

48th Annual
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Change the Vibe! Leadership Strategies to Increase Retention and Engagement

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Bios

- **DeAnna Kearney** MSN RN CAPA is the manager of Endoscopy at the Valley Health system in Ridgewood, New Jersey. In this leadership role she is responsible for the management of endoscopy outpatient procedures as well as overseeing staffing. DeAnna's promotion to manager has fostered her passion to make a difference as a caring leader. She is committed to the growth and success of her department and organization and sits on several committees including, the professional practice council and the healthy work environment hospital and regional chapters. She also is chair of the Ridgewood Campus VIBE committee and organizes a yearly TROOP collection drive. In 2024, she received the Nurse leader of the Year award in her organization.
- **Jacqueline Gardocki** MBA, MSN, CNOR, CASC is the Manager of Luckow Pavilion, Same Day Services and Pain Management of the Valley Hospital in Paramus, New Jersey. Committed to the growth and success of Valley Hospital's outpatient surgical departments and organization, Jacqueline has been breaking barriers as an emerging leader in her field. Jacqueline has earned bachelor's degrees in biochemistry and physics from Kutztown University and went on to earn her bachelor's degree in nursing at Dominican College in New York. She holds dual master's degrees, M.B.A. and M.S.N., from Grand Canyon University. In addition to her professional achievements, she enjoys spending time outdoors with her family, traveling, and DIY's around her home.

DeAnna Kearney and Jacqueline Gardocki have no relevant financial relationships or information to disclose.

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Within our organization: Our Culture & Nursing Philosophy is Supported

- We as leaders have caring & supportive leadership
 - We believe our teams make a commitment to deliver compassionate, holistic, unbiased care to the patient & family in a competent, ethical, & caring manner.
 - That our teams are professionals & seek to collaborate & create a caring healing patient & family centered environment.
 - We are inclusive of each member of our team, & they are valued as individuals with different origins, different perspectives and share a common goal of doing the right thing.
- **Charles Vannoy, DNP, MBA, RN, FACHE, NEA-BC, HN-BC, Chief Nursing Officer, Vice President of Patient Care Services**



How We Began Our Journey

- Post-Covid staffing concerns
- Turnover & New Leaders Emerged
 - Received/reviewed staff satisfaction scores
- Desire to create trust, safety, & wellbeing of staff in their new leaders
 - Effective communication
 - Establishing teamwork
- Align with Magnet designation
- Explored person-centered care & applied
- to our leadership style
- Learned about Leadership competencies
- Applied organizations nurse theorist, Jean Watson
- “For a caring-loving relationship”
- Utilize HRO tools in ways that are meaningful

Watson's Caring Theory &
McCormick & McCance
Person Centered Care

♥ Our desire was to set a foundation to demonstrate care

🌳 Cultivate loving kindness between self and our teams

✓ To be authentically present

🤝 Develop a trusting and caring relationship with our teams

👂 To authentically listen and allow expression (keeping our doors open)

🗨️ Incorporate a teaching and learning experience to shift our teams to be engaged and empowered

🔄 Seek organizational commitment from our teams to be collaborative, inclusive and engaged

🏠 Make our teams the "CENTER" of our care so they could provide extraordinary care.

Develop ourselves & change our environment to be one of Caring

1. Generated a “personal urgency” to be self reflective
 2. Recognized the need build an engaged team
 3. Shared the vision with our TEAMS that we wanted to change our culture (our VIBE)
 4. Enlisted team members that were engaged
 5. Empowered those that were engaged and worked to remove the nay sayers. To be a caring environment you need the right people on the TEAM.(Collins, 2001)
 6. Celebrating small wins/ rewards
 7. Sustainability Plan and keeping the momentum going
 8. We continue to adjust hardwire the change
- Applied Kotter’s eight stages of change to create a positive culture.
 - "Change steps involved generating urgency, building an engaged team, sharing the vision, enlisting members, empowering those involved and removing barriers, celebrate small wins/ rewards, sustain the momentum and hardwiring the change" (Graves, 2023)

"Caring" is Practiced Based Evidence

- Caring is essential to nursing
- Caring is the core of nursing
- Caring is the art of nursing
- Utilizing Watson's Caring Theory process guides our organizations nurses to provide care with:
 - intention, presence, and dignity**
- How does one measure "Care"?
 - 1) satisfaction surveys
 - 2) attendance at work
 - 3) turnover rates

Nursing leadership one of caring “can positively impact the healthcare work environment and ultimately patient outcomes”
(Manning 2017, p. 438)



- Does my staff know that I care?

- Am I present on the unit?
- Do I acknowledge & address nurse satisfaction survey results
- Do I perform leader rounding?

→ Do I care?

→ Do I listen?

→ Do I connect?

Caring Leadership

... is having the ability to recognize the uniqueness, the strengths, and the abilities" of those that work with us (Gunawan, 2022)



What is our secret?

Follow your HEART



- Be authentic,
- Create a culture of CARING
- Know your leadership style

Take a leadership self assessment & explore what type of leader you are.

(are you where you want to be?)

- Humanmetrics, Inc. (1998-2023). *Discover your personality type.* www.humanmetrics.com/personality
- *Blake and Mouton Managerial Grid: Leadership Self-Assessment Questionnaire.* <https://www.bumc.bu.edu/facdev-medicine/files/2010/10/Leadership-Matrix-Self-Assessment-Questionnaire.pdf>



Examples...

Gratitude Board, Just for Fun Days, Creative Bulletin Boards, Planned Outtings

Optimizing on organizational programs

- Be the Key/ Hospital VIBE committee(started 2021), Valley Events

Share organizational goals & expectations, daily huddles, mini-meetings, educational in-services

Ensure staff know about organizational programs

- Tuition reimbursement, scholarships, conference reimbursement, Staff Garden

Empower your TEAMs

- 10 hour shifts, unit based Time Committee, Interventional Patient and Family Experience Committee, Sunshine Club Fund, showcase your team's accomplishments



Celebrate with them

- Keep the momentum going
- Do you: be authentic, servant and transformational - Lead by example
- Listen and encourage them to learn and grow
- Recognize and celebrate the wins
- Open and honest communication
- Monthly event – can be simple or big

Staff that feel cared for and valued are free to provide extraordinary great care to our patients and their families.



Data from Same Day Services for Outpatient and Inpatient

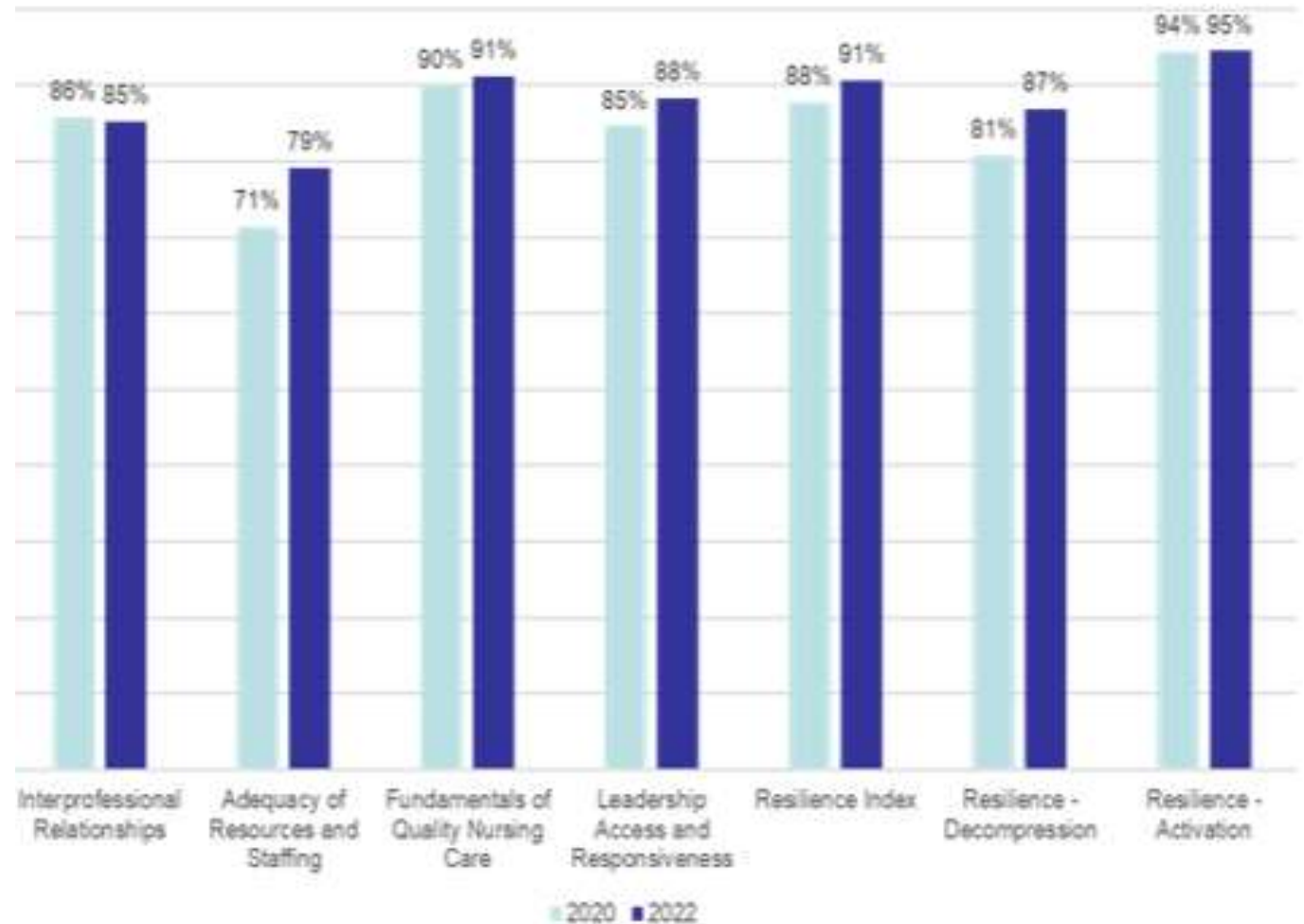
54 employees in 2020 and 52 in 2022 for 2 separate units

Patient satisfaction scores increased from 97.24% to 97.59% from 2020 to 2022.

Nurse certification increased from 30% to 50%.

Hospital committees, such as career engagement program and Vibe, resulted from the organization's leaders promoting staff growth and retention at the system level.

Results of Employee Engagement Survey 2020 vs. 2022



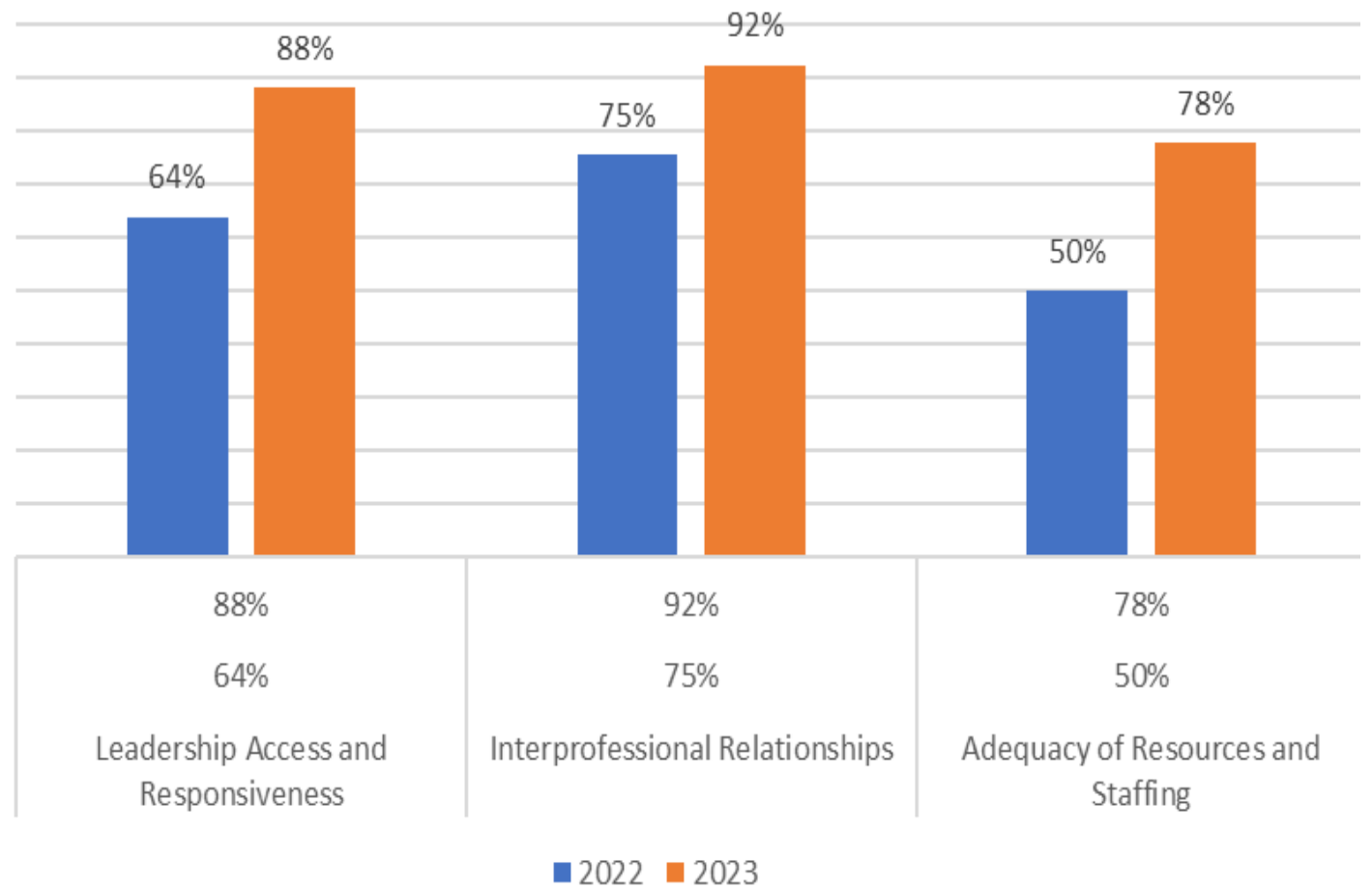
Endoscopy data

- Endoscopy Staff Satisfaction completed in 2022 (26 responses out of 47 employee) versus 2023 (52 responses out of 56 employees)

Examples of questions in categories

- The person I report to treats me with respect
- I respect the abilities of the person to whom I report
- My work unit is adequately staffed
- I am satisfied with the recognition I receive for doing a good job

Results from Employee Engagement Survey 2022 vs 2023



Retention efforts, keeping the VIBE going

ENDOSCOPY turnover in 2022 11.76 %

New management(Caring leadership) established in Endoscopy February 2023

Hospital initiative 2023: Care And Retention Rounds(CARR)/ Stay interviews

By end of year 2023 hospital wide turnover 10.64%

Endoscopy 2023 all employees (after initiating CARR & change in leadership) YTD turnover was 5.26%

YTD 2024 the turnover rate is < 4%

(not counting employees transferred to ENDO new hospital)

Measure	2022 YTD	2023 Jan-Sep
All Employees	17.80	11.70

Questions

CHANGE YOUR VIBE

Surround yourself with extraordinary nurses that hurdle the challenges alongside of you

Build a great team that seeks to be present and deliver compassionate care

Challenge your teams to grow and be curious

Lead with your heart

Advocate for your team as their leader so they can connect with patients' and their families and remain committed to safety

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