# Agency Nursing Staff Reduction Strategies = \$7.7 Million in Savings

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#### BACKGROUND

#### Literature

- Challenges facing health care organizations<sup>1-6</sup>
- Ongoing nursing shortage
- Increasing vacancy rates Need for growth and expansion
- Hospitals hire agency nursing staff to fill the gaps<sup>7</sup>

# Organization

- Large academic medical center
- 800+ beds
- 3,000+ staff nurses
- 12% RN vacancy rate entering fiscal year (FY) 18
- 224 full-time equivalent (FTE) agency nursing staff hired to meet organizational growth needs; hourly rate \$69 – \$110 based on specialty
- Opened new UI Stead Family Children's Hospital
- Expanded adult inpatient unit bed capacity

#### PURPOSE AND GOAL

#### Purpose

To recruit and hire permanent nursing staff during FY18

#### Goal

Reduce agency nursing staff to <75 FTEs in 6 months (July 2017 – January 1, 2018)

### **PROCESS**





Recruitment Fairs and Interviews

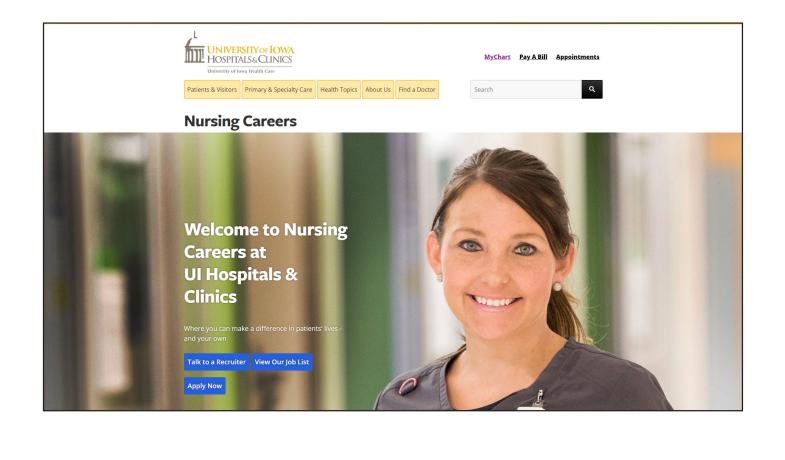
# IMPLEMENTATION

# Recruitment Approach

Social Media

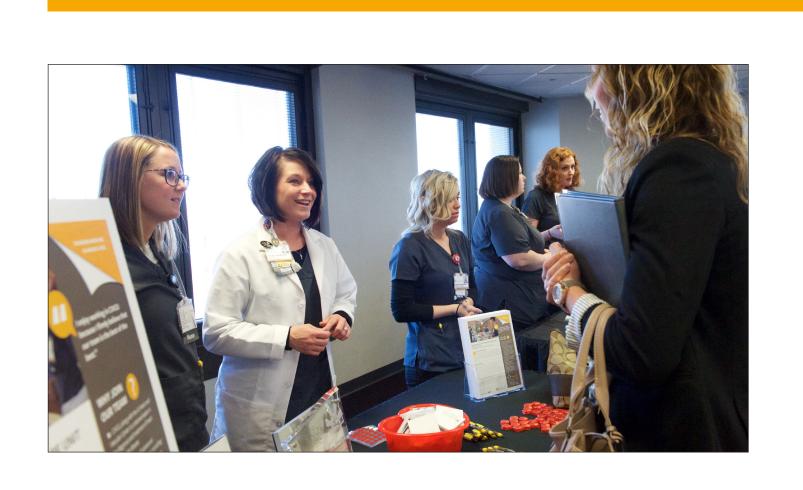
UI Health Care Nursing and UI Stead Family Children's Hospital Facebook pages and nursing recruitment ads and organic nursing-related content on social media

# Website Optimization



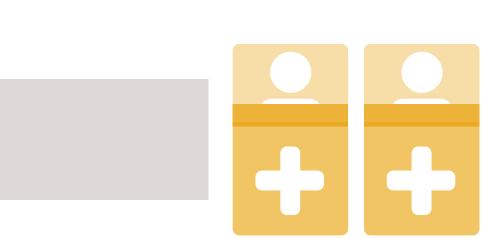
Information sharing, usability, and readability enhancements to nursing careers web presence

# Recruitment Fairs



Six on-site recruitment fairs and interviews

# Enhanced Benefits for Current and New Permenant Nursing Staff



Increased inpatient differential

Annual inpatient differential increased from \$1,000 to \$2,500

>2,100 nurses; ~\$5 million

Moving expense reimbursement

Moving expense reimbursement implemented

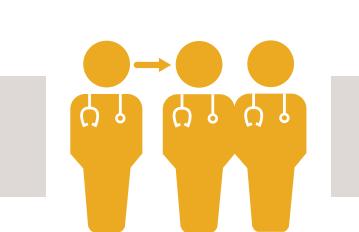
21 newly hired nurses; ~\$54,000



# Referral incentive

Referral incentive for current nurses who recruited experienced nurses into the organization

24 nurses; ~\$46,000



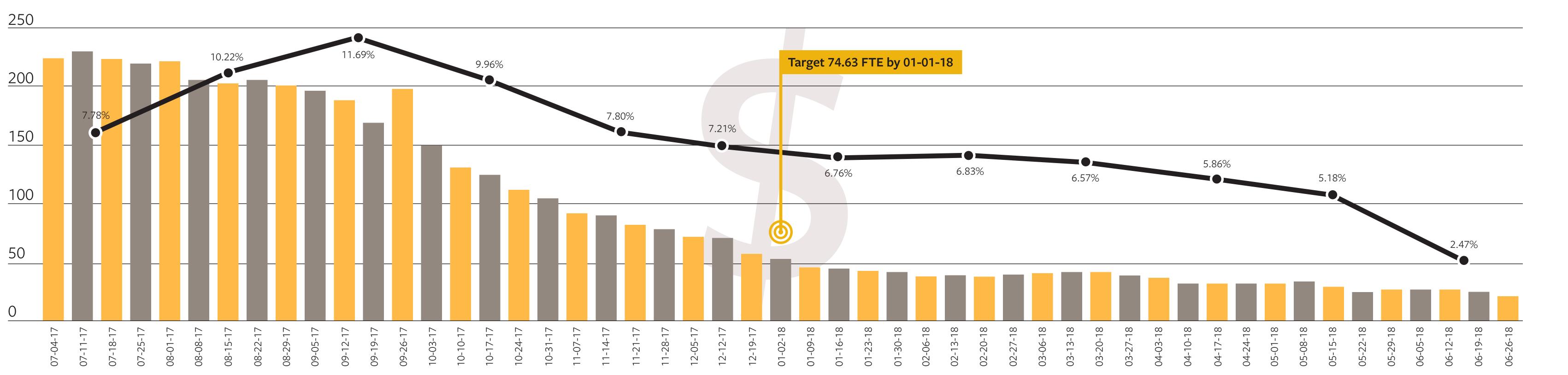
# Preceptor pay

Preceptor pay (\$1/hour) implemented

727 nurses

#### RESULTS

## Agency Nursing Staff by Week and Average RN Vacancy Rate Percent by Month





800+ nursing positions





### CONCLUSIONS

- Implementing these new strategies plus strategies already in place equals positive outcomes
- Cost savings invested in ongoing strategy development and implementation to continue to positively impact recruitment and retention efforts
- Sustainability achieved after FY18
- Turnover rate below NSI Nursing Solutions, Inc. benchmark
- RN vacancy rate maintained at 5% or below

#### REFERENCES

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<sup>3</sup>Buerhaus, P. I., Skinner, L. E., Auerbach, D. I., & Staiger, D. O. (2017). Four challenges facing the nursing workforce in the United States. *Journal of Nursing Regulation*, 8(2), 40-46. doi:10.1016/S2155-8256(17)30097-2

<sup>4</sup>Hairr, D. C., Salisbury, H., Johannsson, M., & Redfern-Vance, N. (2014). Nurse staffing and the relationship to job satisfaction and retention. Nursing Economic\$, 32(3), 142-147.

<sup>5</sup>Squires, A., Jylhä, V., Jun, J., Ensio, A., & Kinnunen, J. (2017). A scoping review of nursing workforce planning and forecasting research. *Journal of Nursing Management*, *25*(8), 587-596. doi:10.1111/jonm.12510

<sup>6</sup>Zhang, X., Tai, D., Pforsich, H., & Lin, V. W. (2018). United States registered nurse workforce report care and shortage forecast: A revisit. *American Journal of Medical* Quality, 33(3), 229-236. doi:10.1177/1062860617738328

<sup>7</sup>Xue, Y., Chappel, A. R., Freund, D. A., Aiken, L. H., & Noyes, K. (2015). Cost outcomes of supplemental nursing staff in a large medical center. *Journal of Nursing Care Quality*, 30(2), 130-137. doi:10.1097/NCQ.000000000000100

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