Lahey Clinic Medical Center
Burlington, Massachusetts

Making Connections Between Multiple Data Sources to Improve Nurse Satisfaction and Retention

Kathleen Jose, MSN, RN, Chief Nursing Officer
Cynthia Fiekers, BSN, RN, ACN Quality and Inf
Nancy Phoenix Bittner, PhD, RN

Introduction

• Background
• Nurses Satisfaction
• Patient Outcomes
• Overview
• Intervention
• Outcomes
Nurses Satisfaction

- Factors Affecting Intent to Leave: job satisfaction, leadership, support, and relationship with colleagues
- Nurses Job Satisfaction: influences on decisions, recognition, satisfaction with nursing as a career and workload
- Nurses Concerns: workload, staffing and quality of care issues

(Buerhaus et al. 2005)

Patient Outcomes

- Higher nurse satisfaction and work place autonomy are related to lower hospital mortality rates
- Higher nurse turnover is related to higher rates of patient falls and increased length of stay
- Higher turnover rates stress financial and cultural fabric of an organization

(VHA, 2002; AHRQ, 2007)
Overview

Multiple Data Sources:
1. NDNQI 2006-2009
2. Feedback at All Nursing Assemblies
3. Nurse Satisfaction Focus Group
4. Lean Tools
5. Program Evaluation

Nursing Work Index

- Nurse Manager is Good Leader
- Satisfied with My Job
- Career Development Opportunities
- Satisfied with CNO

Bars represent:
- 2006 Lahey Clinic
- National Benchmark
Focus Group Intervention

NDNQI Data derived questions:
- Nursing Care
- Management
- Policies and
- Communication

Focus Group Outcomes:

a. Strengths
- Longevity
- NLN learning opportunities
- Excellent Orientation
- Involvement in unit decisions
- Colleagues

Focus Group Interventions

continued...

b. Challenges:
- Nursing Care: Patient Flow, Staffing, and Communication
- Enhanced Retention Strategies
- Participation in Decision Making: Nursing presence at the unit & institutional levels.
- Communication: Opportunities for improved communication and demonstrations of appreciation
Magnet Quest

- Strategic planning for Magnet was in alignment with strategies of the organization which were supportive of nursings’ identified topics
- Key players in key places
- Assessing, planning and addressing areas needing improvement & strengthening our strengths
- Data collection and decision-making in patient care delivery
- Ongoing communication- Focus on strategic goals; benchmarking our successes & sharing successes in a structured manner
Nursing Work Index

- Nurse Manager is a good leader
- Satisfied with my Job
- Career Development Opportunities
- Satisfied with CNO
- Participate in Decision Making
- Autonomy in daily practice
- Satisfied with Status of Nursing
- Satisfied with Salary

Lahey Clinic NDNQI RN Satisfaction annual comparison

<table>
<thead>
<tr>
<th>Category</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time for Patient Care</td>
<td>52.16</td>
<td>51.06</td>
<td>54.45</td>
</tr>
<tr>
<td>Teamwork</td>
<td>68.01</td>
<td>67.58</td>
<td>72.30</td>
</tr>
<tr>
<td>MD's appreciate what I do</td>
<td>56.1</td>
<td>55.54</td>
<td>59.95</td>
</tr>
<tr>
<td>Participate in Decision Making</td>
<td>46.12</td>
<td>47.57</td>
<td>51.53</td>
</tr>
<tr>
<td>Autonomy in daily practice</td>
<td>48.79</td>
<td>49.67</td>
<td>50.22</td>
</tr>
<tr>
<td>Satisfied with Status of Nursing</td>
<td>47.69</td>
<td>47.75</td>
<td>55.98</td>
</tr>
<tr>
<td>Satisfied with Salary</td>
<td>46.25</td>
<td>48.12</td>
<td>51.33</td>
</tr>
</tbody>
</table>
Lahey Clinic annual comparison

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>658</td>
<td>654</td>
<td>845</td>
</tr>
<tr>
<td>Career Development Opportunities</td>
<td>58.07</td>
<td>58.84</td>
<td>64.64</td>
</tr>
<tr>
<td>Nurse Manager is good leader</td>
<td>59.74</td>
<td>57.67</td>
<td>59.63</td>
</tr>
<tr>
<td>Satisfied with CNO</td>
<td>51.25</td>
<td>52.95</td>
<td>60.11</td>
</tr>
<tr>
<td>Satisfied with my job</td>
<td>58.89</td>
<td>58.02</td>
<td>63.77</td>
</tr>
</tbody>
</table>

Staff RN External Turnover

2006

2007

2008

2009
Missed Care Research Study-2009

OVERALL JOB SATISFACTION - NURSES:

- 48% very satisfied/satisfied in their job; 30% Neutral; 22% dissatisfied
- 85% satisfied or very satisfied with nursing as a profession
- 87% have no plans to leave their job at present or in the next 6 months

Patient Satisfaction

Nursing Dashboard Data
Confirmed State – VSA Time for Patient Care

<table>
<thead>
<tr>
<th>METRIC</th>
<th>2008</th>
<th>NURSES TARGET</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve NDNQI RN Satisfaction Survey</td>
<td>40.6 40th Percentile</td>
<td>Achieve 90th Percentile</td>
<td>54.45 50th Percentile</td>
</tr>
<tr>
<td>Improve patient satisfaction: “overall nursing care received”</td>
<td>77.7%</td>
<td>100%</td>
<td>89%</td>
</tr>
</tbody>
</table>

Solutions Approach- Value Stream Analysis

<table>
<thead>
<tr>
<th>IF</th>
<th>THEN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1a. Standard acuity tool Just Do It PROJECT</strong></td>
<td>Improve nursing satisfaction, patient satisfaction and time for care</td>
</tr>
<tr>
<td><strong>1b. The nurse, patient, MD made face to face daily rounds at the patient bedside including the family when possible, to include the patients voice / needs including more collaborative and effective communication</strong></td>
<td>There would be a better plan of care with improved patient satisfaction and nurse satisfaction</td>
</tr>
<tr>
<td></td>
<td>There would be more collaborative communication and better patient outcomes</td>
</tr>
<tr>
<td><strong>2a. Meds are available when needed; orders clarified by pharmacist and MD directly</strong></td>
<td>Improved patient satisfaction, less phone calls, more time for patient care</td>
</tr>
<tr>
<td><strong>2b. We relocate the UC to a less disruptive location</strong></td>
<td>Will decrease the potential for transcription errors and increase patient satisfaction</td>
</tr>
<tr>
<td><strong>2c. Decrease the opportunity for the RN being interrupted during med pass</strong></td>
<td>Decrease the potential for medication errors. Increase patient satisfaction and colleague satisfaction</td>
</tr>
</tbody>
</table>
Solutions Approach- Lean Tool

<table>
<thead>
<tr>
<th>3. Equipment / Supplies are available and working at point of use</th>
<th>There will be less time spent searching for working equipment / supplies and more time to care for patients and decrease falls</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. A clean and orderly physical environment</td>
<td>Nurse patient and family will be happier and more organized</td>
</tr>
<tr>
<td>5. Eliminate batching from the discharge process</td>
<td>Better patient flow, earlier discharging, decompressed ED</td>
</tr>
<tr>
<td>6. Admissions are staggered</td>
<td>Nurses have better control over their workflow, increased nurse satisfaction</td>
</tr>
<tr>
<td>7. Streamline documentation</td>
<td>There will be less redundancy and more time for patient care and more effective communication and satisfied nurses</td>
</tr>
</tbody>
</table>

Time for Care

- Directly related to the Unit Based Care Delivery Model
- Research- Delegation; Missed care
- Opportunity for improvement in unit care delivery model in: delegation, communication, knowledge expectations, relationships, role clarity and system supports

(Bittner & Gravlin, 2009; Hanston 2009 Kalish,2009)
Outcomes

• NDNQI Results/Nurses Satisfaction
• Turnover reduced
• Patient Satisfaction
• Unit Based Council/Shared Governance
• Magnet Designation August 17, 2009
• Retention
  – Daisy Award Recognition Program
  – Research Development Program
  – Certification Program - Wall of Honor

Conclusion

• Connecting multiple data sources is key
• Detailed analysis illuminates successes and challenges
• Lean processes in progress ensures nursing participation in the improvement of patient care delivery and systems
• Continued flow of communication at all levels is maintained through the shared governance structure and interdisciplinary teams
• Attending to the processes for sustainability
Thank You