



Strategies to Create and Sustain a Healthy Work Environment and Improve Nurse Satisfaction

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Background

- The University of Maryland Medical Center (UMMC) employs approximately 1,800 nurses in direct patient care at the bedside.
- Engagement is an essential component of nurse satisfaction and nursing excellence
- Engagement is essential when an organization seeks to create a healthy work environment

Purpose

- To improve the structures and processes of nurse engagement at the organizational, departmental and unit level
- In 2008, a strategic plan was developed to:
 - reduce turnover
 - improve nurse satisfaction
 - sustain a healthy work environment
 - improve the quality of patient care

Method

- An empowered staff nurse council advocated for the integration of a healthy work environment plan in both the nursing strategic plan and the hospital strategic plan
- Nurse leadership on multidisciplinary teams was expanded to ensure that nursing has a leadership role on every initiative that involves or impacts nursing practice
- Peer-driven, unit rounding was implemented to promote discussion and analysis of data, and to share best practices across care areas
- CNO rounds were conducted on each unit followed by reports that discussed patient population, best practices that were observed, care delivery challenges and celebration of accomplishments
- Unit level plans were developed to increase staff satisfaction in decision making, autonomy and one other unit specific area of improvement based on NDNQI results
- Lastly, new nursing leadership roles were created to sustain this culture, including the creation of an environmental sustainability manager and an outcomes director

The Staff Nurse Council implemented the following strategies (examples):

- Examined "Principles of Creating and Sustaining a Healthy Work Environment" and integrated principles in our practice environment.
- Identified and reviewed measurements of healthy work environment-- Nurse Satisfaction, Patient Satisfaction
- Collaborated with the CEO, CNO, and SVP Human Resources to address changing economic conditions and the impact on Patient Satisfaction, Patient Flow, and Cost Reduction
- Revised Scheduling Guidelines to decrease potential for harm based on current evidence
- Participated in Research Study related to *Sleep, Job Demands, and Neurocognitive Performance in Nurses Working Successive 12 Hour Shifts on Sleep Deprivation* by Dr. Jeanne Geiger-Brown, University of Maryland School of Nursing
- Discussed professional behaviors and provided feedback that was incorporated into the Dress Code Policy, Work Place Language Policy and Commitment to Excellence Behavioral Standards
- Provided leadership on numerous sustainability efforts such as the green team initiatives, recycling projects —paper, batteries, waste separation, UMMC Farmer's Market, smoke free environment and Step Up to Good Health

Measurement

- Outcomes were measured using the 2008, 2009 and 2010 *NDNQI RN Survey with Job Satisfaction Scales*

- 2008 scores were used as baseline measurement

Results

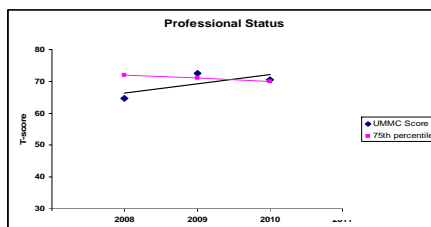
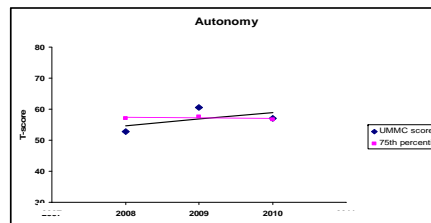
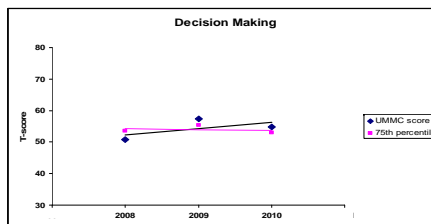
- Scores in 2009 and 2010 were above the median benchmark for academic hospitals on all scales

- For all subscales, scores increased from 2008 to 2009, then slightly decreased from 2009 to 2010

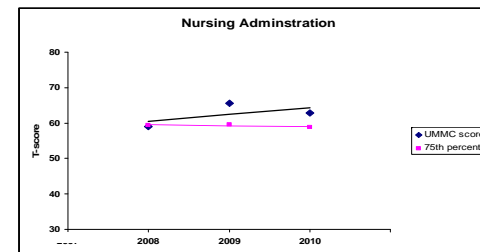
- In 2009, scores were above the 75th percentile for the following subscales:

- Decision Making
- Autonomy
- Professional Status
- Nursing administration

- These scores remained above the 75th percentile in 2010



Results (cont.)



Discussion

- Although scores decreased slightly from 2009 to 2010, this is likely due to the fact that Magnet appraisers were on site during the 2009 survey
- Unit level trends are consistent with aggregate results in almost every unit.
- Decision making and autonomy T-score results remain < 60 and indicate continued opportunity for improvement.

Significance

- Successfully creating and sustaining a healthy work environment extends beyond nursing.
- Creating the change takes time and requires participation at all level of the organization.
- Focused strategies need to continuously be developed, evaluated and may require investment in new resources.

- Nurse satisfaction is one component of how the quality of nursing care is judged.
- A healthy work environment is a fundamental driver of nurse satisfaction, as is staff involvement in priority setting and strategy development.
- Organizational commitment is needed to create and sustain change.

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