

Do You Want to be Fully Staffed?

What Physicians Can Do for Nurse Recruitment and Retention

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You saw my pain, washed out in the rain
And broken glass saw the blood run from my veins
But you saw no fault, no cracks in my heart
And you knelt beside my hope torn apart
But the ghosts that we knew will flicker from view
And we'll live a long life

[Chorus]

So give me hope in the darkness that I will see the light
Cause oh they gave me such a fright
But I will hold as long as you like (with all of my might)
Just promise me we'll be all right



“ER”



Present Moment

You don't know if your patient will be next
as death can be seen wherever you gaze
old and young
chronically ill or previously well
it doesn't seem to much matter

you search for those facts which put your patient at risk
hoping to ease your own fears
to reassure yourself that you are safe
but there is no such relief
you don't know if you will be next
you worry for your patients
and you worry for your family
and you worry for your self



I am afraid I cannot reach you

We must not let Covid get in the way of the healing connection we could have

I see your fear

and I feel your anger

Do not make me your enemy

I do not wish to politicize my relationship with you

I am a physician and I will always be here for you

I am guided by what I know

and what I see

and what I feel

and by my experience

Not by who said what to whom on social media

when and under what circumstances

I am afraid there are too many opinions in the way

for me to reach you

or help you

If you feel like you're losing everything. Remember that trees lose their leaves every year and they still stand tall and wait for better days to come



and deep beneath my fear and my longing to connect is terror

that I will be less than who I need to be for you

I have always seen myself as a guide to help others walk through their wilderland of illness

I can't do that if you refuse to hold my hand

I feel lost

and am afraid that you do too

February 21, 2022

Upfront Questions for You – How are you doing?

- Do you feel connected to your purpose in your work?
- How often do you feel joy in your work?
- Do you feel that you are delivering the excellence that you have come to expect of yourself?
- How much of your day do you spend doing work that gives you a positive charge?
- Are you looking at the way your relationships at work and your perception of what you do create meaning for others?



BURNOUT

ATTITUDES ARE CONTAGIOUS. MINE MIGHT KILL YOU.

Well-Being Defined

It's about **Connection** . . . to

- Self (to what we feel is important, to our own health)
- Family (to those who we love and who love us)
- Patients (to those to whom we have dedicated our work)
- **Colleagues (to those with whom we work)**
- Spirit (to something larger than ourselves)

Tactics to Promote Care Team Well-Being

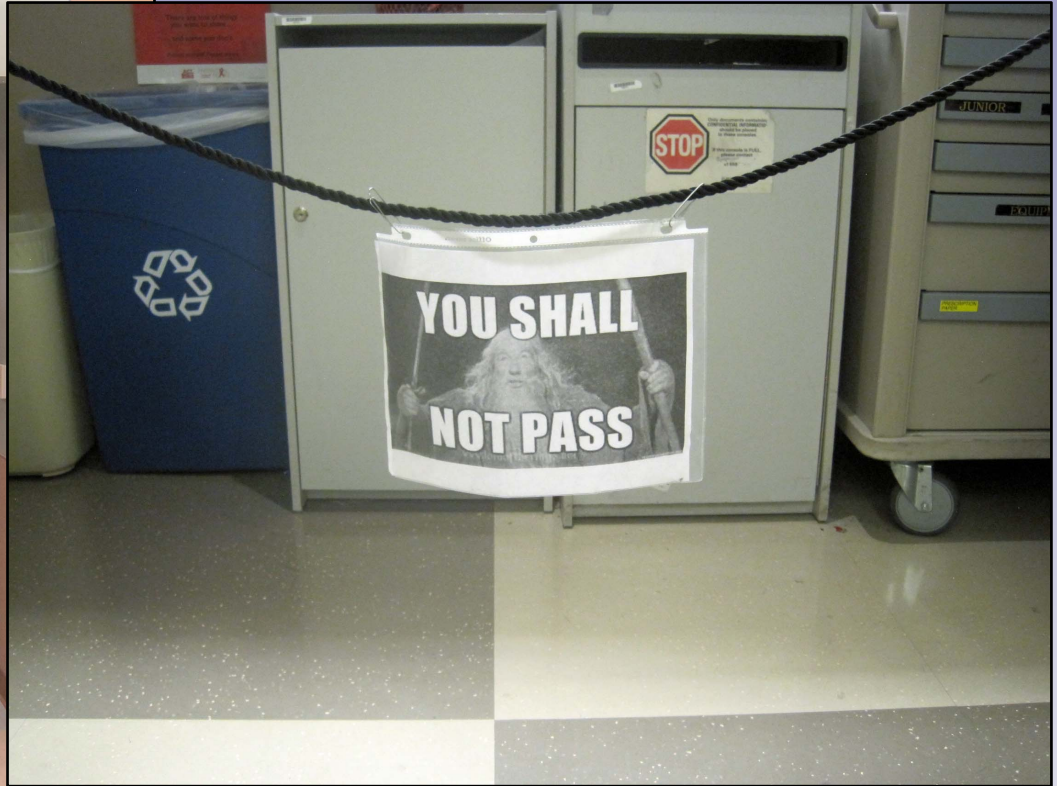
- Realize(put into action) what we want from each other – **C.A.R.E.**
- Start the day (night) with the “Battery” question
- Query how people feel appreciated (and don’t)
- End the day (night) with the Gratitude/Legacy questions
- Reframe what’s normal – it’s okay to not be okay
- Pebble in the Shoe/Boulder on the Shoulder exercise (for the group)

What We Want From Each Other

- **C**ollaboration (“Do you need anything from me?”)
- **A**ppreciation (Say “Thank you” more)
- **R**espect (Invite input – “What do you want to do here?”)
- **E**ducation (“Anything you want to learn about this patient/their illness?”)

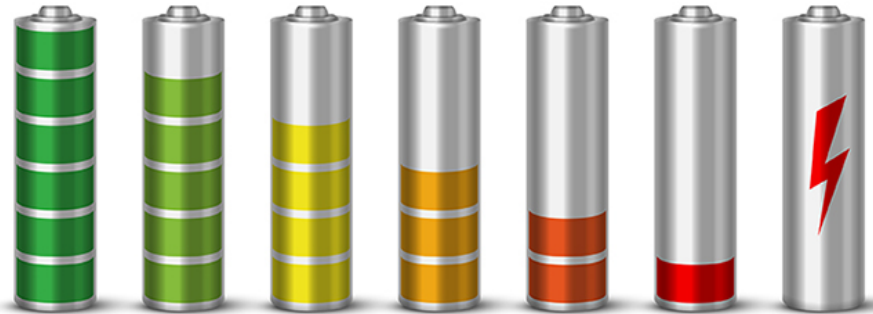
Additional Things You Can Do

- Treat your colleague as your partner – “What can I do to help you have a great day in working with me today?”
- Observe the “10-5 Rule” – Walk the hallways with eyes up, greet everyone.
- Manage up staff to the patient/family, with staff in the room when possible.
- If you are working with a new nurse, introduce yourself and find out about them.



Starting Out Your Day (Night)

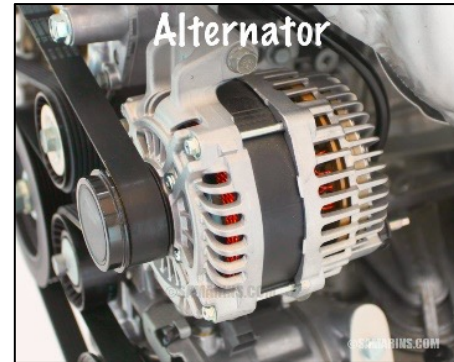
- ▶ Not . . . How are you feeling today?
- ▶ RATHER . . . How charged is your battery today?
- ▶ Ask your colleagues and your staff . . . Ask yourself.
- ▶ Are there activities which recharge your battery?/ Are there things which drain you?



An Extension of the Metaphor

Cars have batteries which are vital to the functioning of the car in general. The battery stays charged because of the alternator. While the battery is essential for starting your car when it's off, the alternator keeps your car alive when the engine is running.

The alternator powers most car's electronic components while you're driving around or idling. The alternator supplies all of them with direct current (DC) power. Your alternator is also responsible for charging your car battery while driving.



An Extension of the Metaphor to the Workplace

In a similar way in the workplace there are people and/or activities which act as an alternator and charge your battery, and there are also drains on the battery charge.

If your battery does not get recharged, or the drain is too great for whatever reason, you can develop a dead battery, the equivalent of which is severe burnout.

So it may be helpful to ask your team (or yourself) about their alternators and their drains, and how we can pay attention to the balance of charge/drain . . .




12V Car Battery Tester
and Alternator Tester,
Automotive Load Tester
Indicator, 12 Volt Auto...

Insight into How Team Members Feel Appreciated (and Don't)

- Please share one recent moment in the work environment in which you felt appreciated. Why does this moment stand out?
- Please share one recent moment in the work environment in which you felt unappreciated. Why does this moment stand out?

Understanding Perceived Appreciation to Create a Culture of Wellness

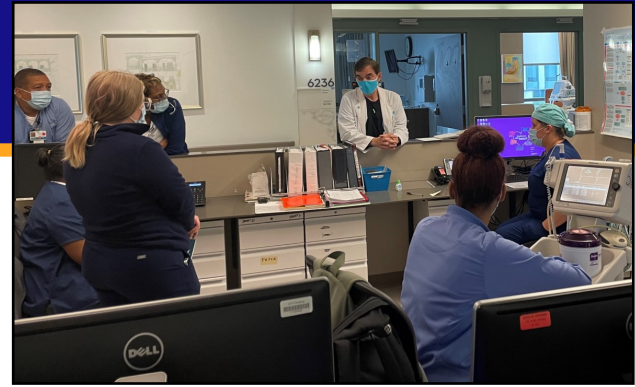
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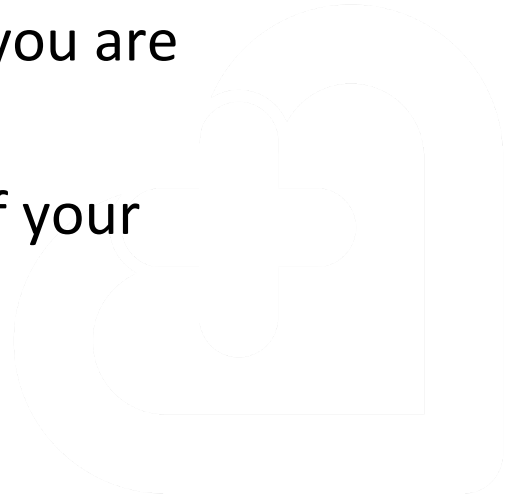
Ending Your Day (Night)

- What are one or two things that you feel grateful for regarding today?
- What is one way that you have made a difference in someone's life today?



It's Okay to Not Be Okay

- Reduce the stigma of reaching out/Normalize the conversation
- “It’s okay to not have it all together”
- “What would it take for you to love what you are doing/learning?”
- “The depth of your feelings is the depth of your humanity – it is how human you are”
- “I am grateful for you”



I am Grateful for You . . .

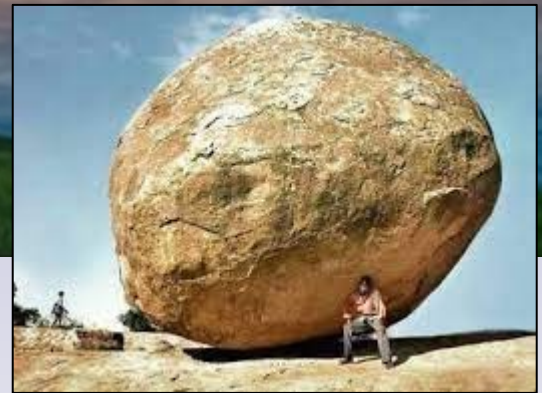
Do you have “franchise players” on your team ?



“We’ve been asking our staff to run a marathon with lots of pebbles in their shoes, and they (we) don’t know where the finish line is.”
It isn't the mountains ahead to climb that wear you out; it's the pebble in your shoe.

Nurse Leader, Children’s Hospital of New Orleans

Muhammad Ali



Pebble in the Shoe Exercise – Step 1

RYTO CONFERENCE™

- What is the best part of your day?
- What gets in the way of experiencing the best part of your day?
- What is the worst part of your workday?



Exercise – Step 2 (Appreciative Inquiry)

RYTO CONFERENCE™

Think of a time (or times) when you've felt most deeply alive and engaged in your health care environment... when you really felt like you were thriving and able to do your best work under even difficult circumstances... when you felt like a valued and contributing member of the community... and when you experienced a deep sense of meaning. What did that feel like? Where were you? What were you thinking? Who were you with?

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Exercise – Step 3

RYTO CONFERENCE™

Write down one thing that we could do now that would allow you to experience more of what you identified in Step 2. Then divide things up into one of three categories . . . and prioritize



"Tom Peters's new book is a bundle of beautiful dynamite. While I've been a CEO for thirty years (arguably, fifty years), I still learned much worth knowing from *The Excellence Dividend*. You will, too." — JOHN C. BODLE, FOUNDER, VANGUARD

The Excellence Dividend

Meeting the Tech Tide
with Work That Wows
and Jobs That Last

TOM Coauthor of
*In Search of
Excellence*
PETERS

An Easy and Worthwhile Read

Axiom #1

HARD [Numbers, Plans, Organizational charts] IS SOFT.

SOFT [Relationships, Culture, Listening, Excellence] IS HARD.

Sustaining winners:

The mis-named “SOFT STUFF” comes F-I-R-S-T!!!!!!

-

Tom Peters

**You get things done on the basis of
your patiently developed network of
relationships.**

You imbed a captivating and effective culture by living and reinforcing “the way we do things around here” day after day after day, in fact hour after hour after hour— forever.

And the focus on people? Here's the thing, an organization is nothing more and nothing less than “people (our folks) serving people (our customers and communities).”

**And for the leader, who is fulltime
in the people business, it's all about
people (leaders) serving people (our
folks) serving people (customers
and communities).**



The Speed Trap

You cannot speed up the so-called “soft stuff”—to try and do so is a design for disaster.

- Building/Maintaining Relationships ... take time.
- Recruiting Allies to your cause ... takes time.
- Lunch ... takes time.
- Building/Maintaining a High Performance Culture ... takes time.
- Reading/Studying ... take time.



The Speed Trap II

- Waiting (per se) ... takes time.
- Fierce/Aggressive Listening ... takes (lots of!) time.
- Practice & Prep for anything and everything ... takes time.
- MBWA/Managing by wandering around ... takes time.
- Hiring/Evaluating/Promoting ... take time.
- Thoughtfulness/Instinctive small gestures (Small>>Big) ... take time.
- Extreme Humanization ... takes time.

Axiom #2

- If you want to try something, you are not committing to forever.
- It is very worthwhile to PILOT a new process . . . If it works go with it; if it doesn't, stop it and try something else.
- WTTMSW



“The greatest force on earth is the human soul on fire”

-Ferdinand Foche

Thank you . . . Jay Kaplan, M.D., FACEP

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