

Nurse Perceptions of Their Work Environment: Perspectives from the ICU through Ambulatory Care



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Setting

OSF Saint Anthony Medical Center is a 254-bed tertiary care facility located in Rockford, Illinois. We are a Magnet® designated facility and a Level 1 Trauma Center. Our shared governance structure has been in place for well over 10 years. The Nurse Practice Council (NPC) is one of five major councils within the shared governance structure.

Introduction

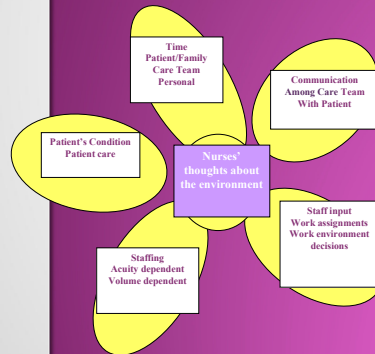
Results from the 2006 NDNQI® RN Satisfaction Survey showed 3 nursing units scoring below the mean for nursing satisfaction. As a Magnet® designated facility, our nursing leadership wished to discover and address the root causes for the lower scores on these particular nursing units. A research team led by the director supporting NPC and members of NPC (which included staff nurses) designed a qualitative study to investigate RN perceptions of their current work environment and explore possible changes that could be made to create a more positive work environment.

Research Design

- IRB Approved Research Study
- Narrative Interviewing: Structured Protocol
- Participants: N=35
- Collection: ~20 minute interviews done over 3 summers
- Analysis: Thematic Coding
- Typology: Coordinated Management of Meaning: Heuristics
- 3 cycles of interviews within selected units:
 - Part 1: High Acuity/Critical Care
 - Part 2: General Medicine/ Medical/Surgical;
 - Part 3: Outpatient Procedural

Sample of Interview Research Questions

- Q1: When you are at work do you feel that you accomplish what you need to do for your patients?
- Q2: As related to your shift at work what makes you feel like you have had a good day or a bad day?
- Q3: What do you like best about your work environment and or what would you like to change?
- Q5: What makes your shift at work a great shift and what makes your shift less positive?
- Q6: If you could change one thing at work as related to routines, environment and processes what would you pick and how would you change it?
- Q9: Do you feel your workload is appropriate and if not, why?



Simultaneous Initiatives

- Additions to and validation of Nursing Strategic Plan
- Charge Nurse role revision: validation and improvements
- Improvements to CNA role revision
- Realignment of pre-admission services into the perioperative division

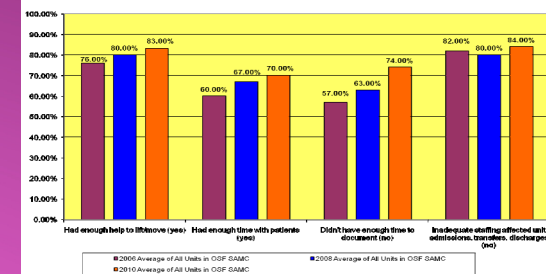
Result Heuristics

Nursing Typology and the Coordinated Management of Meaning Forces

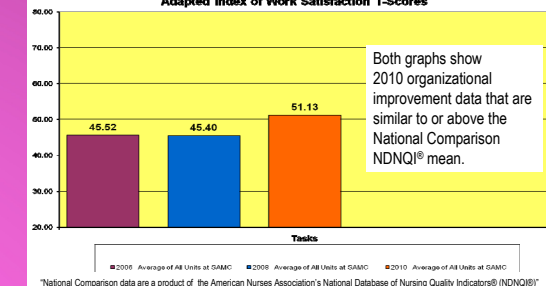
- **Prefigurative** ~ Nurses are highly concerned with time, patient care, tools/technology, and patient flow.
- **Practical** ~ Nurses know that they have to accomplish their work and be flexible.
- **Contextual** ~ For nurses, teamwork is highly important and dependent on effective and clear communication.
- **Implicative** ~ Nurses know that they will encounter certain difficulties while at work that pertain to patient flow, technology, time, team communication and knowing this, at times, they anticipate potential problems rather than envisioning a successful day.

Results

RN Situations in Last Shift



TASKS SUBSCALE Adapted Index of Work Satisfaction T-Scores



Selected References

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