Optimizing Action Planning to Enhance a Culture of Safety & Improve RN Satisfaction

Margaret Yoho, MSN, RN
Manager Nursing Performance Improvement
The Hospital of the University of Pennsylvania, Philadelphia, PA

Background
The NDNQI RN Satisfaction Survey provides a wealth of information and data about the participating nursing units that can be used to improve the practice environment. The large amount of information in the survey results can limit users ability to utilize the data in a meaningful way. Identifying methods to employ the data to make improvements on nursing units and across the organization is a challenge.

Multiple components measured through the NDNQI RN Satisfaction Survey, such as RN-RN Communication, RN-MD Communication, and teamwork, can impact the environment of care on nursing units. In turn, work environment effects RN satisfaction, patient safety and quality of care. (1-4)

The action planning (AP) framework and template provide a structure and process to support short- and long-term strategic planning and goal achievement. This tool’s adaptability allows for evolution of the action plan in response to real-time feedback from the units.

Purpose
The purpose of this quality improvement initiative was to utilize the AP framework to create, implement and evaluate an interdisciplinary plan based on NDNQI RN Satisfaction Survey results. The AP facilitated unit’s organization of their data and efforts to improve the environment of care, RN satisfaction and patient safety.

Action Planning Framework

Strategy and Implementation

| October 2011 | • RN Satisfaction Survey completed |
| November 2011 | • Survey results received |
| December 2011 | • Action planning education/representation to Nursing Leadership (Nursing Directors, Nurse Managers, and Assistant Nurse Managers - AM, & ED) |

- Emphasis on AP Components:
  - Communication (internal/external/NDNQI peer group)
  - SMART goal specific, measurable, attainable, relevant, time bound
  - Metrics
  - Outcome metrics: A measurement of the result of a process. For example: 2012 NDNQI RN Satisfaction Survey for each focus area is a output metric for the 2011 action plan.
  - Process metric: A measurement of the process and usually a key driver of the output metric. This type of metric measures a specific attribute of the process/actions step to accomplish a outcome.

- Immediate/On-going:
  - Process metrics and data shared with staff regularly (weekly/monthly/quarterly as appropriate for metrics)
  - Report out on AP at Unit Council meetings
  - Quarterly updates to Nursing Quality and unit’s Clinical Director

- Long-term:
  - Outcome metrics: 2012 NDNQI RN Satisfaction Survey

Unit Evaluation
- Immediate/On-going:
  - Process metrics and data shared with staff regularly (weekly/monthly/quarterly as appropriate for metrics)
  - Report out on AP at Unit Council meetings
  - Quarterly updates to Nursing Quality and unit’s Clinical Director

- Long-term:
  - Outcome metrics: 2012 NDNQI RN Satisfaction Survey

Implications
- Create an environment of safety by improving unit culture, quality of care, and patient and staff outcomes
- Increase accountability and buy-in at the unit level for achieving the identified goals
- Provides a sustainable process for developing short- and long-term goals to positively impact RN satisfaction, patient safety and quality of care

Figure 1 & 2: AP Template & Instructions
Figure 3: Unit example from AP for 2011 NDNQI RN Sat Survey