

Supporting the Front Line Managers: Your Chief Retention Officers

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Saint Luke's Hospital

- 602 licensed beds
- 1200 RNs/3200 employees
- Comprehensive Teaching hospital
- Centers of Excellence – MAHI, SLBSI, High-Risk Perinatal Center
- Level I Trauma / Level III NICU
- Transplant Center
- Mature Shared Governance Model
- Magnet Designation 2004, 2009
- Missouri Quality and Baldrige Award winner



Study Participation

- Challenges in healthcare environment trickle down to bedside nurse – impact at point of care
- Leaders and nursing staff always looking for innovative ways to improve work environment
- RN retention and RN satisfaction

“Nurses who practice in a supportive work environment are less likely to leave their positions” (AACN 2009)



Study Participation

- Components of Individual Workload Perception Scale (IWPS-R) provided new perspective
- Unit-level data with benchmarks
- Support and resources from the BiState Nursing Workforce Innovation Center
- Participation in research study within the Kansas City nursing community



Planning Phase

- Included stakeholders: Nursing leadership, Human Resources, nursing shared governance councils (Nursing Coordinating Council / R&R)
- Incorporated the RN survey and interventions into the Department of Nursing strategic plan
- Project management shared between CNO, nursing leadership and R&R



Data Analysis – What Does It Mean?

- 3 Components below national mean, statistically significant
 - ✓ Manager support
 - ✓ Unit Support
 - ✓ Workload
- Looked at practice areas scores to prioritize focus for interventions
- Focus on Manager Support and Unit Support
- Workload – HPPD at 90th percentile NDNQI benchmark (case mix index)



Intervention Phase: Changing Course

- Discussed unit-based projects vs housewide projects
- Several managers new in the role – not sure how to best support staff
- Manager in difficult position
- Manager feedback identified need for additional manager training, education and support
- Needed to build the manager toolbox / skill set



Manager Support: Interventions

- Used group brainstorming / group voting approach to select interventions
- Top 3 interventions selected:
 - Individual coaching / professional development
 - Teambuilding / group education
 - Formal manager training program



Individual Coaching

- Partnered with Director of Employee Assistance Program (EAP)
- On-site coaching sessions with Director of EAP
- Utilized AACN's "Nurse Manager Skills Inventory" tool for self-evaluation
- Coaching individualized based on self-assessment, director feedback and individual goals (budgeting, coaching, etc)



Educational Sessions

- Director of EAP - “Tuesdays With Bill”
- Six programs over course of six months
 - *Building Trust/Accountability
 - *Getting Things Done
 - *Coaching Principles
 - *Resiliency
 - *Teambuilding
 - *Defining Expectations
- Secondary gain of teambuilding and sharing of best practice among nurse managers



Manager Training Program

- Essentials of Nurse Manager Orientation Program (ENMO)
- ENMO collaborative effort between American Organization of Nurse Executives and American Association of Critical Care Nurses
- Web-based learning modules
- Prep for manager certification



Nurse Manager Leadership Collaborative Learning Domain Framework



Manager Training Program

- One module completed per month
- Blended learning approach - group discussion following each module for application to SLH processes
- Facilitated by Nursing Directors
- Target completion date November 2010



Unit Support: Interventions

- Drill down on questions - equipment and supplies
- R&R Committee collected additional information
- Responses categorized:
 - unit-level equipment and supplies
 - unit-level processes
 - organizational processes
- Worked with managers to purchase/repair equipment and improve/refine unit processes
- Currently working with ancillary departments to address organizational process issues



Challenges To Implementation

- Finding Meaning - Making It Count
- Organizational changes:
 - Recentralized lab
 - Adjusted UAP HPPD from top decile to top quartile within our NDNQI comparison group
 - Care delivery model change - transitioned from Patient Care Techs to CNA
- Busy year – Magnet Redesignation



Thoughts and Lessons Learned

- Difficult to control variables to evaluate effectiveness of interventions - organizational changes
- Consider benchmark comparison groups – did this have an impact on workload results?
- Nurses out 1-5 years scored lower for “intent to stay” – what are the needs of this group?
- Do the longer tenured RNs have good market comparisons?
- Satisfaction surveys are “snapshots” and can change based on multiple internal and external forces
- Is there survey fatigue? Did the satisfied RNs complete the survey?
- Do we need to stratify our interventions to targeted groups to meet specific needs?



Next steps

- Complete ENMO training – Nov 2010
- Study groups for manager certification
- Drill down with RN focus groups
- Implement AACN's Healthy Work Environment standards (HWE survey completed)



Saint Luke's Hospital **Vision**

The Best Place to Get Care
The Best Place to Give Care



References

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