

# Improving RN Satisfaction Through Shared Governance

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## Problem:

2005 OSF St. Joseph Medical Center (SJMC) NDNQI RN Satisfaction:

- Only 5.2% of items scored above the national mean in the NDNQI database
- “Job Plans for Next Year” - only 68% of responding nurses would remain on the same unit; 13% indicating they would leave the medical center
- Scoring for “Recommend Hospital to Friend” was 3.90
- “RN Job Satisfaction T-Scores” - only 86% of items moderate or high satisfaction
- Quality of Care items:
  - Mean Unit Quality of Care and Rating Last Shift - 75% scored above 3.5
  - %RNs Reporting Situations Last Shift 100% of items were below 55% positive response
- RN satisfaction was measured with the NDNQI RN Satisfaction Survey with Job Satisfaction Scale© from 2005-2008 and the NDNQI RN Satisfaction Survey with Practice Environment Scale© in 2009. The National Database of Nursing Quality Indicators© by the American Nurses’ Association.
- T-Scores=standardized score, 50 represents midpoint, 10 is standard deviation. Scores below 40=low satisfaction; 40-60=moderate satisfaction; above 60=high satisfaction (NDNQI© RN Survey and Scoring Guide)

## **Problem:**

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- In 2001, overall patient satisfaction survey scores were in the 20th percentile utilizing Press Ganey® patient satisfaction tool
- RN turnover rate was 8.8% in 2006

■ Source: Press Ganey Associates, Inc®. Inpatient Satisfaction Survey. South Bend, Indiana

## **Purpose and Objectives :**

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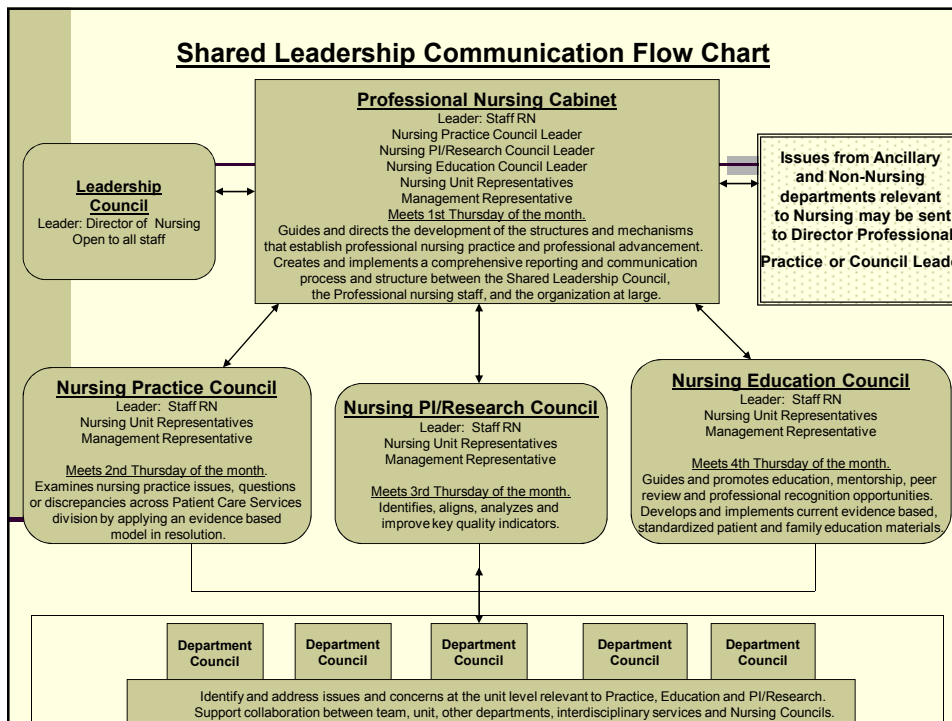
The purpose of this presentation is to demonstrate the implementation of a shared governance structure and standardized action planning tool and the impact on RN satisfaction, patient satisfaction and RN turnover

## Process Leading to the Practice Change:

- Shared governance structure implemented in 2004
- Professional Nursing Cabinet (PNC) oversight of the model
- Restructure of shared governance model completed in May 2005 to improve representation of staff nurses from all areas
- Facility wide RN satisfaction results were presented to the PNC in 2005
- PNC holds each department accountable for review of individual department results and development of an appropriate action plan
- Directors worked with managers and staff-led department councils to communicate the results and develop action plans
- Standardized action planning tool developed and implemented to address RN satisfaction issues

- Porter-O'Grady, T. (1992). Shared Governance Implementation Manual. Mosby-Year Book, Inc., St. Louis, MO
- The Advisory Board Company. (2005). Toward Staff-Driven Decision Making: Assessing, Building, and Sustaining a Shared Governance Model. The Advisory Board Company, Washington, D.C
- Turkel, M.C. (2004). Magnet Status: Assessing, Pursuing, and Achieving Nursing Excellence. HCP, Inc., Marblehead, MA

### Shared Leadership Communication Flow Chart



## STANDARDIZED RN SATISFACTION SURVEY ACTION PLAN

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ISSUE	DESIRED OUTCOME	ACTIONS	TARGET DATE	COMPLETION DATE	RESPONSIBLE PERSON(S)	MONTHLY UPDATE
Supervisors making multiple trips to linen for supplies	Sandi will have linen cart placed in supervisor's office.	Work with Materials Management to get cart.	9/25/05	9/25/05	Sandi Scheidenhelm	

### Outcomes and Sustainability Methods:

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2009 SJMC NDNQI RN Satisfaction results:

- Outstanding improvement
- Items scoring above the national mean in the NDNQI database increased from 5.2% to 84.6%
- “Job Plans for Next Year” –89% of responding nurses would remain on the same unit with only 3% indicating they would leave the medical center
- Scoring for “Recommend Hospital to Friend” improved from 3.90 to 4.93

## **Outcomes and Sustainability Methods:**

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- “RN Job Satisfaction T-Scores” - 95% of items had moderate or high satisfaction, with high satisfaction items improving from 18% to 32%
- Quality of Care items: Mean Unit Quality of Care and Rating Last Shift - 100% scored above 3.5 with 60% at 4.46 or higher
- %RNs Reporting Situations Last Shift - 100% of items were 79% or higher positive response

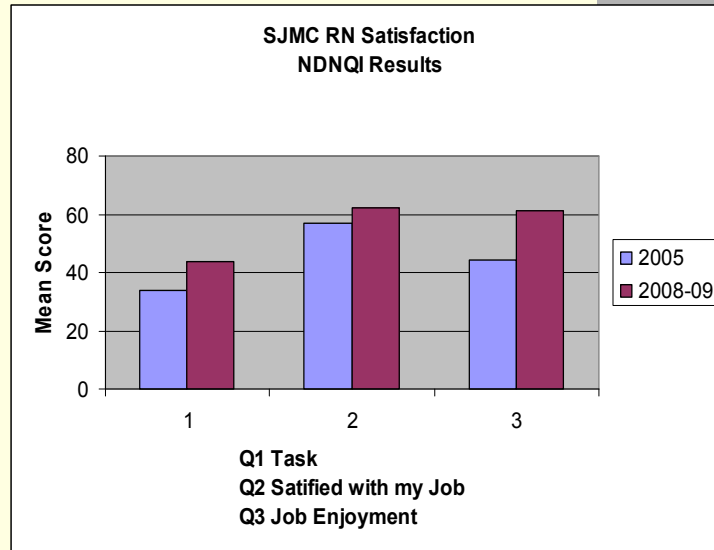
■ T-Scores=standardized score, 50 represents midpoint, 10 is standard deviation. Scores below 40=low satisfaction; 40-60=moderate satisfaction; above 60=high satisfaction (NDNQI® RN Survey and Scoring Guide)

## **Outcomes and Sustainability Methods:**

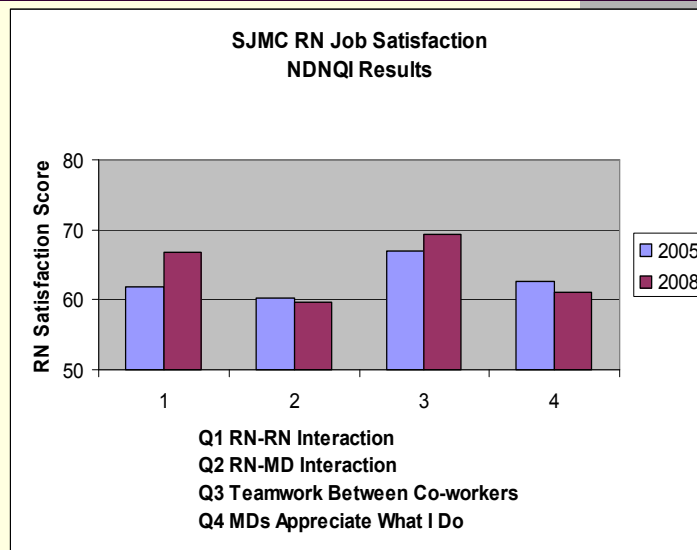
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- RN turnover rate improved from 8.8% in 2006 to 1.24% year-to-date in June, 2009.
- In June 2009, patient satisfaction scores were in the 99th percentile for the last three quarters and in the 96th percentile or above for the last six quarters
- OSF St. Joseph Medical Center also received Magnet Designation from the American Nurses’ Credentialing Center in December, 2008.

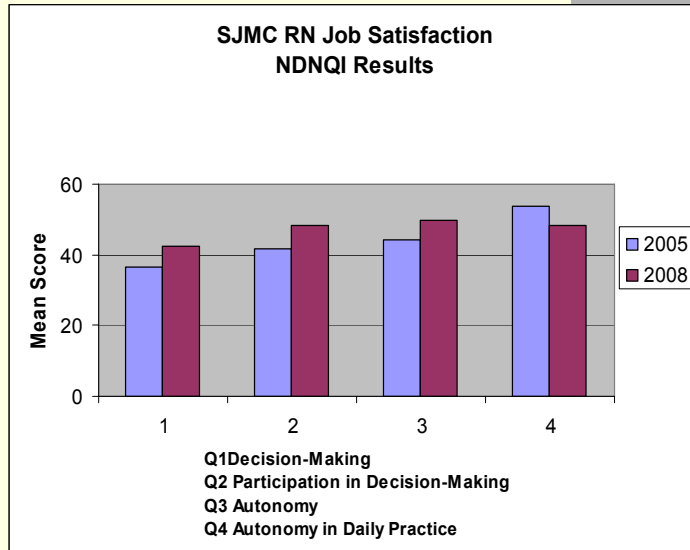
## OSF St. Joseph Medical Center NDNQI RN Satisfaction Survey Results



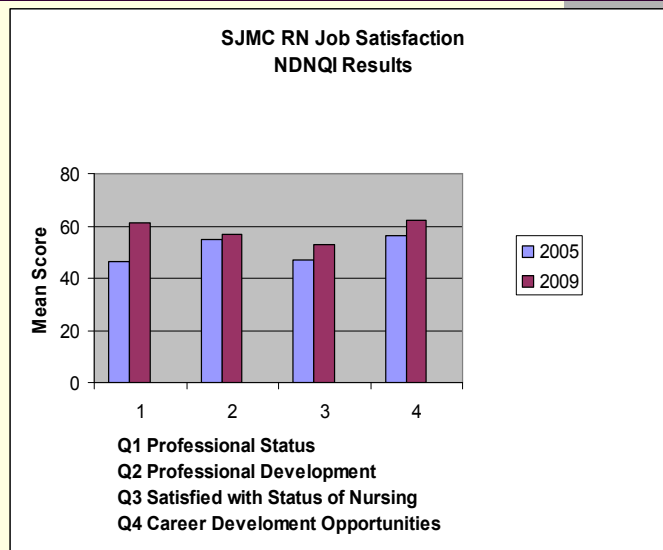
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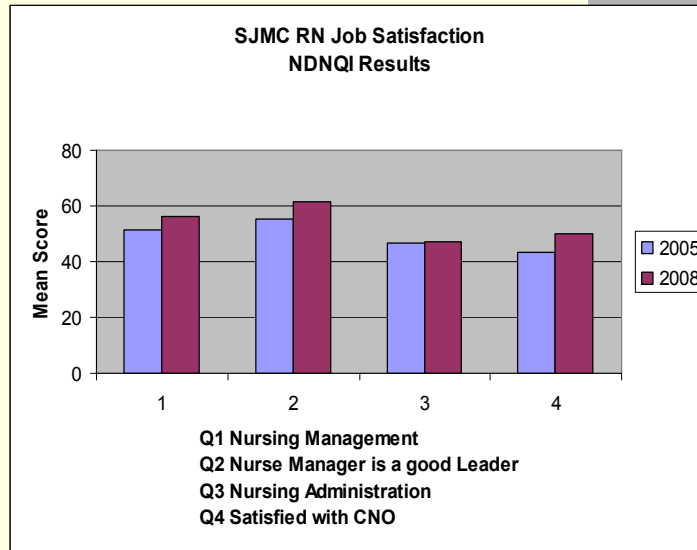
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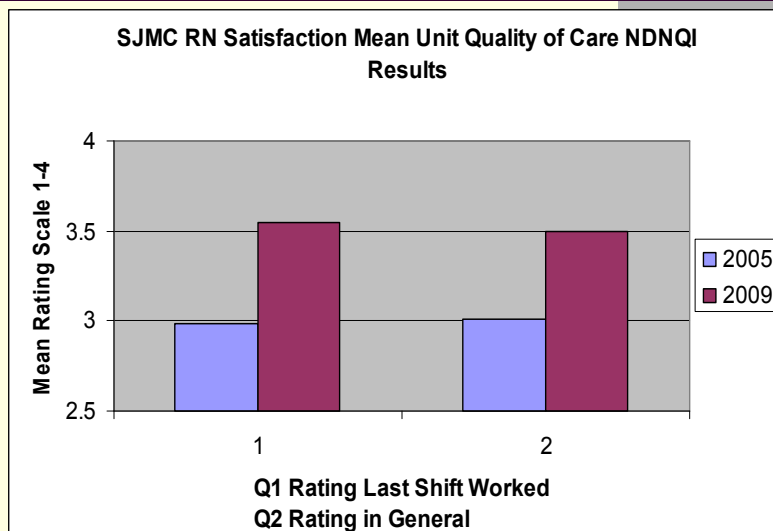
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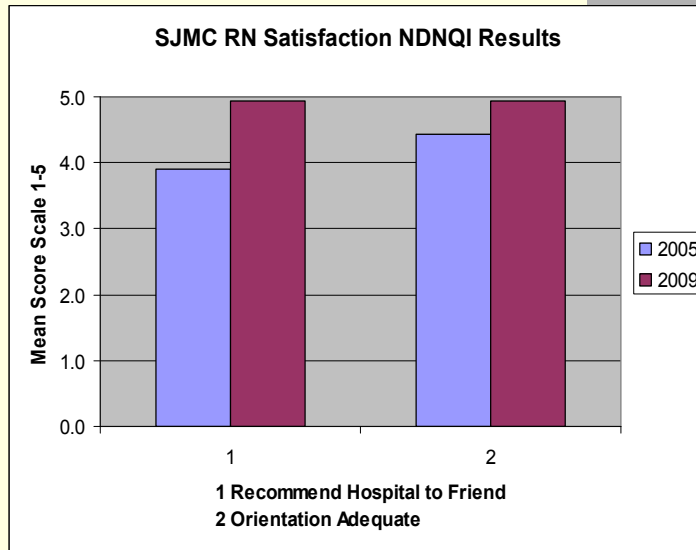


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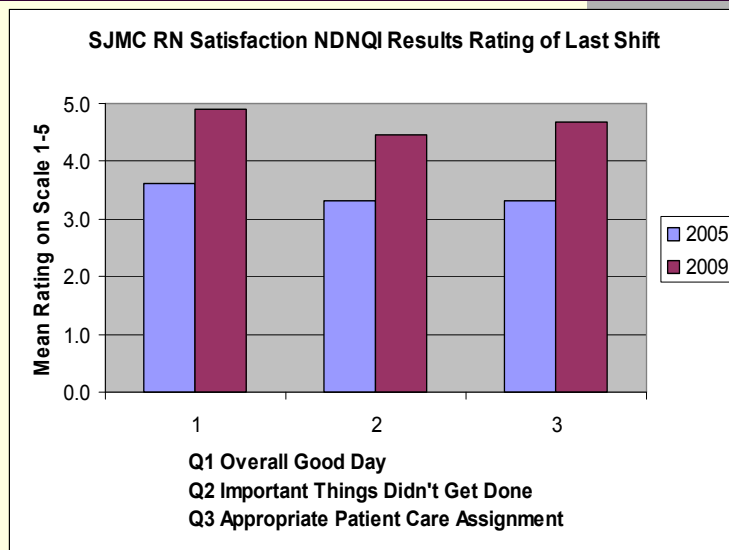




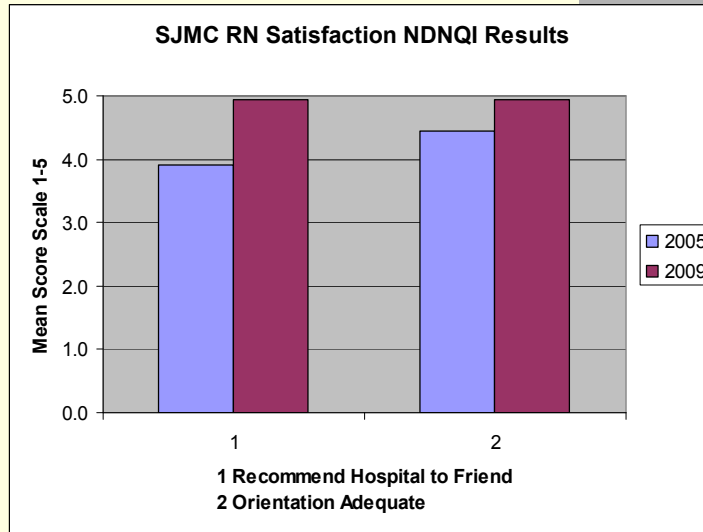
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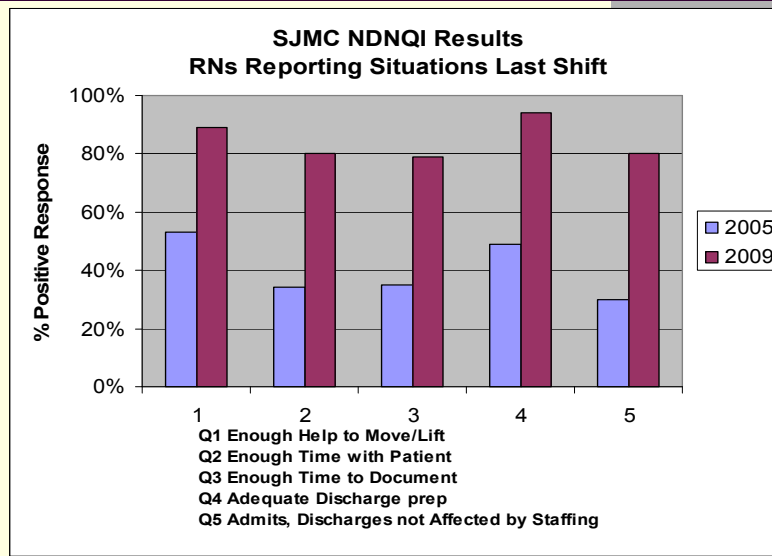
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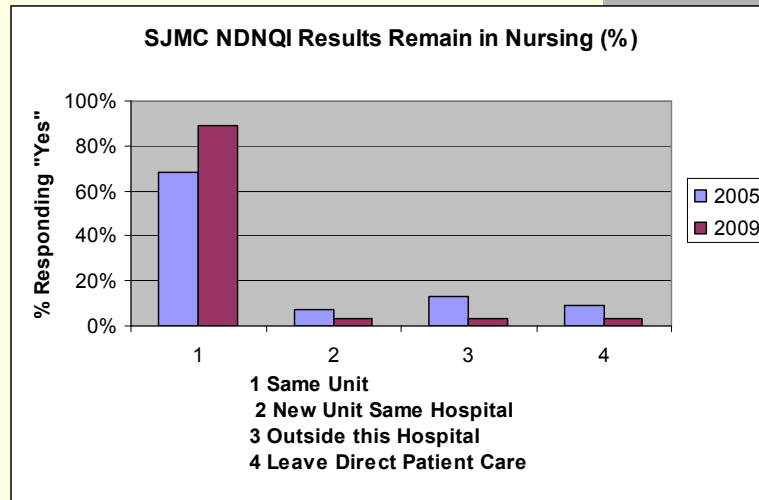
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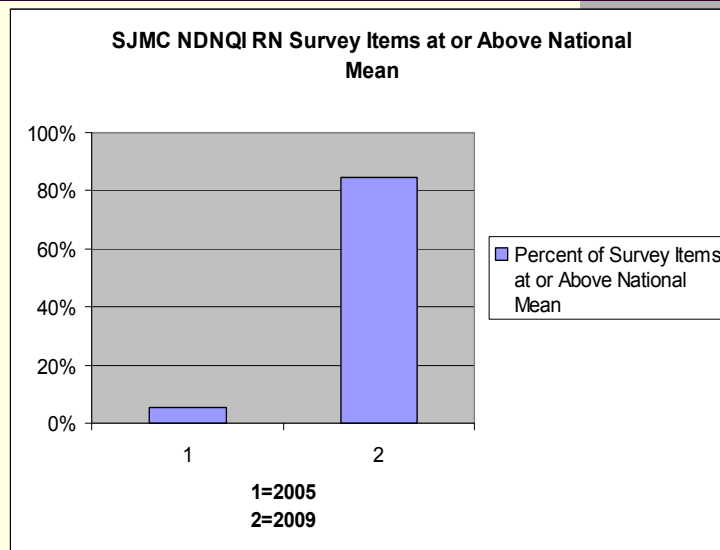
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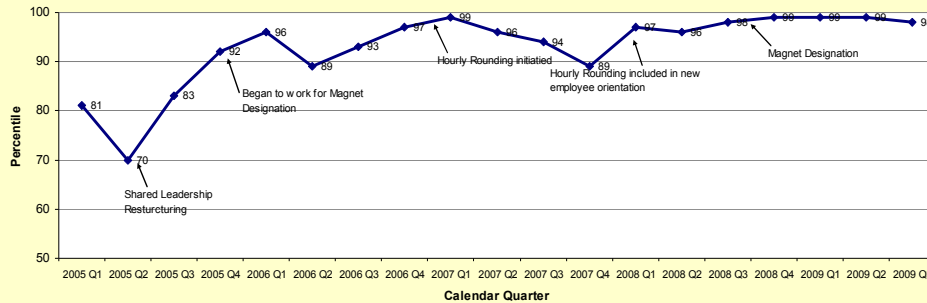


## OSF St. Joseph Medical Center NDNQI RN Satisfaction Survey Results



# OSF St. Joseph Medical Center Patient Satisfaction

OSF St. Joseph Medical Center  
Bloomington, Illinois  
Overall Patient Satisfaction Mean Score  
Source: Press, Ganey Associates



## Summary:

- Involve direct care staff in development of shared governance structure
- Provide nursing councils with NDNQI RN satisfaction data
- Nursing councils hold RNs accountable to develop action plan addressing satisfaction issues
- Utilize standardized action planning tool to document and track:
  - Issue
  - Desired outcome
  - Action
  - Responsible party
  - Target/actual completion date
  - Monthly updates

## **Summary and Benefits:**

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- Staff nurse involvement through the implementation of a shared governance structure and standardized RN satisfaction action planning tool have helped to improve RN satisfaction, turnover and patient satisfaction.
- OSF St. Joseph Medical Center also received Magnet Designation from the American Nurses' Credentialing Center in December, 2008.

## **References:**

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- Porter-O'Grady, T. (1992). Shared Governance Implementation Manual. Mosby-Year Book, Inc., St. Louis, MO
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## **Contact:**

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