

Title: Shifting the Paradigm Toward Intent to Stay: Creating a Nurse Career Crafting Program to Increase Nurse Engagement in an Urban Teaching Hospital

Authors: Jaclyn Davis MBA, MSN, RN and Mary Ann Camilleri JD, RN, FACHE

Objective of Program: The purpose of this DNP project was to increase RN work engagement in a large US urban teaching hospital through the creation of a unique Nurse Career Crafting Framework and Training Program.

Nearly 50% of all RNs experience job disengagement, dissatisfaction, and signs of burnout during their career (National Academy of Medicine, 2019). RN burnout is largely associated with two predominant themes: perception of engagement in meaningful and motivating work and perception of personal ability to disconnect and decompress (Press Ganey, 2018). Career Crafting techniques guide people to experience work as a career and calling and find meaning in their work despite complex or difficult contexts. Through guided reflection on key elements of career success and available, but often unknown or under-utilized organizational resources, nurses learn to align their nursing career path with their identified purpose.

Planning Methods: Using the DMAIC model, this DNP Project created a novel Nurse Career Crafting Program designed from select elements of job crafting in other industries and set within the IHI Joy in Work as a supportive framework. The program delivered a guided curriculum including Task Crafting, Relational Crafting, and Cognitive Crafting skills in sequential 20-minute virtual on-demand modules. The project was implemented on the system's educational platform and made accessible to all RNs in the organization for an 8-week period. The pilot sample was initially limited to the first 30 RNs to enroll (n=30), with an additional three cohorts slated for post program implementation and demand growing.

Results: Evaluation of this project was completed using descriptive and bivariate statistics. The Job Crafting Questionnaire (JCQ) (Slemp & Vella-Brodrisk, 2013) was administered via QR code/weblink pre -and post- program, and a paired T test was used to evaluate *knowledge acquisition* and intent to engage in Task, Cognitive, and Relational crafting activities. JCQ mean scores were analyzed and proved significantly higher ($p < 0.0001$) post - program when compared to pre-program scores on all 12 self-efficacy items measured. Program evaluation consisting of open-ended questions assessed *participant satisfaction* upon completion as it related to their intent to stay with the organization. Eighty-seven percent of the participants reported that the program positively influenced their decision to remain with the organization. This stands in stark contrast to 2021 national data showing two out of three nurses (67%) intend to leave their position (AACN, 2021).

Conclusion: This novel program successfully demonstrated increased perception of engagement by a majority of participants. Due to the compelling findings of the project and continued high interest in enrollment by hospital RNs, the program has potential for scale across this hospital system as well as regionally and nationally as a dynamic nursing workforce solution.