The Nightingale Challenge
Leadership Series

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FUTURE OF WORK IN NURSING

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Meghan Kennedy, MSN/MHI, RN
Emily Rubin, RN
Eunice Wangadi
Victoria Han
Introductions: Future of Nursing

Deb Hays, MS, RN
Deb is a Nurse Executive who provides expertise on clinical efficiency and effectiveness and nursing performance improvement at academic medical centers and national health systems.

Meghan Kennedy, MSN/MHI, RN
Meghan synergistically utilizes administrative, clinical, and informatics knowledge to support the utilization, and optimization of clinical practices and health information technology (HIT) tools as part of the Future of Work in Nursing.

Emily Rubin, RN
Emily leverages her background as a frontline clinician to support healthcare organizations implement innovative technologies to optimize clinical performance and improve patient outcomes.

Eunice Wangadi
Eunice is a Human Capital practitioner that seeks to create competitive advantage in healthcare organizations through re-imagining talent in Future of Work, HR process and system transformations, as well as organization change readiness.

Victoria Han
Victoria is an analyst who recently joined Deloitte after graduating with a degree in Health Information Management from the University of Pittsburgh. She is passionate about using her degree to improve the patient experience through information and technology.
Seven disruptors driving the future of work

These forces that lie at the intersection of technology and people are driving the Future of Work.

- **Technology is Everywhere**
  - 6.0 billion+ smartphones in the world by 2020

- **AI, Cognitive Computing, Robotics**
  - $500,000 in 2008
  - $22,000 today

- **Tsunami of Data**
  - 9x more in last 2 years

- **Jobs Vulnerable to Automation**
  - 35% UK
  - 47% US
  - 77% China

- **Explosion in Contingent Work**
  - US contingent workers 40% by 2020

- **Diversity & Generational Change**
  - Millennials 50%
  - 25% global pop in Africa by 2050

- **Change in Nature of a Career**
  - 2.5 – 5 years: Half-life of skills
  - 4.5 years: Average tenure in a job

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4. [https://www.newsscientist.com/article/mg23130810-800-the-100-year-life-how-should-we-fund-our-lengthening-lives/](https://www.newsscientist.com/article/mg23130810-800-the-100-year-life-how-should-we-fund-our-lengthening-lives/)
6. [http://www.oxfordmartin.ox.ac.uk/downloads/reports/CTU_GPS_Technology_Work_2.pdf](http://www.oxfordmartin.ox.ac.uk/downloads/reports/CTU_GPS_Technology_Work_2.pdf)
As the largest occupational group in the health sector, Nurses will continue to play a more direct role in driving quality and safety of patient care, profitable revenue and cost efficiency, as well as credibility for health organizations.

In response, health systems’ expectations of the Nursing workforce are changing, driving the evolution of the Nursing role in delivering value to health systems and provider organizations.

**Today, Nurses are expected to drive health organizations’ value by...**

- **Providing Quality Care to Patients** as the trusted link between patients and their care teams, completing the corresponding day-to-day care tasks.
- **Implementing Innovative Health Solutions** as every product and process that touches a patient goes through the nurse.
- **Staying, Hiring, and Developing New Nurses** to retain nursing talent and minimize the high turnover costs (average of $44,400/nurse per year).
- **Enabling Care within Traditional Care Settings and Patient Communities** with supporting technology.

**In the future, Nurses’ primary value drivers will evolve to be...**

- **Elevating Patient Care Experience, Quality, and Safety** as leaders of care execution throughout the continuum, chief advocates, and educators for patients and their families.
- **Spearheading Innovative Care Transformation** by designing innovative nurse-led patient-centric solutions, which they will commercialize, implement, and educate patients successfully.
- **Developing Nursing Staff Holistically** to create a favorable holistic talent experience, while bridging the experience gap for new nurses to tackle real clinical scenarios.
- **Making Strategic Decisions on Care Enablement** across and beyond the bedside and patient communities, early in the process and in the boardroom.
The time for change is now

External and internal pressures within the healthcare industry necessitate a shift by both healthcare organizations and schools of nursing. Now is the time to be proactive and strategic in creating a plan of action to ensure future success.

Hospital administrators cited “Lack of Time” as a top barrier to successful change in healthcare institutions¹.

On average, it takes 5–7 Years to achieve major, lasting change in an organization².

In healthcare change may take even longer to achieve due to:

A Risk – Adverse Culture
Medical professionals are trained to be risk-adverse by trade. Data and proof must be explored before trying new models, including administrative procedures.

Value on Tradition
Medical professionals are trained based on tradition, and may be reluctant to incorporate new roles, procedures and practices.

It is crucial for healthcare organizations and schools of nursing to transition the current nursing workforce and prepare future nurses with the skills and capabilities to deliver high-quality care and continue to further advance the nursing profession.

The future nurse archetypes & talent cohorts

To help organizations and schools of nursing prepare and understand how nursing roles, capabilities, and activities will transform within the healthcare ecosystem, eight key nursing archetypes and four talent cohort have emerged.

**Digital & Analytical Consultant**
- Translates and develops data insights for consumers, patients, families, and other clinicians.

**Researcher**
- Searches for insights that may enhance future tools and processes.

**Maker / Innovator**
- Takes information and uses innovation to make it helpful and/or useful.

**Direct Caregiver**
- Delivers care directly to the patient.

**Coach**
- Provides foundational education for patients, families, other clinicians, and communities.

**Educator**
- Utilizes data insights to optimize outcomes and provide real-time analysis to guide or develop educational plans.

**Navigator / Connector**
- Ensures holistic care of the patient through coordination and validation of services.

**Strategist**
- Makes critical business decisions to ensure high-quality clinical outcomes, coordinates system-wide adoption of future technology.

**New-Graduate**
- Fresh out of school, have a keen understanding of nursing theory and research but can be anxious about having limited hands-on experience, interested in getting involved within organization, and enjoy socialization with coworkers.

**Millennial**
- Young, tech-savvy, innovative, and energetic nurses who are motivated to further develop their skills and advance their careers, have increased exposure to innovation and prioritization of well-being.

**Mid-Career**
- Seasoned staff members who continue to work at the bedside year after year, enjoy their work, value work-life balance, accustomed to shift scheduling, a go-to resource for clinical practice guidance, unit leaders.

**Expert**
- Knowledgeable and expert nurses who have provided care for decades, served as mentors to new and existing staff, are looking to pivot from full time work in a gradual manner, want to still provide value but decrease their work efforts.

Which archetypes are most represented in each cohort?

- **Digital & Analytical Consultant**
  - New-Graduate: Researcher
  - Millennial: Researcher
  - Mid-Career: Direct Caregiver
  - Expert: Researcher

- **Maker / Innovator**
  - New-Graduate: Coach
  - Millennial: Maker / Innovator
  - Mid-Career: Coach
  - Expert: Educator

- **Direct Caregiver**
  - New-Graduate: Direct Caregiver
  - Millennial: Direct Caregiver
  - Mid-Career: Direct Caregiver
  - Expert: Direct Caregiver

- **Navigator / Connector**
  - New-Graduate: Navigator / Connector
  - Millennial: Navigator / Connector
  - Mid-Career: Navigator / Connector
  - Expert: Navigator / Connector

- **Strategist**
  - New-Graduate: Strategist
  - Millennial: Strategist
  - Mid-Career: Strategist
  - Expert: Strategist

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Traditional and non-traditional career paths emerge
Future nurse archetypes and cohorts pave the way for a variety of career opportunities and progressions
Please select your response in the poll

### Which archetypes do you identify with today?

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### Which archetypes show the most opportunity for growth and disruption in the future?

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The nursing education landscape today

Pervasive nursing shortage on the front lines of patient care can significantly impact health organizations’ bottom lines and prevent achievement of the “Quadruple Aim*.

The nursing workforce has struggled with staffing and experience gap challenges for years

- **75,000**: In the 2018-2019 school year, 75,000 qualified applicants were turned away from nursing programs.1

- **35%**: Average turnover rate of new grads is 35%, compared to all nurses at 18.2%.2

- **3.6M**: By 2030, the number of registered nurses needed in the U.S. is estimated to skyrocket by 28.4% from 2.8 million to 3.6 million.4

   ....which highlight the need for radical change within nursing education

- Increase supply of nursing faculty with breadth and depth of expertise

- Match theory of clinical situations with the reality of practice

- Expand learning platforms and establishing academic partnerships

As the Future of Nursing continually evolves, so too must institutions of nursing education.

Nursing education remains the sole pathway to entering and advancing the nursing profession. To respond to the shifting of roles and responsibilities for practicing nurses, key strategic interventions are critical for nursing education to evolve.

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*Quadruple Aim – enhancing the patient experience, improving the health of populations, reducing per capita costs, and cultivating clinician and employee engagement

1 American Association of Colleges of Nursing (2019)
2 Journal for Nurses in Professional Development (2015)
3 NSI Nursing Solutions, Inc. (2018)
Please select your response in the poll

Which aspects of nursing school were most beneficial / best prepared you for success?

- Clinical Rotations
- Specialty Clinical Experiences
- Elective Courses
- Clinical Simulations
- Alumni Connections
- Clinical Skills Labs
- Lectures & Science Labs
- Study Groups
Please select your response in the poll

What were the most common educational tools or learning methods used in your nursing program?

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<th>Virtual/Online Platforms</th>
<th>Clinical Scenario Simulations</th>
<th>Case Studies</th>
<th>Concept Mapping</th>
<th>Didactic Lectures</th>
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<td>Storytelling</td>
<td>Role Playing</td>
<td>Personalized Learning</td>
<td>Game-Based Learning</td>
<td>Gallery Walks</td>
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Trends in nursing education foreshadow the future

Educational institutions are beginning to invest in curriculum adaptation, new technology for delivery, and effective faculty staffing strategies in order to best prepare nursing graduates to deliver high quality care upon entering the workforce.

**TEACHING STRATEGIES**
- 75% of surveyed students prefer storytelling over didactic lecture; in fact, it can effectively capture student attention and enhance memory.

**LEADERSHIP PREPARATION**
- 81% of clinical leaders say it will be very important to invest in placing nurses as decision-makers on all strategic planning teams for health organizations by 2025.

**VIRTUAL LEARNING PLATFORMS**
- 90% of the 673 RN-BSN programs offer an online component.
  - More than half are offered fully online.

**FACULTY BACKGROUNDS**
The 2019 Role of Interdisciplinary Faculty in Nursing Education Survey recognizes the need to integrate educators from different disciplines to enhance nurses’ competencies required for team-based patient care.

**CULTURAL CONTENT**
- Increasing the presence of culturally specific content in nursing curriculums helps drive engagement of under-represented populations in the nursing workforce.

**SIMULATION-BASED LEARNING**
- 50% Findings of the 2014 National Simulation Study support replacing up to 50% of traditional clinical experiences with simulation-based learning.

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1 Midwest Quarterly (2019)
3 BDO Center for Healthcare Excellence & Innovation (2019)
4 World Health Organization (2020)
5 American Association of Colleges of Nursing (2017)
6 Journal of Nursing Regulation (2014)
Transform nursing education with four pillars

Understanding the trends and pressures driving the future of nursing & nursing education, how do we create the tactical opportunities for actionable transformation?

**Academic Programs**
Invigorate the nursing curriculum requirements, content, mode of instruction, delivery platforms, and support for students

**Future Faculty**
Elevate the holistic nursing faculty experience, while empowering educators to be architects of deliberate learning opportunities

**Smart Campus**
Create a connected and collaborative learning environment that utilizes innovative technology and strategic partnerships

**Future Student**
Foster technology innovation fluency, while instilling lifelong learning to unlock the potential of nursing leaders of the future

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### Examples

**Interdisciplinary Course Sharing**: Faculty across nursing and non-nursing disciplines, tenure and non-tenure (e.g., adjunct professors, preceptors) tracks, or even between institutions can share teaching workload and develop joint initiatives. This enables more flexibility for each instructor.

**AI-driven Patient Simulations captured in Virtual Reality**: With a VR headset, students can train on realistic patient cases in all care settings. The AI-driven patient then listens to students’ speech and responds in real-time. Instructors can also review interactions captured.

**Individually Tailored Competitive “Total Rewards” Strategy**: Conduct a Rewards Optimization Study with current and potential faculty to redesign a fiscally relevant differentiated Total Rewards Program aligned with perceived value of Compensation, Benefits, Well-Being, Development, and Recognition.

**Advanced Partnerships that Drive Continuous Innovation and Enable Market-Based Curricular Value**: Strengthen relationships with potential employers (e.g., hospitals, diverse care settings, start-ups) to provide different role opportunities remote or in-person.

**Sharp Nursing Judgment that complements Empathy-driven Innovation**: Develop critical thinking and entrepreneurial skills that marry deep nursing knowledge to enable the best decisions and actions for high-quality patient care.

**Promote Lifelong Learning from Student to Alumni**: Create flexible and frequent upskilling opportunities with an emphasis on patient-centered care, virtual care delivery, leadership, teamwork, Digital AR/VR Platforms, AI, Machine Learning, Robotics, Data Analytics & Visualization.

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**Activity**: Which intervention opportunity resonates with you the most? 🧡 🌟 ✅ Use the Annotation “Stamps” to vote!
Reimagine education to shape the future of nursing

Nursing educational programs serve as the foundation to transform the future of nursing roles and responsibilities. Implementing initiatives to improve faculty recruitment and retention, educational content, and learning and delivery methods may ultimately:

**Mitigate the nursing shortage**

Strategic initiatives in faculty recruitment and retention are crucial for nursing schools to increase student enrollment. Ensuring that nurses are attaining joy through work can help to reduce burnout and in turn improve population health.

**Bridge the experience gap**

A curriculum that uses new technology to incorporate realistic clinical scenarios is effective in ensuring that nurses are prepared to deliver patient care immediately upon employment. Integrating educators from different disciplines will help to enhance nurses’ cross-industry knowledge and meet competencies required to provide interdisciplinary team-based patient care.

**Enhance clinical effectiveness**

A robust nursing workforce with a breadth and depth of healthcare experience will improve quality care and patient outcomes. Restructuring organizations to include nurses as leaders is integral to create patient-centered solutions that transform healthcare.
Questions
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