

Innovations in Staffing

Darcy Donnelly, Director – Nursing, Aspirus Keweenaw Hospital

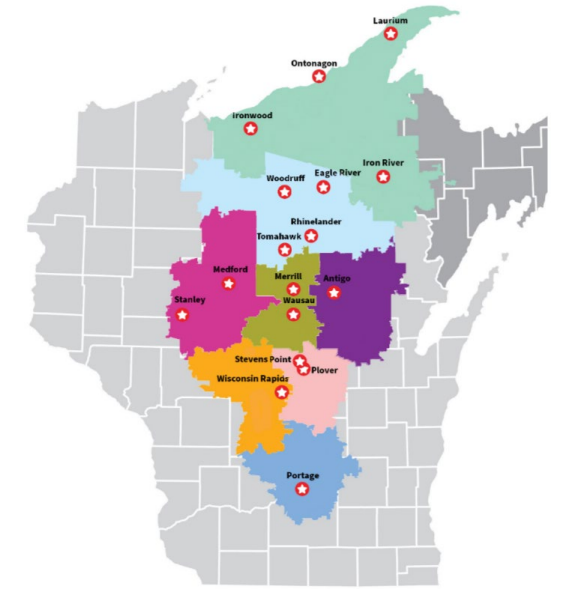
Amber Sopata, Manager – System Organizational Learning & Development

Passion for excellence. Compassion for people.



Aspirus Keweenaw Hospital

205 Osceola Street; Laurium, MI 49913



- 25-bed critical access hospital providing ED, ICU, OB, MS, Surgery and Swing Bed services
- Recreational destination for snowmobilers, ATV, extreme backwoods skiing, hiking, fishing, and camping.
- Two local universities with ADN and BSN programs



Pre-Pandemic → Pandemic → Post-Pandemic

Primary Nursing
Double-occupancy
beds on MS



Primary Nursing
+ CNA 24/7, floats
the house



Team Nursing
Nurse Intern
Nurse Tech
LPN
CNA



What population can we capture?

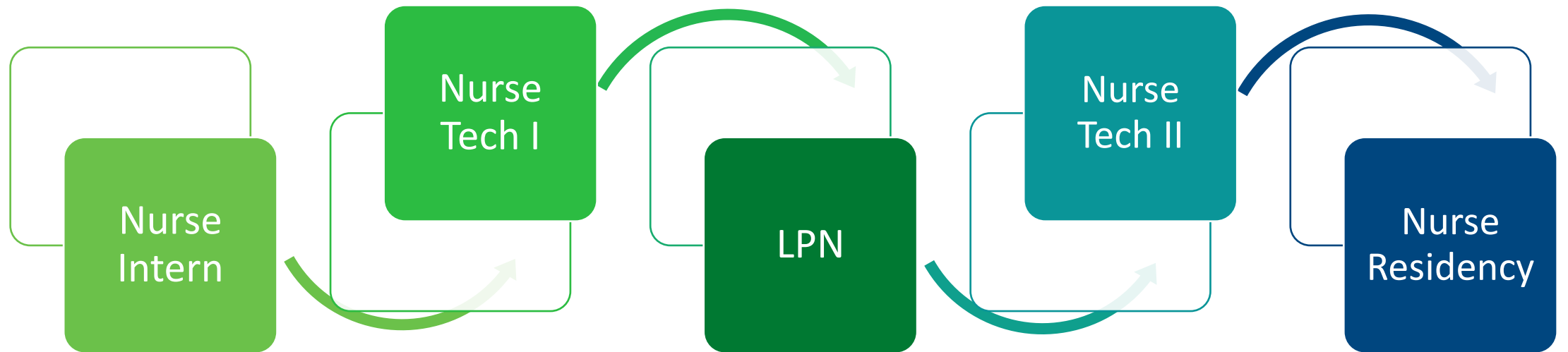
Nursing Students → Student Nurse Interns

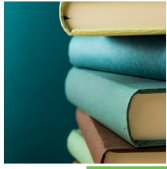
- Enhance clinical skills and critical thinking to fill in gap from novice to experienced nurse
Significant gap seen in Spring of 2020 with cancellation of clinical rotations
- Direct pipeline for future RNs
- Potential short-term conversion to Nursing employees prior to graduation to support RN staff – *modern day Graduate Nurses*





Workforce Development





Nurse Intern

- Student nurse who has 1 year of school remaining
- 10-week program, temporary employment
- Hourly wage with no differential
- Non-Productive; Student Training Budget
- Partner to the RN with direct supervision for nursing tasks
- Experience multiple departments to identify interest



Nurse Tech I

- In last year of nursing school or following 10-week internship
- Hourly wage with differential
- Hired by department in productive FTE budget
- Partner to the RN with direct supervision for nursing tasks, learn nursing skills



LPN

- LPN license, in nursing school for RN
- Hourly wage with differential
- Hired by department in productive FTE budget
- Teams up with RN; responsible for assessment, medication administration, basic acute and swing bed care
- May complete IV therapy competency



Nurse Tech II

- RN graduate, does not yet have a license
- Hourly wage with differential greater than a Tech 1
- Hired by department in productive FTE budget
- Onboarding to RN role with an RN preceptor



Reimagining the Learning Approach

Nurse
Residency

e-Learning

- HealthStream Modules
- Case Studies
- Activities to apply clinical knowledge and policy to scenarios

Virtual Classroom

- Create a forum for reflection, storytelling, and goal setting

In-person Learning Event

- Hands-on skills, small groups
- Facilitator guides for replicating learning events

Challenges & Lessons Learned

- Upskilling during the pandemic created capacity for multiple care team roles
- Cultural acceptance of flexible roles and teams difficult to maintain
- Frequent re-evaluation needed
- Shifting to a recruitment mindset challenged staff and leaders
- Rely on trusted practices (Leader Rounding, safety huddle, etc.)
- Engage the team in continuous change