



RESILIENT NURSES INITIATIVE

• M A R Y L A N D •

**R³ – the Renewal, Resilience
and Retention of Maryland
Nurses Resource**

INTEGRATION TOOLKIT

TABLE OF CONTENTS

Overview.....	3
Background.....	3
R³ Model.....	4
R³ National Advisory Board.....	7
R³ Renewal, Resilience, and Retention	
Initiative Resources.....	8
R³ Model, Modules, and Facilitator Guides.....	8
Social Media Graphics.....	8
The Resilient Nurse Podcast Series.....	8
Harnessing the Promise of Nursing Short Film.....	8-9
A World Without Nurses - Audio Documentary.....	9
Stories of Resilience.....	9
Nurse Antigone Series.....	9
Rushton Memorial Resilience Scale.....	10
Reports.....	10
Resources from our Collaborating Organizations.....	11-12
Articles & Resources.....	13
Get Bi-Monthly Email Updates.....	13
Contacts Us.....	13

OVERVIEW

Welcome to R³ (Renewal, Resilience and Retention) of Maryland Nurses Initiative!

Nurses are resilient, and we want to keep them that way! Whether it's called burnout, moral distress or simply stress, there's not a CEO, CNO or SON Dean who doesn't worry about it nor is there a faculty member, student or nurse at the point of care who hasn't seen or experienced it first-hand.

The goal of the R³ program is to renew, retain and amplify the resilience of nurses throughout Maryland – students, educators and nurses in all specialties and roles through a culture of ethical practice.

[Thanks to a Nurse Support Program II \(NSP II\)](#)



[grant administered by the Maryland Higher Education Council](#), we have been able to develop and implement a statewide initiative for nurses across the continuum of their careers to strengthen the resiliency and ethical practice. It is our intent that nursing students, new to practice nurses, experienced nurses in all settings will be able to use these tools and resources to:

- Improve nurses' well-being and integrity
- Strengthen the bridge from education into practice
- Provide accessible, customizable tools and resources to support the nursing workforce
- Begin to shift the culture toward one that supports the integrity and resilience of students, faculty and practicing nurses



BACKGROUND

The Renewal, Resilience and Retention of Maryland Nurses Initiative (R³) holistically addresses the root causes of burnout and disengagement among nurses and nursing faculty. R³ addresses nurse burnout and attrition from three primary and interrelated angles by teaching resilience and ethical practice strategies at the beginning of the education-to-practice pipeline and reinforcing them as new nurses transition into professional roles.

The R³ initiative:

1. Prepares faculty to model and deliver resiliency, well-being, and ethical practice content in prelicensure curricula;
2. Strengthens bridges between nursing education and clinical practice by engaging NRP

educators to adopt the resiliency, well-being, and ethical practice skills students have been exposed to in their prelicensure programs; and

3. Simultaneously builds individual and systemic resilience.

Culture change does not occur quickly or easily; R³ methodically prepares R³ Champions to develop organization-based innovations to begin to shift the culture in which Maryland nurses learn and practice from one of depletion and disengagement to one that supports resilience, well-being, and healthy work environments.

These goals are aligned with NSPII funding priorities for statewide initiatives and academic/practice partnerships.



R³ MODEL

The R³ Initiative is based on four foundational constructs that work synergistically to create sustainable change:

- **Building foundational skills** of resilience, well-being and ethical practice in prelicensure education provides the foundation for transition to practice and beyond
- **Faculty capacity building** through additional skills, tools and practices to authentically integrate these concepts into curriculum
- **Systemic culture transformation** to create cultures that foster resilience, well-being and ethical practice within SONs and hospitals
- **Strengthened academic-practice partnerships** that enable students to transition into practice with greater ease and confidence

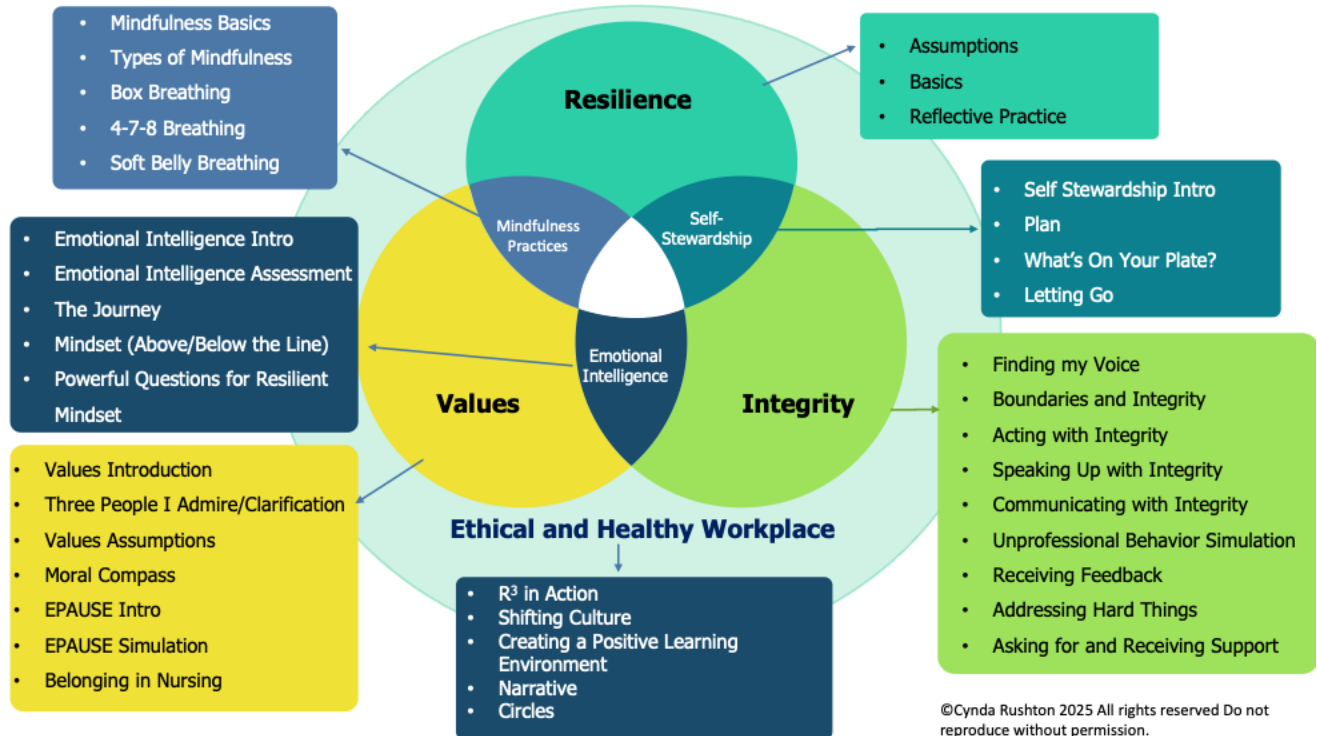
The R³ faculty curriculum and durable assets supporting integration of content into existing prelicensure and NRPs are organized into three overlapping conceptual areas: **Resilience**, **Values**, and **Integrity**. These three core domains interact dynamically:

- **Resilience and Values:** Personal and professional values serve as anchors that support resilient responses to adversity
- **Values and Integrity:** Alignment between values and actions creates the wholeness that defines integrity
- **Integrity and Resilience:** Living with integrity provides the foundation for sustaining resilience and well-being over time

Enabling content that is synergistic with each domain includes mindfulness, self-stewardship, and emotional intelligence. All elements are embedded in an ecosystem that fosters an ethical and healthy workplace (See diagram)*



The durable assets are organized around these core concepts and are listed below



Details of the program and curriculum design can be found here:

*Rushton, C.H, Swoboda, S., Reller, N., Sarver, L., Wright, E., Hudson, K., Hughes, V. Hanson, G., D'Aoust, R. (2025) Conceptual model and design of an initiative to build nurses' resilience and ethical practice. *Journal of Professional Nursing*.61, 33-40.
<https://doi.org/10.1016/j.prof Nurs.2025.08.008>

The R³ model offers a flexible framework that can be adapted to diverse educational and practice settings. Pre-licensure, nurse residency or continuing education programs are ideally situated to adopt R³ content into their programs. The resources can be used individually or as a complete package depending on program objectives. While content is applicable to nurses at all stages of their career, specific modules may be particularly relevant to nursing students and new to practice nurses. The model's core constructs, and implementation strategies can be customized to align with local realities and cultures. Educational institutions and healthcare organizations can adapt the model by:

- Assessing local needs and gaps in resilience and ethics education
- Identifying champion nurses, faculty, and educators within their clinical and educational systems
- Integrating R³ content into new or existing courses or programs
- Adapting the R³ resources to align with available resources and timeframes
- Utilizing available durable assets or developing context-specific materials to align with the R³ Content

Funding for R³ is provided by the Nurse Support Program II grant administered by the Maryland Higher Education Commission and funded through the Health Services Cost Review Commission.

Thank you to our R³ team:

- Cynda H. Rushton PhD, MSN, BSN, RN, FAAN (Lead)
- Anne and George L. Bunting Professor of Clinical Ethics
- Rita Ferrari D'Aoust PhD, MS, BSN, RN, ACNP, APN-BC, APRN, CNE, FAAN, FAANP, FNAP
- Mary Golway RN, MSN, NPD-BC
- Ginger Hanson PhD, MS, BS
- Krysia Hudson DNP, MS, BS, RN, APRN, BC

We would like to recognize the following individuals for their past contribution and unwavering support.

- Victoria Hughes DNS, MSN, MA, BSN, RN, FAAN
- Sandy Swoboda DNP, RN, CHSE, FCCM
- Nancy Reller - Sojourn Communications
- And the nurses who have participated in our programs across Maryland.

R³ NATIONAL ADVISORY BOARD

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National Student Nurses Association

R³ RENEWAL, RESILIENCE, AND RETENTION INITIATIVE RESOURCES

R³ WEBSITE

The R³ Resilient Nurses Initiative website contains access to a variety of resources that can be accessed with the link below.

[R³ – the Renewal, Resilience and Retention of Maryland Nurses Initiative - Johns Hopkins School of Nursing](#)

R³ MODEL, MODULES AND FACILITATOR GUIDES

[R³ - Tools and Modules - Johns Hopkins School of Nursing](#)

Meeting every day challenges with confidence, resilience, and integrity often requires creating new habits. Tools that build skills of self-stewardship, giving voice to values, ethical practice, and mindfulness can help establish new pathways toward amplified resilience in ourselves and our healthcare ecosystem.

The tools and resources can be used for individual use by all nurses.

There are over 40 durable assets (modules, videos, practices) with their own facilitation guide so that they can serve as “plug and play” modules for nurses who are facilitating individual or group learning and growth.

Completion of an End-User License Agreement (EULA) is all that is necessary to gain access to the durable assets.

SOCIAL MEDIA GRAPHICS

[R³ Digital Assets - Johns Hopkins School of Nursing](#)



THE RESILIENT NURSE PODCAST SERIES

[The Resilient Nurse Podcast - Johns Hopkins School of Nursing](#)

A special series within the Johns Hopkins School of Nursing “On the Pulse” podcast. Each episode covers complexities, misconceptions, and pathways toward keeping the nursing workforce resilient. New episodes are regularly added.

Individuals can download and listen to the podcasts on their own. They can also be incorporated into learning & development follow up discussion.



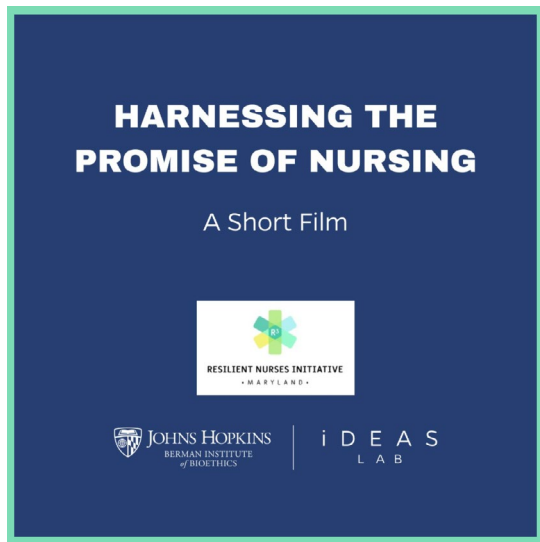
HARNESSING THE PROMISE OF NURSING SHORT FILM

[Harnessing the Promise of Nursing Film - Johns Hopkins School of Nursing](#)

The R³: Resilient Nurses Initiative team, in conjunction with the iDeas Lab at the Johns Hopkins Berman Institute of Bioethics are

collaborating on a short film to promote a new narrative about nursing, build community and support networks, and invite nurses to rekindle a sense of joy and fulfillment that is an integral part of their irreplaceable work.

The film is about 16 minutes in length. It was created to be used in group settings to watch, followed by facilitated discussions. Can be used in academic programs, new to practice residencies, continuing professional development, and even as a pipeline recruitment tool. Can also be used for individual viewing and reflection.



A WORLD WITHOUT NURSES – AUDIO DOCUMENTARY

[R³ - A World Without Nurses](#)

Imagine, if you will a world without nurses! The R³ team, in conjunction with the iDEAS Lab at the Johns Hopkins Berman Institute of Bioethics collaborated on a project to do just that! The resulting audio documentary and reflection guide is accessible for use by nurses to engage the public to spark exploration, conversation, and potential call to action.



STORIES OF RESILIENCE

[Resilience Stories - Johns Hopkins School of Nursing](#)

Short (5 min or less) recorded videos of practicing nurses telling their personal stories of a time in their lives that resilience was needed and what they did to let their resilience shine through.

Individuals can access and listen to the stories on their own. Could also be incorporated into a classroom setting for review and reflection.

NURSE ANTIGONE SERIES

[The Nurse Antigone Theater of War Productions](#)

A groundbreaking project by and for nurses, that presents dramatic readings of Sophocles' Antigone—featuring professional actors and a chorus of frontline nurses—to help frame powerful, guided discussions about the unique challenges faced by nurses. Antigone, an ancient play about a young woman who puts everything on the line to do what she believes is right, dramatizes the heavy cost of silencing and marginalizing caregivers, especially during times of crisis. The Nurse Antigone aims to generate compassion, awareness, connection, and much-needed healing, while celebrating and advocating for nurses at this critical juncture in the history of their profession.



Cynda Rushton and Charlaine Lasse
 THE GREEN SPACE IN NEW YORK CITY / 2023

RUSHTON MORAL RESILIENCE SCALE

[The Rushton Moral Resilience Scale - Johns Hopkins School of Nursing](#)

A 16-item scale that represents four sub-scales of interprofessional moral resilience:

- Moral Adversity (4 items)
- Personal Integrity (4 items)
- Relational Integrity (4 items)
- Moral Efficacy (4 items)

The scale was validated in an interprofessional sample of nurses, doctors, social workers, and chaplains.

Reference:

Rushton, C. H., Hanson, G. C., Boyce, D., Holtz, H., Nelson, K. E., Spilg, E. G., & Robillard, R. (2023). Reliability and validity of the revised Rushton Moral Resilience Scale-16 for healthcare workers. *Journal of advanced nursing*, 80(3), 1177–1187. <https://doi.org/10.1111/jan.15873>

REPORTS

[Relationships Matter](#)

Through a collaboration between R³: Resilient Nurses Initiative of Maryland and Slow Talk, a platform for facilitated conversation and analysis, we engaged nurses from 20 health systems or nursing schools across Maryland about the big narratives in their profession—from what nurses are saying in the break room to portrayals in the media.

The project was conducted with a view to gain a greater understanding of the current narratives including: How do nurses view themselves and their profession? How do others view the profession? What’s missing in the public narrative? What is the narrative to be crafted together going forward?

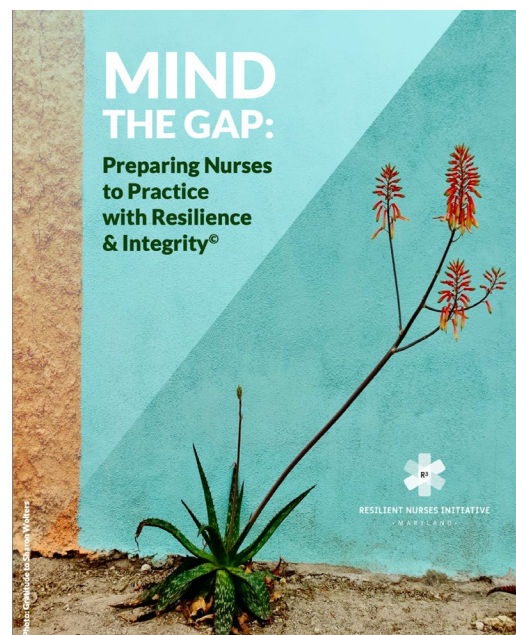
The most significant theme to emerge was a call to attend more effectively to nurses’ human relational needs in order to address the retention crisis and improve patient care. This finding is supported by analysis conducted on the conversations and reinforced by existing research on the importance of being heard, supported and aligned with organizational values for job satisfaction, retention and performance.

[Humanizing Healthcare Slow Talk Report](#)

Humanizing Healthcare—a collaboration between the R³ Resilient Nurses Initiative and Slow Talk—hosted statewide deliberative conversations about healthcare in Maryland. A quantitative analysis of the anonymized and voice-masked interviews resulted in a report that is accessible on the R³ website and explores practical next steps based on what was learned.

[Mind the Gap](#)

Published in 2023, this report summarizes recommendations and proposed solutions to address the gap between nursing academic education and practice, specifically focusing on better preparing new nurses in the future to practice with resilience and integrity. Content in the nursing school curriculum only gives passing attention to how to sustain yourself in the profession and meet the ethical challenges that will arise. Nursing students report being confident in their training only to have it eroded when they enter the workforce. Despite efforts to bridge this gap, too many novice nurses leave their jobs or the profession within two years. This brain drain is debilitating to the profession; stopping it is important to safe, quality patient care. To learn how nursing schools and nurse residency programs can bridge this gap and better prepare nurses in the future, the Resilient Nurses Initiative of Maryland partnered with WikiWisdom to hear from nursing students, nurses, and educators.



RESOURCES FROM OUR COLLABORATING ORGANIZATIONS

AARP – Campaign For Action – A Recruitment and Retention Toolkit for Registered Nurses in Acute Care Settings. An initiative of AARP Foundation, AARP and the Robert Wood Johnson Foundation.

[Recruitment and Retention Toolkit | Campaign for Action](#)

American Association of Colleges of Nursing – AACN actively promotes best practices and exemplars related to faculty and student wellness in our programming. This web page provides an overview of AACN’s initiatives and programs related to maintaining health and well-being.

[Well-Being & Resilience](#)

American Association of Critical Care Nurses – nurses are facing a crisis unlike anything we’ve seen before. Every day, we bring our all to our work caring for patients under unprecedented conditions. AACN recognizes the mental and emotional stresses nurses may be facing. To help, they have partnered with the nation’s leading nursing organizations to provide you with free tools and resources to support mental health and well-being for the nursing workforce.

[Well-Being Initiative - AACN](#)

ANA Healthy Nurse Healthy Nation – By focusing on six key domain areas of content — mental health, physical activity, nutrition, rest, quality of life, and safety — the Healthy Nurse, Healthy Nation program aims to holistically enhance and support all aspects of nurse well-being and wellness.

[HNHN Home Page | Healthy Nurse, Healthy Nation](#)

Academy of Clinical Essentials (ACE) – The UMMS Academy of Clinical Essentials (ACE), an academic-practice partnership between the University of Maryland Medical System and regional schools of nursing, reimagines the education and transition to practice of new graduate nurses while still supporting the

current nursing workforce.

ACE pairs students with bedside nurses, who serve as their clinical instructors, to provide care throughout a full 12.5 hour shift and for a full patient assignment each week. The instructor-led cohort is equal to one nurse in the unit’s staffing numbers.

[The UMMS Academy of Clinical Essentials \(ACE\) | University of Maryland Medical System](#)

Faculty Academy and Mentorship Initiative of Maryland (FAMI-MD) – This program prepares experienced registered nurses who hold a bachelor’s degree or higher, for new roles as clinical nursing faculty. FAMI-MD graduates teach at nearly all accredited nursing programs in Maryland, and the academies are facilitated by faculty from different Maryland schools. Participants complete a six-week long Academy, consisting of online instruction with virtual synchronous sessions. And Introductory and Advanced Academy are offered.

[FAMI of Maryland | Salisbury University](#)

Lead Nursing Forward – A collaboration between Salisbury University School of Nursing and the University of Maryland School of Nursing, LeadNursingForward.org aims to address the nursing and nurse educator shortage by providing Maryland with a “one-stop shop” where users can:

- Learn about the nurse educator role and find inspiration in educators’ stories
- Find programs to pursue an advanced degree in nursing and other relevant fields
- Search for open educator positions in schools of nursing, and hospitals and other healthcare organizations

[Nurse Educators in Maryland | LeadNursing Forward](#)

Maryland Nurse Residency Collaborative – Launched in 2013, this collaborative is in response to the Institute of Medicine’s Report on the Future of Nursing Recommendation #3 calling for the implementation of nurse residency programs. Maryland is the first in the

nation to have all acute care hospitals offer the 12-month Vizient/American Association of Colleges of Nursing (AACN) Nurse Residency Program™ to Newly Licensed Registered Nurses (NLRNs). Nursing leaders across the state joined together to form an innovative partnerships and funding mechanism to support Maryland Hospitals in providing high-quality nurse residency programs.

[About Us | Maryland Organization of Nurse Leaders | Nursing Network](#)

Vizient/AACN Nurse Residency Program – Developed jointly by Vizient® and the American Association of Colleges of Nursing (AACN), the NRP is a data-driven solution that allows participating organizations to focus on retaining new nurses by offering a widely accepted curriculum, the ability to benchmark performance against that of select peers, and opportunities to network with others in the NRP.

[Vizient/AACN Nurse Residency Program*](#)



ARTICLES & RESOURCES

1. The R³ website contains a list of articles written by the R³ team, in addition to other relevant articles.

[R³ - Resources - Johns Hopkins School of Nursing](#)

2. Books:

The Last Human Job: The Work of Connecting in a Disconnected World
-Allison Pugh ISBN: 9780691240817

Taking Care: The Story of Nursing and Its Power to Change Our World
-Sarah DiGregorio ISBN: 9780063071285

3. MD Healthcare Workforce Advocacy Legislative Toolkit – This free online resource is designed to help nurses strengthen their advocacy efforts and make a meaningful difference in Annapolis.

GET BI-MONTHLY EMAIL UPDATES

Get email updates twice a month by subscribing to our distribution list. Include your first and last name, email address and organization that you are affiliated with. You will receive notification about upcoming events, educational opportunities, new podcasts, and other resources. Please send an email to R3inquiries@jhu.edu and include:

- First Name
- Last Name
- Email Address
- Organization
- State

CONTACT US

For questions or to share your tools and resources, please contact us at R3inquiries@jhu.edu

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