

# Message from the CEOs:

## *MPSC and MHEI Supporting Maryland's Health Care Workforce*

Dear Fellow Healthcare Professionals and Stakeholders,

Our colleagues at the Maryland Hospital Association (MHA) recently released a report on the [2022 State of Maryland's Health Care Workforce](#). It details the ways in which human and financial resource shortages are burdening our statewide health care infrastructure, while also clearly describing recommendations for both policy makers and health care facilities to mitigate the consequences and work toward sustainable improvement.

Guided by the pillars of the MHA report, the Maryland Patient Safety Center (MPSC) and the Maryland Healthcare Education Institute (MHEI) stand ready with resources to operationalize these suggested solutions and optimize retention, support readiness, and encourage growth and development among healthcare workers throughout Maryland.

### **Retain the Health Care Workforce**

It was recently stated in a 2022 NSI National Health Care Retention and RN Staffing Report that the average cost of turnover for a single bedside nurse is \$46,100 resulting in millions loss per hospital each year. Furthermore, it is said that on average physician turnover costs two to three times the physician's salary due to vacancy, recruitment, onboarding, and lost revenue.

Prioritizing a system approach to wellbeing among health care staff is of immediate need. The current workforce is taxed by shortages (one in four hospital nursing positions is currently vacant) while also being under attack (44% of nurses report experiencing physical violence and 68% report verbal abuse during the pandemic).

### **The Value of Peer Support**

In 2016 the Maryland Patient Safety Center began partnering with the Johns Hopkins Armstrong Institute for Patient Safety and Quality to deliver *Caring for the Caregiver: Implementing RISE*. RISE (Resilience In Stressful Events) is a programmatic method for providing timely peer support to distressed health care colleagues, training leadership on a sustainable foundation, and training a multidisciplinary group of Peer Responders on crisis support, stress management, and psychological first aid.

*Caring for the Caregiver* is now a network of 95 RISE-trained acute care hospitals, five provider groups, three veterinary groups, one school of nursing, and one department of public health. It is being utilized across the country, and in Canada, Europe, and Saudi Arabia.

Through this proven, practical, and economic model, Peer Responders provide stability to troubled staff following disturbing clinical events, overwhelming burnout, crisis related anxiety, or exposure to workplace violence (WPV).

A study published in the Joint Commission Journal on Quality and Patient Safety reviewing the effects of RISE at Johns Hopkins Hospital following episodes of workplace violence concluded that "healthcare institutions need to take a more holistic approach to WPV, [incorporating] prompt and easy access to organized programs of interventional first psychological aid and emotional support. The timely processing of emotions with Peer Responders may help healthcare workers to experience a sense of relief and to feel valued and supported by their organizations. This may mitigate the emotional distress and foster a more resilient workforce, thus contributing to a high level of patient safety and quality of care." (Busch, I. PhD; et al. Peer Support for Victims of Workplace Violence. TJC Journal on Quality and Patient Safety. 2020)

Learn more about [Caring for the Caregiver: Implementing RISE](#)

## The Need for Compassion and Engagement

The climate in health care has shifted. A field that calls individuals who are driven by a passion to help and heal is overwhelmed by situations demanding a renewed focus on culture and wellbeing. Signs of compassion fatigue, disengagement, low morale, and burnout are clear.

To counter this unwelcomed change, the Maryland Healthcare Education Institute offers evidence-based training in ***Compassionate Leadership***. This certificate course is designed for leaders who understand that the best way to pivot forward is by nurturing and cultivating a climate of engagement. Compassionate leaders generate stronger connections between people. They have greater collaboration, higher levels of trust, and enhanced loyalty.

Creating a compassionate culture also relies on organization-wide policies that underscore the value placed on the safety of its employees. With healthcare workers experiencing five times more incidents of workplace violence compared with other members of the country's workforce, it is imperative that healthcare leaders take action to design and implement a program to mitigate this threat to both staff and patient safety through comprehensive assessment and action. MHEI's ***Workplace Violence in Healthcare: Establishing your program for success*** course will assist in mapping out the journey using resources from the Centers for Disease Control and Prevention (CDC), the Occupational Safety and Health Administration (OSHA), and others.

These unique challenges facing today's health care workforce have understandably brought forth an additional hurdle—a reduced level of employee engagement. ***Setting the Stage for Employee Engagement*** is an opportunity to explore personal levels of engagement and learn more about leadership strategies to break down barriers and encourage greater engagement among staff.

Learn more about [all courses offered through MHEI](#)

MPSC and MHEI have long supported health care organizations in Maryland in many capacities. We are prepared and well equipped to aid your team during this challenging time. Connect with us about any of the programs mentioned here, or to discuss other opportunities to learn and grow together.

Sincerely,



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