe because he had his angel with him. My husband was her patient and we'll forever be her family.**

The Narrative



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National Council of State Boards of Nursing Report

- 100,000 RNs left the workforce due to stress and burnout
- 610,000 reported “intent to leave” by 2027
- 200,000 additional RNs under 40 reported similar intentions
- Half of nurses reported feeling emotionally drained, used up, fatigued, or burned out “a few times a week” or “every day”
- Burnout highest in those with less than 10 years experience
- 3.3% decline in the U.S. nursing workforce in the past two years

Buerhaus: Immediate Challenge:

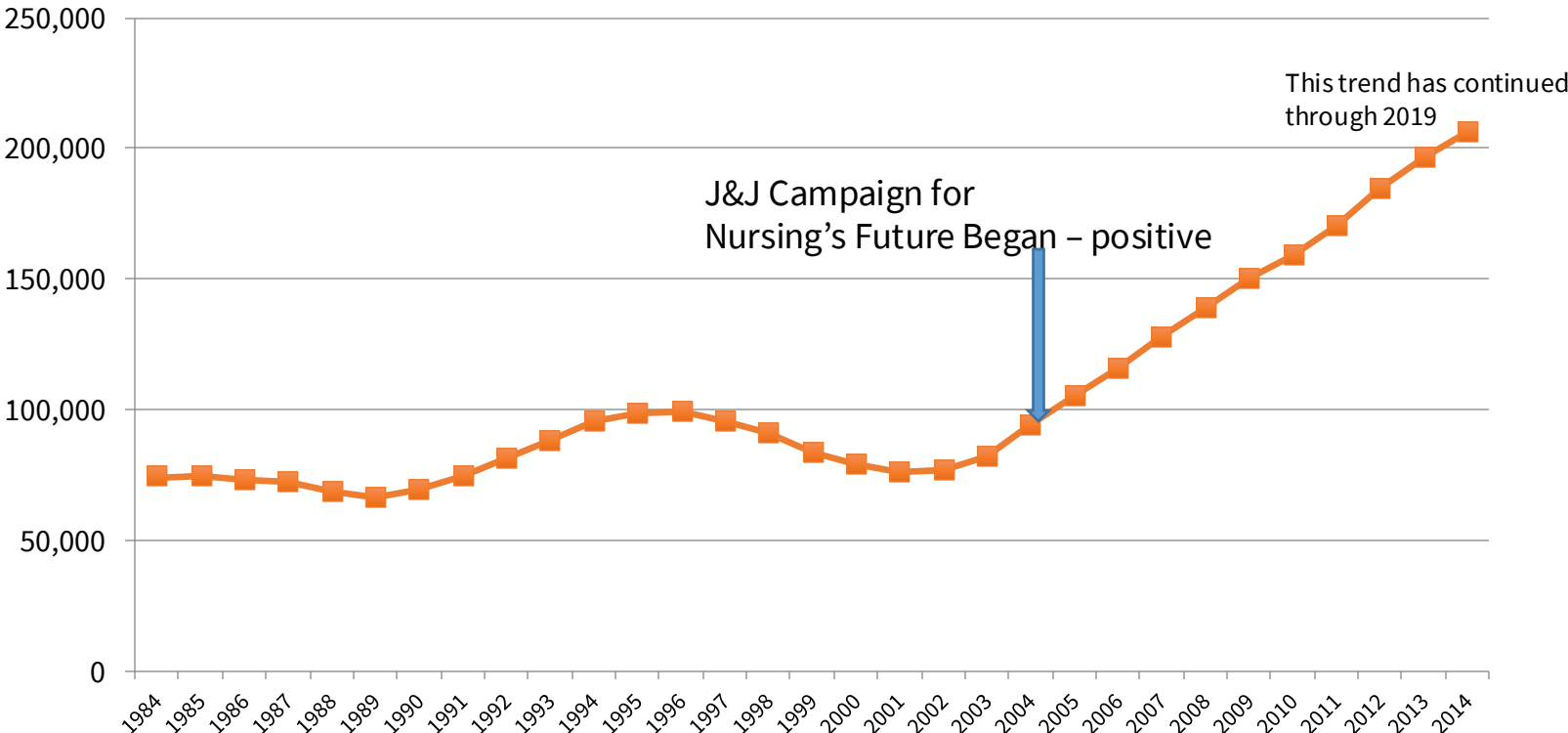
Control the messaging about nurses and hospitals so that we can assure a growing workforce for the future (entry)

- Problem: Too much of the current imagery, tweeting, media coverage, and social messaging about nurses and hospitals is dreadful
- Emphasizes “unprecedented” shortages, their negative effects, and that hospitals are to blame
- If not counterbalanced with positive portrayals of nurses, we risk decreasing entry into nursing education programs and growing the nursing workforce



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Positive Narrative Worked Before - Total number of nursing graduates increased!



Source: Calculations based on data from the Integrated Postsecondary Education Data System
Note: Data in this figure includes baccalaureate degrees awarded to RNs who had a prior associate degree in nursing



Perspective of Experts



- The public trusts nurses to improve our Health System.
- Leverage nursing's positive public image to elevate the profession.
- Share stories of extraordinary care and change the narrative.

The Business Case



A 2023 Gallup study estimated that a culture of recognition can save \$16.1 million annually by reducing turnover in a 10,000-person organization with already engaged employees.

Recognition improves employee productivity and safety and reduces absenteeism.

Gallup & Workhuman, 2023



The DAISY Impact

Nurse Engagement

Ignites Extraordinary Compassionate Care
Improves Satisfaction and Retention
Promotes Wellbeing and Resilience



Patient/Family Experience

Communicates Profound Gratitude
Reinforces Patient and Family Centered Care
Inspires Community Loyalty

Healthy Work Environment

Celebrates All the Right
Reminds Nurses Why they became Nurses
Builds Team Spirit



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Joy

JOY is the ability to *connect* and make a *meaningful difference* in the lives of those we serve. *Caring* and *compassion* bring joy and are tied to purpose.

Celebrating meaningful connections gives permission for work that goes beyond the physical needs of patients and *reduces burnout*, *builds team resilience*, and fosters a *culture of joy*.



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The Future is Yours

- Remember your why.
- Celebrate all accomplishments!
- Embrace challenges.
- Invest in yourself.
- Education matters.
- Change the narrative.
- Embrace gratitude & recognition.





The DAISY
FOUNDATION™

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