

# Reinventing

The Work of The Now

By

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A wide-angle photograph of a desert landscape. In the center, a large, dark, layered rock formation rises against a blue sky with wispy clouds. The foreground is a dry, reddish-brown dirt road that curves to the right. Sparse, low-lying desert vegetation is scattered across the terrain. The overall scene is arid and rugged.

418 rural  
hospitals at risk  
of closure  
(Chartis, 2024)

A hand holding a glowing lightbulb against a background of a complex network graph. The network graph consists of numerous white nodes connected by thin white lines, forming a dense, interconnected web. The lightbulb is held in the lower right corner, and its glow illuminates the surrounding network nodes. The text "Innovation is required to survive" is centered over the image, with a white underline under the word "survive".

Innovation is required  
to survive

# Objectives

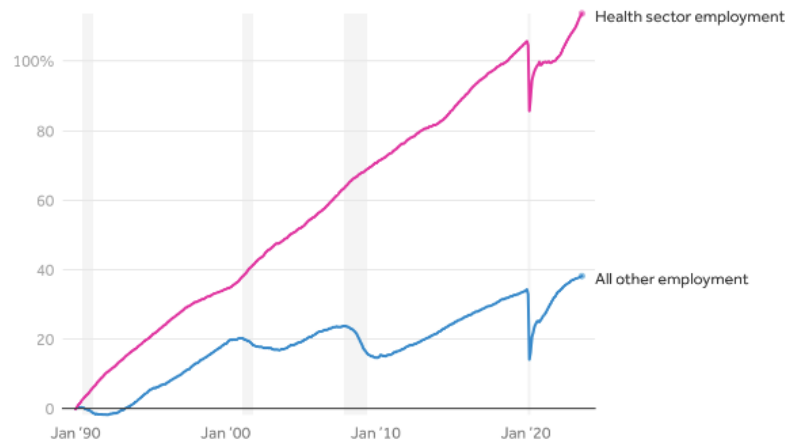
1. Understand the current workforce supply and demand from a worldview.
2. How to instill hope for nurses and nursing.
3. Identify one idiosyncrasy to eliminate in nursing within their own organization.
4. Identifying ways to decrease the total cost of care.

# Workforce | Current External Healthcare Landscape

There has been some softening in the job market, but healthcare continues to be challenged.

## Growth in healthcare jobs continues

Cumulative % change in health sector and non-health sector employment, January 1990 - October 2023



- Healthcare has been gaining jobs faster than other industries but is 500K behind pre-pandemic employment projections
- The healthcare sector is projected to add 2.1M more jobs by 2032, representing 45% of all new jobs. 10.8% of all US workers are in healthcare (7.5% in 1990)

## Healthcare resignations continue to outpace other industries

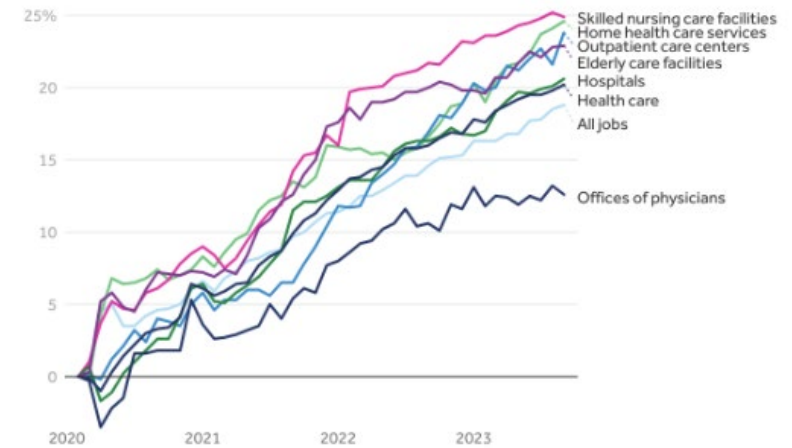
Cumulative % change in job quits from February 2020 - September 2023, health & social assistance jobs and all jobs



- Health services has 21.4% of job openings, the highest of any industry
- Job openings in healthcare and social assistance are more than 50% higher than before the pandemic.
- Healthcare's quit rate remains high, compared to other industries and vs. historical trends

## Workforce shortages have led to higher than average wage inflation

Cumulative % change in average weekly earnings, since February 2020 - September 2023, by health setting



- Workforce dynamics in healthcare has led to higher than average wage inflation over the past three years
- Wage inflation is even higher on the West Coast

# State of Healthcare Workforce Supply & Demand

A hand holding a white marker is shown writing on a whiteboard. The whiteboard has faint, light-colored diagrams and text, including the word 'CHECK' and some numbers. The background is a soft, out-of-focus blue and white.

**We will  
require 13M  
nurses by  
2030  
worldwide**

**2.1M more  
healthcare  
jobs by 2032**



TURNOVER IS  
BETTER..... DON'T BE  
FOOLED

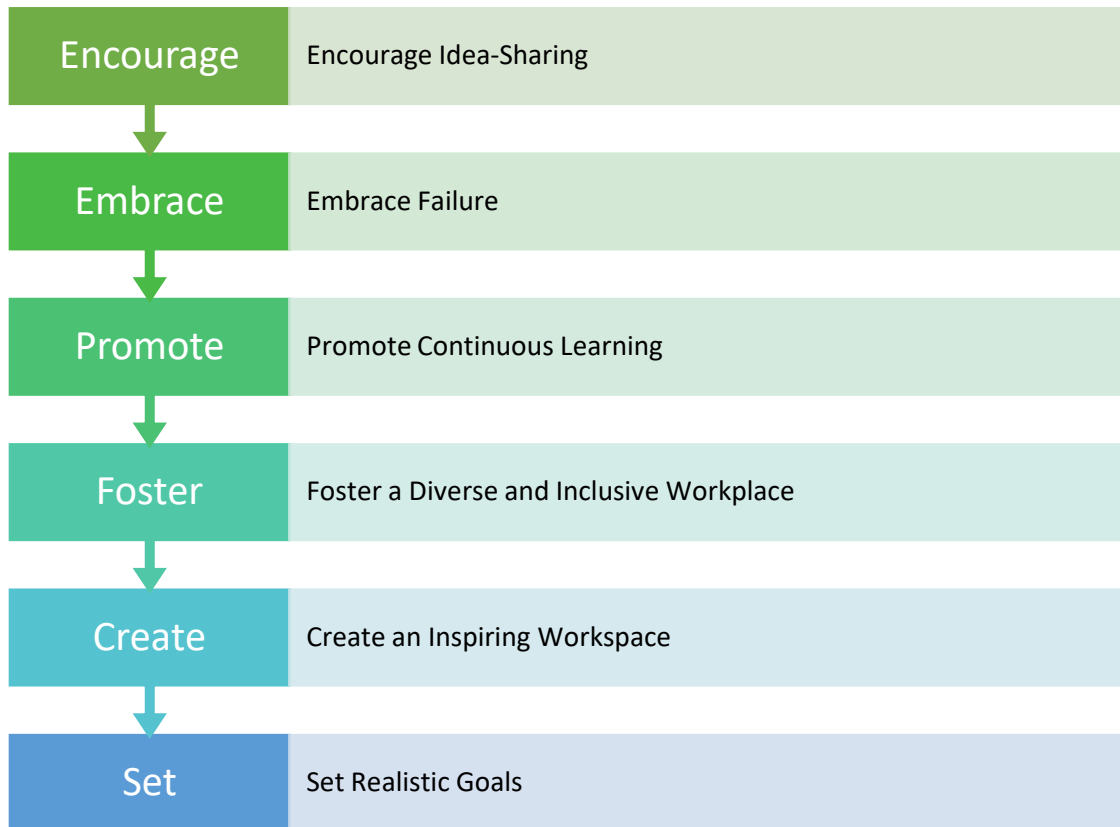
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Creativity and risk-taking is necessary to innovate





# Six Strategies to promote creativity and risk-taking





# First show up

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- “Showing up is a state of mind, not a place of physical presence”™

Cycle of leadership™

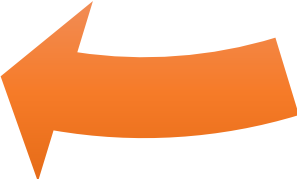
Leadership

Love /  
Compassion



Inspire

Trust





# Love embraces...

- Diversity
- Equity
- Inclusion, and
- Belonging

# Cognitive Diversity

I don't think like you, and you  
don't think like me.  
Ed Bernacki, 2022



A background image showing a group of people with their hands raised in a gesture of support or agreement. The image is dimmed and has a dark overlay. In the top left corner, there is a solid orange horizontal bar.

# Being Vulnerable

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This means being authentic about how you feel, truthful about who you are, and how things you have experienced affected you, regardless of the audience.

## What does it mean to be Vulnerable:

This means being authentic about how you feel, truthful about who you are, and honest about how things you have experienced have affected you, regardless of the audience.



# Being Authentic

“People respond and connect to other people who are real, flaws and all. We follow people we trust.”  
Thacker, 2016







Three Key Strategies

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1. Being mindful to your feelings
2. Be honest and consider another perspective
3. Learn from past experiences



Focus equally on care and execution



# Application

Find a dialogue partner, and think about a missed opportunity you recently had to show up as a loving leader. What could you have done better or differently?

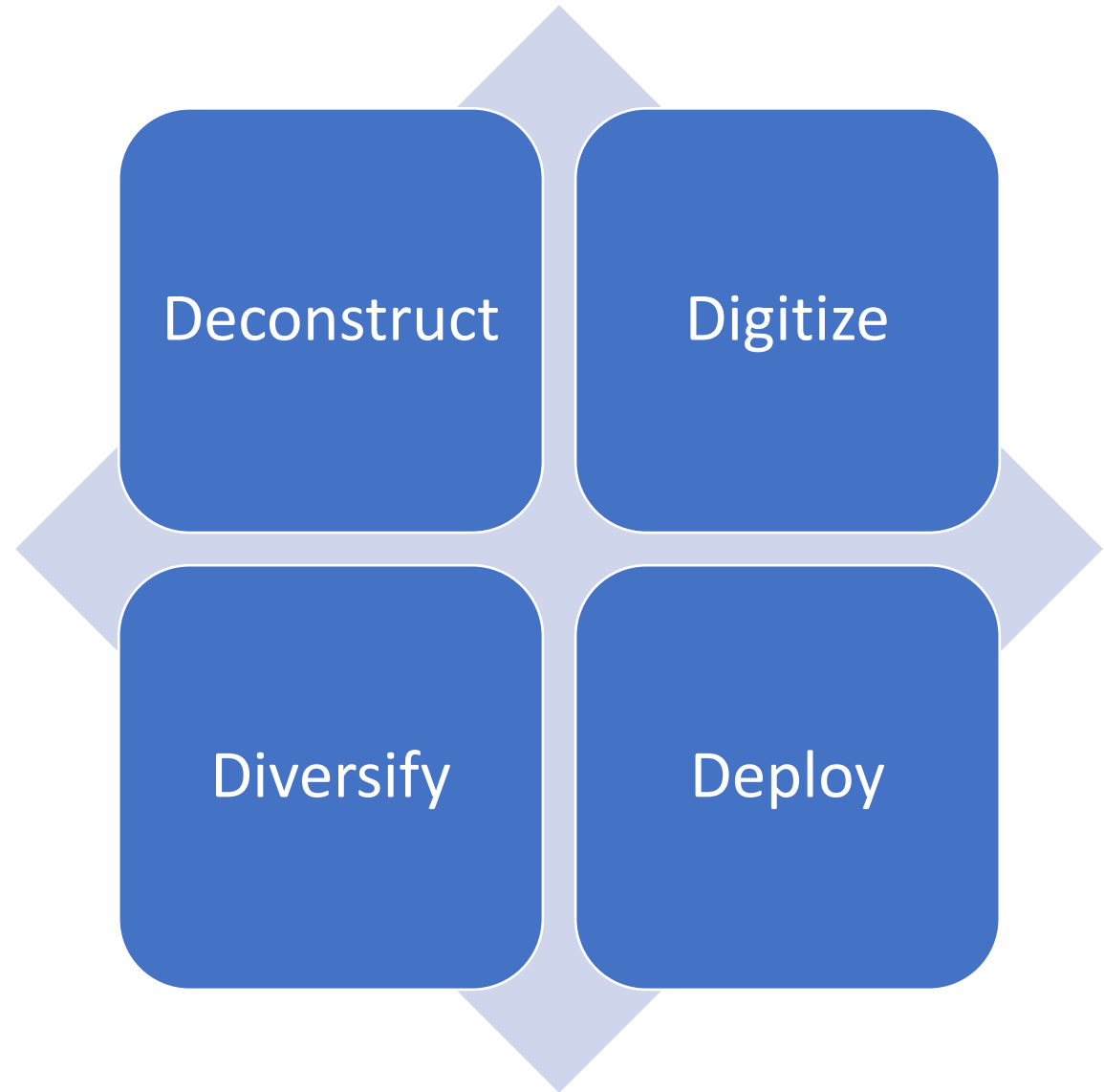
“Insanity is doing the **same** thing over & over again & expecting **different** results.” – *Albert Einstein*

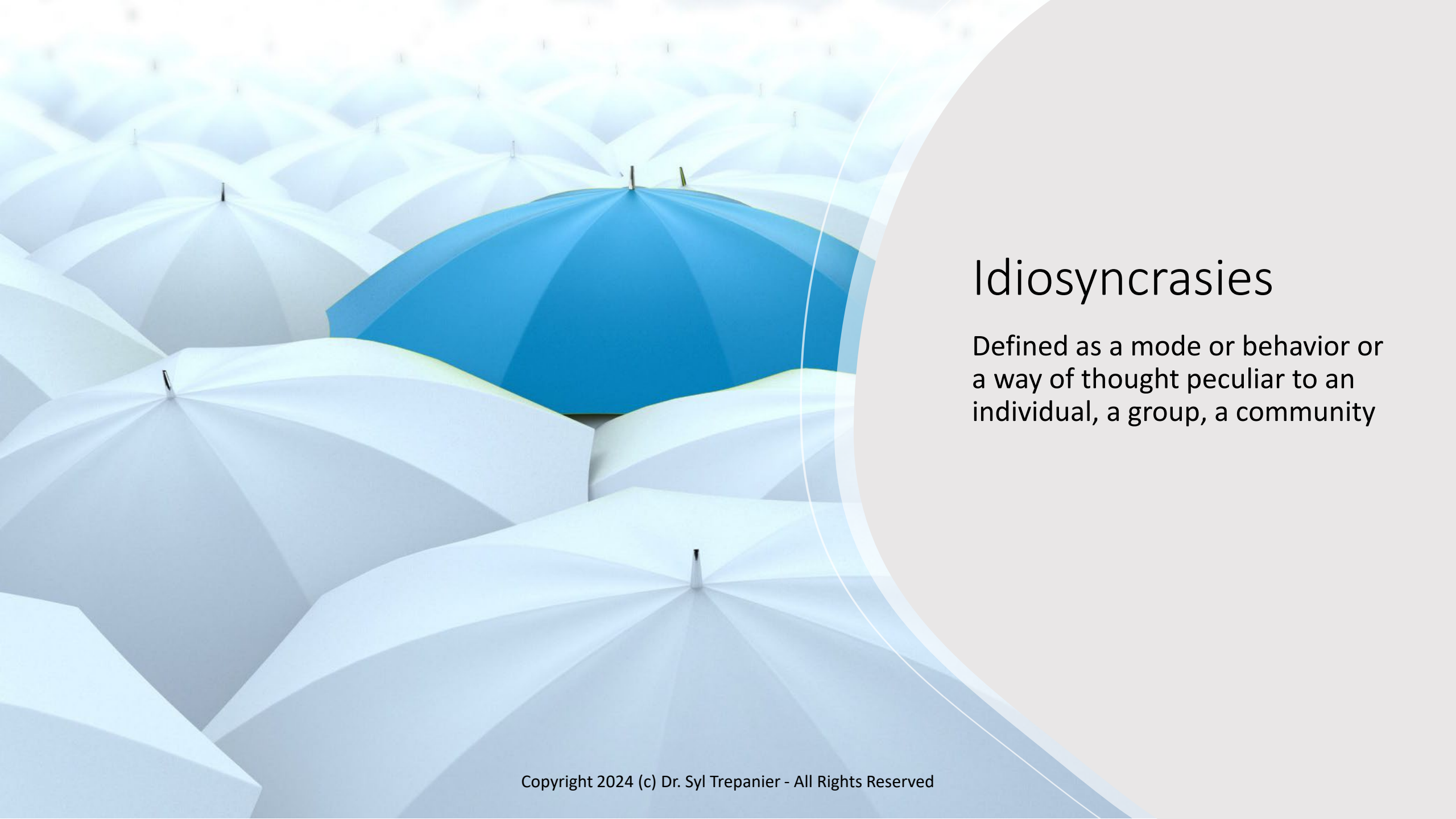


What we've tried & continue to focus on:

1. Pay Scale
2. Staffing Ratios
3. Incremental Workplace Changes
4. Current Models of Care
5. Nursing School Enrollment/Faculty
6. International RNs

# Providence's 4 D Model to Transform HealthCare





# Idiosyncrasies

Defined as a mode or behavior or a way of thought peculiar to an individual, a group, a community

# Working Differently: Deconstructing Everyone's Role

What are the most meaningful aspects of the job?

What can only a physician/nurse/tech do?

What can be taken off a physician/nurse/tech's plate?

What can be done in other ways?

## *Considerations:*

- Technology
- Understanding & working to the top of practice and competency
- Redistributing workload to allow more time with patients

# New Models of Care



**Team-Based Care in the Practice Setting**



**Co-Caring Model in the Acute Care**

Virtual Team  
Collaborative Team (RN + partner)



# Co-Caring

## VISION

Create a rewarding care delivery environment where our caregivers want to practice and are supported in the delivery of high-quality patient care experience.

## GUIDING PRINCIPLES

**1. Create a positive work environment where everyone feels part of the team**

**2. Ensure all team members are working at their highest level**

**3. Work together to improve access to healthcare by shifting how we deliver care at the bedside**

## Key Objectives



**1. Improved Patient Experience**



**2. Return Joy to Practice**

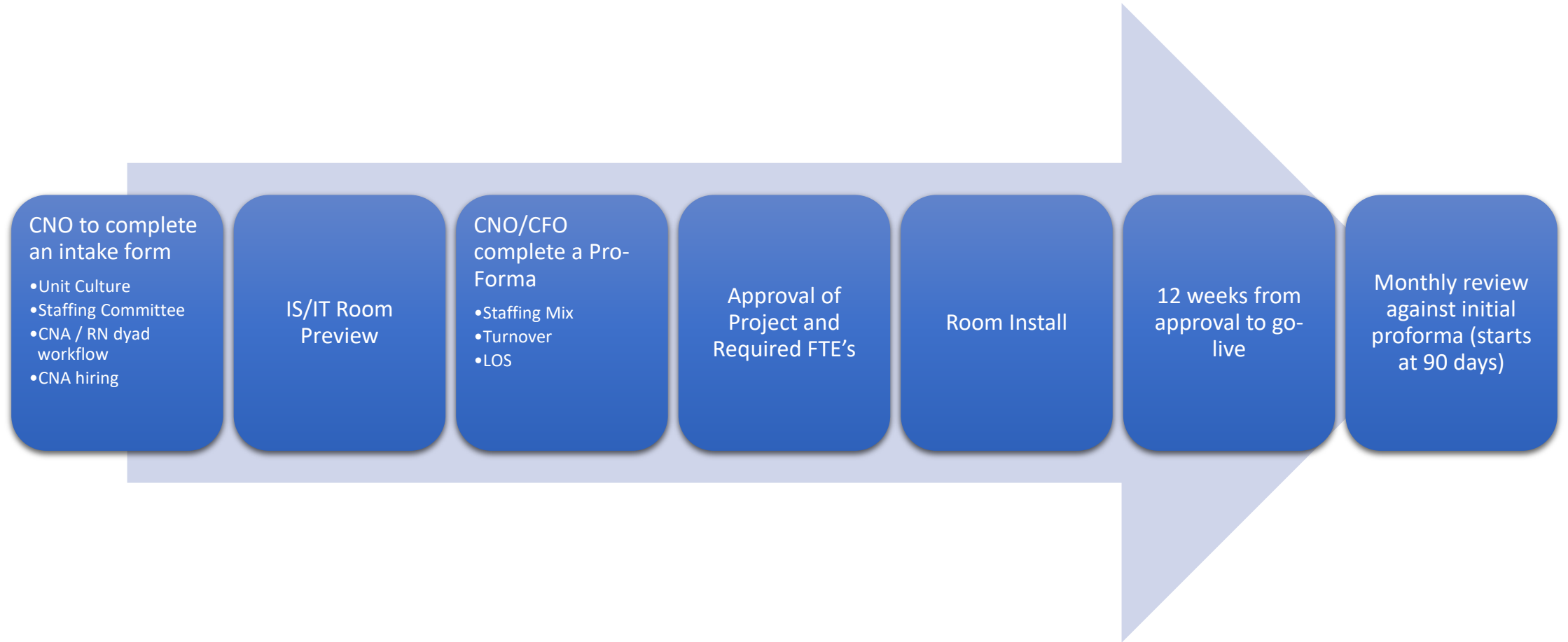


**3. Increase Caregiver Retention**



**4. Improved Care Delivery**

# Intake Process to Go-Live (12-16 weeks)



Admission database  
Med Recon  
Education  
Navigation  
VS Monitoring  
Chart Audit  
PM Chart check

Virtual  
nurse

Two-RN:  
Skin check  
Blood Admin  
PCA waste  
Rx waste  
Mentoring RN  
Coaching RN  
Rounding

Bedside  
nurse

Physical Assessment  
ADL  
Treatment  
Med Admin  
Orders  
End of Shift note  
Chart Check  
Lab Review  
Rapid Response  
Code Blue

# Outcome Metrics



## Quality

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- Falls
- CAUTI
- CLABSI
- HAPI
- C-Diff
- Mortality
- Failure to Rescue
- Readmission rates



## Workforce

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- Burnout
- Turnover
- Vacancy



## Experience

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- Caregivers
- Patient
  - HCAHPS
  - Communication
  - Compassion
- Physician



## Stewardship

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- Cost per patient day
- Turnover costs
- Length of stay
- Total operational beds
- Scale of the investment

# Results

Decrease	Decrease RN Turnover rate by 50%
Decrease	Decrease Technician TO rate by 70%
Decrease	Decrease time to discharge (4.9% decrease in LOS)
Decrease	Decrease total cost of care between \$500K and \$900K per unit per year
Decrease	Decrease falls with injuries
Increase	Increase patient satisfaction

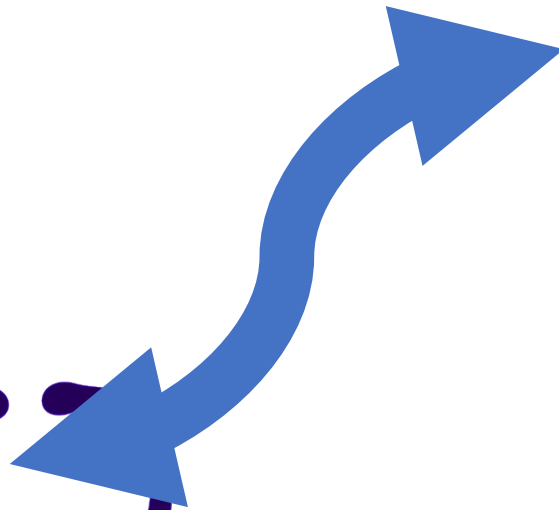
# What we learned so far...

Change management,  
inclusion, and  
communication is key

Excellent leadership is  
crucial: step your  
people up for success

It's hard to let go







# Safe Staffing via new models of care

Safety is the number 1 priority for nurse leaders, and ensuring safe staffing is critical.

A radical change in care models is required to achieve safe staffing in an era of nursing shortages.

Mandated ratios are not the best solution to ensure patients' access to care.

It is not logical to assume that increasing the demand for nursing by mandated ratios will increase the supply of nurses.

Studies have shown that mandated ratios will require additional nurses.

We support, promote, and call for safe staffing by implementing new models of care.

C  COURAGE

A digital globe of the Earth is centered in the image, rendered in a golden-yellow hue. The globe is surrounded by a complex network of white and blue lines and dots, suggesting a global network or data flow. A bright, glowing light source is positioned at the top of the globe, creating a lens flare effect. The background is a dark blue space filled with faint, scattered white dots, resembling a starry sky or a data field. The text "Imagine a world" is overlaid in the center of the globe in a white, sans-serif font.

Imagine a world

“When trauma of past events loses its  
emotional charge, it becomes wisdom.”  
Lakota

