

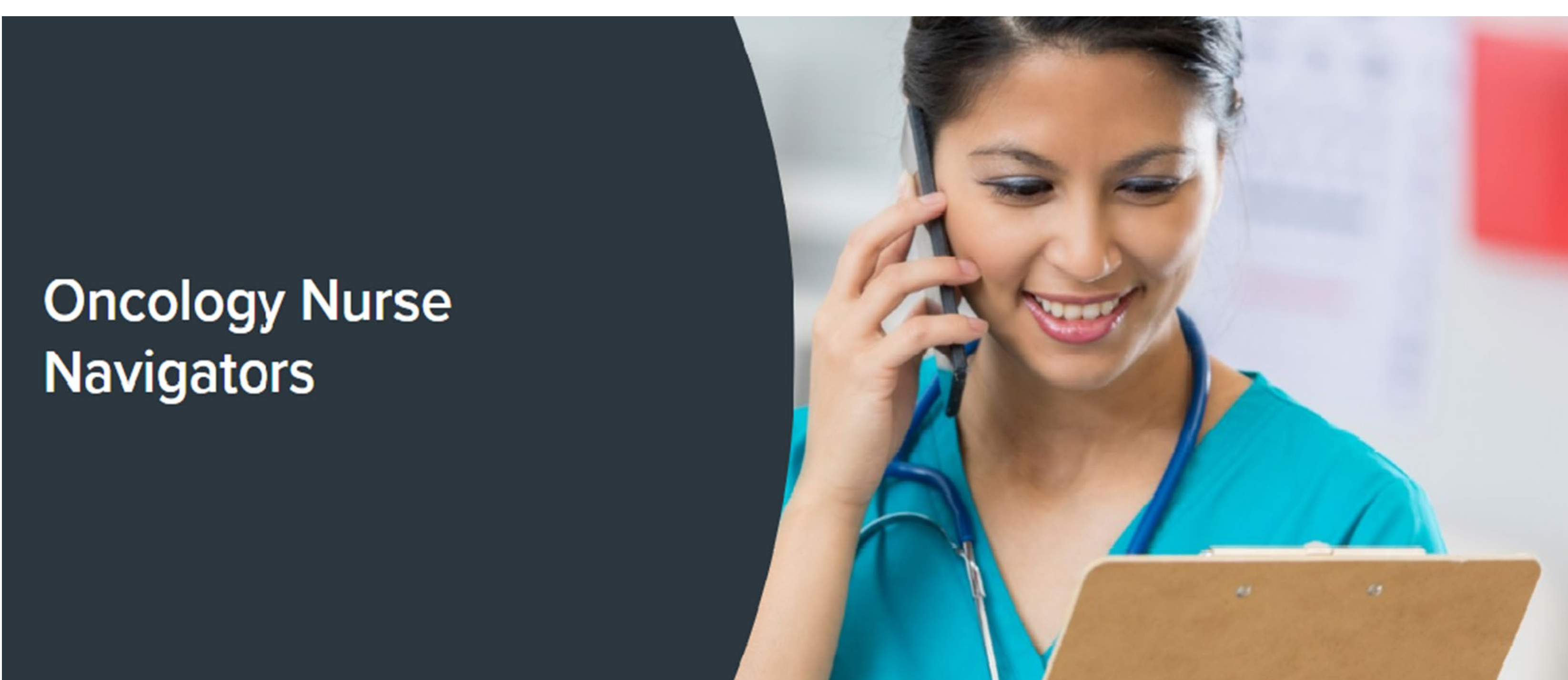
REDESIGNING RETENTION: INNOVATIVE SOLUTIONS, PROVEN RESULTS

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OVERVIEW

In 2024, Memorial Hermann's Oncology Service Line (OSL) launched a focused initiative to enhance employee engagement, retention, and overall satisfaction among the Oncology Nurse Navigation (ONN) team. Leveraging Kaizen Rapid Process Improvement (RPI) methodology, the OSL leaders partnered with Human Resources (HR), executive leadership, and the ONNs to identify opportunities for improvement and implement employee-centered strategies. Initiatives included market-based compensation analysis, a hybrid work model, a redesigned onboarding and preceptor program, updated leadership structure, and team-building efforts. These interventions fostered collaboration, role clarity, and professional growth, aligning with Memorial Hermann's High Value Care Model and American Nurses Association (ANA) standards.



BACKGROUND

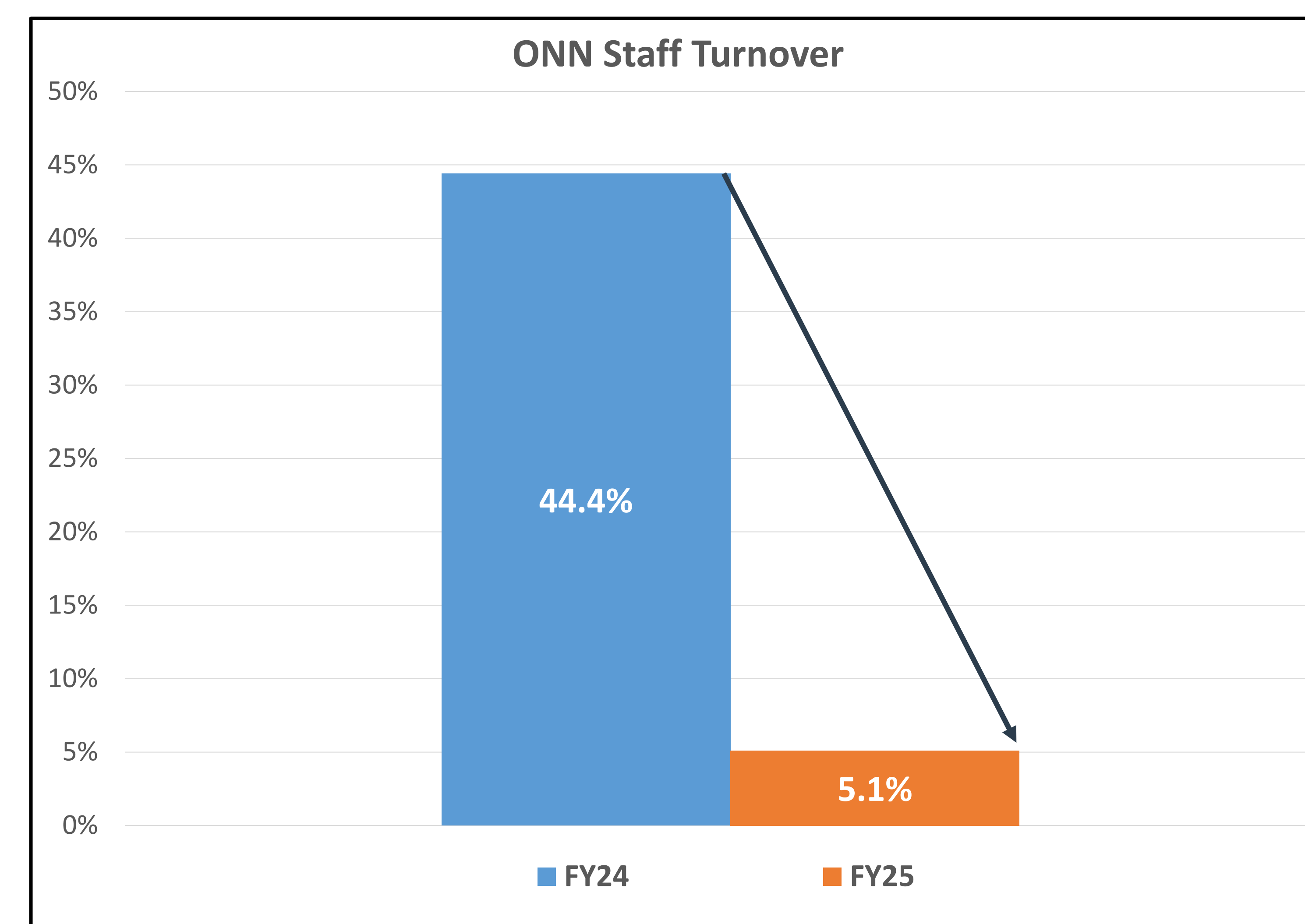
The ONN team plays a vital role in supporting oncology patients and multidisciplinary care coordination across campuses. Feedback and root cause analyses revealed opportunities to further strengthen engagement and retention in this highly specialized team. With the support of the OSL Vice President, leaders introduced a hybrid work schedule to foster flexibility and work-life balance. Two additional clinical manager positions were created to distribute leadership responsibilities more effectively and provide enhanced support systemwide. OSL leaders collaborated with the AVP of HR Business Partners, to conduct a team assimilation. These sessions gathered input on campus-specific workflow needs and informed targeted action plans with campus leader collaboration. Job descriptions were updated, and a market analysis ensured equitable pay, enabling the successful recruitment of highly experienced candidates.

INTERVENTIONS

The onboarding process was redesigned. Newly hired ONNs were paired with a dedicated preceptor at their primary campus, reducing travel and improving role clarity. Engagement-focused initiatives, such as professional development support, frequent team-building events, and morale programs further strengthened the team's culture. Collectively, these efforts promoted open communication, a healthier work environment, and a balance between work and home life, which nursing administrators at every level have a duty to provide and maintain, according to the American Nurses Association (ANA, 2016).

Root cause analysis identified primary factors driving ONN turnover: lack of role clarity, work-life imbalance, and competitive oncology nursing market. Using Kaizen RPI, leaders designed interventions directly addressing each cause:

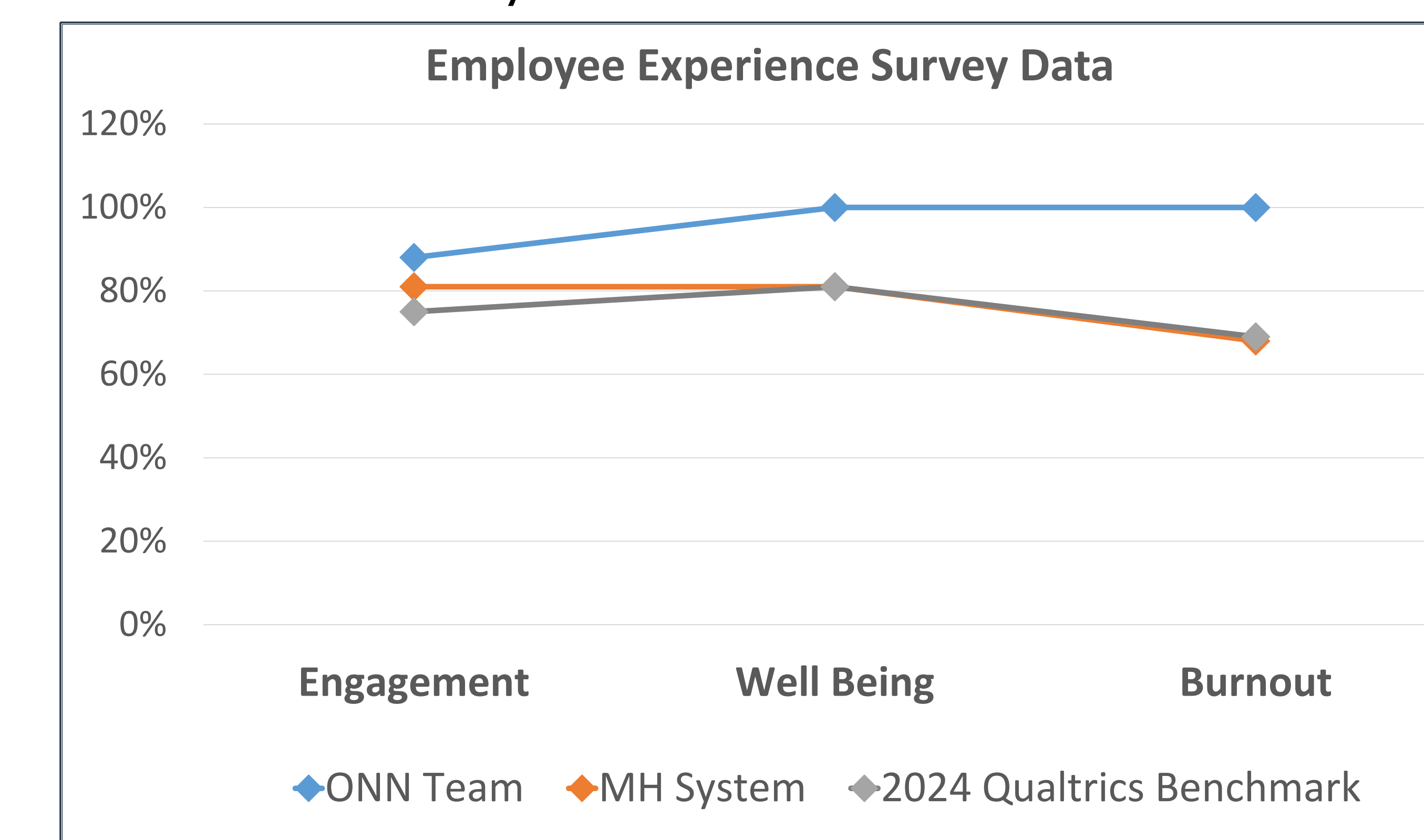
- Hybrid work model (three onsite/two remote days)
- Leadership restructure (addition of two clinical managers)
- Redesigned onboarding process to simplify orientation, increase role clarity
- Revised job descriptions, and market-based compensation adjustments enhanced recruitment and retention efforts
- Prioritized team connection and morale through on-going team-building events, creation of the Sunshine Committee, and opportunities for professional growth
- Campus-specific workflow refinements through HR assimilation sessions and staff feedback



OUTCOMES AND IMPACT

The ONN team's comprehensive engagement and retention strategy yielded measurable outcomes that align with Memorial Hermann's High Value Care Priorities of Employee Wellbeing, Consumer Experience, and Care Delivery.

- Turnover rates decreased from 44.4% in FY24 to 5.1% in FY25, with no separations of employment since October 2024
- Net Promoter Scores (NPS) improved from 95.6% in Q4 FY24 to a sustained 100% in Q4 FY25, the highest in the system for eight consecutive months.
- Employee Experience Survey data:
 - ONN engagement scores reached 88%, seven points higher than the Memorial Hermann system average and 13 points higher than the 2024 Qualtrics Healthcare Benchmark.
 - Both burnout and well being scores were 100% favorable, exceeding MH system and benchmark scores by more than 30 points.
 - Intent-to-stay was also reported at 100%, indicating strong workforce stability.



These results demonstrate that targeted, employee-centered interventions can create meaningful cultural and operational shifts. The ONN team now benefits from improved work-life balance, enhanced leadership support, and stronger professional growth pathways. This RPI project highlights how multidisciplinary collaboration and data-driven strategies can sustain a highly engaged workforce while improving organizational performance.

REFERENCE

American Nurses Association. (2016). *Nursing Administration: Scope and Standards of Practice* (2nd Ed.). Silver Spring, MD: ANA

