



# Improving RN Satisfaction Through Shared Governance

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## RN Satisfaction at OSF St. Joseph Medical Center (SJMC)

**Problem:** 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. 2005 RN Satisfaction results indicated much room for improvement. Only 5.2% of items scored above the national mean in the NDNQI database. "Job Plans for Next Year" - only 68% of responding nurses indicated they would remain on the same unit with 13% indicating they would leave the medical center. Scoring for "Recommend Hospital to Friend" was 3.90. Our results for the "RN Job Satisfaction T-Scores" - only 86% of items had moderate or high satisfaction. For the 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 turnover rate was 8.8% in 2006. In 2001, overall patient satisfaction survey scores were in the 20th percentile utilizing Press Ganey© patient satisfaction tool.

**Purpose and Objectives :** 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.

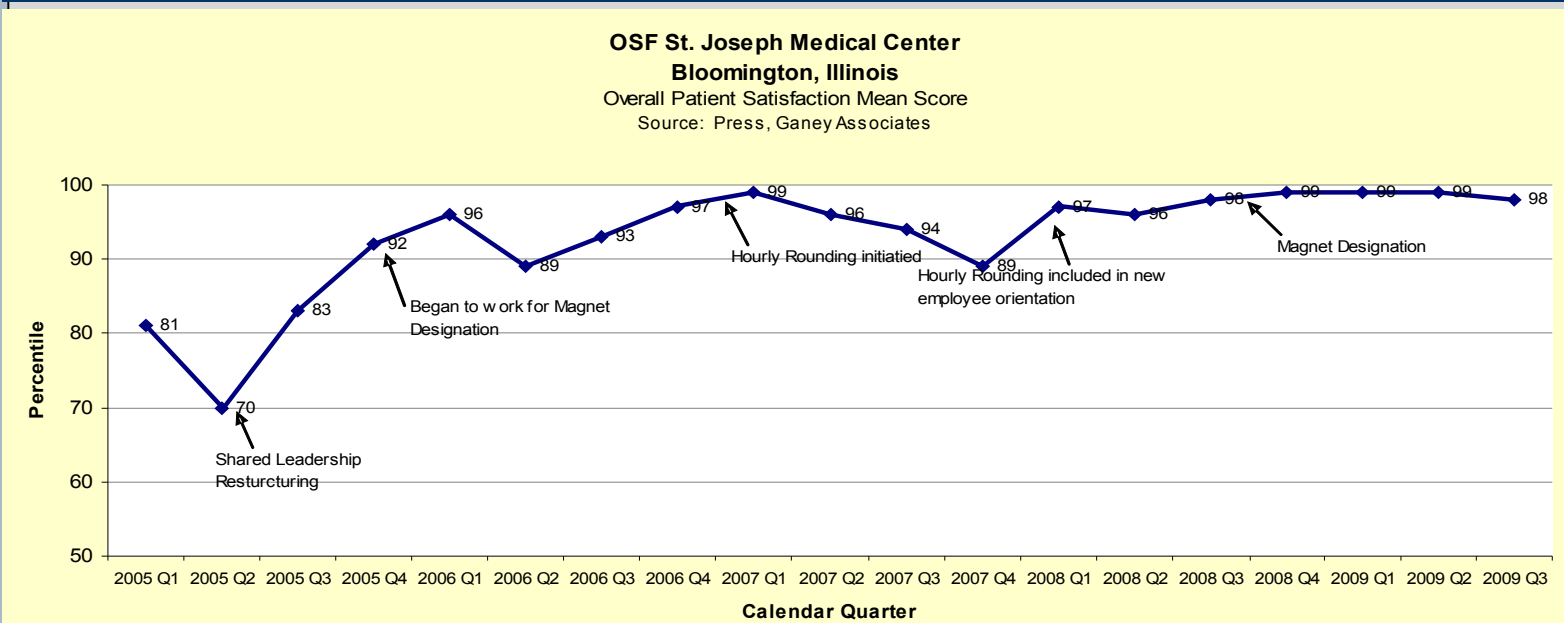
## Synthesis of Evidence Leading to the Practice Change:

**Process Leading to the Practice change:** A shared governance structure was implemented in 2004 with the Professional Nursing Cabinet (PNC) oversight of the model. Restructure of the shared governance model was 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. The PNC holds each department accountable for review of individual department results and development of an appropriate action plan. Directors worked with managers and staff-lead department councils to communicate the results and develop action plans. A standardized action planning tool was developed and implemented to address RN satisfaction issues.

## Review of Literature

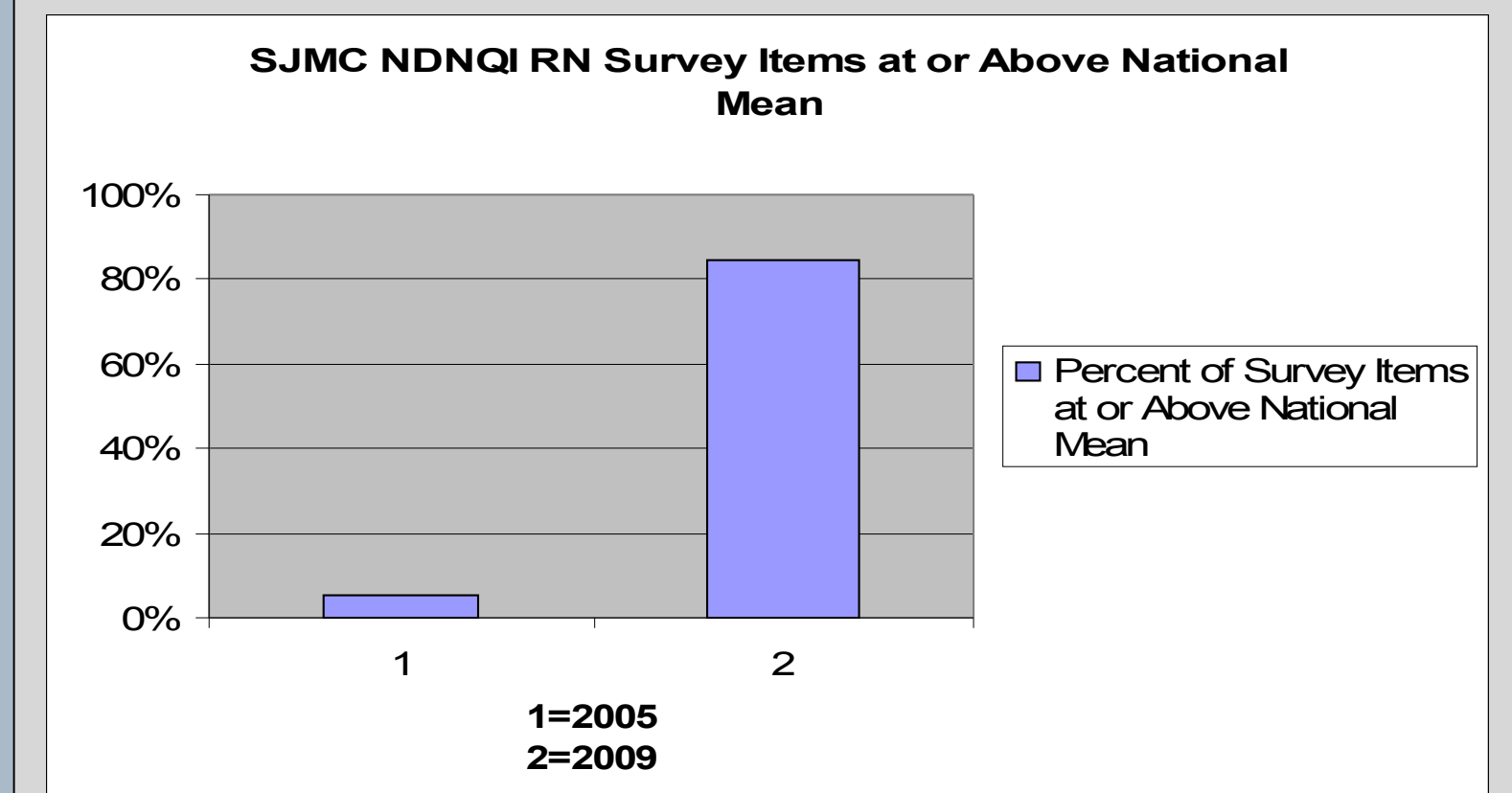
- Porter-O'Grady, T. (1992). Shared Governance Implementation Manual. Mosby-Year Book, Inc., St. Louis, MO
- Press Ganey Associates, Inc. Inpatient Satisfaction Survey. South Bend, Indiana
- The Advisory Board Company. (2005). Toward Staff-Driven Decision Making: Assessing, Building, and Sustaining a Shared Governance Model. The Advisory Board Company, Washington, D.C
- The National Database of Nursing Quality Indicators© by the American Nurses' Association
- Turkel, M.C. (2004). Magnet Status: Assessing, Pursuing, and Achieving Nursing Excellence. HCPPro, Inc., Marblehead, MA

## Patient Satisfaction

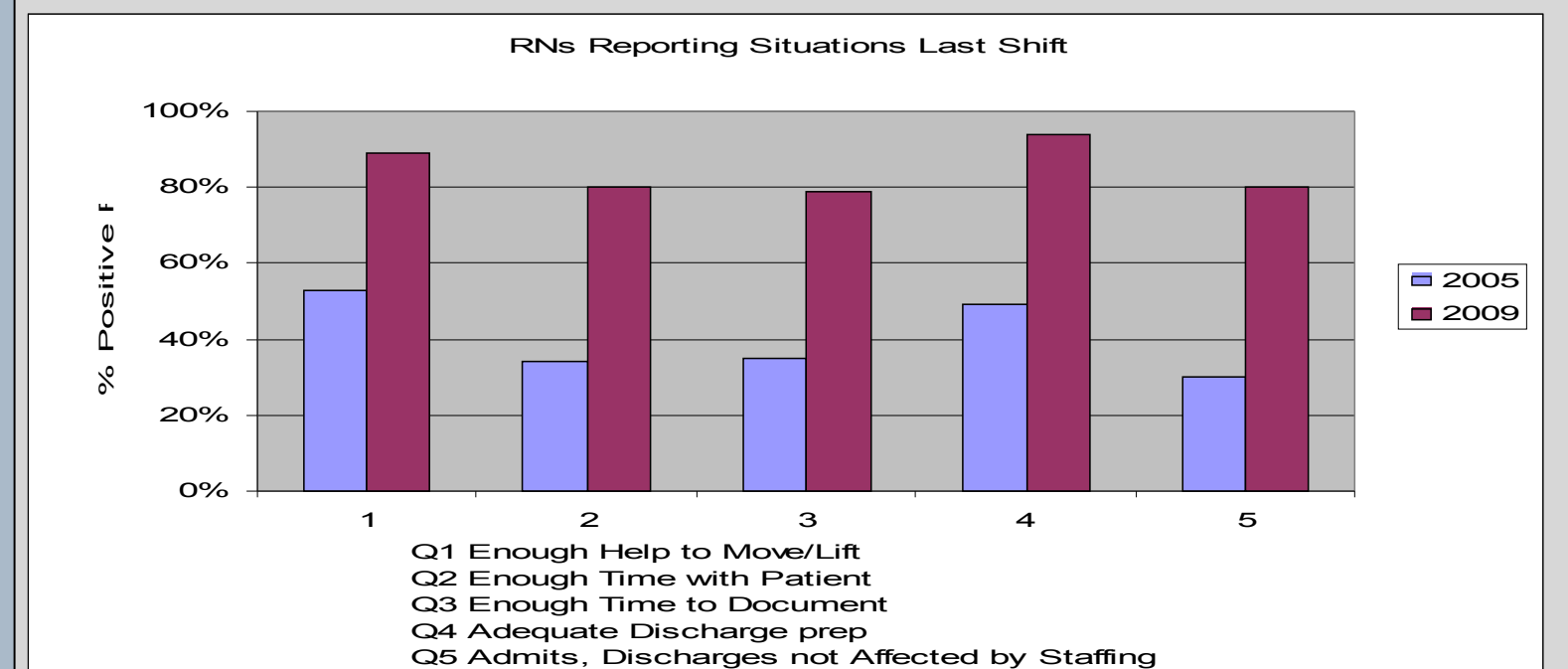
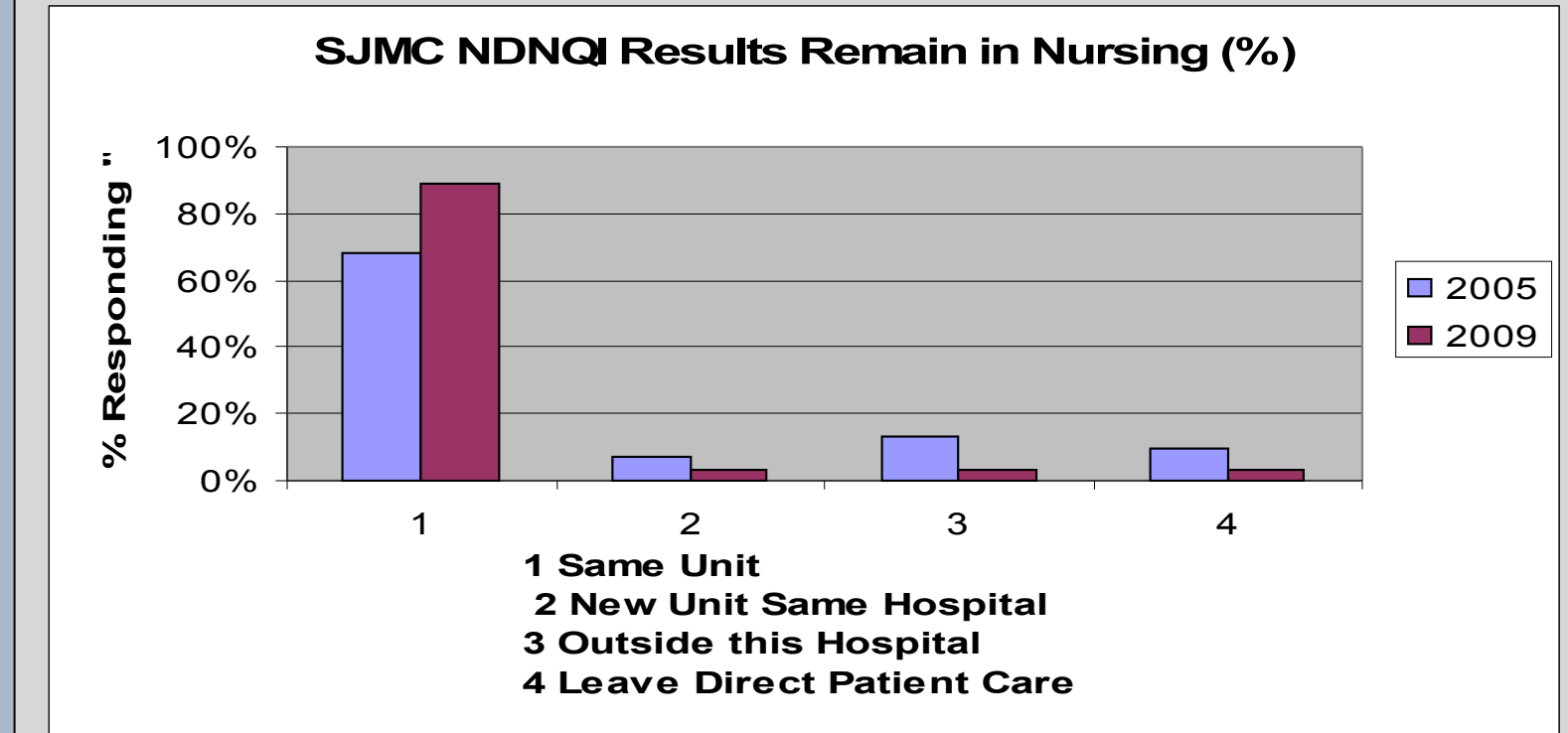


## Results

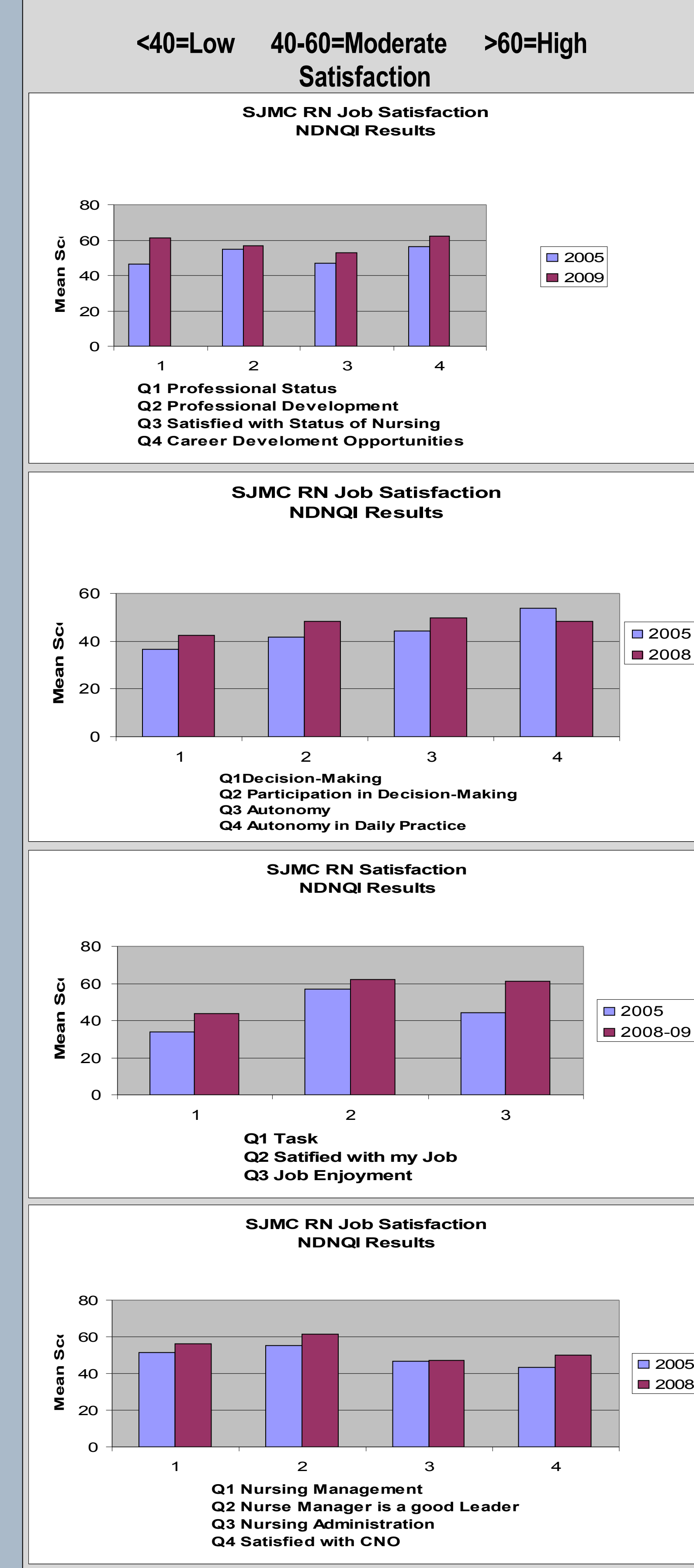
**Outcomes and Sustainability Methods:** 2009 RN Satisfaction results showed outstanding improvement. The items scoring above the national mean in the NDNQI database increased from 5.2% to 84.6%. "Job Plans for Next Year" - improved to 89% of responding nurses indicated they would remain on the same unit with only 3% indicating they would leave the medical center. Scoring for "Recommend Hospital to Friend" improved from 3.90 to 4.93. Our results for the "RN Job Satisfaction T-Scores" - 95% of items had moderate or high satisfaction, with high satisfaction items improving from 18% to 32%. For the 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. RN turnover rate also 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.



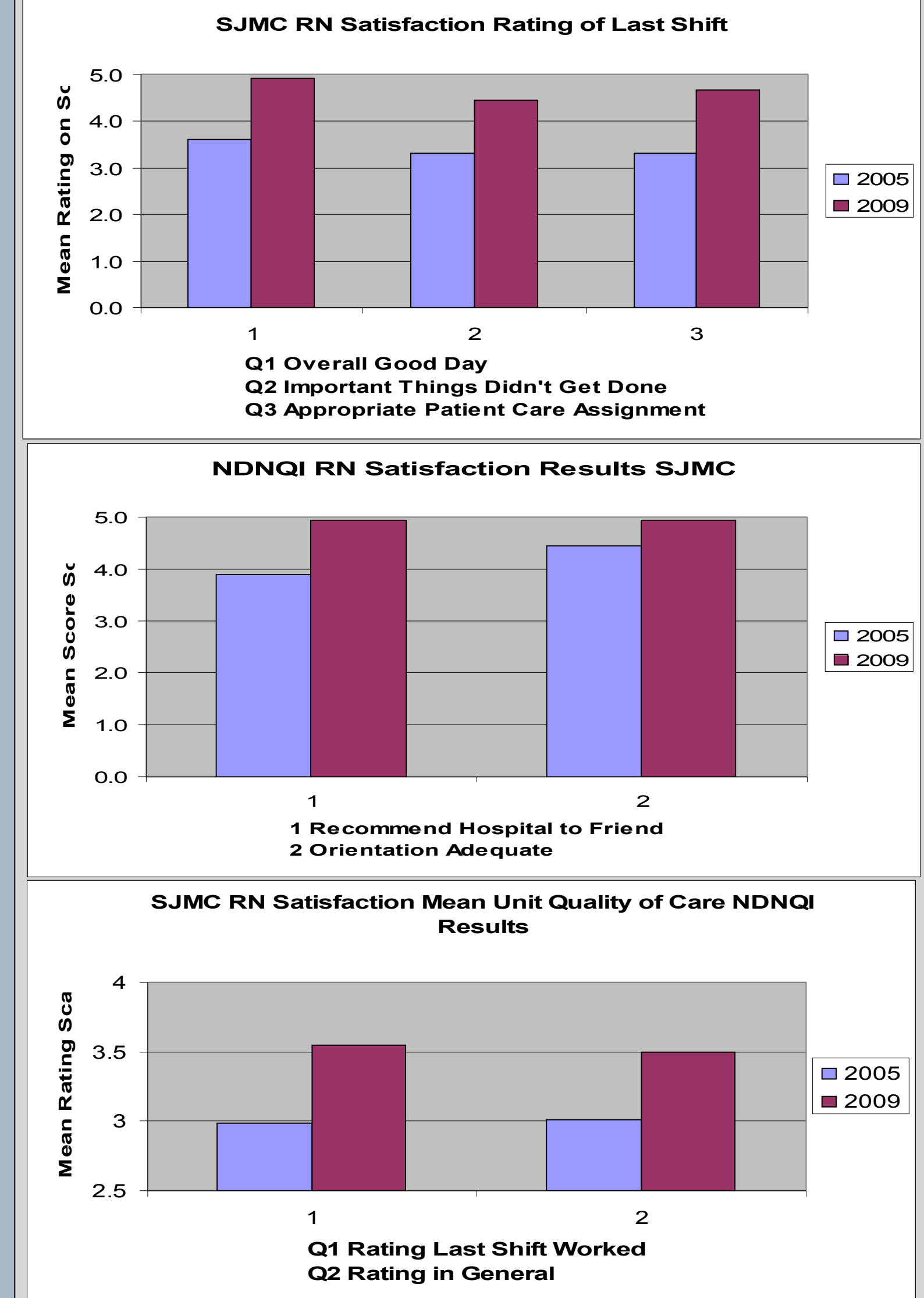
## Job Plans for Next Year



## SJMC NDNQI RN Job Satisfaction T-Scores



## SJMC NDNQI RN Satisfaction



## Summary

**Summary :** 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.

## Contact information

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