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Preface: Magnet Hospitals: Recruiting and Retaining Nurses **xiii**

Karen S. Hill

Nursing and the Aging Workforce: Myths and Reality, What Do We Really Know? **1**

Karen S. Hill

Not unlike the general population, the population of nurses is aging. This trend is problematic for the nursing workforce in the light of a predicted shortage yet the extent of the effect of the aging population is unknown. What should individuals older than 45 years know to mitigate the effects of aging both physically and professionally? This article describes the magnitude of the aging nursing workforce issue, explores the myths and realities related to the aging process, discusses evidence-based strategies supporting healthy aging and retention of experienced nurses in one Magnet hospital, and introduces recommendations for further study.

Creating a Nursing Strategic Planning Framework Based on Evidence **11**

Lorie K. Shoemaker and Brenda Fischer

This article describes an evidence-informed strategic planning process and framework used by a Magnet-recognized public health system in California. This article includes (1) an overview of the organization and its strategic planning process, (2) the structure created within nursing for collaborative strategic planning and decision making, (3) the strategic planning framework developed based on the organization's balanced scorecard domains and the new Magnet model, and (4) the process undertaken to develop the nursing strategic priorities. Outcomes associated with the structure, process, and key initiatives are discussed throughout the article.

The Implementation of the UHC/AACN New Graduate Nurse Residency Program in a Community Hospital **27**

Karen L. Maxwell

Transition into the workforce for the new graduate nurse is affected by many factors. New graduate nurses can benefit from support provided through participation in the UHC/AACN Residency Program. The retention of even one graduate nurse saves the employing institution up to an estimated \$80,000 annually. St Joseph's Hospital has improved the retention of new graduate nurses from approximately 40% to 100% with the addition of the UHC/AACN Residency Program alongside other system changes. Data are being monitored at St Joseph's and on a national level through this multisite collaborative aimed at improving patient care and increasing nurse retention.

Professional Practice Model: Strategies for Translating Models into Practice **35**

Jeanette Ives Erickson and Marianne Ditomassi

In the current health care climate, economic and cultural conditions have created an optimal opportunity to envision a new direction for nursing as

a profession. Nurses find themselves at the formative stages of charting this new direction. The articulation of a professional practice model provides a framework for setting this new direction and thus the achievement of exemplary clinical outcomes. In this article, the authors describe the evolution of the professional practice model at the Massachusetts General Hospital and how the model continues to be evaluated and modified over time by the nurses within the system.	
Transforming Organizational Culture Through Nursing Shared Governance	45
Karen Profitt Newman	
Nursing shared governance (NSG) provides a framework for the professionalization of nursing, provides a broader distribution of decision making across the profession, and allocates decisions based on accountability and role expectations. Shared governance defines staff-based decisions, accountability, roles, and ownership of staff in those activities that directly affect nurses' lives and practice. Although NSG is a somewhat ambiguous concept with a vast application, examining it from the perspective of structure, process, and outcomes can more clearly outline a successful strategy for implementation and growth.	
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Pamela A. Maxson-Cooper	
In 1980, Froedtert Hospital opened its doors using an innovative registered nurse scheduling model. The hospital has grown to 500 beds, with over 1,600 registered nurses, and continues to use the 7/70 staffing pattern as a core scheduling model. Registered nurses work a straight seven, 10-hour days, and then have 1 week off, or 26 weeks off a year. For professional registered nurses in acute care, the schedule is predictable and consistent for years. This scheduling pattern has resulted in excellent registered nurse satisfaction, increased retention, and consistency in care delivery teams since 1980.	
Promoting Professional Nursing Practice: Linking a Professional Practice Model to Performance Expectations	67
Marcia Murphy, Barbara Hinch, Jane Llewellyn, Paula J. Dillon, and Elizabeth Carlson	
Professional practice models (PPMs) provide the conceptual framework for establishing professional nursing practice. Integrating a PPM requires complex organizational change. One strategy for integrating a PPM is to directly link the PPM with performance expectations to ensure that underlying beliefs are integrated into everyday practice. This article describes the development, implementation, and successful outcomes of a clinical advancement system that was aligned with a PPM.	
Building an Engaged and Certified Nursing Workforce	81
Dale Callicutt, Karen Norman, Lesa Smith, Audrey Nichols, and Daria Kring	
Professional certification has been linked to positive patient, system, and nurse outcomes. However, certification rates among nurses remain low. Using tenets from employee engagement theory, we designed strategies	

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