



**The New Agreements & 7 Tools Implementation in Healthcare**  
Sustainable Improvement in Large and Small Hospitals

**Outcomes Report Summary**

*Note: Information in this document is excerpted from pages 22 and 23 of the Outcomes Report Summary referenced above. The entire report is available at here.*

*This abstract contains the Outcomes Summary Report of the Nurse Recruiting Improvement Team and the New Agreements Advanced Management Training Team for a Small Hospital.*

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## Nurse Recruiting Improvement Team

(Total team members = 5)

**Overview:** In years past, SLR has been only marginally successful in recruiting graduate nurses from a prominent nursing school within the community. In fact, the relationship between the hospital and the school had fallen into disrepair through benign neglect. The challenge had only grown because larger hospitals were able to pay large sign-on bonuses and offer other benefits that SLR could not match. With costs to recruit and retain nurses being estimated at \$50,000 per nurse, a significant financial benefit would accrue to SLR if a higher percentage of graduate nurses could be recruited to SLR.

A team was formed to create a strategy that would increase the number of graduate nurses recruited to SLR from the school. The team consisted of the CNO, Director of MedSurg, Marketing and other staff personnel. The team sought to define and communicate the benefits of starting a nursing career at SLR.

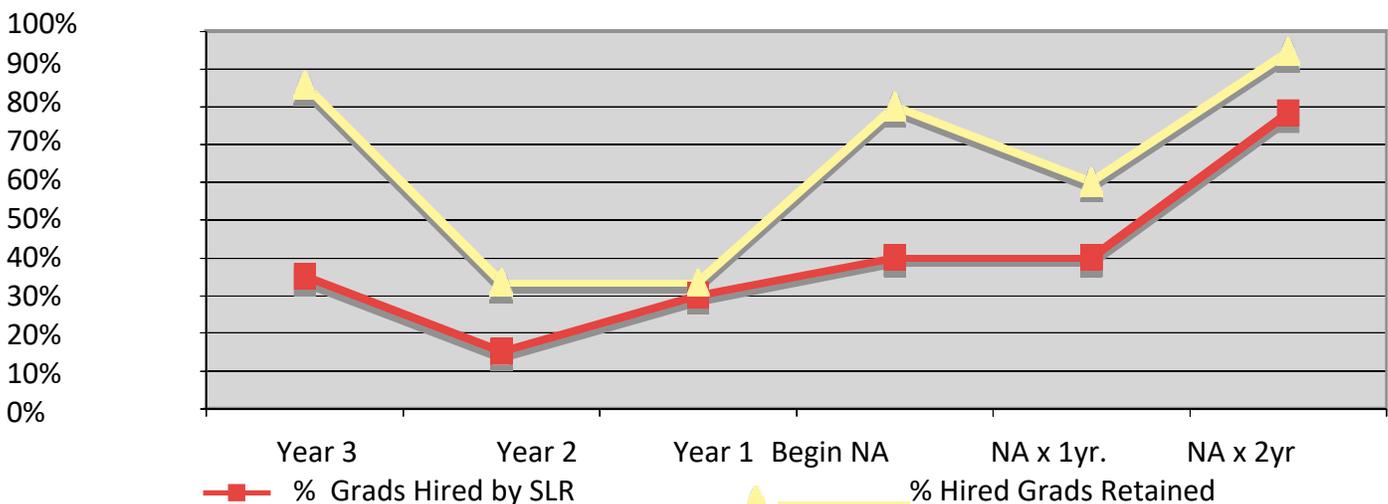
**Actions to Date:** Nursing school leadership was contacted with SLR expressing the desire to be more active and supportive of the school, and asking for the school's support, which was given. Prior to graduation, nursing students were invited to tour SLR, including sitting in on MedSurg Team Improvement meetings. Small teams of SLR nursing staff began making informational presentations and doing short training sessions at the school. A nursing "Career Day" was created at the hospital and each nursing student was individually invited to attend. Over time, supportive relationships between the hospital and the students were created.

**Results:** In the five years before the implementation of the new recruiting strategy, SLR had been able to recruit an average of seven graduate nurses per year from the school or 32% of the graduating class. Following the implementation of the new recruiting strategy, SLR recruited 18 graduated nurses or 78% of the graduating class.

**Estimated Date of Completion:** Ongoing.

**Benefits to SLR:** The additional savings to the hospital in recruiting and retention costs is \$350,000 per year

### SLR Hospital: Recruiting & Retention of Nursing Graduates



# NAH Advanced Management Practices Training

**(Total team members = 3)**

**Overview:** *The two main reasons nurses or other employees leave an organization are 1) Poor Management, Leadership, or Supervision, and 2) Poor Systems that do not allow them to be successful in their jobs.* In years past, SLR has been only marginally successful in its management of the Nursing Department. The former CNO had tended to be reactionary and out of touch with the frontline nurses and staff. This resulted in her making poor management decisions or no decisions at all. There was also a tendency not to follow through on agreed-upon actions. The CNO, being conflict-averse and fearful of looking bad, also added to the general feeling among Nursing that she could not be trusted. This resulted in a nursing work environment that was frustrating to staff, including being prone to unprofessional outbursts among staff. Turnover in the Nursing Department was 27% annually and trending upward.

The CNO was asked to leave the hospital and an Interim CNO was appointed until a new CNO could be recruited. The Interim CNO agreed to be trained in NA Advanced Management Practices and NA Systems-Improvement Tools. A team was formed to train and mentor the Interim CNO.

**Actions:** A strategy to immediately and appropriately address conflicts among staff was created. The Code of Conduct was updated and enforced including appropriate discipline for offenders. NA Systems-Improvement Tools became the required process for solving problems. There was also the requirement that key personnel be on a Nursing Department Team that would meet weekly to address problems and concerns within the Department.

**Results:** The Interim CNO became the permanent CNO and has continued to grow as a manager/leader who has earned the deep respect of her nurses and staff. Over a three-year period, the team has implemented over 600 systems improvements in Nursing and other departments. The annual turnover rate dropped from **27% to 4.3%** indicating the improvement of both Systems and Management of the Department.

**Estimated Date of Completion:** Ongoing.

**Benefits to SLR:** Ongoing.

### Nursing Turnover Rate Reduction Following NAH Advanced Management Training

