

MULTIMODAL APPROACH TO ENHANCE WORKFORCE SUSTAINABILITY ON THE TELEMETRY UNIT

Evangeline Andaya, RN, MN; Maritess Payumo, RN, MScN; Kahisay Negash, RN, BScN(c); Francis Acheampong, RN; Suzi Laj, RN, BN, MHS

DESCRIPTION

Post-pandemic, nursing turnover on the telemetry unit increased significantly as experienced staff retired or transitioned to roles in the community sector. The vacancies were transiently filled with novice nurses, as many transferred to more specialized areas within Humber River Health (HRH). Concurrently, affordable housing and employment opportunities outside the Greater Toronto Area and Ontario prompted many nurses to relocate, contributing to workforce instability and rising overtime costs. In response, a root-cause analysis (RCA) and targeted action plan were developed to stabilize staffing, reduce overtime costs, and promote long-term workforce sustainability.

OBJECTIVE

To identify and address key drivers to employee resignation on the telemetry unit to stabilize staffing, reduce overtime-related costs by 10%, and promote a sustainable workforce model.

ACTIONS TAKEN

A multifaceted RCA was conducted including:

- Fishbone diagram analysis
- Qualitative review of exit interviews by unit leaders and Human Resources

- Staff psychological safety questionnaires to assess unit culture, and opportunities for improvement
- Partnership with Organizational Development to conduct an Employment Engagement Survey

Based on findings, the action plan included:

- Implementing a colour-coded staffing schedule based on competency and skill
- Providing cross-training and upskilling opportunities for staff
- Supporting staff development via HRH's Preceptorship Workshop and Resource Nurse Workshop
- Recruiting from the nurse extern program, transitioning externs into nursing positions post-registration
- Offering flexible scheduling to support work-life balance
- Enhancing staff recognition at local and corporate levels

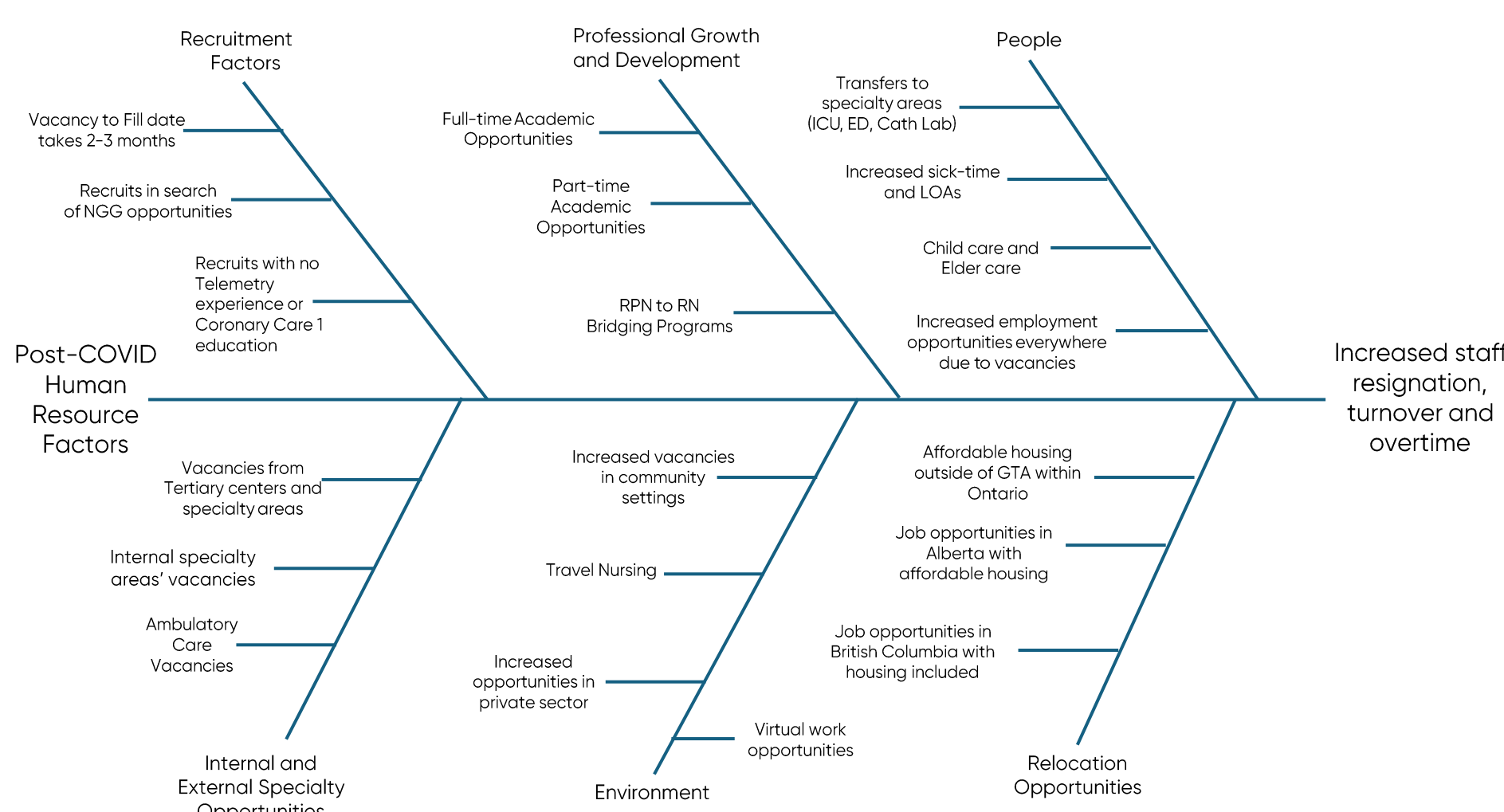


Figure 1. Root-cause analysis using a fishbone diagram to understand the reasons for staff turnover and vacancies.

Drivers/Questions/Areas	Key Successes & Challenges
Stay with this organization in the same role	38.3%
Seek transfer or promotion opportunities within org	38.3% (76.6% planning to stay at HRH longterm)
I feel a strong sense of belonging to this organization	78.4% agreed (previously 74.7%)
Departmental morale	74.5% (4.6% higher than overall HRH)

Table 1. Table of the telemetry unit's key success results on the 2025 Employee Engagement Survey shows strong staff morale and retention.

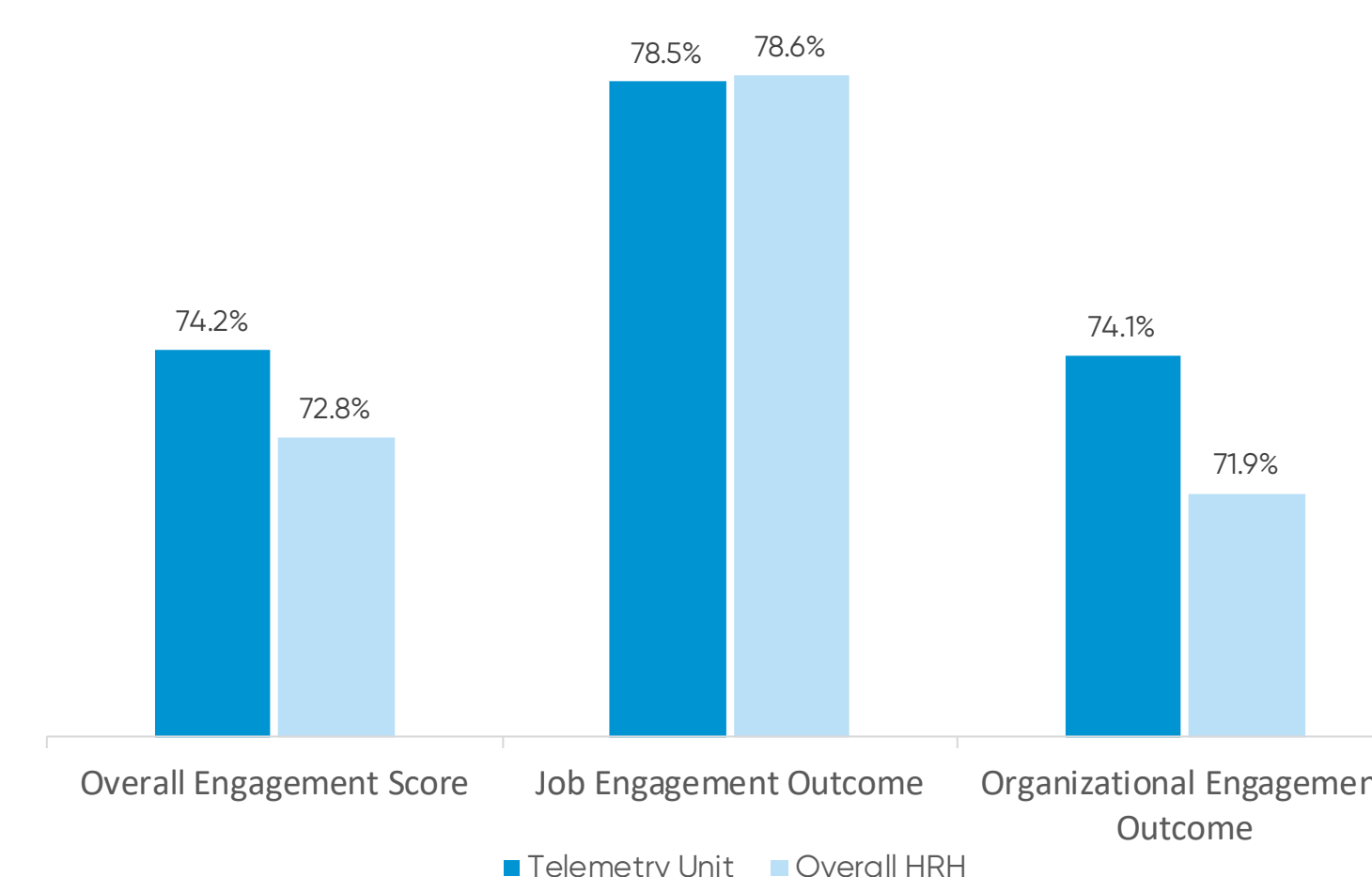


Figure 2. 2025 Employee Engagement results on the telemetry unit indicate positive staff engagement.

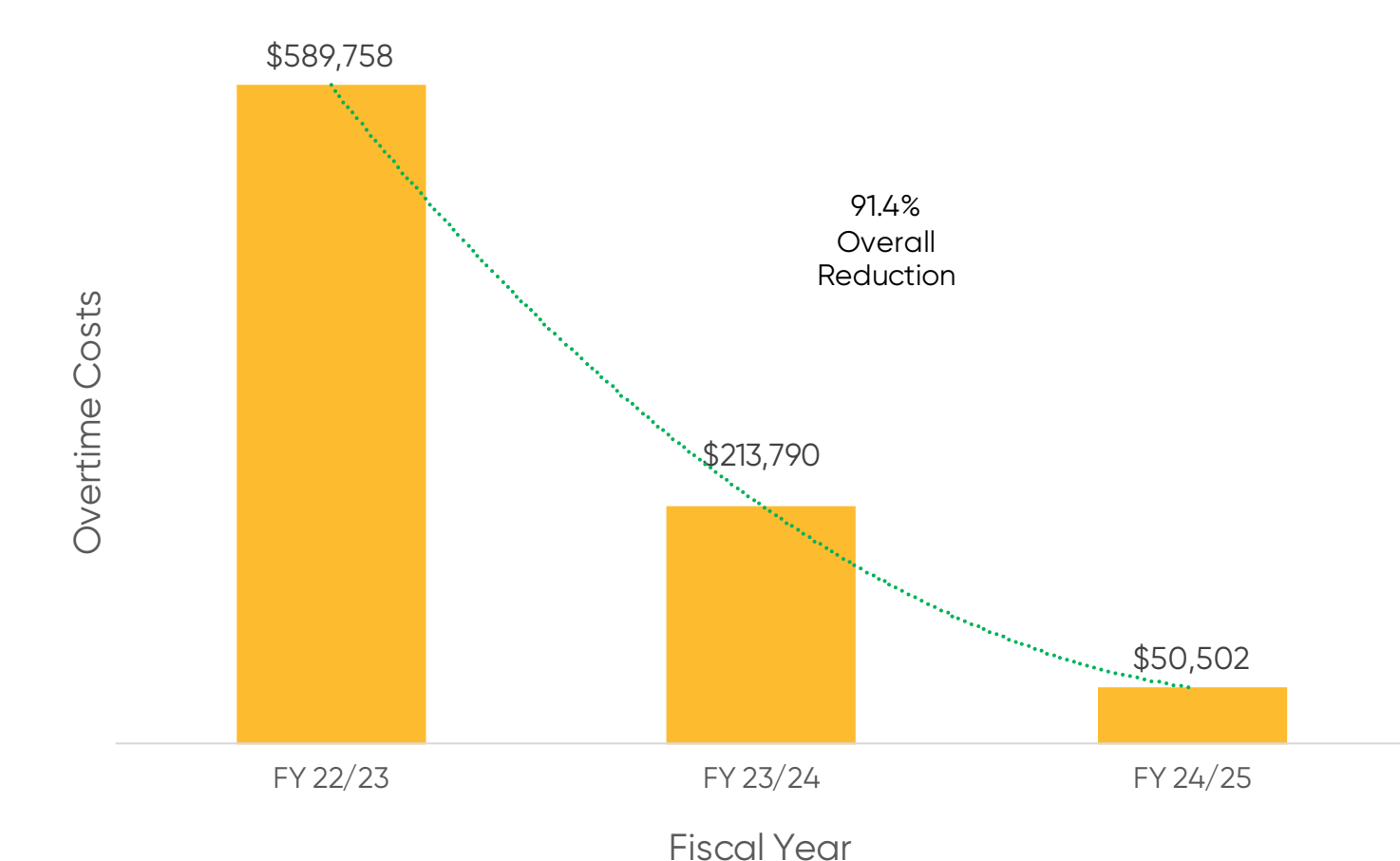


Figure 3. The Telemetry unit's review on overtime cost displays a 91.4% reduction from FY 22/23 to FY 24/25.

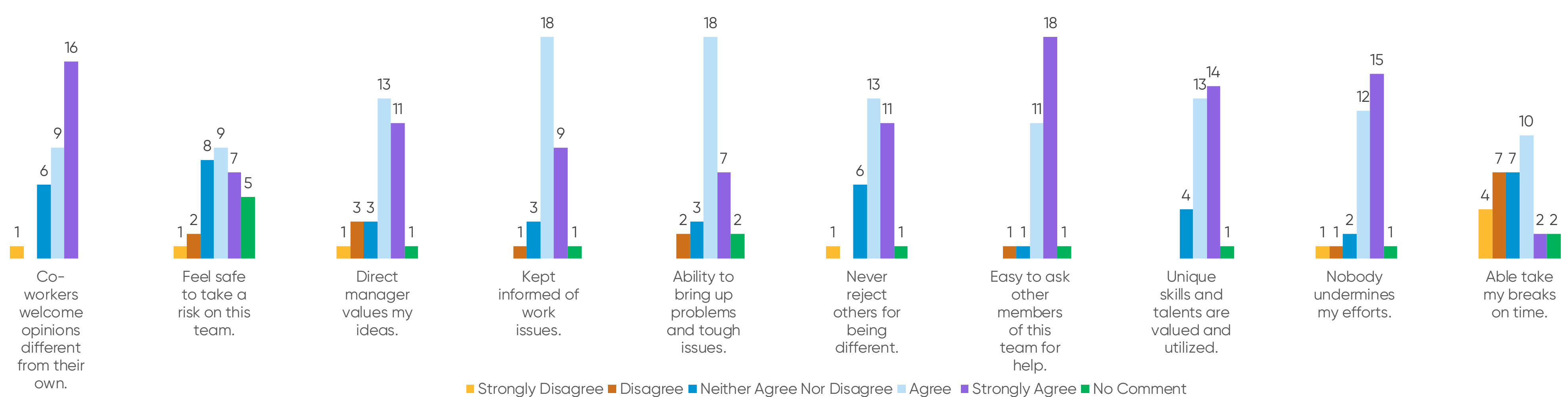


Figure 4. Every few months, a psychological safety questionnaire is conducted to monitor work relationships and team morale. This graph demonstrates the results of the psychological safety questionnaire conducted in October 2024.

SUMMARY OF RESULTS

Unit leadership in collaboration with frontline staff, successfully implemented strategies that contributed to a reduction in overtime hours and improved cost savings. Overtime costs reduced from \$589,758 (FY 2022-2023) to \$50,502 (FY2024-2025), resulting to a 91.4% overtime reduction and surpassing expectations. Importantly, a positive unit-culture emerged with a focus on creating a supportive equity-diversity-inclusivity (EDI) environment, staff recognition, continuous learning, fiscal accountability and teamwork. Improved team engagement and morale contributed to workforce stability on the telemetry unit.

LESSONS LEARNED

A multifaceted RCA paired with a tailored action plan enhances staff engagement, reduces overtime costs, and strengthens workforce stability on high-turnover units.