

January 21, 2010
Session # 113

Times are Tough, but Numbers Don't Lie: Using NDNQI Data to Support the Acquisition of Fiscal and Human Resources

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Charlottesville, Virginia
NDNQI Conference 2010

Objectives

At the end of this presentation attendees will be able to:

- Describe how NDNQI data can influence financial planning and resource allocation.
- Describe how NDNQI data supports acuity based staffing data in decision making to support quality patient care.

Introduction

**Martha
Jefferson** Hospital



Martha Jefferson Hospital

- Located in Charlottesville, VA
- 176 bed, not-for-profit, community hospital founded in 1903
- 11,500 discharges, 1780 births annually
- 51,000 Emergency Department Visits
- 1,600 employees, 450 nurses
- Achieved Magnet® Recognition Dec. 2006
- Planetree Affiliate since Nov. 2007
- Known for “A Caring Tradition”
- New hospital campus slated to open in 2011

Introduction



Our vision is to set the standard for clinical quality and personalized healthcare



Introduction






Environmental Scan

- Weak economy
- Major reimbursement pressures
- Workforce issues
- Technology impact
- Capital requirements
- Access to capital
- Quality, safety, and transparency
- Consumer expectations

Situation

*Martha
Jefferson* Hospital




Closer to home

- New replacement hospital campus underway
- Addition of new service lines
- Consistent growth in medical staff
- Increasing market share within multiple service lines
- Significant growth in patient volumes

Situation

*Martha
Jefferson* Hospital





May 14, 2009

"I'm a former float pool nurse and am now based on South 6. It's a great place to work, and Dana is doing an outstanding job; everybody absolutely loves her.

As I'm sure that you know, there has been a significant loss of qualified and talented staff there recently. Even today, 5/14, is the last day for one of the more senior nurses, as she departs S6 to work at a local rehab facility.

I attended a Practice Committee meeting yesterday afternoon, and there is a palpable sense of frustration, cynicism, and even despair among some of the staff. There is a feeling that RNs on S6 are overworked and underpaid. I've seen, as a float pool nurse, that S6 is one of the busiest and most demanding floors for RNs in the hospital. I believe that staff feel that no one is looking out for their interests, as they are asked to take on more and more responsibilities with fewer resources.

At the Practice Committee meeting yesterday, we thought that it would be very helpful if staff could get together briefly with you, Nancy Maloy, and Dana to try to take a look at this situation. Would you be available next week some day around 4 PM to meet with a few of the staff (maybe 3 or 4) and with Nancy and Dana?"

-Alan Young RN

Results

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Jefferson** Hospital



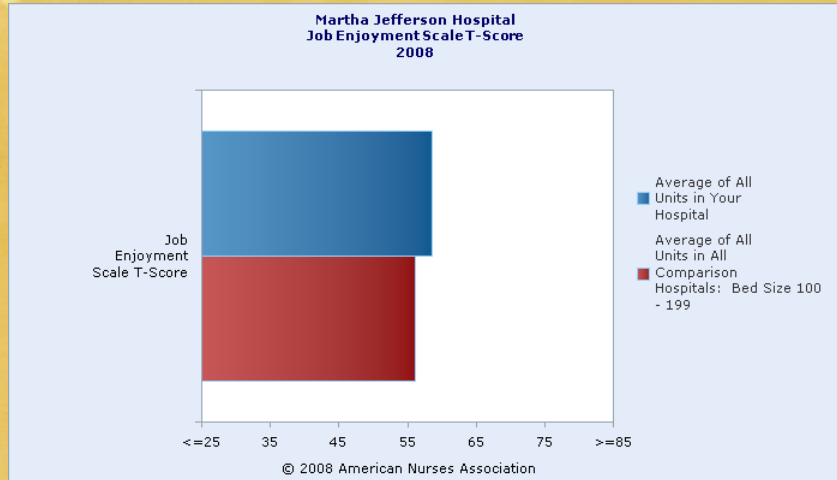
Measuring Staff Satisfaction

- Organization-wide tri-annual surveys (AON; The Advisory Board) surveys
- Nursing Workforce Index-Revised – annually 2003-2007
- NDNQI Nurse Satisfaction Survey – 2008, 2009

Situation

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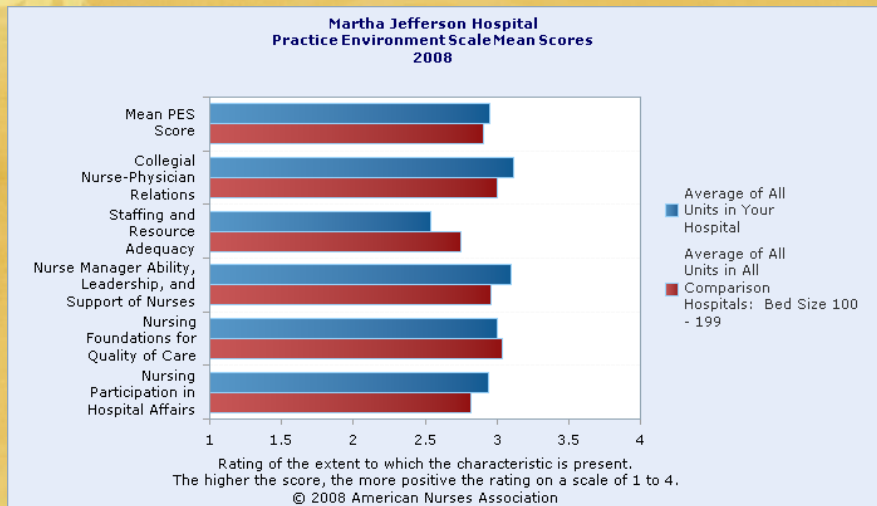
2008 NDNQI Satisfaction Survey



Situation

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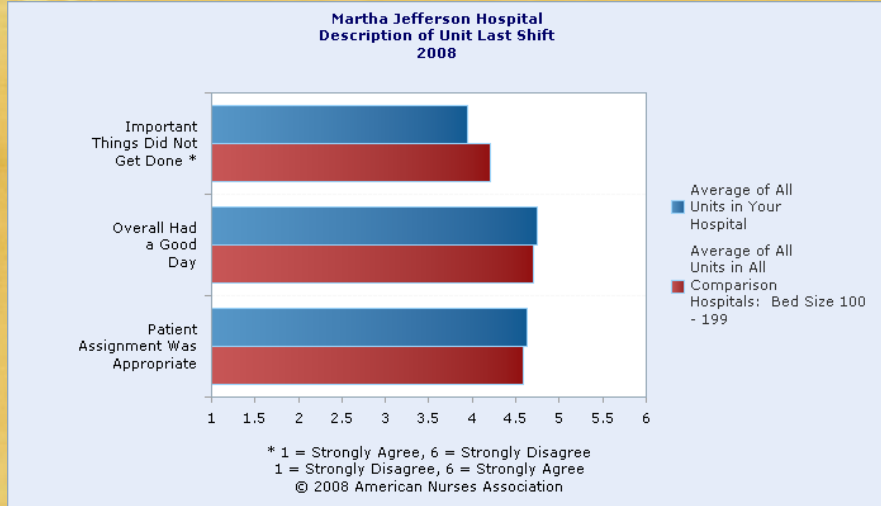
2008 NDNQI Satisfaction Survey



Situation

Martha Jefferson Hospital

2008 NDNQI Satisfaction Survey

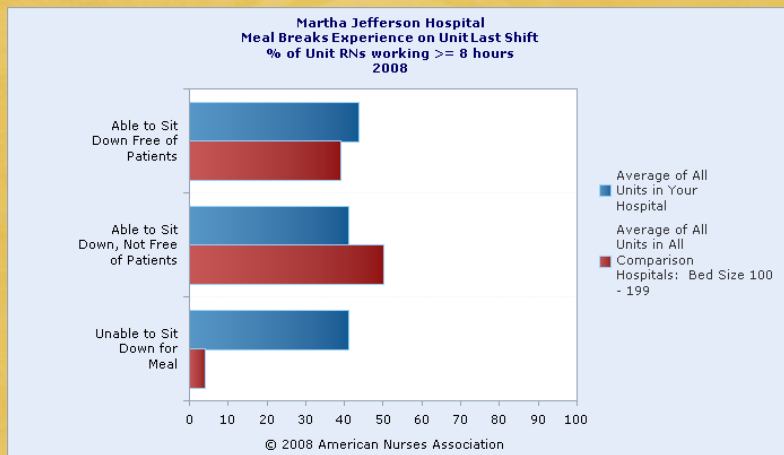


Situation

NDNQI Conference 2010

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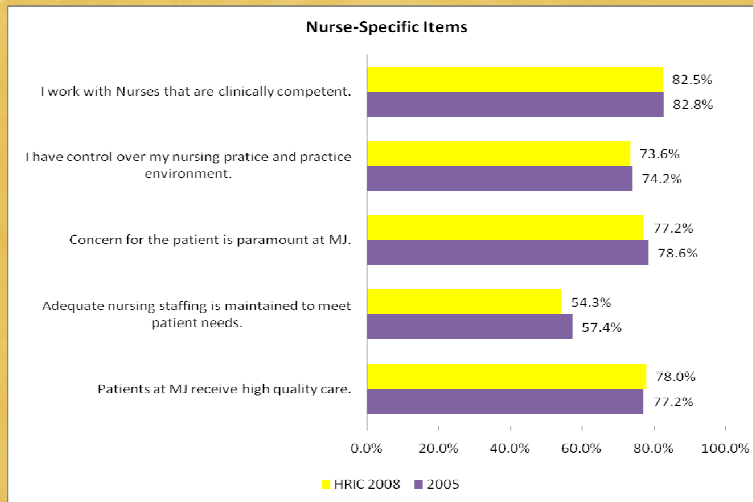
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Situation

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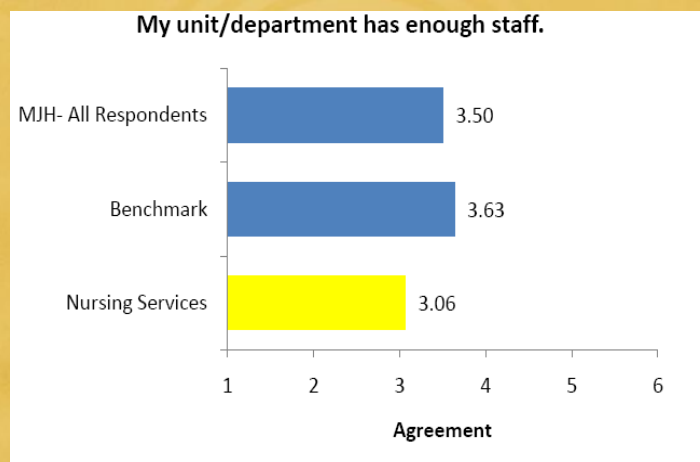
2008 Advisory Board Employee Engagement Survey



Situation

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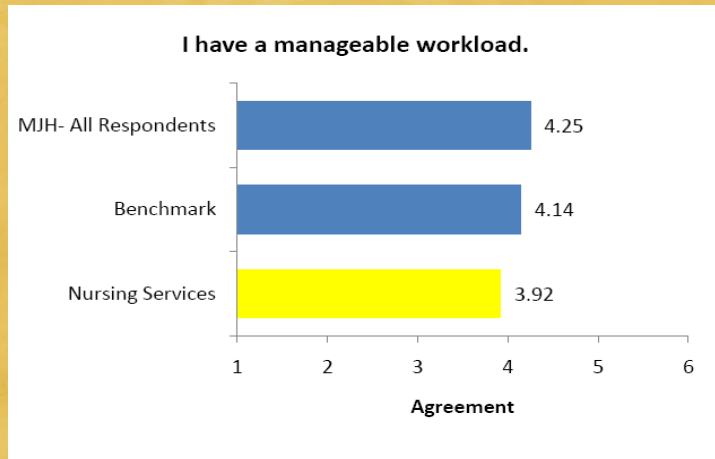
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Situation

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2008 Advisory Board Employee Engagement Survey



Situation

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Optilink Data

Unit: South 6 Date Range: 08-01-2009 to 08-31-2009 Unit Type: Telemetry-M

Avg. Vol: 21.77	Avg. Midnight Vol.: 22.19	Avg. Contact Vol.: 27.13					
ADT Index: 99.56%	New Patient Pct (NPP): 50.81%	Acuity Index: 1.12					
Worked HPUOS: 9.11	H/UOS (Midnight): 8.93	H/UOS (Contact): 7.31					
Budgeted HPPD: 8.61	Productivity: 94.56%	Acuity Adj. Productivity: 105.67%					
Budgeted \$/UOS: \$ 205.24	Spent \$/UOS: \$ 209.26	\$/UOS Variance: (\$4.03)					
Total Budgeted \$\$\$: \$ 143,056	Total Spent \$\$\$: \$ 141,251	Total \$\$\$ Variance: \$1,804					
Total Budgeted Hrs: 6002	Total Worked Hrs: 6147	Total Hrs Variance: (145)					
Projected RN HPUOS:	Worked RN HPUOS:	RN HPUOS Variance:					
Acuity	# Classified	Low Intensity	Medium Intensity	High Intensity	Extreme Intensity		
		# %	# %	# %	# %		
Day 12 HR 06:45	928	0 0%	719 77%	209 23%	0 0%		
Night 12 HR 18:45	774	0 0%	575 74%	199 26%	0 0%		
Acuity Totals	1,702	0 0%	1,294 76%	408 24%	0 0%		
Staffing	Category	Required Hrs	Worked Hrs	Variance Hrs	% Required	% Worked	% Variance
Day 12 HR 06:45	Licensed	2,232	2,650	(418)	66.67%	71.47%	-4.80%
	Unlicensed	1,116	709	407	33.33%	19.12%	14.21%
	Clerical	0	349	(349)	0.00%	9.41%	-9.41%
Night 12 HR 18:45	Licensed	2,004	1,968	36	84.34%	80.69%	3.65%
	Unlicensed	372	355	17	15.66%	14.56%	1.10%
	Clerical	0	116	(116)	0.00%	4.76%	-4.76%

Situation

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Optilink Productivity Trends

Unit	First Quarter 2008		First Quarter 2009	
	Productivity	Adj. Productivity	Productivity	Adj. Productivity
Rucker 4	98%	107%	107%	115%
South 4	107%	109%	112%	114%
South 5	122%	131%	125%	140%
South 6	98%	110%	110%	122%

Situation

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Assessment

- NDNQI Nurse Satisfaction Practice Environment score below benchmark in staffing and resource adequacy
- Results validated by Advisory Board Employee Engagement Survey
- Optilink acuity and resource utilization demonstrate a shift in acuity and productivity
- Nurse staffing has not kept pace with organizational volume growth

Assessment

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Strategic Response

- Recognize and pass through the window
- Remain steadfast in commitment to quality nursing outcomes
- Engage key nursing champions
- Share the anecdotes
- Use data to prepare incremental staffing request mid-fiscal year
- Utilize evidence-based staffing research to support justification and quantify gap
- Include nursing data alongside routine financial data with all nursing FTE requests

Response

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House wide Action Planning

Staffing and Workload

*My organization helps me deal with stress and burnout.
My unit/department has enough staff.
I have a manageable workload.*

- Attract more prn and part-time FTE's to assist in flexible scheduling
- Explore and evaluate innovative scheduling options including a "Weekend Staff" and a "Work Week Staff"
- Participate in HR's staff forecasting program
- Evaluate and implement creative approaches to addressing staff stress and workloads

Response

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Communicating Results

- CNE attendance at staff meetings to discuss survey findings
- “Safety Walks” by c-suite team with immediate response to issues identified by staff
- Focused education at Nursing Staff Development Days on caregiver stress
- E-mail communication (“Nurses Notes”) and from CNE to communicate action.

Response

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Outcomes

- In FY 2008-2009, 43 additional nursing positions (above budget) were approved
- An additional 16 positions were approved to provide for program growth
- Creative staffing options were implemented to manage fluctuations in patient volumes including a part-time position with fulltime benefits
- Market review and adjustment to PRN pay rates effective October 1, 2009

Results

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Outcomes

- Encouraged and planned for meal and rest breaks
- Enhanced employee concierge services to reduce “life” stresses
- Dedicated services for employee wellness
- Care for the Caregiver days
- Focused education at Nursing Staff Development Days on caregiver stress

Results

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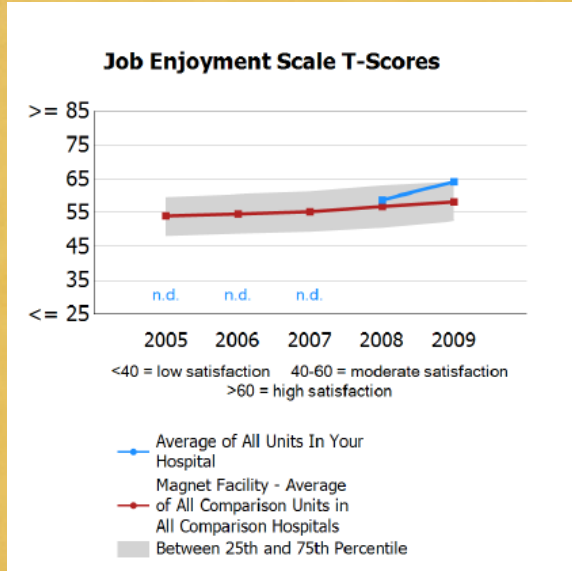
Hardwiring Data Analysis and Action Planning

- Evaluation by Nursing Executive Group
- Dissemination to Nursing Leadership
- Chief Nurse fosters horizontal (c-suite) engagement
- Widespread issues referred to appropriate Nursing Shared Governance Council
- Unit specific issues discussed at Unit level Shared Governance councils and action plans identified
- Action plans developed, disseminated, reported and evaluated at quarterly “Nursing Dashboard Days”
- Routinely include Optilink and NDNQI in addition to financial reports required for FTE requisitions submitted to Compensation committee.
- Re-measurement with annual NDNQI nurse satisfaction survey

Response

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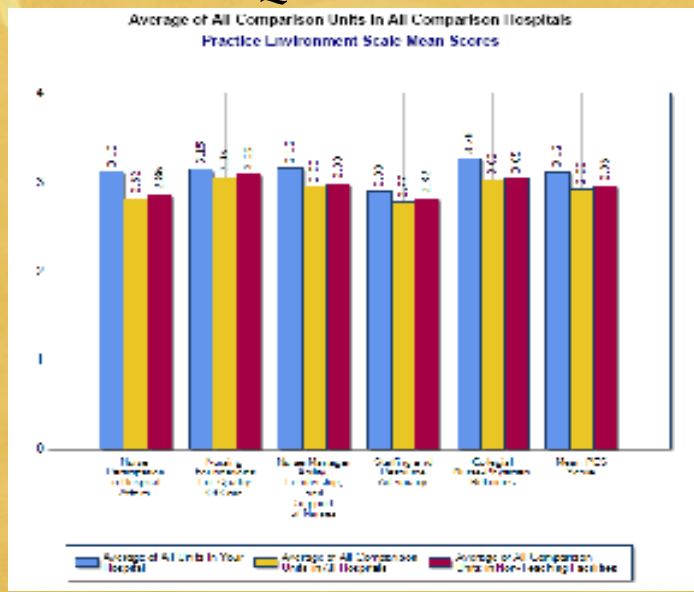
2009 NDNQI Satisfaction Survey



Results

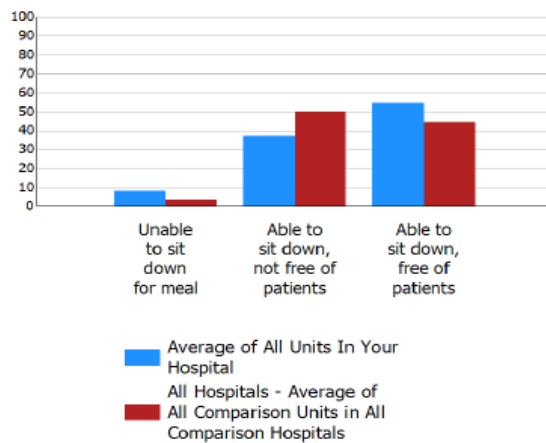


2009 NDNQI Satisfaction Survey



2009 NDNQI Satisfaction Survey

**Meal Break Experience on Unit Last Shift
% of Unit RNs Working ≥ 8 Hours - 2009**



September 25, 2009

"I enjoyed the Staff Development Day. It's evident that a lot of time and effort went into making it a success, and everybody got something from it. MJH is a nice place to work.

Things are going well on South 6. I see all of the new RNs and aides that have been hired, and the atmosphere is much more relaxed than it was a few months ago. I think that everyone knows that you, Dana, Nancy, and others behind the scenes are making huge efforts to get us back on track.

I see staff helping each other out a lot more now, and I think that the reason for that is that they have the time to do so. Also, it's easier to take breaks these days, and that's wonderful.

A few months ago I remember two new hires mentioning to me at different times that they were thinking of leaving. Happily, they are still with us, and seem happy and are doing well."

-Alan Young RN

Results

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References

- Goldstein, L. *US not-for-profit healthcare outlook : Six- month update. Industry outlook - Moody's US public finance.* Report number: 110912. September 2008
- National Database for Nursing Quality Indicators (NDNQI). Available at <<http://www.nursingquality.org>> (members only) Accessed November 10, 2009.
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