

# UNIVERSAL NEWBORN HOME VISITING: Nursing Market Research

## Overview

In partnership with the New Jersey Department of Children and Families (DCF), the Burke Foundation sponsored research with EY-Parthenon's Healthcare Strategy team to determine the **best approaches to recruit nurse home visitors and potential pathways to hire and retain nurses of color**. The market research and strategic roadmap will guide recruitment efforts to staff New Jersey's universal newborn home visiting program.



## Statewide Universal Newborn Home Visiting

The Burke Foundation is a leader in championing universal newborn home visiting – launching [Family Connects](#) Mercer County, the first program of its kind in New Jersey, which offers free home visits from a registered nurse to all parents and caregivers of newborn babies in the county that deliver at Capital Health's Medical Centers. Since 2020, the Burke Foundation has co-invested \$1.5 million with the [New Jersey Department of Children and Families](#) (DCF) to implement the initiative.

In a groundbreaking move in July 2021, supported by a coalition of advocates to address New Jersey's alarming rates of maternal mortality, Governor Murphy signed legislation to make newborn home visiting available to all parents in New Jersey. New Jersey is the second state to have a law that offers this service. Universal home visiting focuses on improving parenting skills, strengthening community connections, and enhancing home environments. Home visiting has been shown to be an effective approach to improving maternal and infant health and reducing costs: [A recent randomized control trial showed that Family Connects can save as much as \\$3 for every \\$1 spent.](#)

## Research Structure and Goal

Over four weeks in Fall 2022, EY-Parthenon conducted in-depth analysis of public health and workforce data, one-on-one interviews and focus groups with nurses and key healthcare industry and home visiting stakeholders throughout the state, and researched best practices from other communities and health systems. The research aimed to achieve the following goals:



# Nursing Supply and Demand Findings

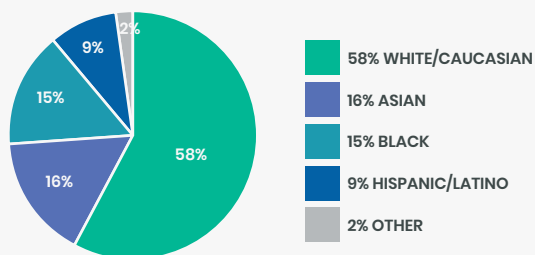
## DEMAND:

- 55% of New Jersey’s babies are born to women of color, indicating the need for racially and culturally-congruent care. More than 33% of births in Passaic, Hudson, Union, Mercer, and Cumberland counties are to Hispanic/Latino individuals and more than 33% of births in Essex County are to Black (non-Hispanic) individuals.
- Spanish is the most commonly-spoken language besides English in counties with a high proportion of foreign-born mothers, indicating a need for a bilingual nursing workforce.
- Eight counties could benefit from access to a nursing workforce with significant cultural and language diversity, given their high proportion of non-white birth rates and limited English proficiency.

## SUPPLY:

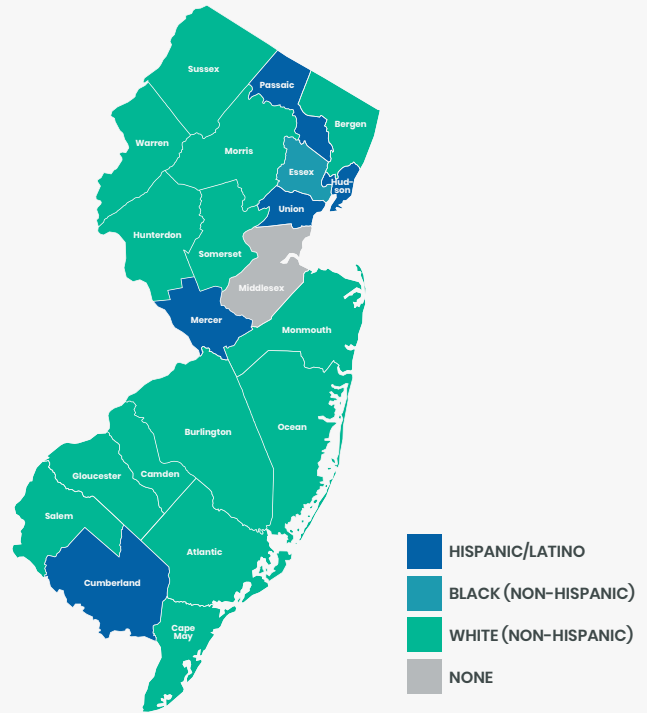
- New Jersey’s RN workforce is decreasing and the workforce is unevenly distributed across the state, with the greatest need for nurses in Warren, Ocean, Gloucester, and Salem counties.
- The state’s nursing workforce is 58% white, indicating the need to recruit more diverse candidates.
- Applications to New Jersey nursing pre-licensure programs have increased at a higher rate than enrollment growth. Despite fewer seats and enrollment growth compared to qualified applications, there has been a stable volume of empty seats in New Jersey programs.
- RNs are increasingly likely to leave direct-care settings for other opportunities, prioritizing well-being and job flexibility.

Racial and ethnic distribution of RNs in NJ (2020)



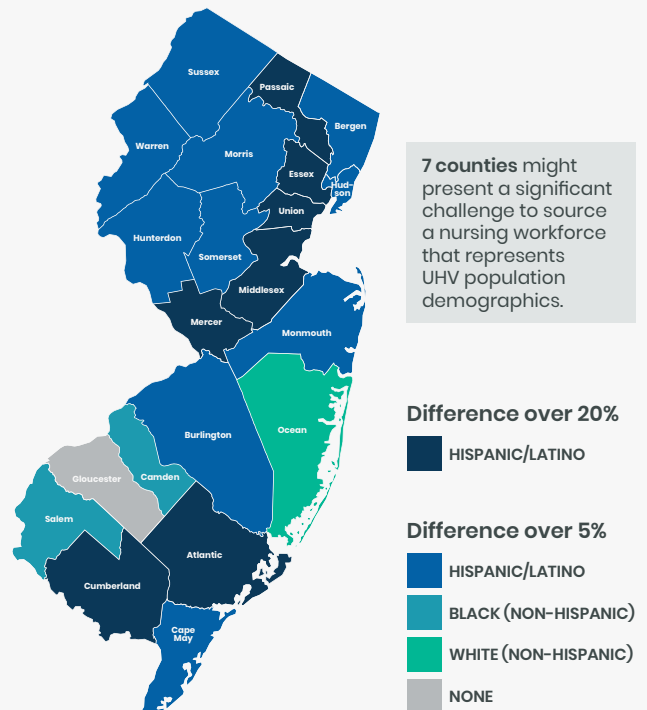
## Most prevalent birth race/ethnicity by county (2020)

Colors note race/ethnicity with more than 33% of births.



## Racial and ethnic difference between birth race and RN race populations per county in NJ (2020)

Colors note race/ethnicity with the largest difference between % of births and % RN population.



7 counties might present a significant challenge to source a nursing workforce that represents UHV population demographics.

## Nurse Archetypes

Based on conversations with key informants throughout the state, EY-Parthenon identified four nursing profiles to target for recruitment. Each type of nurse is driven by different values and motivations, which should be considered when developing a recruitment strategy.

### THE PUBLIC HEALTH ADVOCATE

These nurses are passionate about providing holistic care and serving the local community. Many have advanced degrees or certificates related to public health, community health, family health, and/or home health. These nurses may be motivated to pursue a job with the universal home visiting program because of their desire for social impact and performing independent work. Retention strategies include providing the opportunity to address critical public and community health challenges, while minimizing administrative burdens.

### THE MATERNAL PEDIATRICS CAREGIVER

Passionate about caring for mothers, infants, and children, these nurses seek opportunities to expand their work beyond traditional units and may have experience or certifications in women's health, neonatal nursing, lactation, or childbirth education. These nurses will be attracted by a work environment that allows them to spend the time necessary to provide holistic care to patients and families in a safe environment.



### THE CAREER PROGRESSOR

Determined to further their careers, such nurses seek flexible full- or part-time positions to broaden their skills. They may be pursuing advanced nursing degrees simultaneously. Their motivation centers on such educational and leadership opportunities as mentorship and access to loan relief.

### THE PART-TIMER

Though passionate about patient care, this nurse — for personal or work-related reasons — pursues a more manageable workload and flexible schedule. Their ideal position involves an independent work environment that allows for work-life balance, the ability to predict work schedules, and to have weekends and holidays off.





## Recommendations

The EY-Parthenon report recommended action in three areas to **build**, **attract**, and **retain** the nursing workforce needed for the universal home visiting program:



1

### Strengthen the sources of nursing supply

through educational pathways for students of color, establishing career progression paths for such healthcare workers as CNAs or LPNs, and expanding nursing school capacity to accept more students.

### Establish an employee value proposition for universal home visiting nurses

by prioritizing well-being and work-life balance, providing clear pathways for career progression, promoting professional and social recognition, offering competitive compensation and benefits, and facilitating top-of-license practice as well as a safe working environment.



2



3

### Create effective recruitment pipelines

through partnerships with nursing schools and health systems, engage community organizations to increase awareness and develop partnerships, and establish a network of universal home visiting “ambassadors” and a robust job application platform.

## Next Steps:

DCF is working to **determine top priorities for action** and **identify potential partners** within New Jersey state government, healthcare institutions, higher education, and community-based organizations to assist with implementation of priority recommendations.

In May 2023, DCF issued a Request for Proposals to establish the provider network for the first phase of New Jersey’s statewide newborn home visiting program. Providers will maintain a culturally and linguistically competent team of Registered Nurses plus supervisory and support staff to provide home visits to birth, adoptive, and resource families with newborns.

