



Leveraging Hospitalists to Boost Job Satisfaction and Reduce Turnover Among Nurses

Healthcare organizations across the country are struggling with unprecedented staffing shortages. Nurses, especially, are in high demand. In fact, more than a third of U.S. hospitals say their nursing vacancy rate is now greater than 10%.¹ The average turnover rate stands at 18.7%.² This has created an intensely competitive market that has driven labor costs through the roof.³

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THE COST OF LOSING A REGISTERED NURSE

3 months

Average time to recruit an experienced RN

\$40,038

Average cost of turnover for a single bedside RN

\$270,800

Average annual cost for each percentage increase in turnover of RNs

While COVID-19 has fueled the fire, the nursing shortage was already a growing problem long before the pandemic, driven primarily by poor workplace environment.

A 2018 study discovered that a stressful work environment and a lack of good management tied for the top reasons nurses left their jobs.⁴ Burnout followed closely behind. It's a problem that builds on itself. As nurses leave, those left behind are under even greater stress, which compounds the issue. A more recent study found that 59% of nurses who leave their jobs do so because of "insufficient staffing levels."⁵



Of nurses surveyed who were planning to leave their current role, more than half said they were "seeking another career path, a nondirect care role, or planning to retire or leave the workforce entirely."⁶ McKinsey's 2021 Future of Work in Nursing Survey asked 400 frontline nurses about their motivations and intentions around their role as a nurse, as well as their thoughts on how the workplace needs to change. Four topics emerged: Improve workforce health and well-being, increase flexibility, rethink delivery models, and create talent pipelines.

¹ https://www.nsinursingsolutions.com/Documents/Library/NSI_National_Health_Care_Retention_Report.pdf

² https://www.nsinursingsolutions.com/Documents/Library/NSI_National_Health_Care_Retention_Report.pdf

³ <https://www.dotmed.com/news/story/56820>

⁴ <https://www.advisory.com/en/daily-briefing/2021/03/11/nurse-burnout>

⁵ <https://www.mckinsey.com/industries/healthcare-systems-and-services/our-insights/nursing-in-2021-retaining-the-healthcare-workforce-when-we-need-it-most>

⁶ <https://www.mckinsey.com/industries/healthcare-systems-and-services/our-insights/nursing-in-2021-retaining-the-healthcare-workforce-when-we-need-it-most>

A NEW APPROACH

More forward-thinking health systems realize that the problems underlying the nursing shortage can't be addressed with the same mindset that caused the problem in the first place. Areas like workplace well-being, flexibility, new delivery models and talent pipelines require a different strategy. Such is the case at University of Maryland Charles Regional Medical Center (UM CRMC).

University of Maryland Charles Regional Medical Center (UM CRMC) is a 98-bed medical center with 373 medical staff delivering compassionate, award-winning care to Charles County and the surrounding communities for more than 80 years. UM CRMC partners with Adfinitas Health, who manages and staffs the hospitalist program at the hospital.

Dana Levy, MSN, RN, is Chief Nursing Officer at UM CRMC and credits Adfinitas providers with the high level of job satisfaction among her nursing staff at the medical center. "Adfinitas providers are the kind of people you can always call and freely have any conversation," she says. "They are engaging and easy to talk to."

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In the age of COVID when so many front-line staff are leaving the industry, having a positive working relationship between nurses and physicians is extremely important.

Dr. Ivelisse Michel has been the lead Adfinitas hospitalist at UM CRMC for the ten years Levy has been there. "Dr. Michel leads by example and tries to model behavior that she expects from the providers," Levy says. "For example, she will work nights and weekends to best understand the experience her providers face during the off shifts and will not ask her staff to do things she is not willing to do herself." Levy says this is important because the hospital's nighttime staffing and resources can be very different from daytime.



"It's never 'us versus them.'"

Levy says one of the things she appreciates most about Adfinitas is that they match each provider's strengths to the roles and areas in which they're placed. According to Levy, they have a great team mentality. "It's never 'us versus them.'" She appreciates that Adfinitas providers are so willing to collaborate with her nurses. "They are much more engaged and always take the time to talk with the nurse."

Levy says that when Adfinitas assigns providers to a specific area, the providers get to know the nurses in that area, which helps increase rapport. That, in turn, reflects positively on the patient experience.



Levy also appreciates that Adfinitas providers conduct multidisciplinary rounds every day where they welcome and listen to nurses' suggestions—and that means all nurses, including bedside nurses, case management nurses, and palliative care nurses. This team-centered care approach is important for the success of the patient's plan of care.

In addition to great physicians, Levy says Adfinitas has “phenomenal nurse practitioners” as well. Both the NPs and the physicians are great advocates for patient care and very patient centered. “They are very forward-thinking and always prioritize the needs of the patient.” When nurses are confident that their duty of patient advocacy will be recognized, they experience a greater sense of job satisfaction.

Patient experience is the top focus at UM CRMC and Adfinitas embraces this focus as well. Levy likes that Adfinitas is willing to “put some skin in the game.” She says, “They have invested in data collection and do their own patient surveys.” These surveys give patients the opportunity to name providers and nurses, and offer input on facility satisfaction issues, giving Adfinitas real-time feedback on how patients feel about their providers. Adfinitas then uses this feedback as part of its efforts to continually improve the patient experience.

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“Adfinitas providers are among the top performers in patient satisfaction, and they have no difficulty recruiting and retaining the very best quality providers and nurse practitioners.”

Dana Levy, MSN, RN is Chief Nursing Officer at University of Maryland Charles Regional Medical Center

THE JOURNEY FORWARD

Research predicts the U.S. could experience a shortage of more than half a million registered nurses by 2030.⁷ This research was conducted before the pandemic, which we know has only added to the issue. Tactics like aggressive recruiting, sign-on bonuses, and using expensive travel nurses help, but they aren't sustainable on today's paper-thin margins.

It's time to take a different approach, one that's not only sustainable, but can improve workplace well-being for nurses, reduce provider-nurse friction, and enhance the patient experience.

Partnering with a multi-specialty healthcare management company like Adfinitas Health can help by creating a work environment that nurses look forward to coming to every day, where they have autonomy and are treated as the essential part of the care team they are.

ABOUT ADFINITAS HEALTH

Adfinitas Health is a team of hospitalists dedicated to the communities and hospitals we serve, providing innovative, customizable services and value-based, collaborative care with an unwavering commitment to client satisfaction. We pioneered the interdisciplinary team (IDT) model to improve the patient care environment. IDT models enable our experienced providers to create individualized care plans to support better patient outcomes. By facilitating efficient communication, we are able to achieve patient treatment goals and help reduce 30-day readmissions and the length of patient stays.

With more than a decade of experience managing high-quality, cost-effective hospitalist and post-acute programs, we are able to improve outcomes, increase productivity, and extend quality services in each partner hospital and post-acute care center. Our services include inpatient, critical care, observation, palliative care, inpatient rehabilitation, surgical co-management/assisting and pediatrics, and post-acute care.

⁷ https://edsource.org/wp-content/uploads/2019/02/Zhang-Daniel-Pforsich-Lin-2017-United-States-Registered-Nurse-Workforce-Report-Card-and-Shortage-Forecast_-A-Revisit.pdf



Learn more about Adfinitas Health by visiting
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