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Taking Action Against Clinician Burnout Modeling & Role-Modeling

By 2030, the world will be short of approximately 15 million health workers - a fifth of the workforce needed to keep healthcare systems going. Global healthcare leader and award-winning author, Dr Mark Britnell, uses his unique insights from advising governments, executives, and clinicians in more than 70 countries, to present solutions to this impending crisis. *Human: Solving the Global Workforce Crisis in Healthcare*, calls for a reframing of the global debate about health and national wealth, and invites us to deal with this problem in new and adaptive ways that drive economic and human prosperity. Harnessing technology, it asks us to reimagine new models of care and levels of workforce agility. Drawing on experiences ranging from the world's most advanced hospitals to revolutionary new approaches in India and Africa, Dr Mark Britnell makes it clear what works - and what does not. Short and concise, this book gives a truly global perspective on the fundamental workforce issues facing health systems today.

Migration and the Global Health Care Economy National Academies Press

Nursing Shortage in the Hospital Sector, 1982-87A Background PaperEvidence-based-practice Proposal PaperNursing Shortage Chicago MetropolitanNursing ShortageStrategies for Nursing Practice and Education : National Invitational Workshop : Papers and ReportsThe Nursing Shortage in the United StatesPast, Present, and Future

Contemporary Nursing Lulu.com

Brings together a series of detailed case studies undertaken to assess the key issues affecting the health workforce in a range of European countries. Countries include: France, Germany, the United Kingdom, the Russian Federation, Spain, Poland, Norway, Lithuania and Malta.

Human Cornell University Press

In this analysis of the global workforce, the Joint Learning Initiative, a consortium of more than 100 health leaders, proposes that mobilization and strengthening of human resources for health, neglected yet critical, is central to combating health crises in some of the world's poorest countries and for building sustainable health systems everywhere. Worker shortage, skill mix imbalance, maldistribution, negative work environments, and weak knowledge bases challenge nearly all countries. Especially in the poorest countries, the workforce is under assault by a triple threat of HIV/AIDS, out-migration, and inadequate investment. Effective country strategies should be launched and backed by international reinforcement. These include urgently mobilizing one million more health workers for Africa, and focusing efforts on the unremunerated community-level health workers, the majority of whom are women. Ultimately, the crisis in human resources is a shared problem requiring shared responsibility for cooperative action. Alliances for action are recommended to strengthen the performance of all actors while expanding space and energy for new ones.

The Future of Nursing Mosby

...an important book...a wake-up call... -Bookviews.comAt 6:30 A.M. a head nurse reviews room assignments and the day's challenges ahead: twenty-nine patients, most of them seriously ill, and four nurses to care for them. That means a barely manageable and potentially risky patient-nurse ratio of seven to one, with one nurse taking eight patients. Unfortunately, this dismal scenario is played out again and again in hospitals across the country. This in-depth, behind-the-scenes account of a healthcare system under stress and the declining quality of medical treatment in America should serve as a wakeup call to the public. Faye Satterly, a Registered Nurse with over two decades of experience, spells out the alarming statistics: The average nurse today is forty-five years old and anticipating retirement. Only 12 percent of nurses are under age thirty. At the same time, nursing schools report decreasing enrollments and fewer graduates. The result is that the nurses who are on the front lines of healthcare are feeling overwhelmed and leaving the field for less stressful opportunities outside hospital settings. Compounding the looming crisis is the fact that just as nurses are becoming scarce, the need for them is becoming ever greater. Over the next decade, aging baby boomers will swell the ranks of the over-fifty-five population, a group that experiences higher healthcare needs than those in their thirties and forties. There are answers, the author insists, but they will require an honest public debate about our choices and expectations. What are we willing to do and how much are we willing to pay for safe, effective delivery of healthcare? This fascinating and disturbing account by a veteran nurse with extensive experience is a compelling call for action to counter the nursing shortage and ensure that caring regains its premium status in healthcare. Faye Satterly, R.N. (Charlottesville, VA), is Cancer Services Director at Martha Jefferson Hospital. She has been a Registered Nurse for twenty years, and served as Cancer Services Director for twelve years.

Implications for Policy National Academies Press

The Institute of Medicine study *Crossing the Quality Chasm* (2001) recommended that an interdisciplinary summit be held to further reform of health professions education in order to enhance quality and patient safety. *Health Professions Education: A Bridge to Quality* is the follow up to that summit, held in June 2002, where 150 participants across disciplines and occupations developed ideas about how to integrate a core set of competencies into health professions education. These core competencies include patient-centered care, interdisciplinary teams, evidence-based practice, quality improvement, and informatics. This book recommends a mix of approaches to health education improvement, including those related to oversight processes, the training environment, research, public reporting, and leadership. Educators, administrators, and health professionals can use this book to help achieve an approach to education that better prepares clinicians to meet both the needs of patients and the requirements of a changing health care system.

Nursing Quality Indicators National Academies Press

"Explores the history of nursing, placing it in its modern day context within the healthcare system. Examines the social, cultural, and economic factors that drive the nursing shortage and looks at how other fields cope with their own workforce shortages"--Publisher's description.

A Background Paper Harvard University Press

It has been noted by many authors that nurses comprise the largest percentage of health care providers in the United States. At various times in the history of the profession, nursing shortages have existed due to a variety of factors. This paper will not only provide a description of nursing shortages in the past, but it also discusses the current nursing shortage in the United States. This paper uses research by means of literary analysis on the topic of the United States nursing shortage and there were no gaps identified in the literature review. First, a brief history of nursing shortages is provided. Contributing factors to the shortage such as retiring baby boomers, decreased numbers of nursing faculty, and an expansion in nurse workloads are examined. Several solutions to combat the shortage were discovered in the literature review. Retaining aging nurses, increasing faculty and student enrollments in nursing programs, and ways to reduce nurse burnout are investigated. Nurses need to promote nursing as a profession to students as a potential career choice. Future projections of the nursing shortage across the United States will necessitate innovative solutions to address this far-reaching problem.

Is It Adequate? National Academies Press

The decade ahead will test the nation's nearly 4 million nurses in new and complex ways. Nurses live and work at the intersection of health, education, and communities. Nurses work in a wide array of settings and practice at a range of professional levels. They are often the first and most frequent line of contact with people of all backgrounds and experiences seeking care and they represent the largest of the health care professions. A nation cannot fully thrive until everyone - no matter who they are, where they live, or how much money they make - can live their healthiest possible life, and helping people live their healthiest life is and has always been the essential role of nurses. Nurses have a critical role to play in achieving the goal of health equity, but they need robust education, supportive work environments, and autonomy. Accordingly, at the request of the Robert Wood Johnson Foundation, on behalf of the National Academy of Medicine, an ad hoc committee under the auspices of the National Academies of Sciences, Engineering, and Medicine conducted a study aimed at envisioning and charting a path forward for the nursing profession to help reduce inequities in people's ability to achieve their full health potential. The ultimate goal is the achievement of health equity in the United States built on strengthened nursing capacity and expertise. By leveraging these attributes, nursing will help to create and contribute comprehensively to equitable public health and health care systems that are designed to work for everyone. The *Future of Nursing 2020-2030: Charting a Path to Achieve Health Equity* explores how nurses can work to reduce health disparities and promote equity, while keeping costs at bay, utilizing technology, and maintaining patient and family-focused care into 2030. This work builds on the foundation set out by The *Future of Nursing: Leading Change, Advancing Health* (2011) report.

Nurses on the Move Jones & Bartlett Publishers

Results are presented of a study of nursing and nursing education that focused on the need for continued federal support of nursing education, ways to attract nurses to medically underserved areas, and approaches to encourage nurses to stay in the profession. Findings are presented on whether the aggregate supply of generalist nurses will be sufficient to meet future demand, and how changes that could occur in the health care system might affect demand. Attention is also directed to: how the current and future supply of nurses may be influenced by the costs of nursing education and the sources of education financing; and education for generalist positions in nursing. In addition, the supply and demand situation for nurses educationally prepared for advanced professional positions in nursing is examined. The influence of employer policies and practices in utilization of nursing resources on demand and supply is also addressed. Finally, areas in which further data and studies are needed to better monitor nursing supply and demand are identified. In addition to 21 recommendations, appendices include information on Nursing Training Act appropriations, state reports on nursing issues, certificates for specialist registered nurses, projections of registered nurse supply and requirements, and doctoral programs in nursing. (SW)

Registered Nurse Human Resources Prometheus Books

This extant nursing theory and paradigm is recognized by the American Holistic Nurses Association. It provides guidelines for nurses interested in application of a mind-body-spirit approach to client care. Modeling is the process of building a mirror image of the client's world. Role-modeling is the process of designing and implementing care that nurtures client growth and healing and facilitates clients fulfilling their personally chosen life-roles.

Health Care's Human Crisis W. W. Norton & Company

The American Society of Clinical Oncology (ASCO) predicts that by 2020, there will be an 81 percent increase in people living with or surviving cancer, but only a 14 percent increase in the number of practicing oncologists. As a result, there may be too few oncologists to meet the population's need for cancer care.

To help address the challenges in overcoming this potential crisis of cancer care, the National Cancer Policy Forum of the Institute of Medicine (IOM) convened the workshop Ensuring Quality Cancer Care through the Oncology Workforce: Sustaining Care in the 21st Century in Washington, DC on October 20 and 21, 2008.

[The Future of the Nursing Workforce in the United States](#) National Academies Press

Terminus was a Harry Potter conference that took place August 7-11, 2008, in Chicago, Illinois. The conference featured more than 180 hours of educational programming presented by scholars, teachers, business and industry professionals, librarians, readers, and others with an interest in the Harry Potter novels, films, and phenomenon; at the time of the conference, presenters were able to analyze all seven novels and many related works. Following the conference, presenters were invited to contribute papers for this compendium, which includes perspectives on Harry Potter as part of the curriculum, an analysis of the wizarding world's legal system, criticism of gender roles in the series, sets of questions from roundtable discussions, and many additional essays.

Assessing Progress on the Institute of Medicine Report The Future of Nursing Nursing Shortage in the Hospital Sector, 1982-87A Background PaperEvidence-based-practice Proposal PaperNursing Shortage Chicago MetropolitanNursing ShortageStrategies for Nursing Practice and Education : National Invitational Workshop : Papers and ReportsThe Nursing Shortage in the United StatesPast, Present, and FutureIt has been noted by many authors that nurses comprise the largest percentage of health care providers in the United States. At various times in the history of the profession, nursing shortages have existed due to a variety of factors. This paper will not only provide a description of nursing shortages in the past, but it also discusses the current nursing shortage in the United States. This paper uses research by means of literary analysis on the topic of the United States nursing shortage and there were no gaps identified in the literature review. First, a brief history of nursing shortages is provided. Contributing factors to the shortage such as retiring baby boomers, decreased numbers of nursing faculty, and an expansion in nurse workloads are examined. Several solutions to combat the shortage were discovered in the literature review. Retaining aging nurses, increasing faculty and student enrollments in nursing programs, and ways to reduce nurse burnout are investigated. Nurses need to promote nursing as a profession to students as a potential career choice. Future projections of the nursing shortage across the United States will necessitate innovative solutions to address this far-reaching problem.The Future of NursingLeading Change, Advancing Health

Like the country at large, the Army has been challenged by a national imbalance between the supply of professional nurses and the demand for their services. This shortage, known as the nursing shortage, poses special problems for the Army Medical Department as it strives to maintain wartime readiness and provide comprehensive peacetime care to Department of Defense beneficiaries. History demonstrates that the present nursing shortage is different from past ones in that it has been caused by a host of emerging trends in health care and society at large. Unlike past shortages, experts believe there are no 'quick fixes' to the present, persistent shortages of nurses. Instead, it will require reforms that address a whole series of basic underlying problems. Still, classic studies have demonstrated attributes of magnet hospitals and characteristics of the nursing profession that provide clues to resolving, or at least ameliorating, the nursing shortage for the Army. This paper reviews the national nursing shortage and the history of shortages of nurses to meet Army needs. It examines strategies the Army Nurse Corps has used to correct imbalances in nurse compensation and improve its ability to successfully compete with the civilian labor market for nurses. It draws upon the classic studies and critiques the Army for failing to incorporate lessons learned in devising successful strategies for recruiting and retaining nurses. Finally, it introduces early findings of the Army Nurse Corps Proud to Care Survey and uses them to formulate the author's view of elements that should form the basis for a strategic restructuring of the role, function and organization of Army nursing.

[How to Navigate Clueless Colleagues, Lunch-Stealing Bosses, and the Rest of Your Life at Work](#) Ballantine Books

Like the country at large, the Army has been challenged by a national imbalance between the supply of professional nurses and the demand for their services. This shortage, known as the nursing shortage, poses special problems for the Army Medical Department as it strives to maintain wartime readiness and provide comprehensive peacetime care to Department of Defense beneficiaries. History demonstrates that the present nursing shortage is different from past ones in that it has been caused by a host of emerging trends in health care and society at large. Unlike past shortages, experts believe there are no 'quick fixes' to the present, persistent shortages of nurses. Instead, it will require reforms that address a whole series of basic underlying problems. Still, classic studies have demonstrated attributes of magnet hospitals and characteristics of the nursing profession that provide clues to resolving, or at least ameliorating, the nursing shortage for the Army. This paper reviews the national nursing shortage and the history of shortages of nurses to meet Army needs. It examines strategies the Army Nurse Corps has used to correct imbalances in nurse compensation and improve its ability to successfully compete with the civilian labor market for nurses. It draws upon the classic studies and critiques the Army for failing to incorporate lessons learned in devising successful strategies for recruiting and retaining nurses. Finally, it introduces early findings of the Army Nurse Corps Proud to Care Survey and uses them to formulate the author's view of elements that should form the basis for a strategic restructuring of the role, function and organization of Army nursing.

[Recruitment and Retention Issues : a Discussion Paper](#) United Hospital Fund

The Future of the Nursing Workforce in the United States: Data, Trends and Implications provides a timely, comprehensive, and integrated body of data supported by rich discussion of the forces shaping the nursing workforce in the US. Using plain, jargon free language, the book identifies and describes the key changes in the current nursing workforce and provide insights about what is likely to develop in the future. The Future of the Nursing Workforce offers an in-depth discussion of specific policy options to help employers, educators, and policymakers design and implement actions aimed at strengthening the current and future RN workforce. The only book of its kind, this renowned author team presents extensive data, exhibits and tables on the nurse labor market, how the composition of the workforce is evolving, changes occurring in the work environment where nurses practice their profession, and on the public opinion of the nursing profession.

[Public Policies and Private Actions](#) National Academies Press

President Bush has declared that ending the nursing shortage is a national priority. The shortage of Army nurses jeopardizes military beneficiaries' health care. An insufficient supply of nurses threatens force protection and emergency preparedness of our public health system, which must prepare to respond effectively to attacks by weapons of mass destruction. Factors contributing to the registered nurse shortage are impacting recruitment of Army nurses. Further, the low retention rates among junior active duty Army nurses exacerbate the problem. Departing nurses cite several concerns and desires to begin a family, not to work fulltime, and to remain in the same duty location. Implementation of preemptive strategies will ensure an adequate supply of active duty Army nurses in the pipeline to provide quality health care to retirees and military family members in the homeland, and especially to troops operating in volatile, uncertain, complex, and ambiguous environments. Corrective strategies should include policy and regulation changes, more economic incentives, and establishment of an undergraduate School of Nursing within the United States Uniform Health Services for all services. This Strategy Research Paper (SRP) describes the global nursing shortage. It analyzes the reasons for the shortage of non-Department of Defense civilian nurses, comparing them with the reasons for the shortage of nurses in the Army. It outlines the implications of the nurse shortage for health care beneficiaries. It reviews findings from Army Nurse Corps exit surveys. It discusses current strategic initiatives. It provides recommendations to achieve and sustain sufficient numbers of Army nurses to continue supporting the Army Medical Department goals and transformation initiatives in the face of a nationwide health care crisis. It raises critical questions for further examination: What impact will the availability of onsite child care services for shift workers have on AMEDD retention? What is the correlation between age of active duty Army nurses and personal military readiness? Will ending the shortage of nurses in the Army depend on ending the shortage of nurses in the civilian sector?

[Nursing Shortage and how it Can be Dealt with](#) Oxford University Press, USA

We all want to believe that when people get cancer, they will receive medical care of the highest quality. Even as new scientific breakthroughs are announced, though, many cancer patients may be getting the wrong care, too little care, or too much care, in the form of unnecessary procedures. How close is American medicine to the ideal of quality cancer care for every person with cancer? Ensuring Quality Cancer Care provides a comprehensive picture of how cancer care is delivered in our nation, from early detection to end-of-life issues. The National Cancer Policy Board defines quality care and recommends how to monitor, measure, and extend quality care to all people with cancer. Approaches to accountability in health care are reviewed. What keeps people from getting care? The book explains how lack of medical coverage, social and economic status, patient beliefs, physician decision-making, and other factors can stand between the patient and the best possible care. The board explores how cancer care is shaped by the current focus on evidence-based medicine, the widespread adoption of managed care, where services are provided, and who provides care. Specific shortfalls in the care of breast and prostate cancer are identified. A status report on health services research is included. Ensuring Quality Cancer Care offers wide-ranging data and information in clear context. As the baby boomers approach the years when most cancer occurs, this timely volume will be of special interest to health policy makers, public and private healthcare purchasers, medical professionals, patient advocates, researchers, and people with cancer.

[A Theory and Paradigm for Nursing](#) National Academies Press

During clinical practice the author of this research paper has become aware of declining nurse retention rates amongst new graduate nurses in critical care areas. This can be attributed to a lack of support received by the new graduate nurse. The nursing shortage has burdened many hospitals with poor staffing and decreasing job satisfaction, ultimately leading to decreased retention rates. A question to be asked is, for new graduate nurses in the critical care setting, will participation in a nurse residency program as opposed to the traditional 6 week orientation, increase retention? By organizations implementing new graduate nurse training programs, many hospitals have seen retention rates rise. Implementation of a new graduate training or mentorship program will increase new graduate nurse retention; thus increase overall staffing. Due to a lack of experienced nurses applying to specialty areas, hiring new graduates and training them allows for experience to be built. The following paper will discuss how the implementation of new graduate nurse training/mentorship programs will help to increase the rate of nurse retention. The implementation of mentorship programs is an essential element that health care institutions employ to retain nurses who have graduated nursing school and have obtained licensure (Chen, and Lou, 2014). By understanding how the effectiveness of these mentorship programs work, the retention rate for these nurses can be improved (Chen, and Lou 2014).

The Future of Nursing explores how nurses' roles, responsibilities, and education should change significantly to meet the increased demand for care that will be created by health care reform and to advance improvements in America's increasingly complex health system. At more than 3 million in number, nurses make up the single largest segment of the health care work force. They also spend the greatest amount of time in delivering patient care as a profession. Nurses therefore have valuable insights and unique abilities to contribute as partners with other health care professionals in improving the quality and safety of care as envisioned in the Affordable Care Act (ACA) enacted this year. Nurses should be fully engaged with other health professionals and assume leadership roles in redesigning care in the United States. To ensure its members are well-prepared, the profession should institute residency training for nurses, increase the percentage of nurses who attain a bachelor's degree to 80 percent by 2020, and double the number who pursue doctorates. Furthermore, regulatory and institutional obstacles -- including limits on nurses' scope of practice -- should be removed so that the health system can reap the full benefit of nurses' training, skills, and knowledge in patient care. In this book, the Institute of Medicine makes recommendations for an action-oriented blueprint for the future of nursing.