



EP10EO – Staffing, Scheduling, and Budgeting Processes

*EP10EOa: Provide one example, with supporting evidence, of an improvement in the organization's nurse **turnover rate** associated with clinical nurses' participation in nursing retention activities.*

- *Turnover rate data must be in the form of a graph and a data table.*
- *Data presented must be at the organizational level.*

Example EP10EOa: Improving Organization Registered Nurse (RN) Turnover Rate During COVID-19

Problem

Nursing turnover rate is one of the organizational-wide performance scorecard key performance indicators (KPIs) under our people scorecard composite. The Board of Directors and the Performance Improvement Council regularly monitor and discuss all KPIs results, including nursing voluntary turnover rate.

More than 65% of RNs employed at KFSHRC-J are expatriates from more than 30 countries. The COVID-19 pandemic placed restrictions on RNs being unable to leave the country to be with their family members. COVID-19 also caused feelings of isolation:

- Due to social distancing
- Fear of infection due to risks to healthcare workers caring for patients who tested positive for the infection
- Emotional stress due to the workload
- COVID-19 infection facts were unknown
- Nurses needing to be dynamic and agile in adapting to various care delivery modalities

All these factors led to managers hearing that RNs were making decisions to resign due to these concerns. Nursing Affairs reviewed the RN turnover in the Nurse Executive Council. In the fourth quarter of 2020, the rate of RN turnover was 3.5%.

Goal Statement

Reduce the rate of RN turnover organization-wide at KFSHRC-J.

Participants

Table EP10EOa1 below provides the list of participants.

Table EP10EOa.1: Participants

Name & Credentials	Job Title	Department/Unit
Rainavel Romano, BSN RN	Head Nurse, Chair Nurse Recognition and Retention Council, Member NEC	Outpatient Department
Kathy Sienko O.B.E., BSN (Hon) RN, MSc, FInstLM	Executive Director, Chair NEC	Nursing Affairs
Wadea Beheri, PhD RN	Deputy Executive Director, COVID 19 Taskforce, Co-Chair NEC	Nursing Affairs
Soud Sbehat, BSN RN	Nursing Recruitment Coordinator	Nursing Recruitment
Rebecca Govender, DipN RN	Quality Improvement Analyst, Unit Council Representative, Member NEC	Magnet Department
Noor Habib, M.D.	Assistant Clinical Psychologist	Neurosciences Department
Fiona Haines, MCur RN, RM, Adv. Mid. Adv. NeonSc.	Program Director, Member NEC	Magnet Department
Janis Bruyns, BSN RN, MA	Program Director, Member NEC	Ambulatory Care Nursing
Mohammed Qabajah, BSN RN	Program Director, Member NEC	Nursing Specialty Services,
Alanoud Abualsaud, MSN RN	Acting Program Director, Member NEC	Nursing General Services
John Sedgewick, PhD, RN, RMN, Dip.N, Renal Cert, Cert.ED, RNT, FETC, FFNM(RCSI), FInstLM	Program Director, Member NEC	Nursing Development and Saudization
Gillian Sedgewick, BSN RN, MSc	Program Director, Chair Nurse Research Council, Member NEC	Nursing Practice and Research
Ghada Al Sarraf	Head	Experience Office

	Member NEC	
Hani Badokhon	Manager, Central Patient Transport	Nursing Affairs
Tracy Schoombie, MCur RN, RM, CNRN, SCR N	Head Nurse, Shared Governance Champion, Member NEC	Neuroscience
Hanadi Yaseen, PhD RN	Education Coordinator, Chair Nursing Cultural Competence Council, Member NEC	Nursing Development and Saudization
Shahinaz Ashrour, BSN RN	Head Nurse, Chair Nurse Management Council, Member NEC	MSICU
Hawazeen Abdraboh, BSN RN	Clinical Specialist, Chair Saudi Nursing Pioneer Committee, Member NEC	Ambulatory Care Nursing
Rehab Alassiri, BSN RN	Nurse Clinician, Chair Shared Governance Council, Member NEC	Outpatient Department
Cemoye Carrol, BSN RN	Nurse Clinician, Chair Nursing Quality Committee, Member NEC	Neuroscience
Barbara Van Vuren, BSN RN	Nursing Quality Improvement Coordinator, Chair Clinical Practice Council, Member NEC	Nursing Practice and Research
Amal Jameel, BSN RN	Staff Nurse 1 Clinical Nurse, Chair Nursing Ethics Council, Member NEC	Department of Emergency Medicine
Noha Al-harazi, BSN RN	Clinical Instructor, Chair Professional Development Council, Member NEC	Nursing Development and Saudization
Noof Janbi, BSN RN	Staff Nurse 1 Clinical Nurse,	Pediatric ICU

	Member NEC	
Eman Jan, BSN RN	Staff Nurse 1 Clinical Nurse, Member NEC	Pediatrics
Fatima Basudan, BSN RN	Staff Nurse 1 Clinical Nurse, Member NEC	Neuroscience

Description of the Intervention

Nursing Affairs implemented various initiatives to gather input from the clinical nurses, known as staff nurses, to improve staff experience and develop an overall retention strategy.

Executive Rounding to Support Nurses and Action Planning Commenced in First Quarter 2021

The Nurse Executive Council supported the nursing leadership team to implement executive rounding by all the nurse executives, including weekends to hear from front line staff about issues negatively affecting their experience, safety, and concerns about patient care. Feedback from clinical nurses was incorporated in the report to the executives at the weekly Nurse Leaders Team Meetings and two-weekly Nurse Management (Head Nurse) Meetings. Clinical nurse input identified the following actions were required by nursing leadership:

- Staff need more information about COVID-19
- Staff working directly with COVID-19 patients should be rewarded
- High-quality supplies should be available all time in enough quantities
- Staff need emotional and psychological support to cope with the impact of the COVID-19 pandemic or other issues

Nurse leadership rounding commenced in the first quarter of 2021. Action plans based on clinical nurse input are described below.

Interventions to Improve RN Turnover Based on Clinical Nurse Input Implemented in First Quarter 2021

Availability of Supplies

Clinical nurses were encouraged to report shortages of supplies or poor-quality supplies during the unit huddle. In addition, supplies were added as a standing agenda item to the daily hospital-wide leadership huddle for feedback and follow-up during the first quarter of 2021.

Emotional and educational support and psychological sessions

In collaboration with the Nurse Recognition and Retention Council, a plan was developed for a retention clinic to address staff concerns. The employee counselor provided sessions on various topics in the first quarter of 2021, as listed in EP10EOa.2 below.

Table EP10EOa.2: List of Employee Counselor Session Conducted Q1 2021

Session Topic	Number of Sessions Held
Support	22
Salary	9
Recognition	9
Retention incentives	9
Operations and health	11
Unhealthy practice environment	10
Burnout and Lack of appreciation	12

Noor Habib M.D., Assistant Clinical Psychologist, conducted psychological support sessions to mitigate the impact of COVID-19 on the hospital staff. The sessions were open to all staff. Eight nurses requested emotional support during the first quarter of 2021.

COVID19 Heroes initiative for all staff

This initiative mandated the formulation of a multidisciplinary task force to study the selection criteria of staff who served COVID-19 positive patients either directly or indirectly. The task force involved members from Nursing, Medical, General Manager Office, Quality, Public and Media Affairs, and Social Club. Medals of honor were distributed to the distinguished KFSHRC-J “COVID-19 Heroes” as a humble token of the organization’s deepest gratitude for their immeasurable services as front liners of the battle against the COVID-19 virus. Medals were distributed in three tiers according to the following criteria:

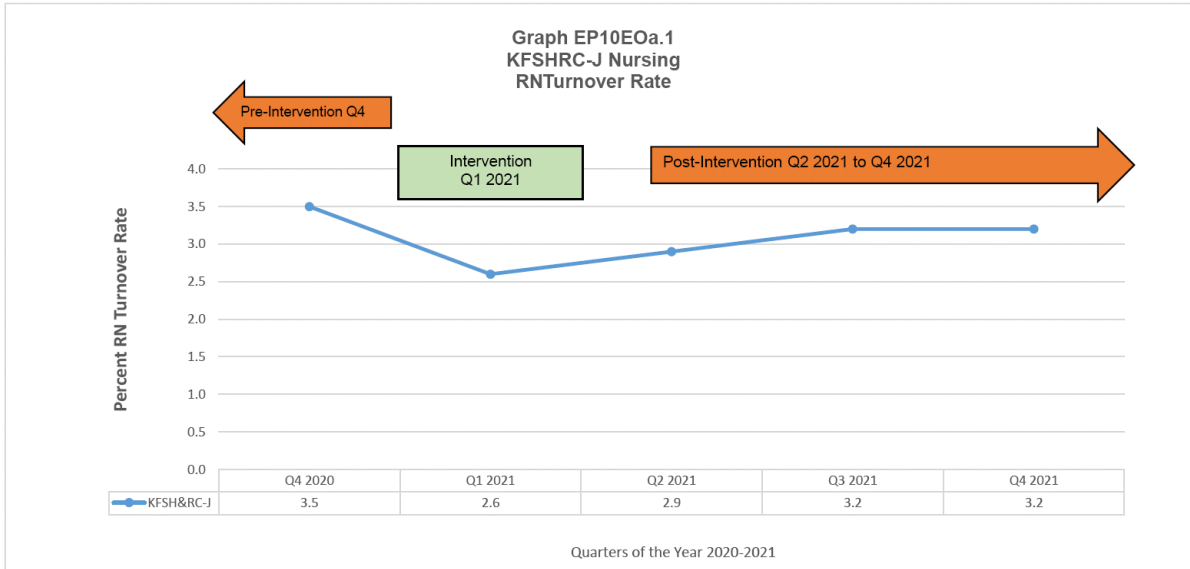
- a. Tier I - Staff working in COVID-19 units
- b. Tier II - Staff at high exposure risk to confirmed COVID-19 cases
- c. Tier III - Staff heavily engaged in managing the crisis during the pandemic

In March 2021, the organization acknowledged 1,436 staff from various disciplines who, in one way or another, endured to care with courage and compassion for patients infected with the COVID-19 virus; 832 out of 1,436 staff were nurses.

All retention activities were completed during the first quarter of 2021.

Outcome

Overall RN turnover rate improved from 3.5% to 3.2%.



Graph EP10EOa.1: KFSHRC-J Nursing Affairs RN Turnover Rate, 2020- 2021