



**Community Memorial**  
HEALTHCARE

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# Partnering with Local Academic Organizations to Build a Nursing Workforce

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# Community Memorial Healthcare



*Community Memorial Healthcare is a community-owned, not-for-profit organization that consists of two hospitals, one of the acute care hospitals with a district part 75 skilled bed facility, 20+ community clinics including family-practice, urgent care, a residency program, and several specialties within Ventura County. CMHS is fully accredited by Det Norske Veritas (DNV), licensed by the California Department of Public Health and ISO 9001:2015 certified. CMH is committed to providing quality patient care in an environment that promotes clinical excellence and innovative leadership.*

## Key Objectives:

- Define the problems we are facing as hospital organizations with our workforce.
- Strategies to align with Academic Institutions
- Strategies to increase resilience and retention of newly licensed RN workforce

# The Covid Workforce Challenge

1. Increased number of vacancies
2. Increased number of leaves of absences
3. Increased number of travelers and registry
4. Increased RN turnover – in particular on the night shift
5. Self reported feelings of frustration and impatience
6. Mistreatment between co-workers
7. Decreased participation in unit-based councils and other committees
8. Decreased interest in precepting new employees
9. Decreased interest in working extra shifts



# National and Regional Nurse Shortages

**Aging Workforce**



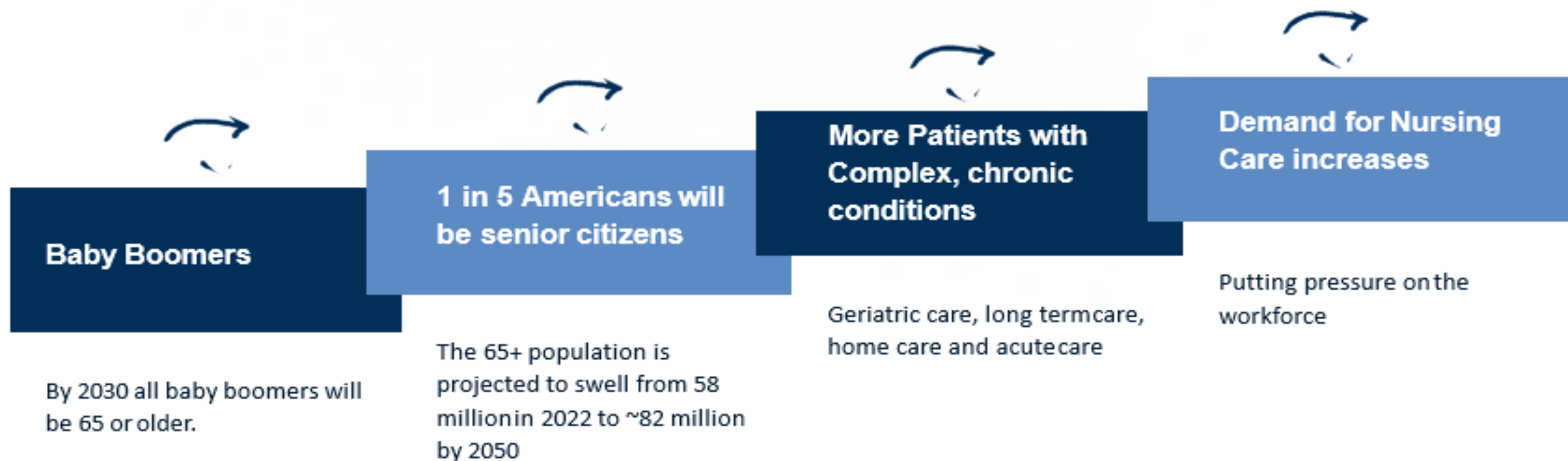
**Limited Pipeline**



**Geographic Maldistribution**



# Aging Workforce



# Limited Pipeline

## Declining NCLEX Pass Rates

- 1st time NCLEX pass rates 88.4% in Q1 of 2025.

## Faculty Shortages

- In 2023 nursing schools rejected 65,766 qualified applications due to insufficient faculty.



## Program Capacity

- Limited classroom, lab, and simulation space.
- Faculty to student ratios limit cohort growth.

## Increase Profession Awareness

- There is strong rebound post pandemic in people entering the nursing profession

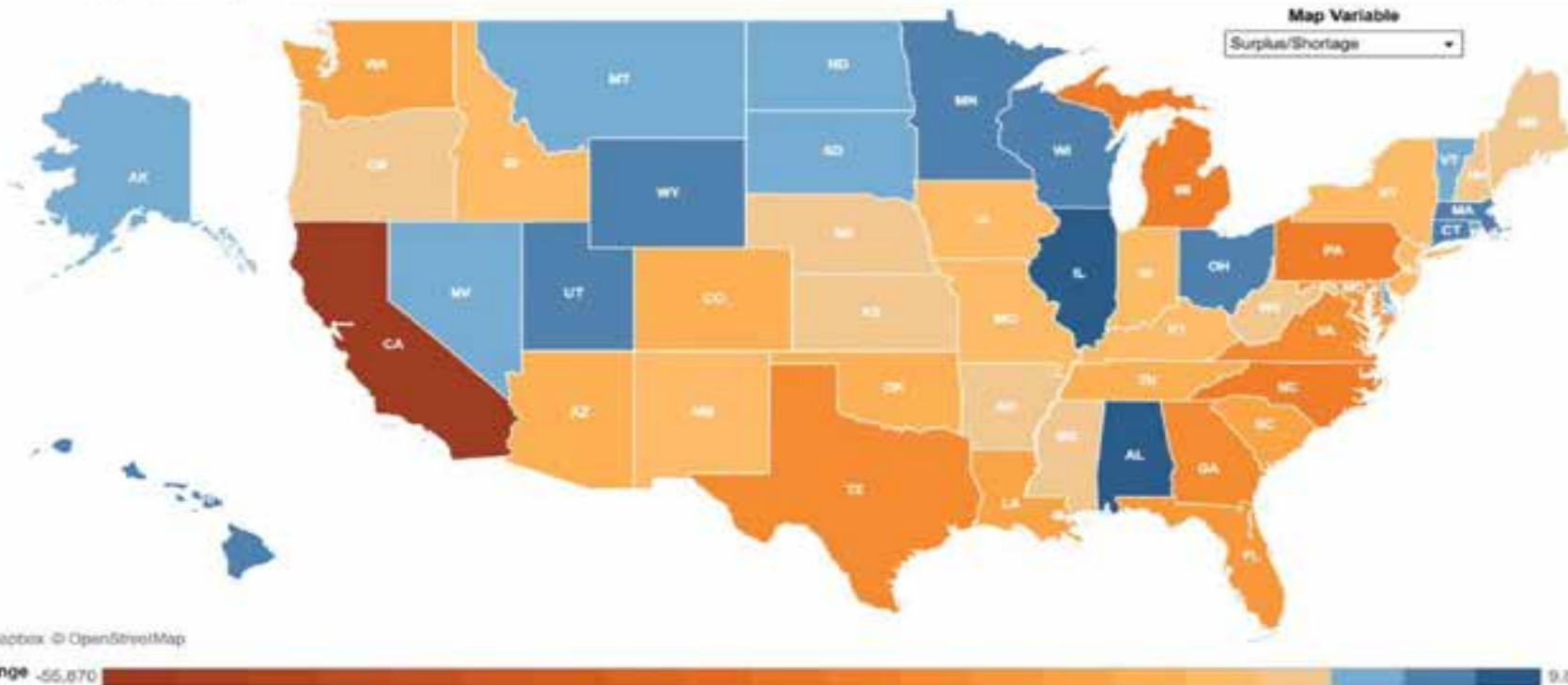
Surplus/Shortage 2030

-250,970

Percent Adequacy 2030

93%

Registered Nurses  
Surplus/Shortage By State, 2030



Registered Nurses  
Supply and Demand by State (for occupations with state detail available)

State	Supply	Demand	Surplus/Shortage	Percent Adequacy
Michigan	87,870	108,020	-20,150	81%
New Mexico	15,960	19,500	-3,520	82%
South Carolina	47,910	58,360	-10,450	82%
North Carolina	96,140	116,420	-20,280	83%
California	294,670	350,540	-55,870	84%
Washington	64,820	76,770	-11,950	84%

# Strategy #1

## Training Programs

(Acute Care, Critical Care, ED, L&D, NICU)

- ED New Grad RN Trainee Program began January 21 – 4 RN Trainees – Completed
- L&D New Grad RN Trainee Program began January 29 – 2 RN Trainees (internal)
- Peri-Op RN Trainee Program began February 4 – 4 RN Trainees (3 internals and 1 external)
- MBU New Grad RN Trainee Program began February 20 – 3 RN Trainees (1 internal, 2 external)
- ICU New Grad RN Trainee Program began March 4 – 7 RN Trainees
  - § (6 externals, 1 internal Telemetry Intern)
- RN Residency Program began March 18 – 13 RN Residents
  - § 7 Telemetry (2 internal with 1 Telemetry intern)
  - § 4 Oncology (1 internal Oncology intern)
  - § 1 Post-Surgical
  - § 1 Med-Surg OVCH
- NICU New Grad RN Trainee Program began April 14 – 3 RN Trainees (1 internal, 2 external)
- ED New Grad RN Trainee Program began May 6 – 3 External RN New Grads
- L&D New Grad RN Trainee Program began July 22 – 1 RN Resident
- RN Residency Program began August 5 – 18 RN Residents
  - § 7 Oncology
  - § 6 ED
  - § 4 Telemetry
  - § 1 Post Surgical
- Main OR New Grad RN Trainee Program began August 5 – 1 RN Resident

# Lessons learned from training programs

- Good to “grow your own”
- Takes a toll on preceptors with multiple training programs
- Needed to increase preceptor pay
- Need to tie retention to training program
- Too many new grads can impact quality of care

# Strategy #2

## Nurse Intern Program

- Developed the nurse intern program in collaboration with Director of the nursing program from CSUCI and VCC at the end of 2022. The program follows the BRN Clinical Learning Experience, Nursing Student authorization, and California BRN – regulation on internships Work Study Courses BPC section 2729(a).
- The student must be enrolled in an accredited school to participate. Student must receive recommendation from a faculty member.

# Lessons Learned

- Need a clinical champion for the program to:
  - Continuously check in on the interns and managers to see how it is going
  - Ensure all departments are on the same page
  - Ensure compliance of the program, nurse interns, student checklist and duties performed, and JD requirements
  - Ensure and monitor intern growth throughout the program at a high level
  - Address any issues or concerns that arise that either intern or manager may have
- Promote program externally and internally

# Strategy #3

## CMH/VCC Collaborative

Collaborative between Ventura Community college and CMH—CMH to support VCC faculty in exchange for VCC prioritizing 10 staff members who have been on the waiting list for nursing school



# VCC/CMH Collaborative



# Fall/Spring Cohort Graduation – VCC Collaborative



# Lessons Learned

Coaching and additional support for instructors

Scheduling and compensation clarity for instructors

Consistent communication with key stakeholders

Advertise program more

Add the program as a job on our website, keep continuous language on our huddle

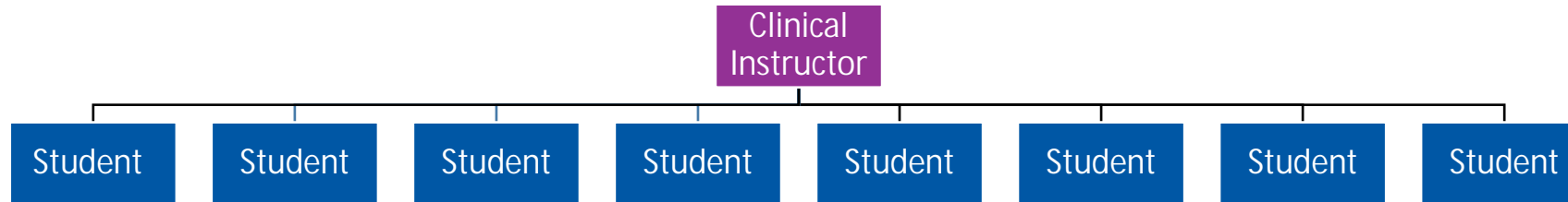


## Strategy #4 Dedicated Education Unit

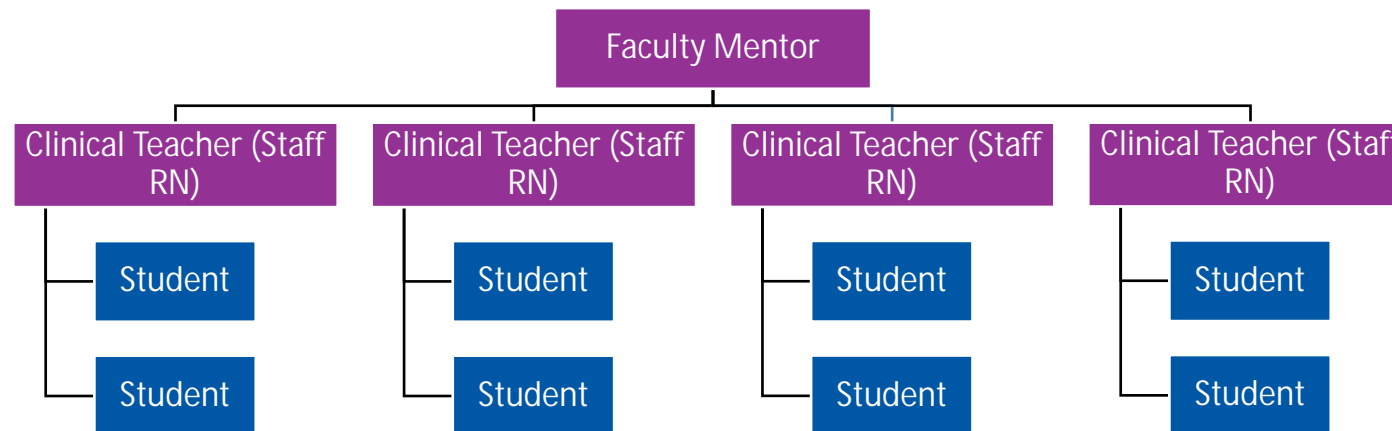
- A DEU, or Dedicated Education Unit, is an alternative to the traditional model for clinical experiences for nursing students.

# What is the DEU?

- Traditional Model



- DEU Model



# Lessons Learned

Coaching and additional support for clinical teachers

Scheduling clarity

Consistent communication with key stakeholders

Collaborative effort between clinical teachers and clinical faculty

Rounding on students and clinical teachers

# Strategy #5

## Nurse Tech Training Program



# Strategy #6

## Virtual Nurse Pilot



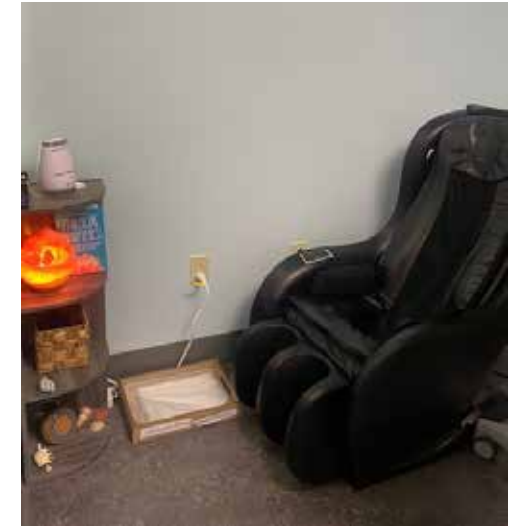
# Virtual Nurse KPI's

Community Memorial Virtual Nursing Program Scorecard 2025								
Unit: 6W								
KPI's	Baseline	Target	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Rolling Q4 avg	Data Source/Comments
Decrease in discharge order to "out the door" time	247	180	283.25	264	310	315	283.25	Diane C. runs meditech report *unable to separate 6W from 6E data. Numbers from Epic are higher than Meditech report, but this may be more accurate. John L. assists with data in Slicer/Dicer
Reduce patient length of stay	4.21	4.03	4.09	3.76	3.52	3.33	3.68	Gaby N. runs report Gaby unable to separate 6E from 6W data
Decrease in nursing turnover rate	8.92%	7.5%	2%	3%	5%	2%	3.5%	Paolo provides quarterly data (n is usually small)
Increase HCAHPS score – Communication about medications	53.85	60	58.33	53.7	60.22	68.99	60.31	Giselle runs report/ confirm with Jody/Stephanie Unable to separate 6E from 6W data
Individualized care plan initiated within 24 hrs	19 hrs.	2 hrs.	1.13 hours	0.45 hr	*Unable to get data from Epic for this quarter	0.45 hr	0.68 hr (41 minutes)	Jody/Stephanie perform random sample average *Q3 data not obtainable from Epic, but able to generate reports by Q4.

# Other strategies to assist

- ✓ Assistance with proning in ICU
- ✓ Increased staff rounding on all shifts by leadership
- ✓ Critical Incident Debriefing on all shifts
- ✓ Streamlined documentation standards and treatment protocols
- ✓ Relaxation Rooms
- ✓ Restructured physician staffing to allow for night shift coverage in the ICU
- ✓ Additional equipment and supplies were provided when needed (i.e., isolation carts)
- ✓ Compassion gifts
- ✓ Maintained staff meetings via teams
- ✓ Relocated Clinic nurses and medical assistants to help in acute care
- ✓ *Structured support group facilitated by a clinical psychologist*

# Code Lavender – Wellness Rooms



# Next Steps

- 1) Training Programs – Will continue in areas that can accommodate new grads
- 2) Nurse Intern Programs – Identify a clinical lead for the program, standardize the work of the nurse intern in all areas
- 3) CMH/VCC Collaborative – Currently under evaluation, may do some modifications based on evaluation
- 4) Dedicated Education Unit – Continue program and expand to another unit to accommodate the entire cohort of 10 students
- 5) Transition into practice program with West Coast University – March 2025
- 6) Nurse Tech Training Program

# CCU Night Shift APPs

- Cyndi Orosco, MSN, AGACNP-BC, PHN, RN, CCRN – Start Date: Jan 6
- Patrick Bafuma, PA-C – Start Date: Feb 2
- Position still posted with two more applicants to interview.

# Nurse Residency Program

- Program begins March 2, 2026
- 467 Applications Received
- 12 Accepted Offers:
  - Telemetry – 6 new hires
  - Medical Oncology – 6 new hires

# 2025 Nursing Scholarships



Jenzelle Mendez  
Emilie and Holly Rayman Memorial Scholarship



Dr. Neil Canby & Laura Wotkyns  
Janice Nalett-Canby Nursing Scholarship



April Baysinger & Jim Corwin  
Jim Corwin Nursing Scholarship

# 2025 Nursing Scholarships



Scholarship Awardees: April Baysinger, Gilberto Aguirre Ramirez, Laura Wotkyns and Karina Zermeno  
Gilberto and Karina were awarded the Barbara Meister Nursing Scholarship

# Daisy Award Recipients 2025



# Staffing Update

- RN Vacancies: 19 total – 12 FT, 1 RPT, and 6 PRN positions.  
Ojai ED – 1 FT, 2 PRN and Ojai Med/Surg – 1 PRN
- CVL Tech/Tele Tech/PCT/etc. vacancies: 23 total - 12 FT, 1 RPT, 10 PRN positions. Ojai CCC CNA/NT – 3 PRN and Ojai M/S – 1 FT CNA
- Travelers: 3 International RN Travelers

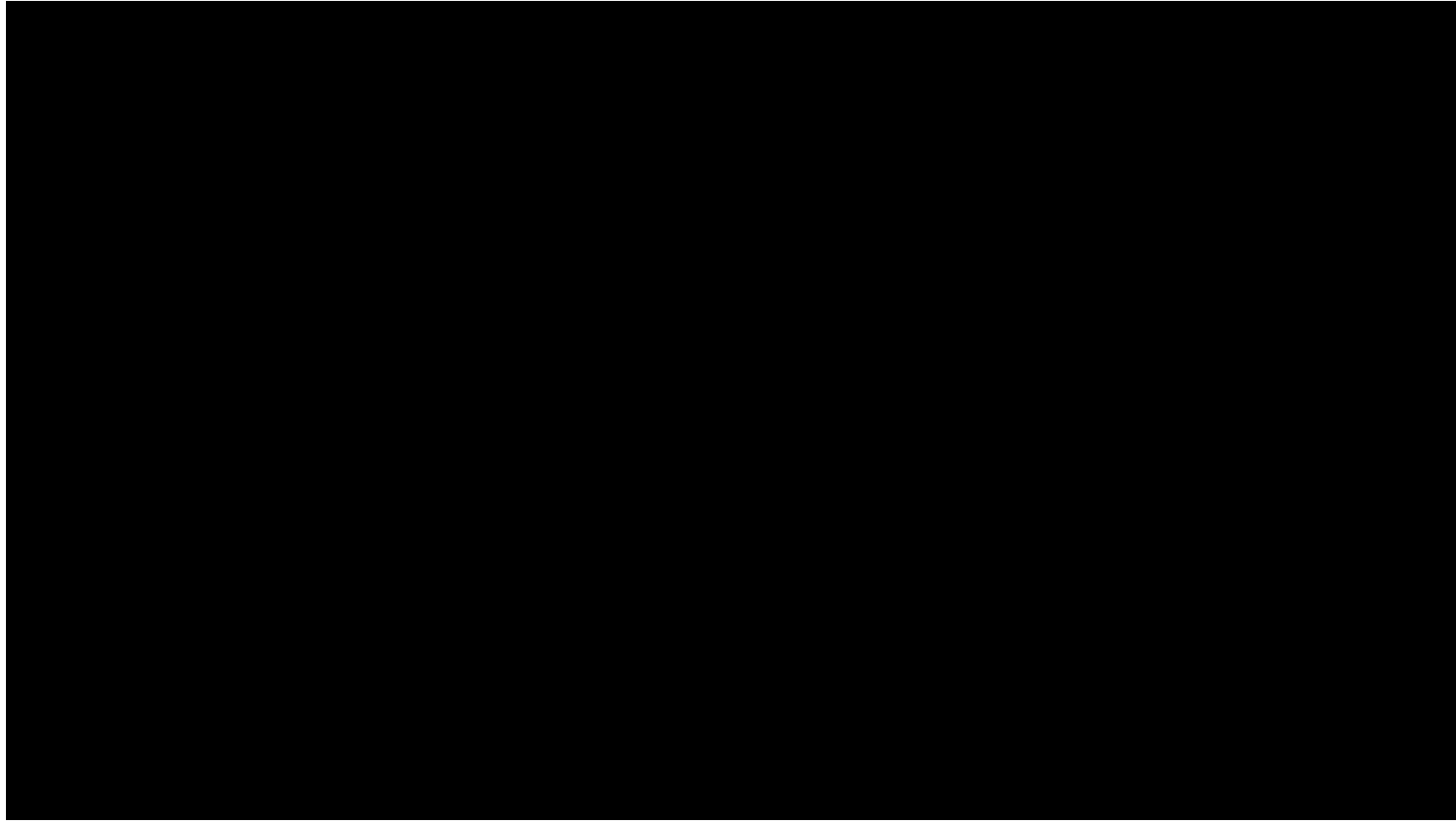
# RN Turnover Rates

- 2023 RN Turnover – 16.90%
- 2024 RN Turnover – 13.35 %
- 2025 YTD RN Turnover – 11.40%      5.5 %



National 2023 RN Turnover: 18.4%

# Nurses Make a Difference – Anytime, Anywhere – Always



Questions?

# Thank You

