

Creating a Positive Practice Environment: A Baltimore Story



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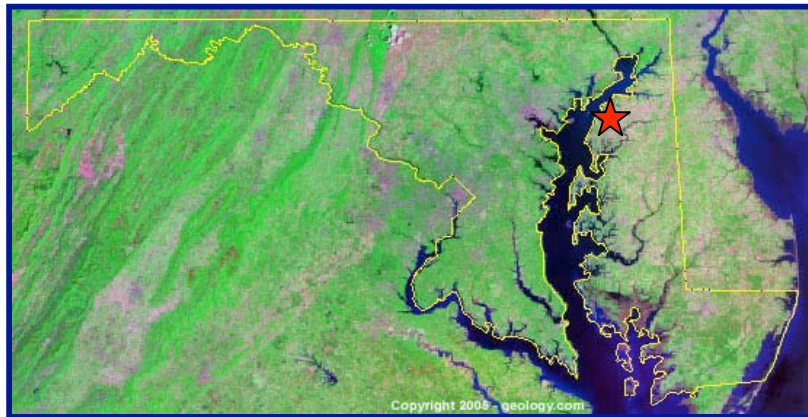
Objectives



Describe the nursing workforce in Maryland and at The Johns Hopkins Hospital (JHH)

Tell the Hopkins story of international nurse recruitment and retention

Discuss current challenges and future strategies



The nursing workforce in Maryland

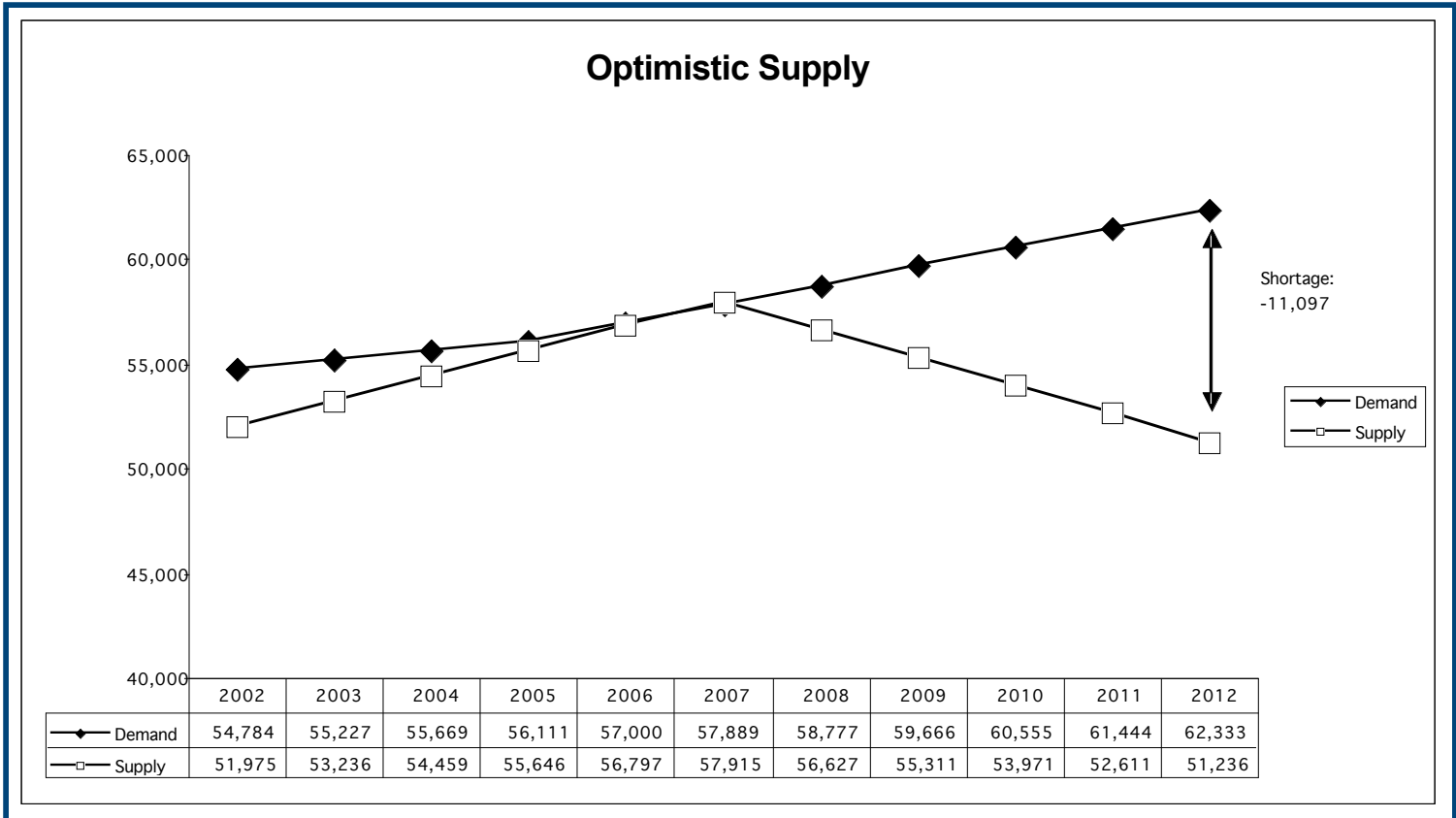
Maryland Commission on the Crisis in Nursing

- Appointed by Governor in 2000
- Examples of initiatives: additional funding for nursing education, position paper on workplace environment

A workforce in crisis (B.R. Heller & D. Sweeney, 2003)

- Shortage of 3000 RNs across state in 2003
- Projected shortage of 17,000 RNs by 2012

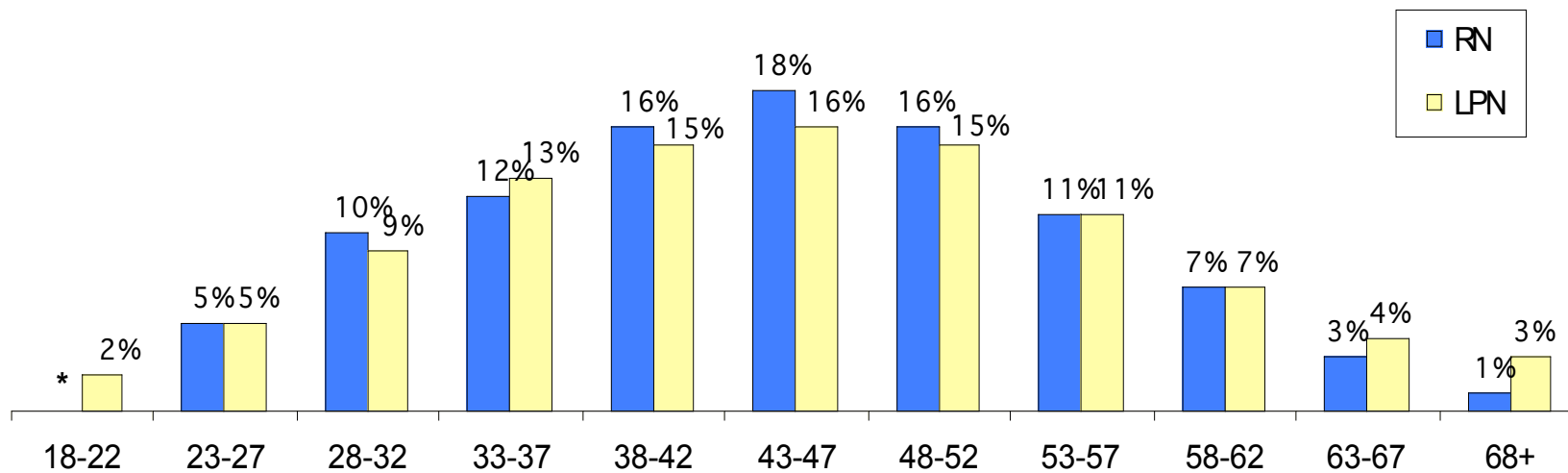




B.R. Heller & D. Sweeney, 2003



Maryland Nurse Distribution by Age, 2001



Data source: MBON, 2001

Age

* Less than 1%

B.R. Heller & D. Sweeney, 2003



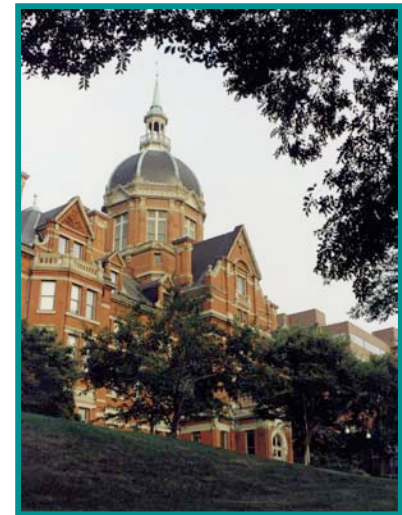
The Johns Hopkins Hospital

900 + bed not-for-profit tertiary academic medical center

- 26% inpatients come from inner city Baltimore
- Another 48% come from other areas in Maryland
- 26% inpatients come from other states and countries

1947 bedside nurses

- Average age 38 years
- 90% female, 67% Caucasian
- Average length of employment 7.8 years
- Highly educated: 3% Master's; 75% BS/BSN
- 14% obtained basic nursing education outside US



The internationally educated nurse at Johns Hopkins...

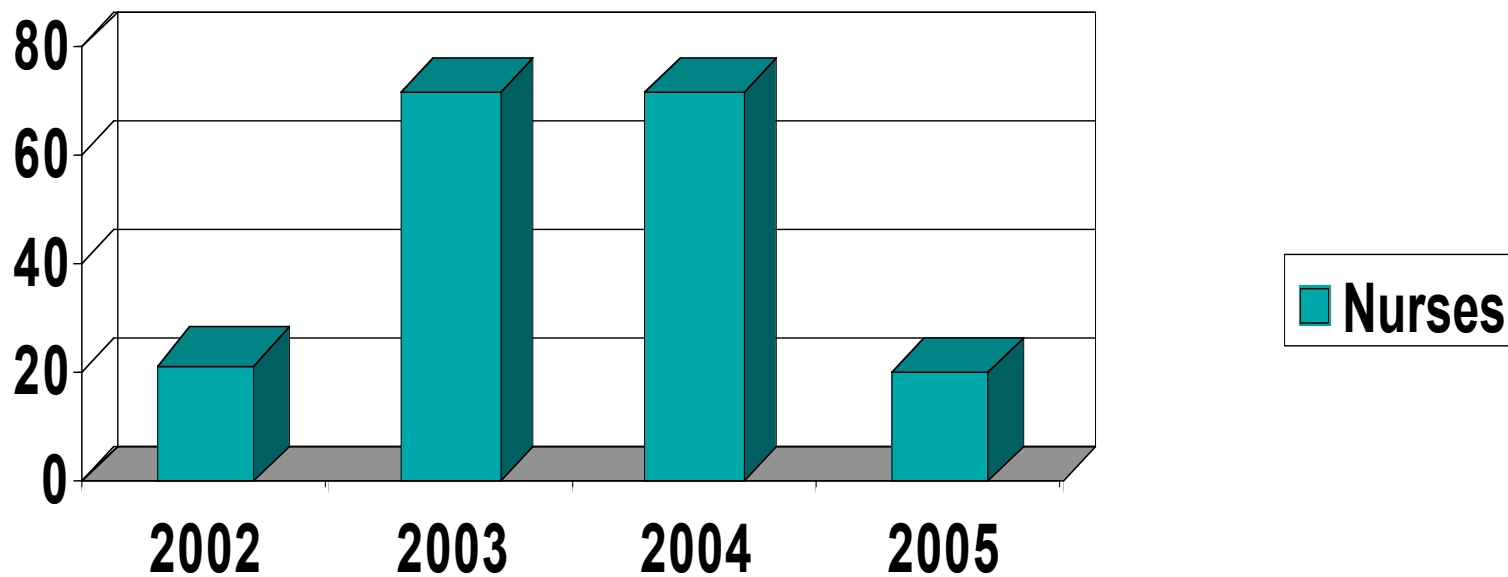
May have been hired directly or arrived
through specialist agency

Is most likely to have been educated in the
Philippines, India, or UK

Has several years of prior experience



International RN Hires at JHH



Our story

The past: self-directed movement to Hopkins by individual nurses

Establishment of Office of International Nursing Recruitment within nursing in 2001

Early recognition of need to provide additional support to nurse and to nursing unit



Providing the Tools

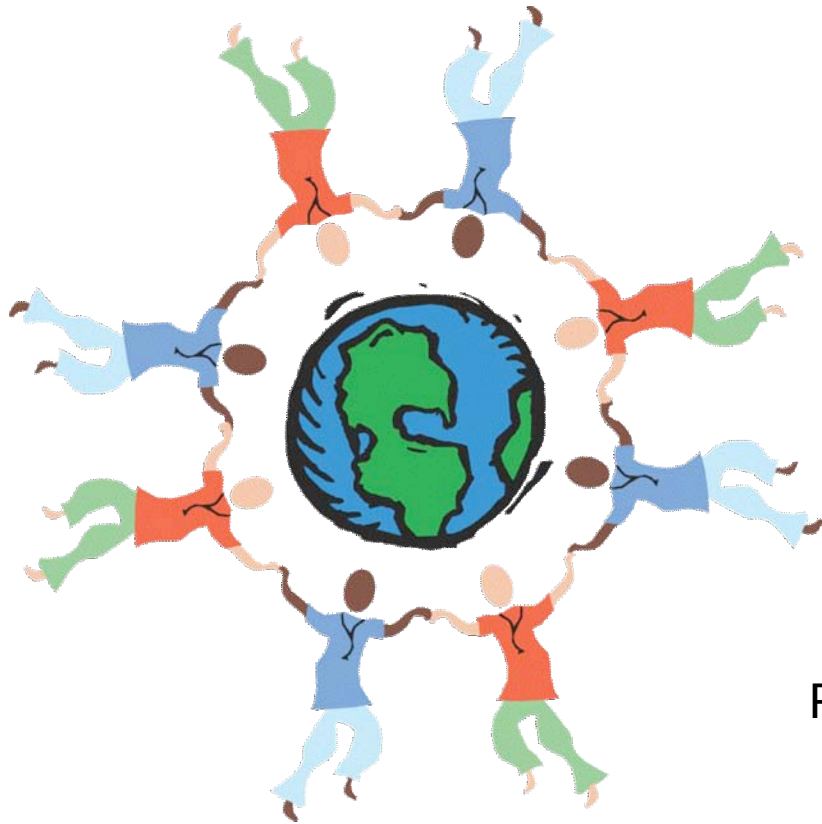
Preparing the nurse

– *Health Care and Nursing in the USA*

Preparing the educator, preceptor, manager,
and nursing unit

– *Success for All*





SUCCESS FOR ALL

Preparing the Workplace to Receive
and
Retain International Nurses





Success for All objectives

To develop the skills to facilitate the integration of international nurses

To understand the issues facing international nurses, and be able to provide support as needed

To develop strategies to resolve cross cultural issues

To identify the issues for existing nurses as new nurses are introduced to the unit, and identify strategies to support existing nurses in the changing workplace

To develop strategies to retain international nurses



The Program

Interactive two-day workshop

Target audience: Nurse Managers, Nurse Educators, Preceptors

Teaching strategies: lectures, case study discussions, panel discussions, role playing activities, small group activities





Evaluation

The positives: networking, group activities, panels, role playing, resource binder

The negatives: desire for shorter program, “too much” discussion and role playing, desire for more specific cultural information



The impact:

- viewed positively by participants
- limited interest in continuing program (market saturation?)
- recognition that it takes more than an educational program...

Current Challenges

Are we a melting pot or a pot of soup?

The deeper layers of cross cultural issues

Learning styles and length of orientation

Expectations vs. Reality

Language and languages



The benefits we've seen...

Increased workforce diversity

Solved staffing problems in certain areas

Brought professional immigrants and their families to Baltimore

Fostered positive image of Johns Hopkins locally (and globally)



Future Strategies

What does it take to build a program?

Involving IJHN and the Office of Global Nursing

Direct relationships, direct recruitment

Johns Hopkins' Global Mission...



Some lessons learned...

Be proactive

Define required skills

Evaluate the context of the nurse's experience

Facilitate support system for new nurse

Think global, coach and mentor local

*Education alone is not enough to
prepare the unit and the new nurse for
these transitions...*



Thank you!

Thank you!

