Nurse Satisfaction in the Practice Environment: A "Front Line Winner"

ANA Nursing Quality Conference™
Friday, January 27, 2012
Session 211
11:00am – 12:30pm

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Session Objectives

1. Describe ways to engage clinical nurses in improving their work environment.
2. Identify structures and processes used to support and guide staff for improved practice environment outcomes.
Hospital Demographics

- Academic medical center
- Not-for-profit
- 407 licensed beds
- 1,200 clinical RNs
- Level II trauma center
- 22,180 admissions
- 65,895 ED visits
- 679,602 clinic visits
- 15,592 surgeries
- 3,007 deliveries
- 276 transplants
Achievements

• Three-time ANCC Magnet-recognized®
• ANCC Magnet Prize® recipient
• ANCC Magnet Nurse of the Year® recipient
• CCNE accredited UHC/AACN Post-Baccalaureate Nurse Residency Program
• University HealthSystems Consortium Quality and Safety Leadership Award
• Ranked #1 hospital in Denver by U.S. News & World Report
“Staff nurses have a voice. There are opportunities for a staff nurse with any question or concern to start a change process.”

Jamie Nordhagen, RN, BSN, OCN
Level IV Permanent Charge RN
Oncology/Bone Marrow Transplant
RN Satisfaction

- **NDNQI Practice Environment Scale** results for 2009, 2010 and 2011
  - >94% response rate
  - Above Academic Medical Center median for all categories
  - At or above Magnet median for all categories
### NDNQI Practice Environment Scale

**All Units**

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
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</thead>
<tbody>
<tr>
<td>Nurse Participation in Hospital Affairs</td>
<td>3.03</td>
<td>3.05</td>
<td>3.04</td>
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<tr>
<td>Nursing Foundation for Quality of Care</td>
<td>3.17</td>
<td>3.18</td>
<td>3.16</td>
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<tr>
<td>Nurse Manager Ability, Leadership and Support of Nurses</td>
<td>3.10</td>
<td>3.04</td>
<td>3.07</td>
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<tr>
<td>Staffing and Resource Adequacy</td>
<td>2.95</td>
<td>2.91</td>
<td>2.87</td>
</tr>
<tr>
<td>Collegial Nurse-Physician Relations</td>
<td>3.16</td>
<td>3.19</td>
<td>3.17</td>
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Rating of the extent to which characteristic is present.
The higher the score, the more positive the rating on a scale of 1-4.
Staff Engagement

• Professional Practice Model & Program
• Shared Leadership Model
• Evidence-Based Practice Model
• Culture of Transparency
• Interprofessional Collaboration
Examples of Engagement

- Unit-based capacity nurses
- Short shifts
- Meal break buddies
- CNA shift times restructured
- New associate nurse manager role

All of the above were budget neutral
Donabedian's Model

Outcomes, by and large, remain the ultimate validation of the effectiveness and quality of medical care.

- **Structure**: The elements or resources that must be in place to deliver care
- **Process**: The interventions that must be performed to deliver care
- **Outcomes**: The end product of quality care; reflects the effectiveness of structure and process elements
Structure + Process

- Pervasive culture of evidence-based practice exists within organization
- Nurse leaders serve as mentors and help facilitate change at the unit and organizational level
Outcomes

• 26 active RN led research/evidence-based practice studies

• Clinical Example: Reduction in CA-UTI rates with nurse-driven interventions on General Surgery unit
General Surgery CA-UTI Rate/1,000 Foley Days with NHSN Benchmark

Interventions started
Structure + Process

- Nurses *at all levels* are expected to be leaders
- Clinical nurse co-chairs for >60% of interprofessional organizational committees/councils
Outcomes

• One of the highest overall mean scores in Colorado for nursing participation in hospital affairs and nursing satisfaction

• Clinical Example: Staff Nurse Council clinical RN implemented TCAB project on her unit to implement uninterrupted meal breaks
NDNQI RN Satisfaction Survey
Meal Breaks Free of Patient Responsibilities
Bone Marrow Transplant Unit

% of RNs

<table>
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<tr>
<th>Year</th>
<th>% of RNs</th>
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<tbody>
<tr>
<td>2009</td>
<td>9</td>
</tr>
<tr>
<td>2010</td>
<td>22</td>
</tr>
<tr>
<td>2011</td>
<td>92</td>
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Structure + Process

• Nurses are encouraged to be innovative, creative thinkers and change agents

• Administrative time for staff projects; culture of quality and safety is paramount
Outcomes

- >200 nurse driven QI projects annually
- Clinical Example: Fall Champion clinical RN completed statistical analysis of falls on her unit to plan and implement patient specific interventions
Total Falls per 1,000 Patient Days
Bone Marrow Transplant Unit

Interventions started
Structure + Process

• Nationally accredited nurse residency program, one year in length

• Extensive preceptorship assuring successful clinical transition, specialty courses, monthly support series, reflective practice exercises to increase critical thinking
Outcomes

• 95% nurse resident retention rate first two years
• 72% of former nurse residents act as relief charge nurses, permanent charge nurses, preceptors or committee members
• 48% of inpatient nursing work force are graduates of nurse residency program
• Clinical Example: Skin Champion clinical RNs implemented nursing bedside rounds to increase knowledge and accountability of PU on their unit
Unit Pressure Ulcer Incident Report
Surgical Intensive Care Unit

% of Patients Who Developed Unit-Acquired Pressure Ulcers per Surveyed Patients

- SICU
- Skin Rounds Initiated
- Linear (SICU)

2008 – 2011
Average Patient Census was 16
Structure + Process

• Organization supports professional development and growth

• Robust professional practice model, comprehensive tuition and CE reimbursement programs
Outcomes

• Clinical RNs
  – >80% BSN
  – 40% certified

• Managers/Directors
  – 38% BSN; 53% masters; 6% doctoral
  – 62% certified
Consider this…

- Are your staff nurses involved in decision-making?
- What are your structures to support research and evidence-based practice?
- Does your management team raise the bar for nursing excellence?
- How creative are you with financial resources?
“I feel that if I have an issue I am listened to. I can become part of the process to make my work environment better.”

Terry Rendler, RN, MSN, WHNP-BC
Level IV Staff RN Birth Center
References & Resources


National Database of Nursing Quality Indicators. https://www.nursingquality.org/


Contact Information

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