

Texas' Teaching Hospitals Help Lead the Way in Supporting the Nurse Workforce in Texas

THOT Member Spotlight
Parkland Health | Dallas



Parkland

The Challenge

A national shortage, high rates of burnout, and a growing number of nurses considering retirement or leaving the profession altogether create a perfect storm of factors challenging hospitals' ability to provide care for a growing population.

The Nurse Workforce Shortage:

- Projected shortage of more than 57,000 RN FTEs by 2032 for Texas.¹
- A large portion of the nurse workforce is nearing retirement. In 2020, the average age of an RN nationally was 52.²
- 29 percent of nurses in the U.S. considered retiring in 2021, up from 11 percent in 2020.³

“We’ve been active and intentional about listening to our nurses to better identify what they need to feel supported, and then acting on that information to create positive change. We’re actively investing in these areas to strengthen our nurses and give them the resources and support they need to continue delivering excellent patient care.”

Karen Wright, DNP

Senior Director of Professional Practice, Nursing Research, and Clinical Education
Parkland Health

1 <https://www.dshs.texas.gov/sites/default/files/chs/cnws/WorkforceReports/2020-Updated-Nurse-Supply-and-Demand-Projections.pdf>

2 https://www.ncsbn.org/public-files/2020_NNW_Executive_Summary.pdf

3 <https://www.nurse.com/blog/stay-informed-with-insights-from-2022-nurse-salary-report/>

The Innovations

A recent survey from the American Nurses Foundation and the McKinsey consulting firm⁴ identifies enhanced scheduling flexibility, expanded mentorship opportunities, and strong teambuilding and support systems as three key opportunities to support and strengthen the nurse workforce. Parkland Health has invested in these areas for years.

For more than 125 years, Parkland Health has served Dallas County and beyond with a consistent record of growth and innovation to meet the care needs of one of the country's most populous regions. That same spirit of innovation and investment fuels the hospital's commitment to support its nurse workforce.

▶ Enhancing Scheduling Flexibility

45%

of nurses in the McKinsey survey cited the ability to make their own schedule as the top reason they would consider returning to the bedside.

Reversing the move away from self-scheduling that pandemic care demanded, Parkland is giving its nursing team more input and control over their schedules. Parkland offers a wider range of schedules and shifts for nurses to choose from than is typically seen and brings on more part-time nurses during peak hours — improving flexibility without sacrificing capacity.



The hospital's virtual nursing program is perhaps the strongest signal that the hospital is committed to enhancing flexibility for its nurses. Experienced and tenured nurses work remotely to support bedside nurses. Virtual nurses interface with their on-site peers via video to offer guidance and support through admission, discharge, and other aspects of nursing. All the nurses in the program are employed directly by the hospital, ensuring smooth communication and coordination between team members who already work well together.

⁴ <https://www.mckinsey.com/industries/healthcare/our-insights/how-to-bridge-the-experience-gap-by-supporting-nurses-of-all-tenures>

▶ Expanding Mentorship and Education

31%

of nurses in the McKinsey survey who were retired selected the ability to mentor other nurses as the top reason they would consider returning to the workforce.



Parkland Health's robust mentorship platform connects experienced nurses seeking mentorship roles with early-tenured nurses looking to learn from that experience. This gives early-tenured nurses more support and guidance as they advance in their careers, and the most-tenured nurses gain the mentorship opportunities they are seeking. The hospital benefits from the compounding effect of nurses passing down the knowledge and skills they have learned while caring for patients.

Parkland also operates a one-year residency program for new nurses that includes monthly education sessions covering clinical and other topics including professionalism, Texas Board of Nursing rules, and ways to emotionally and mentally cope with the death of a patient.

▶ Multi-Generational Teambuilding and Support

75%

of early-tenured nurses in the McKinsey survey reported that they enjoy working with experienced nurses. Likewise, more than 70 percent of mid- and most-tenured nurses reported feeling energized or personally fulfilled by supporting and educating early-tenured nurses.

Parkland continually finds ways to turn its multi-generational team into a strength for the hospital, going beyond mentorship programs and training programs to harness the advantages of a multi-generational team of caregivers.

"THOT supports strong and consistent investments that strengthen hospital nursing teams and give them the resources they need to continue delivering excellent patient care."

Maureen Milligan, PhD
CEO | Teaching Hospitals of Texas

More experienced nurses help younger nurses improve their relationship building and people skills, improving patient interactions and providing the personal level of care many patients expect from their nurses.

In the same vein, early-tenured nurses have a strong sense of work-life balance, helping the most-tenured nurses better understand the value of self-care and mental and emotional support.

Next Steps

Strong, consistent support for Texas' nurse workforce is critical. Teaching Hospitals of Texas supports investments in clinical training, retention, transition to practice, and workplace safety, specifically:



Funding preceptor pay differentials at clinical sites to increase the number of preceptors needed to expand clinical site capacity.



Creating and funding nursing innovation and coordination grants for clinical sites, including hospitals and health systems, and increasing funding for workplace violence prevention.



Creating and funding clinical nurse faculty grant programs.

About THOT

THOT is the principal voice and advocate for health systems that teach the next generation of health professionals and who are united in their commitment to support policies and funding that will ensure healthcare access to all Texans.



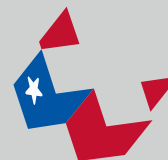
Contact Us

(512) 476-1497

THOT@THOTonline.org

THOTonline.org

1210 San Antonio Street, Suite 204 Austin, TX 78701



TEACHING
HOSPITALS
of TEXAS