

RECRUIT, TRAIN & RETAIN A NEW GENERATION OF NURSES

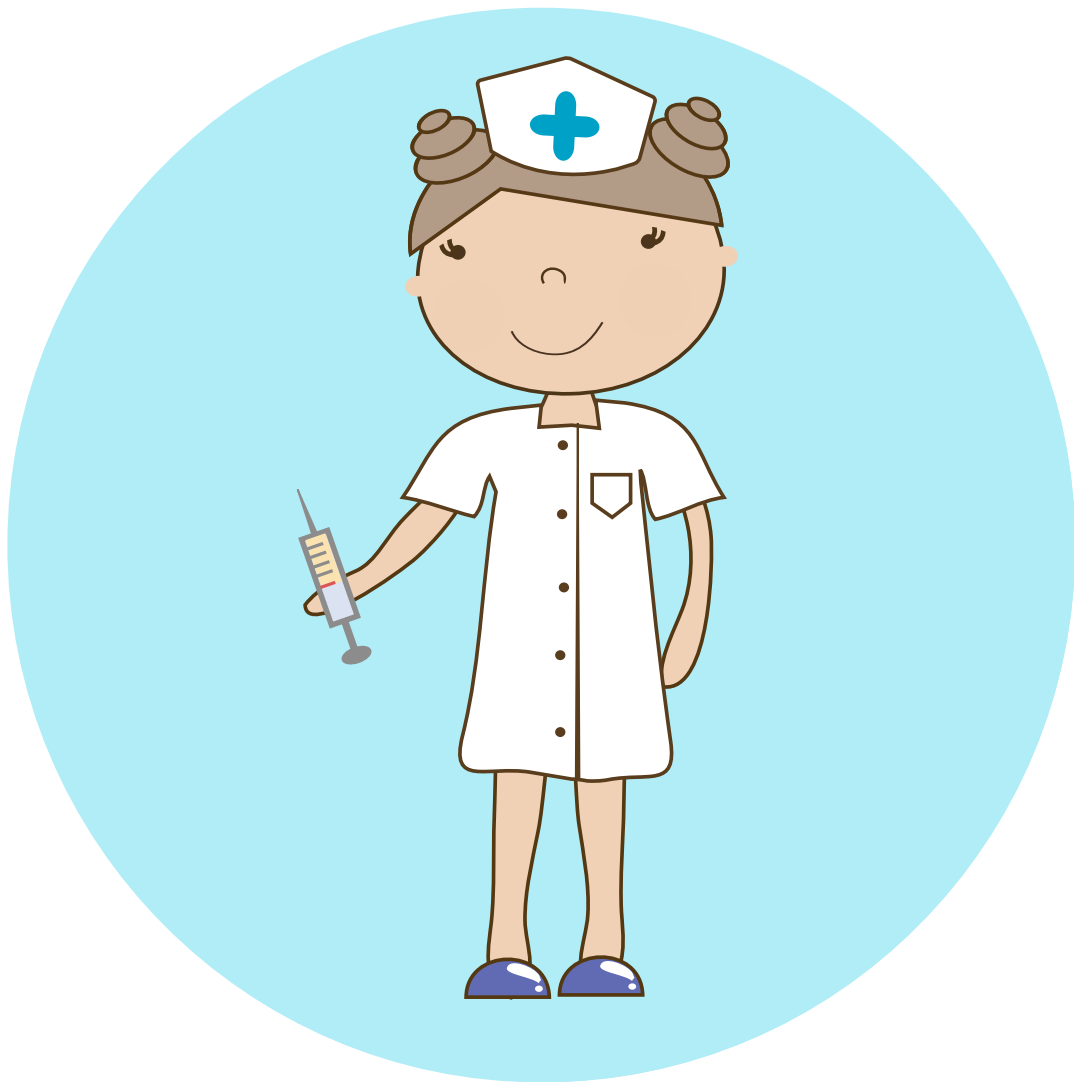


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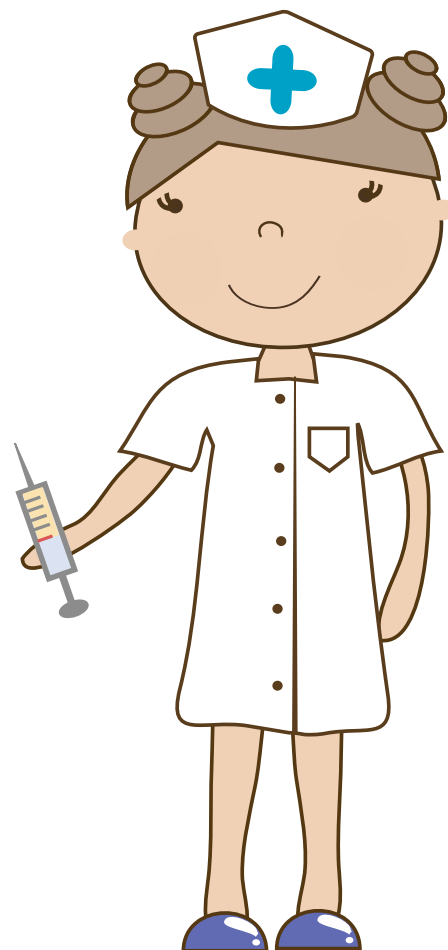
NEEDED!

~~MILLENNIALS WANTED!~~

According to a study in *Nursing Ethics*, “Hospitals are experiencing an estimated 16.5% turnover rate of registered nurses costing from \$44,380 - \$63,400 per nurse—an estimated \$4.21 to \$6.02 million financial loss annually for hospitals in the United States of America.”

Not only are nurses leaving nursing, but the retiring Baby Boomers are creating an even greater need for more nurses in the workforce. In order for supply to meet the demand, healthcare organizations must move from the mentality of *wanting* to the mindset of *needing* Millennials to fill the gaps. This Ebook presents ways to recruit, train and retain Millennial nurses.

Let's get started!



RECRUITING KEYS

Workplace culture is paramount to attracting Millennials. They want to be a part of a cutting edge environment and work alongside people who are great at what they do. Here are some key strategies to attract Millennials:

1. Get up-to-date with technology and equipment.

Growing up in the Digital Age, Millennials expect to see modern computers, devices and equipment in their workplace. They want to work for the best of the best in their field. Invest in technology, including software that works quickly and intuitively, and you will have an edge over the competition.

2. Adopt policies that balance work and life.

Offer younger nurses flexibility with their schedules. Create family-friendly policies that let them leave work early to attend a school event for their children, a wedding or a funeral. Provide a generous amount of paid time off so they can adjust their hours, and they will know you *get them*.



3. Lead collaboratively.

Important decisions should be made only after receiving input from employees. Millennials are used to working on teams and knowing that their voice is heard whether or not their suggestions are implemented is key. A top-down structure is not generally appealing to Millennials who want to be valued for their contributions. Use the interview process to communicate ways that your organization works as a team.

4. Give back to the community.

Millennials are cause-driven, and they want an employer who helps them make the world a better place. Many nurses get into the field to make a difference in people's lives, but Millennials often want to take it farther than the four walls at work. They want to do something that gives back to the community and are attracted to like-minded employers.

5. Get the word out digitally.

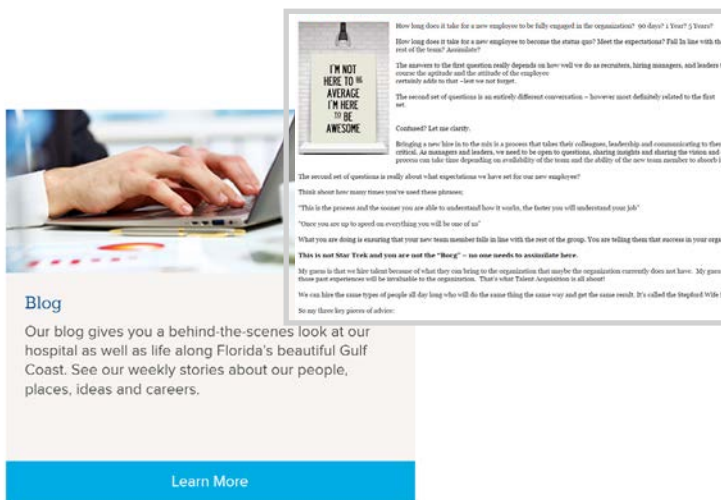
Use your social media channels to show how your culture aligns with Millennial goals and attitudes. You can make it as simple as Facebook posts that "speak" to Millennials, or you can go all out with video. Check out similar organizations' digital marketing for idea starters.

RECRUITING IDEAS

Many top healthcare organizations have decided to pursue hiring Millennial nurses. The following examples use messaging and visuals that appeal to the younger generation.

IDEA: BLOG POSTS

Source: John Hopkins All Children's Hospital



The All Children's Hospital blog post, *I'm NOT Here To Be Average! I'm Here To Be AWESOME!*, rings of Millennial values. The post messaging communicates that the hospital's leadership culture is "open to questions, sharing insights and sharing the vision and culture" of the organization.

IDEA: FACEBOOK POSTS

Source: John Hopkins All Children's Hospital

This Facebook post from All Children's Hospital portrays an engaged Millennial nurse and urges Facebook fans to click a link to show appreciation for their nurses during Nurse Appreciation Week.



RECRUITING IDEAS

IDEA: VIDEO POSTS

Source: John Hopkins All Children's Hospital



Let your videos do the attracting. This video highlights technology, and it shows a lot of Millennials across different departments who are engaged in their work environment.

IDEA: YOUTUBE VIDEO POSTS

Source: Renown Health

Millennials are less interested in classroom learning than previous generations. They respond well to interactive learning experiences that are fun. In this YouTube video, award nominees at Renown team-build with a communication game.



RECRUITING IDEAS

IDEA: WEBSITE POSTS

Source: Renown Health

Renown Health posted a Nursing report that appeals to Millennials by detailing their programs to provide ongoing training with growth potential, rewards and a collaborative culture.

ONGOING TRAINING

Thanks to generous community donations, the Estelle J. Kelsey Simulation Lab held a ribbon cutting event at Renown Regional Medical Center in Spring 2016. The lab includes three state-of-the-art, high-fidelity patient simulators that give doctors, nurses and medical students an opportunity for hands-on learning.

During the lab's opening ceremony, Krystal Strickland, APN, RN, Simulation Coordinator; Erin Van Kirk, MSN, RN, Director of Nursing Education; and Michelle Groneman, RN, Neurosciences, showed attendees all of the state-of-the-art features the simulators are capable of including sweating, bleeding and even giving birth.

According to Erin, "This lab gives doctors, nurses and even students opportunities to see things they may not see very often in the clinical setting and practice those things."

HAVING A VOICE

Nurses from a variety of areas at Renown, along with representatives from interdisciplinary teams, were selected to be part of a 3P event to design the spaces for a new Intensive Care Unit and Medical/Surgical floor.

The 3P events — which stands for production, preparation and process — are Transformational Health Care events to help design the future ICU and Medical/Surgical spaces on the currently vacant fifth and ninth floors of the Tahoe Tower.

In each week-long event, interdisciplinary groups worked together to design a new space that would improve the patient, employee and doctor experiences, while eliminating waste.

GROWING AS A NURSE

As an ongoing way to train new nurses and those who want to move up in leadership, Renown Health offers two programs: Graduate Nurse Residency and Supervisor Residency.

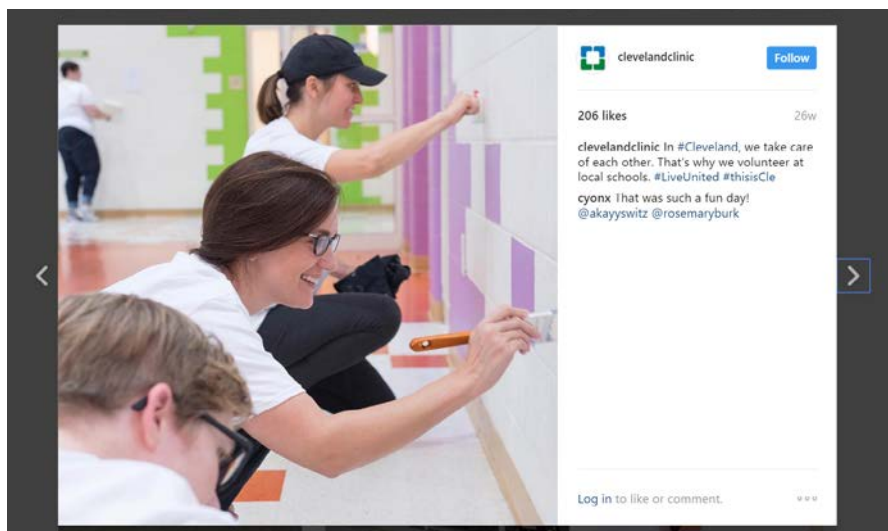
Renown Regional Medical Center is home to the largest Graduate Nurse Residency program in the state and is one of the largest in the nation. Twice a year, newly graduated nurses can apply to the program for a spot in one of the three tracks: Maternal-Child, Medical-Surgical and Telemetry. New this year is the Transitional Care Residency program — a first of its kind nationally.

The Supervisor Residency program is a six-month course devised to provide support and professional development to up-and-coming leaders through a variety of activities such as shadowing nursing directors, attending conferences and meetings, and studying materials pertaining to the job. Based on the popularity of the program, a Leader Residency program was established that focuses on becoming an effective leader.



IDEA: INSTAGRAM POSTS

Source: Cleveland Clinic



This Instagram post depicts Millennial staff members volunteering at a local school. Millennials feel strongly about making a difference in their community. Let them know that your values are in line with theirs by facilitating efforts to "give back."

TRAINING KEYS

Training Millennial nurses will require a new game plan for many. Unlike Generation X, Millennials like constant feedback and non-traditional training. Here are some keys to training your Millennial nurses.

1. Provide a mentor.

Millennials are often surprised and unprepared when their job orientation doesn't resemble their clinical experience from nursing school. To help orient Millennials, pair them with qualified, compassionate mentors. Baby Boomer nurses tend to make great mentors because they are empowered by sharing their knowledge in the field and can give new nurses hands-on experience complete with goals and constant feedback.

2. Be patient.

Don't assume that your new nurses will all be able to assimilate within a specified time period. Regular communication among the manager, mentor and new employee will facilitate the orientation for the new hire and minimize unrealistic expectations.

3. Offer variety.

Millennials like diversity. When possible, training programs should include unconventional strategies and cross-training in multiple areas.

4. Teach coping skills.

Don't mistake Millennials' optimistic attitudes for signs of a stress-free life. Millennials are people too, and working as nurses, they will have to face many situations that weren't covered in school. Stress management training can help them appreciate the importance of their role despite workplace tension.



TRAINING PROGRAM IDEAS

Some hospitals have programs that use state-of-the-art simulation training, but your best training tools are most likely already in your facility—your staff. The following ideas for training your Millennial nurses may require effort but are relatively inexpensive to run.

RESIDENCY PROGRAM/MENTORSHIP

Promedica Toledo Hospital has a six-to-nine month residency program for new nursing hires that matches them with senior nurses and gives them experience at each of the hospital intensive care units.

WHAT WE LIKE ABOUT THIS IDEA

- It takes place over a flexible period of time. Some people will only need six months. Others will need more.
- It's a win-win. Senior nurses have the opportunity to lead, and new nurses receive the feedback they desire.
- Nurses get hands-on training to help them learn how to make decisions in critical care—a field in which they receive little to no clinical experience during school.

Within the first year of the residency program, Promedica determined it reduced first-year turnover of nurses from 26 percent to 17 percent, and the program continues to grow.



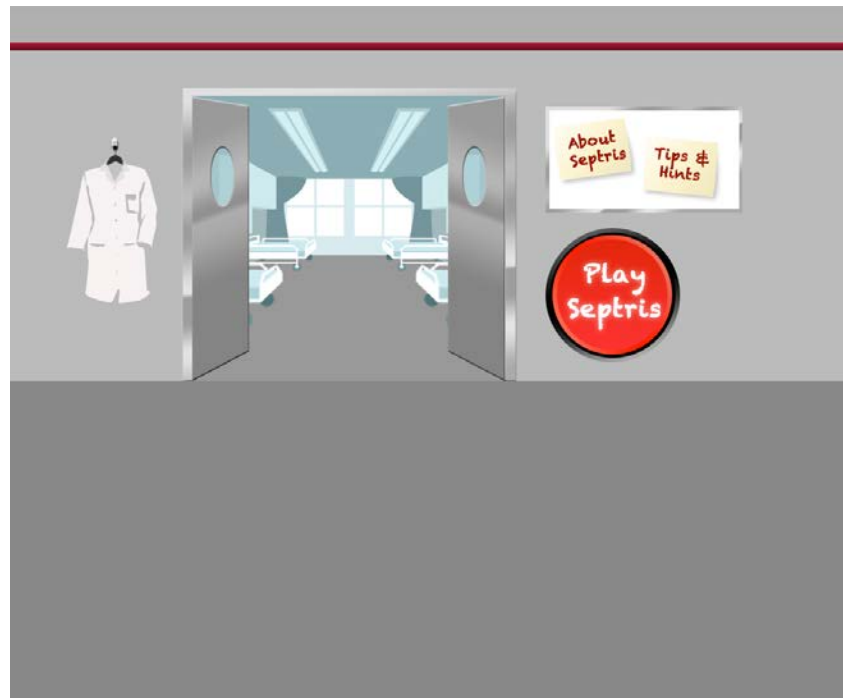
TRAINING PROGRAM IDEAS

GAMIFIED TRAINING

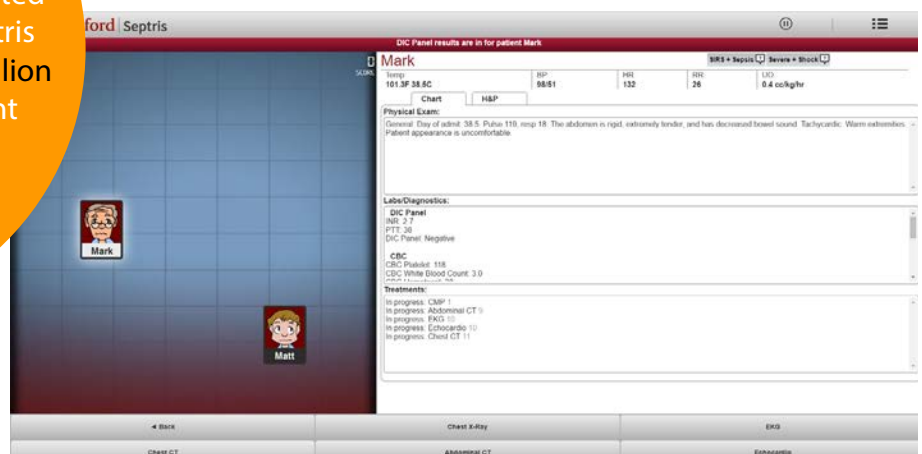
Stanford University developed an **app** to train healthcare workers to recognize and treat patients with sepsis. Some hospitals are already using this app with great results.

WHAT WE LIKE ABOUT THIS IDEA

- Gamified training challenges Millennials and keeps their attention at the same time.
- There are no actual adverse events in the simulation process since the patients are computer-generated graphics.
- Games can be played any time.
- It is an inexpensive learning tool.



Devin Horton, MD, at University Hospital in Salt Lake City estimated that training staff with the Septris app will “save 50 lives and \$1 million per year” by reducing inpatient sepsis mortality.



TRAINING PROGRAM IDEAS

TRAINING WITH APPS

VeinSeek is a smartphone app that helps the user to see veins through a regular smartphone camera. Although it is not formally used anywhere that we could find, it has received good reviews by healthcare professionals.

WHAT WE LIKE ABOUT THIS IDEA

- A smartphone app is an inexpensive training tool.
- Millennials inherently understand apps and are able to use them efficiently as training resources.
- Apps are readily available through smartphones and provide information on demand even after the training period is over.



TRAINING WITH SENSORY DEVICES

Wild Divine makes a biofeedback device that uses sensors to detect and analyze your body's signals and sends them to the computer which in turn makes suggestions to help users reach the ideal meditative state.

WHAT WE LIKE ABOUT THIS IDEA

- This stress relief training can be done alone, any time and doesn't require scheduling.
- It helps the user become aware of his/her own biological cues to stress.
- Millennials are more health-conscious than previous generations, and they appreciate resources to help them maintain their physical and mental health.



RETENTION KEYS

Millennials are known for changing jobs more frequently than previous generations, but that doesn't necessarily make them disloyal. They simply are not engaged. In fact, **less than three in 10** Millennials are emotionally connected to their jobs. In addition to the keys to attracting Millennials, implement key ways to retain them.

1. Provide a competitive pay package.

Millennials are making **20 percent less** than Baby Boomers did at the same age. Often saddled with student debt, Millennials in the workforce are keenly aware of their need for financial stability. Help them achieve it, and you will retain them longer.

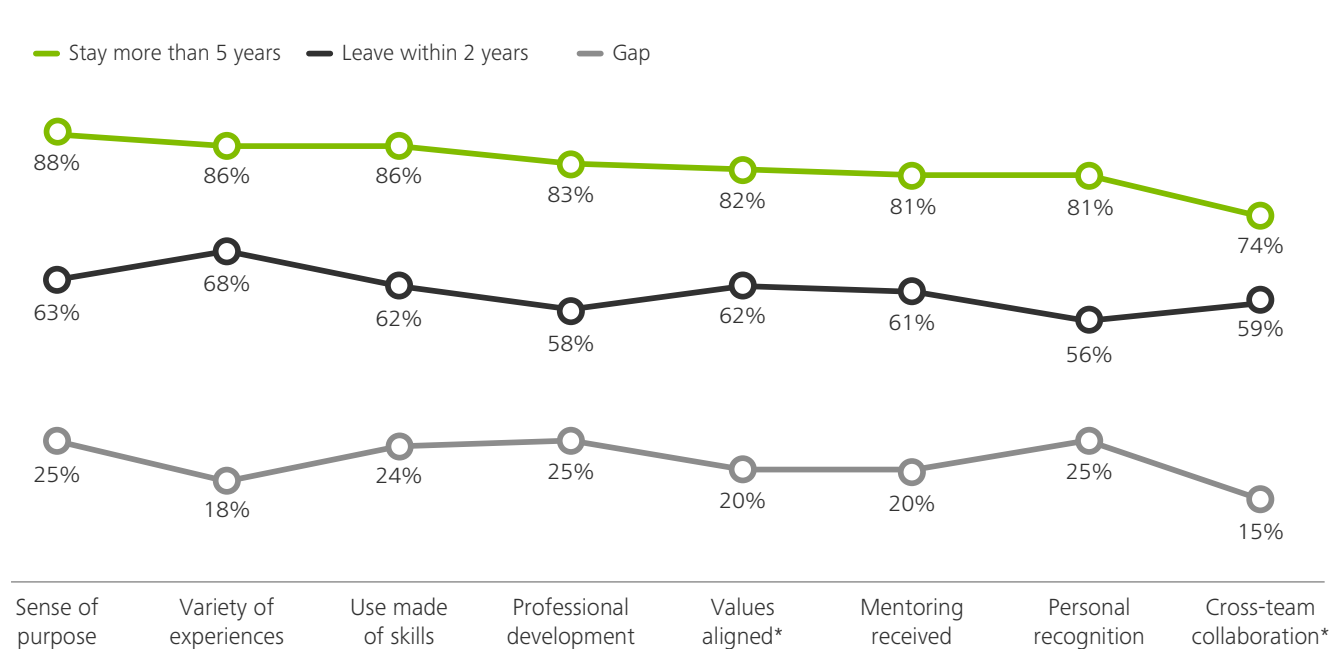
2. Give them a sense of purpose.

Millennials love to find ways to improve their surroundings. Engage them by letting them spearhead or otherwise be involved in initiatives for improvement.

3. Develop their leadership skills.

Millennials know what they don't know where leadership is concerned. Professional development is valuable to this generation, and they don't get enough of it.

Figure 10: Those likely to remain longest share their organization's values, and are more satisfied with its sense of purpose and support of professional development
Percent satisfied with each aspect/describes* their organization



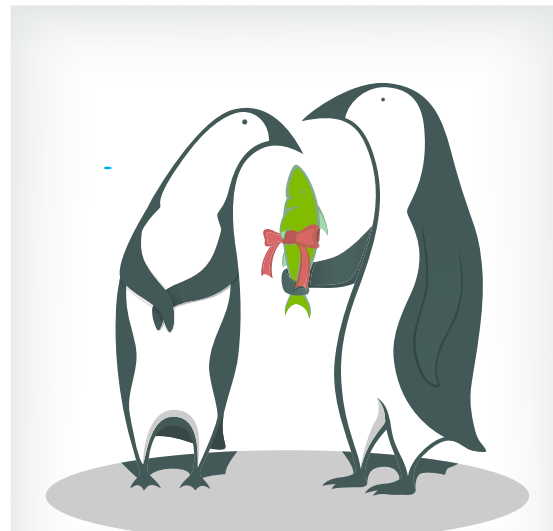
RETENTION PROGRAM IDEAS

Healthcare organizations seeking to engage Millennials instead of blame them for wanting to leave are finding out that this generation has a lot to offer. The following ideas for retaining your Millennial nurses have helped improve retention for other organizations.

IDEA: FINANCIAL HELP AND PROFESSIONAL DEVELOPMENT

Source: Cleveland Clinic

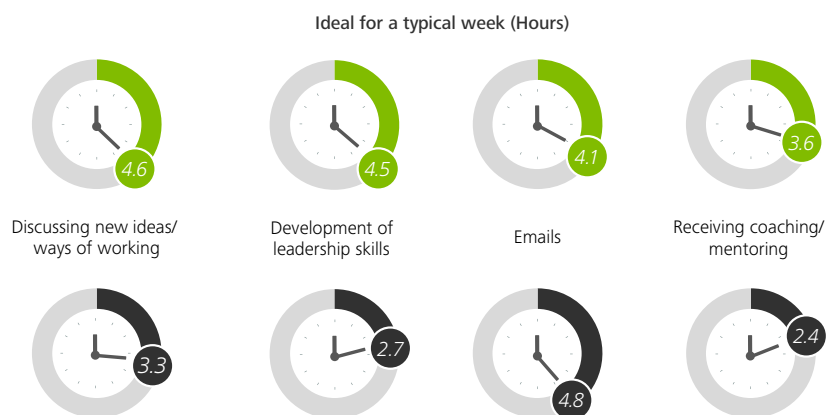
- Tuition reimbursement
- Student loan payment program
- Scholarship programs
- Research opportunities
- Simulation lab training
- Perioperative training program
- Paid professional organization membership
- On-site certification courses
- Certification reimbursement
- Continuing education programs
- On-site nursing degree courses



In turn, where these characteristics are evident within an organization, we observe stronger levels of loyalty. Figure 13 serves to underline the suggestions offered by the survey as a whole—**open communication, inclusiveness, and attention to the ambitions of Millennials really do foster loyalty.** In this particular case, having a strong sense of purpose beyond financial success is also a key driver of loyalty.

In the Millennials' ideal workweek, there would be significantly more time devoted to the discussion of new ideas and ways of working, on coaching and mentoring, and on the development of their leadership skills.

Figure 14: Ideal versus current number of hours spent on specific tasks
Number of hours currently/ideally spent on each task in a typical week

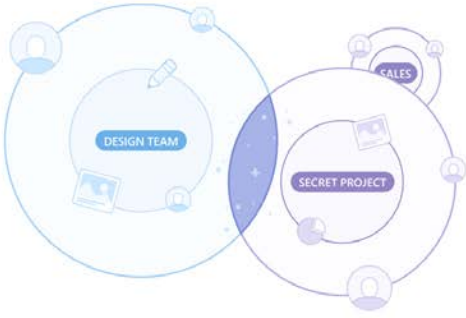


RETENTION PROGRAM IDEAS

IDEA: COLLABORATION AND LEADERSHIP DEVELOPMENT

Source: Texas Health Resources

Texas Health Resources uses Yammer, a workplace-based application, to engage employees through interaction and collaboration. Employees can create and view profiles, share electronic files, including how-to videos, and provide mentoring.



Keep Your Team Up to Date

Use Yammer Groups to stay in the loop with the work going on across team. Engage the whole team to solve problems and identify the best without the usual back-and-forth.

IDEA: LEADER RESIDENCY PROGRAM

Source: Renown Health

The **Leader Residency** program is a six-month course to develop up-and-coming leaders. The groups are tasked with improvement initiatives that they troubleshoot and solve. For example, one recent group project was to reduce paperwork. To give nurses more time with their patients, the group explains that they “collaborated with nursing, ancillary services and quality to cut out duplicate and unnecessary charting.” In order to accomplish their goal, the young aspiring leaders used their tech skills to improve how the organization used the electronic charting system.



IT WILL BE WORTH IT SOMEDAY! You may not understand this new generation of nurses, but you will reap the benefits if you focus on attracting, training and retaining them now by implementing some of the ideas presented here. Best wishes!



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