

Keeping the Magic Alive: Enchanting Strategies for Engagement and Nurse Retention

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Background

- Two general pediatric units at Advocate Children's Hospital
- 160 total teammates: RNs, PCAs, CIMS, Tele Techs
- 55 inpatient beds, 4 observation beds
- Previously, low nurse engagement, toxic unit culture, and high turnover
- Mary Clark was hired as the Manager of Clinical Operations

Synthesis of Literature

- Literature supports the key role that nursing leaders play in establishing engagement, a culture of safety, and decreasing turnover.
- Servant leadership as a philosophy that promotes trust, professional development, and high-quality relationships.
- Managers set the tone for the unit's culture, which directly impacts retention of nurses.
- Managers must capitalize on the impact they make.
- Strong nursing leadership is more important than ever, as it's estimated that > 600,000 nurses intend to leave nursing by 2027.

Implementation

- Improved Communication
 - Daily rounds with teammates
 - Monthly team meetings
 - Weekly newsletters with Manager's Corner
 - Assistant managers rounding with direct reports and sending monthly newsletters
- Accountability
 - One-to-one conversations with teammates were held bi-yearly
 - Clearly defined role and expectations
- Servant Leadership
 - Shifting the culture of leadership to focus on the needs of the nursing team
 - Recognizing staff through internal platforms and awards



Figure 1. Mary Clark receiving the Daisy Leader Award in Spring 2024. She was nominated for this award by multiple nurses from her units.

Evaluation

- Nursing turnover was 4.6 %and 4.86%, which is significantly lower than the national average of 18.4%

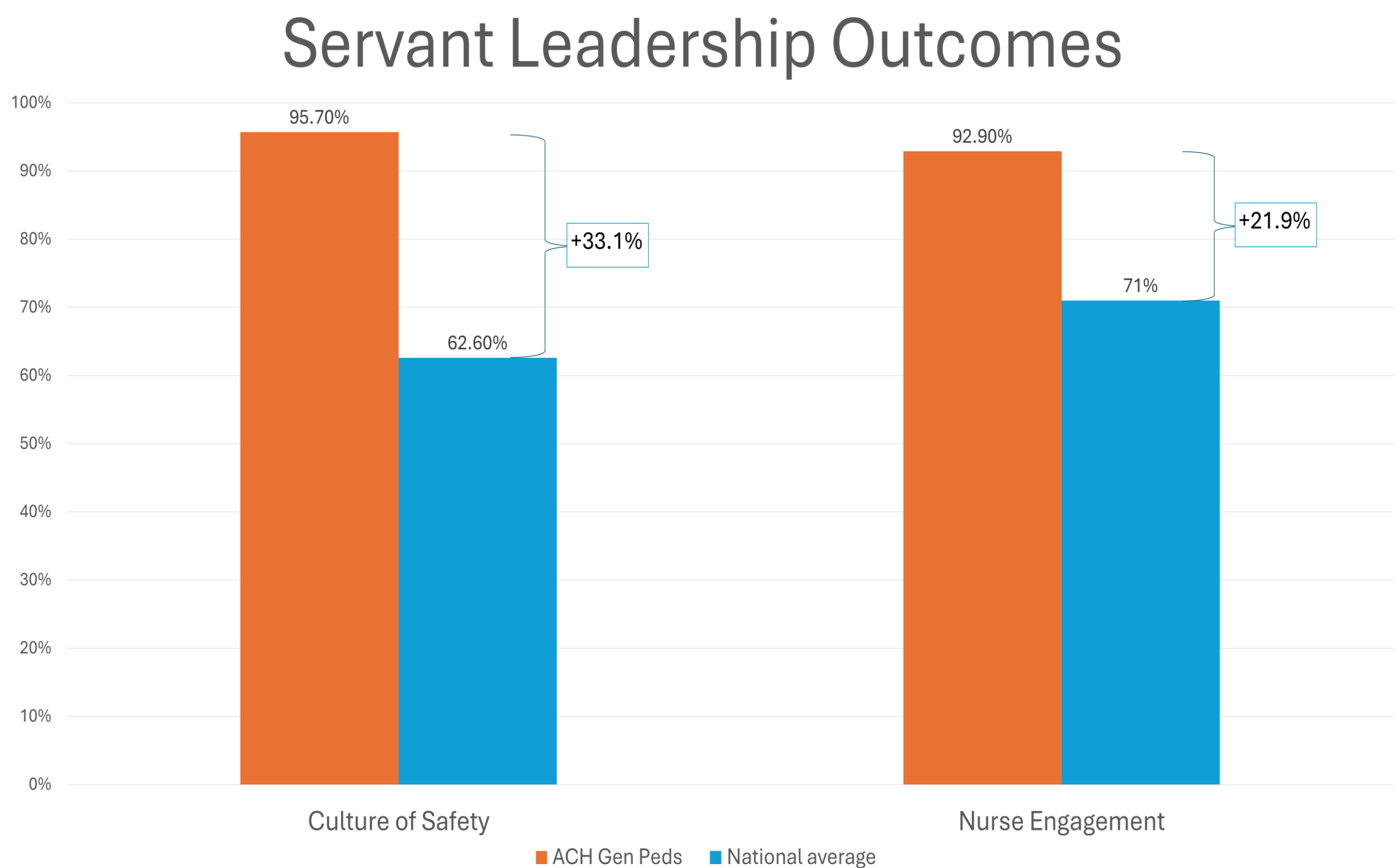


Figure 2. Servant leadership outcomes including high culture of safety score (33.1% higher than national average) and nurse engagement score (21.9% high than national average).

Implications for Practice

- With good communication, accountability, and servant leadership, the leader was able to improve culture of safety, engagement, and turnover, significantly higher than the national average.

Relevance

- In the post-pandemic nursing world, it is more critical than ever that leaders lead, to engage, improve culture, and retain nurses

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