Improving Job Enjoyment of Operating Room Nurses: An Academic and Clinical Collaboration

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Objectives

- The Learner will:

  - Describe the value of collaboration between academic and healthcare organizations to support quality outcomes.

  - Identify the DNP role as a change agent to create and sustain a healthy work environment.

  - Discuss the impact of a program of meaningful recognition as a quality improvement strategy to support a healthy work environment.

Academic Organization

The Essentials of Doctoral Education for Advanced Nursing Practice

► Essential I: Scientific Underpinnings for Practice

► Essential II: Organizational and Systems Leadership for Quality Improvement and Systems Thinking

► Essential III: Clinical Scholarship and Analytical Methods for Evidence-Based Practice

► Essential IV: Information Systems/Technology and Patient Care Technology for the Improvement and Transformation of Health Care

► Essential V: Health Care Policy for Advocacy in Health Care

► Essential VI: Interprofessional Collaboration for Improving Patient and Population Health Outcomes

► Essential VII: Clinical Prevention and Population Health for Improving the Nation's Health

► Essential VIII: Advanced Nursing Practice

American Association of Colleges of Nursing. (2006). AACN essentials of doctoral education for advanced nursing practice. *Washington, DC: Author*.

Comparison of Doctoral Programs

Research-Focused (PhD)	Practice-Focused (DNP)
► Prepare scholars for research and academic careers in public or private sectors of health care; terminal degree in research ► Goal: to *generate new knowledge* for practice; to advance theoretical foundations of nursing and healthcare globally ► Emphasis on scientific content and research methods; focus on advancing nursing science ► Prepared for research intensive role ► Intensive research experience with an original research dissertation	► Prepare the highest level nursing practice scholars that support clinical practice: administration, policy, and academic career. ► Goal: to *provide leadership for evidence based practice*; to apply and translate research into practice ► Emphasis on advanced nursing practice; focus on practice improvement and innovation ► Prepared for clinical practice leadership ► Practice immersion with a application-oriented scholarly project

Organizing Framework for DNP Knowledge Translation
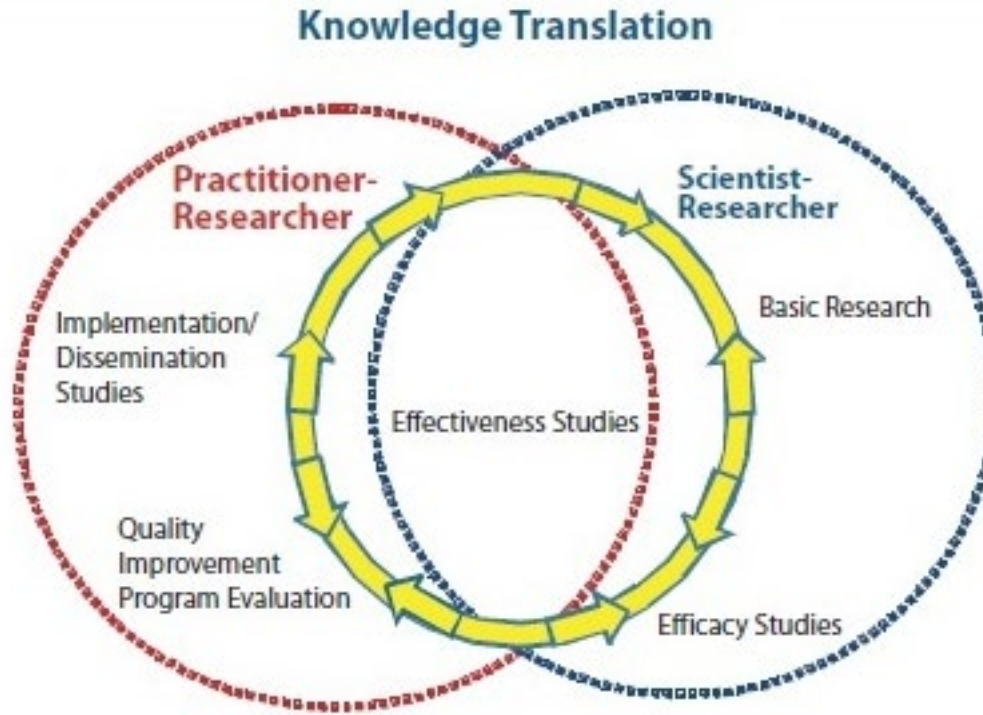
Vincent, D., Johnson, C., Velasquez, D., & Rigney, T. (2010). DNP-prepared nurses as practitioner-researchers: Closing the gap between research and practice. *The American Journal for Nurse Practitioners*, *14*(11/14), 28-34.

DNP Project

► Focuses on a change that impacts healthcare outcomes either through direct or indirect care;

► Has a systems or population/aggregate focus;

► Demonstrates implementation in appropriate arena or area of practice;

► Includes a plan for sustainability;

► Includes an evaluation of processes and/or outcomes (Clinical significance is as important in guiding practice as statistical significance is in evaluating research.);

► Provides a foundation for future practice scholarship.

American Association of Colleges of Nursing. (2015). The Doctor of Nursing Practice: Current issues and clarifying recommendations. AACN: Washington, DC. Available at http://www.aacn.nche.edu/news/articles/2015/dnp-white-paper

DNP Application for Healthy Work Environment

► Improvement statement: PICOT

► Best practice/evidence and measures

- ANA National Patient Safety Goals (HWE)
- National Patient Safety Goals (NPSG; The Joint Commission [TJC], 2013)
- National Database of Quality Indicators (NDNQI; Montalvo, 2007)

► Relationship with practice

- Patient safety
- Quality outcomes (NSI)
- Staff attrition costs

# DNP Application for Healthy Work Environment: Implications

Systems Analysis

► Barriers to Patient Care

- Staffing
- Supplies/Resources
- Time

► Barriers to Employee Healthy Life/Work Balance

- Overtime
- Support/Resource (i.e. education, staffing)
- Fear of repercussions

► Leadership Barriers

- Financial (poor staffing, overtime pay, poor retention and retraining cost)
- Communication (unit resource needs)
- Healthy work environment standards applied to leadership

Healthy Work Environment Standards

1. **Skilled communication:** The competency of being able to communicate effectively are equally important as clinical skills.
2. **True collaboration**: Nurses are true collaborators. The challenge is fostering this collaboration across the health care team.
3. **Effective decision making**: Throughout the organization, a feeling of value for nurses to be partners in directing of clinical care and recognized within the organization operation will promote leaders with the ability to provide the decision making required to make positive changes to practice.
4. **Appropriate staffing**: The match between patient needs and nurse competencies must be a priority to improve patient outcome and nurse satisfaction.
5. **Meaningful recognition**: Mutual respect through mutual recognition must be implemented to promote value for each person, and the strength each person 11 brings to the organization.
6. **Authentic leadership**: The success of a healthy work environment is portrayed through the nursing leadership of an organization. Nurse leaders must engage others and embrace each standard through daily activities.

Blake, N. (2015). The healthy work environment standards: ten years later. *AACN advanced critical care*, *26*(2), 97-98.

Improvement Plan

▶ Translational model that guides baseline assessment, collaboration with practice site and team members

▶ Selection for area of improvement based on literature and practice site preference(s)

▶ Improvement strategies

▶ Evaluation measures based on standard, ROL, translational model

▶ Sustainability

▶ Dissemination
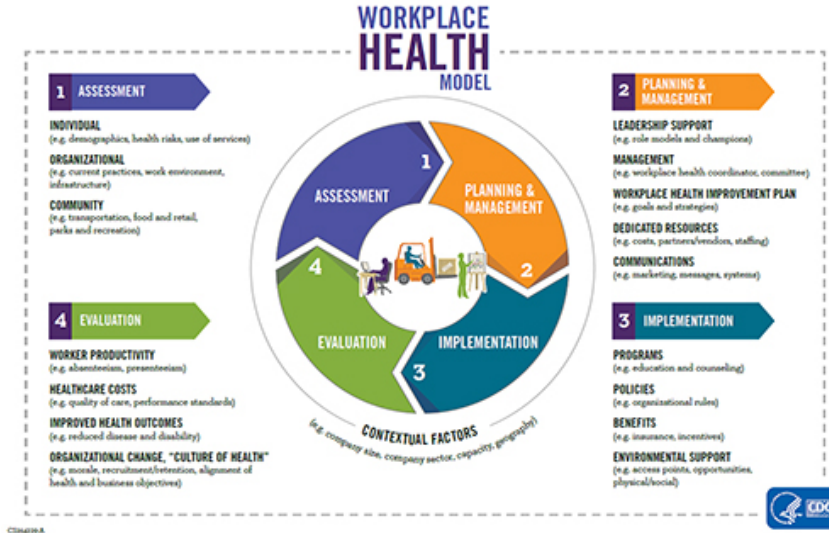
Academic-Service DNP Partnership

► Enhances program capacity

► Nursing leadership for QI

► Provides resources to facilitate process improvement – Tier 1 versus Tier 2

► Improves alignment between education and practice

► Supports structural empowerment

► Faculty practice

Clinical Organization

Benefits to Healthcare Organizations

► Increased capacity for EBP projects

► Engagement of bedside nurses

► Staff RN empowerment

► Supports Magnet hospitals

Infrastructure and Processes Needed

▶ Liaison between academic organization and healthcare organization:

▶ Knowledgeable of:

- Organizational needs and culture
- Outcomes collected
- Student's academic requirement, curriculum, and timeline
- Key organizational stakeholders
- Quality improvement and translational research
- Dissemination opportunities

▶ Process for review and approval of projects

Benefits of Conducting Project on Heathy Workforce

► Increased recognition of relationship between healthy work environment, RN satisfaction, patient safety, and patient outcomes

► Support retention of RNs and reduction of turnover

► Reflects foundation of Magnet Hospitals

Challenges and Opportunities

► Ensure success through stakeholder involvement

- Clear understanding of role of student
- Clear understanding of role of mentor
- Leadership support at all levels

► Balancing student's academic needs with organizational needs

- Timeline
- Meaningful outcomes
- Student accountability

► Maintaining rigor of study to support organizational needs

The DNP Candidate

The DNP Candidate- Quality Improvement Role

- DNP Essentials
- Quality Improvement Project Identification
- Translation of Evidence
- Outcomes

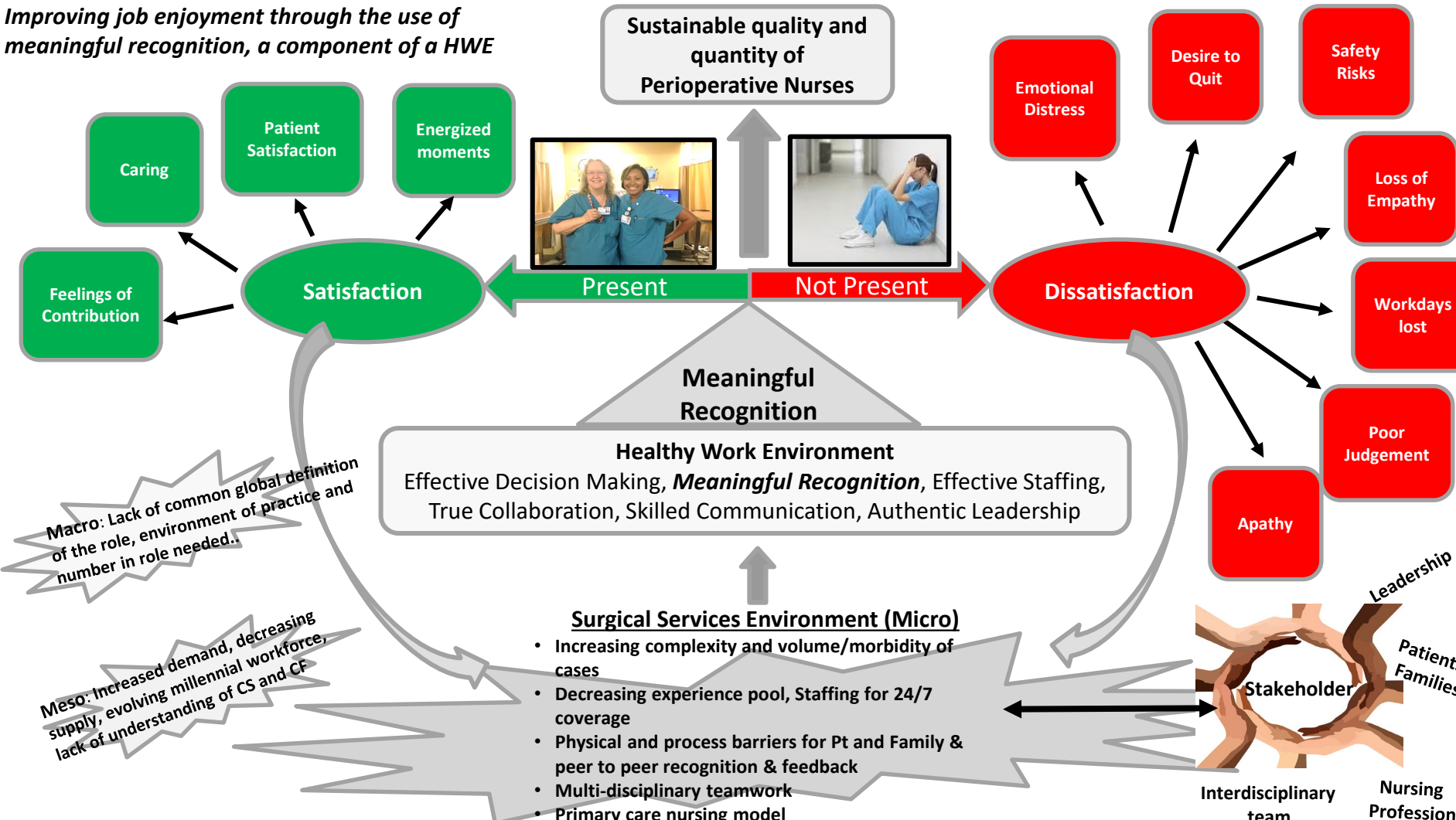# The Essentials of Doctoral Education for Advanced Nursing Practice

▶ Essential I: Scientific Underpinnings for Practice

▶ Essential II**: Organizational and Systems Leadership for Quality Improvement and Systems Thinking**

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Project Overview

The purpose of this project is to increase the use of an evidence-based program of meaningful recognition, defined as a component of a healthy work environment (AACN, 2016), to improve job satisfaction of <u>operating room nurses</u> practicing in a mid-Atlantic, suburban medical center.

► **Aim 1**: Determine the effectiveness of a meaningful recognition program, on operating room nurse job enjoyment scores.

► **Aim 2**: Increase the participation of operating room staff and leadership in a meaningful recognition program as measured by a **50%** increase in the number of nominations submitted to the organization's current **DAISY Award** program; the use of the organization's **Hot Cards** recognition program and the use of recognition **Huddles** by leadership.

► **Aim 3**: Improve the <u>perception</u> of the work environment by operating room nurses and staff through meaningful recognition.

Improving job enjoyment through the use of meaningful recognition, a component of a HWE

Sustainable quality and quantity of Perioperative Nurses

Green boxes (Satisfaction):
- Caring
- Patient Satisfaction
- Energized moments
- Feelings of Contribution

Satisfaction

Present | Not Present

Dissatisfaction

Red boxes (Dissatisfaction):
- Emotional Distress
- Desire to Quit
- Safety Risks
- Loss of Empathy
- Workdays lost
- Poor Judgement
- Apathy

Meaningful Recognition

Healthy Work Environment
Effective Decision Making, *Meaningful Recognition*, Effective Staffing, True Collaboration, Skilled Communication, Authentic Leadership

Macro: Lack of common global definition of the role, environment of practice and number in role needed..

Meso: Increased demand, decreasing supply, evolving millennial workforce, lack of understanding of CS and CF

Surgical Services Environment (Micro)
- Increasing complexity and volume/morbidity of cases
- Decreasing experience pool, Staffing for 24/7 coverage
- Physical and process barriers for Pt and Family & peer to peer recognition & feedback
- Multi-disciplinary teamwork
- Primary care nursing model

Stakeholder

Leadership

Patients/ Families

Interdisciplinary team

Nursing Profession

Translation of the Evidence: The Healthy Work Environment

*"The creation of healthy work environments is imperative
to ensure patient safety,
enhance staff recruitment and retention,
and maintain an organization's financial viability."* (AACN,2016)

Skilled communication

Appropriate staffing

Authentic leadership

True collaboration

Effective decision making

Meaningful Recognition

American Association of Critical-Care Nurses. (2016). AACN standards for establishing and sustaining healthy work environments: A journey to excellence, 2nd edition. Retrieved from https://www.aacn.org/~/media/aacn-website/nursing-excellence/healthy-work-environment/execsum.pdf?la=en

Meaningful Recognition and the HWE in the OR

The professional characteristics of the RN staff (n=57)

- 70% > 40 years of age

- 54.4% > 5 years on the unit

- 76.9 % = BSN or higher degree

- 63% RNs = OR Certified (CNOR)

# Meaningful Recognition and the HWE in the OR

Job Enjoyment Summary Scores

> 20% of **RN** plan to leave

Pre-Survey NDNQI Q 8
n (%)

- Stay in my current position — 46 (80%)
- Leave direct patient care but stay in the nursing profession — 6 (11%)
- Leave the nursing profession for another career — 2 (4%)
- Retire — 3 (5%)

Meaningful Recognition and the HWE in the OR

Pre Heathly Work Environment Q 1

Legend:
- Strongly diagree
- Disagree
- Neutral
- Agree
- Strongly Agree
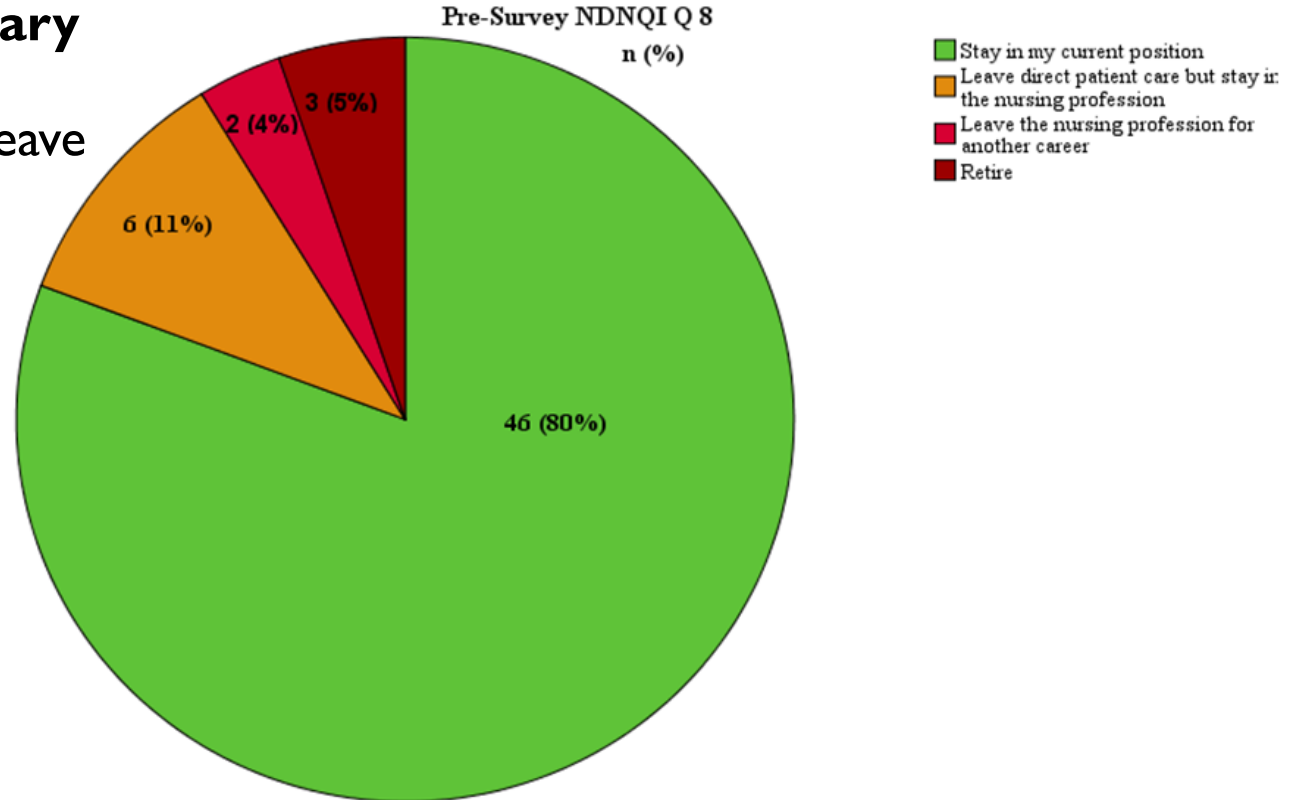
The formal reward and recognition systems work to make **nurses and other staff** feel valued (n =107).
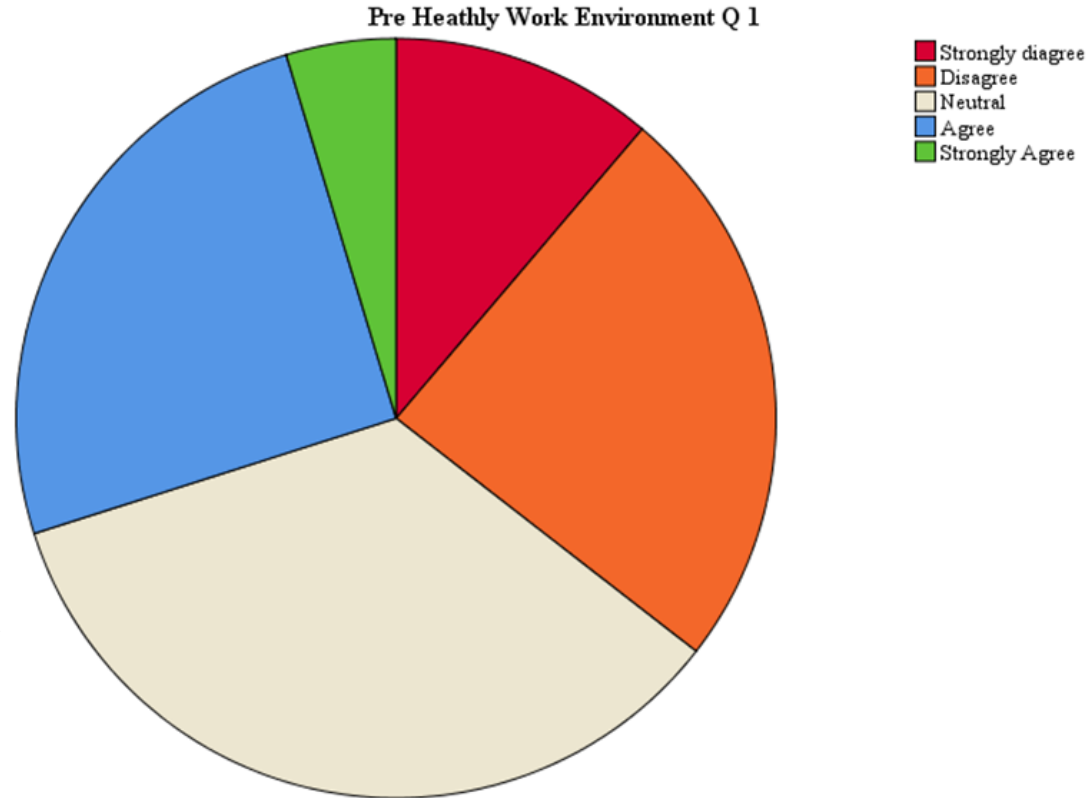
DNP Project

Intervention

▶ Quality Improvement Project using a Pre- Post Comparison Study Design, Single group at two points in time.

▶ Academic Detailing and Toolkit

- Process Improvement Team (Nayback-Beebe et al., 2013)

- Meaningful Recognition Toolkit (AACN, 2016)

- Education -Synchronous and Asynchronous (Lartey, Cummings, & Profetto-McGrath, 2014)
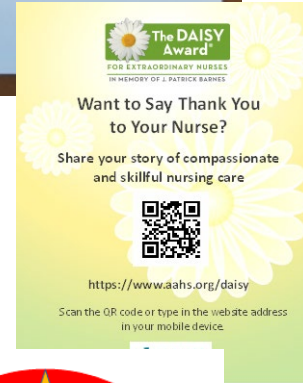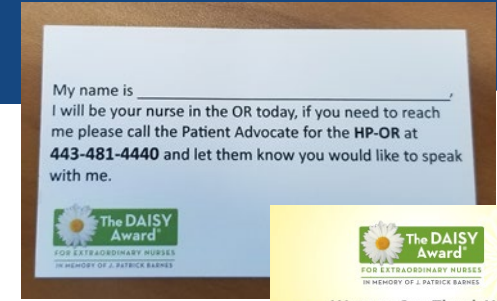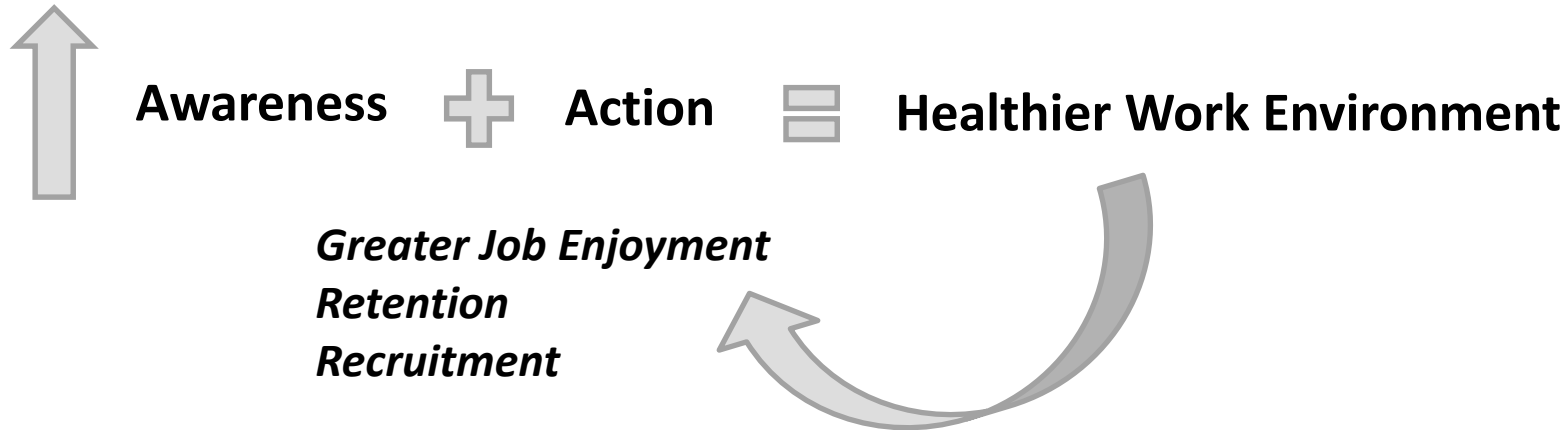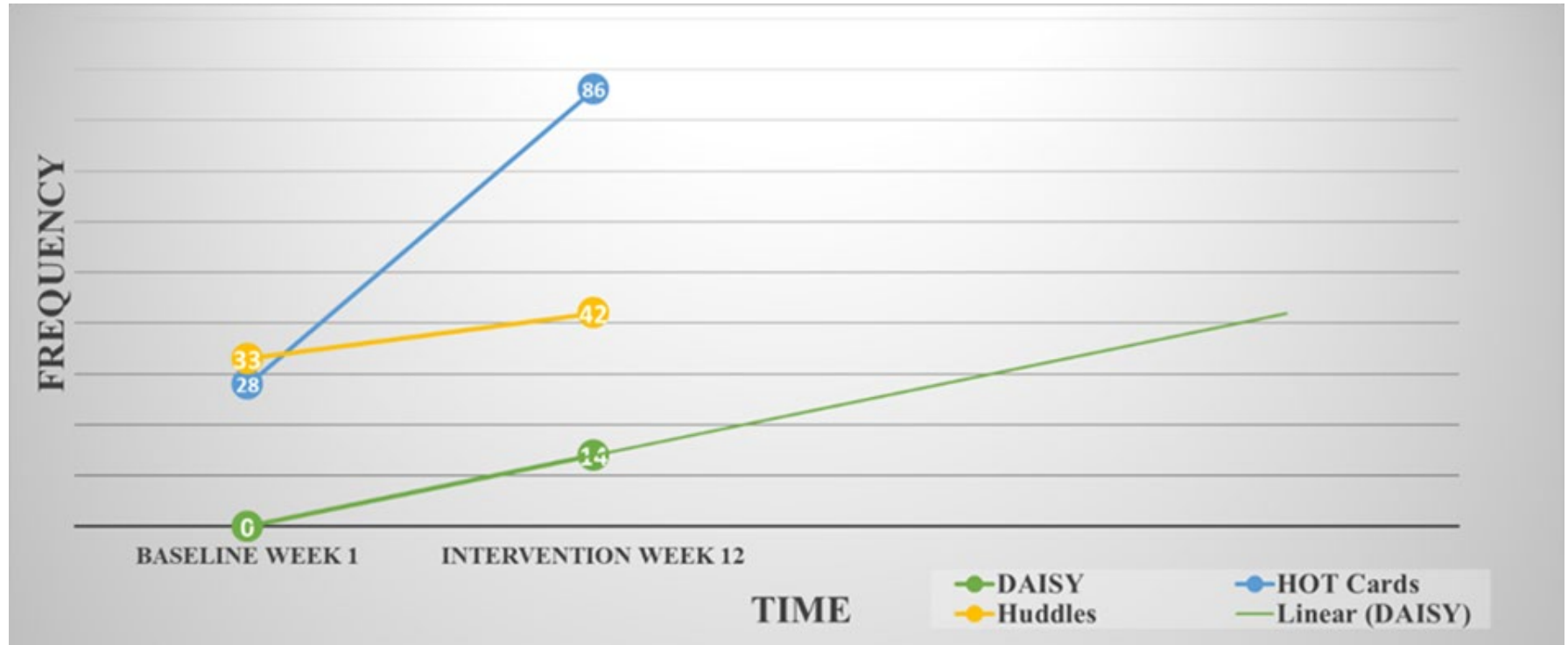
Opportunities and Challenges

Academic

Practice

DNP Candidate

Quality

The Challenge

► Be mindful of how each person contributes to making the work day better.

► Be willing to take the time, write it down and submit observations to recognition programs.

Awareness ➕ **Action** ⚌ **Healthier Work Environment**

Greater Job Enjoyment
Retention
Recruitment

Frequency of Recognition Types at Baseline and Post Intervention

Recommendations

▶ Examining the work environment and impacts to performance

▶ Inclusive in solution finding, no matter the role, engagement in the workforce to improve the environment.

▶ Measure it….You cannot expect what you don't inspect.

▶ Recognizing organizational mentors.

▶ Top leadership needs to be onboard.

▶ Well-being vs RN Satisfaction….educating all on what well-being is.

▶ Recognition is an investment----not only an expense.

Summary

"As a result of this experience, I see that people that I work with differently. Before they were just people who came to work each day. Now I appreciate them as individuals for their unique qualities and skills. It is about the quality of the individual, not the quantity of who shows up." (PIT member- ST)

Questions?
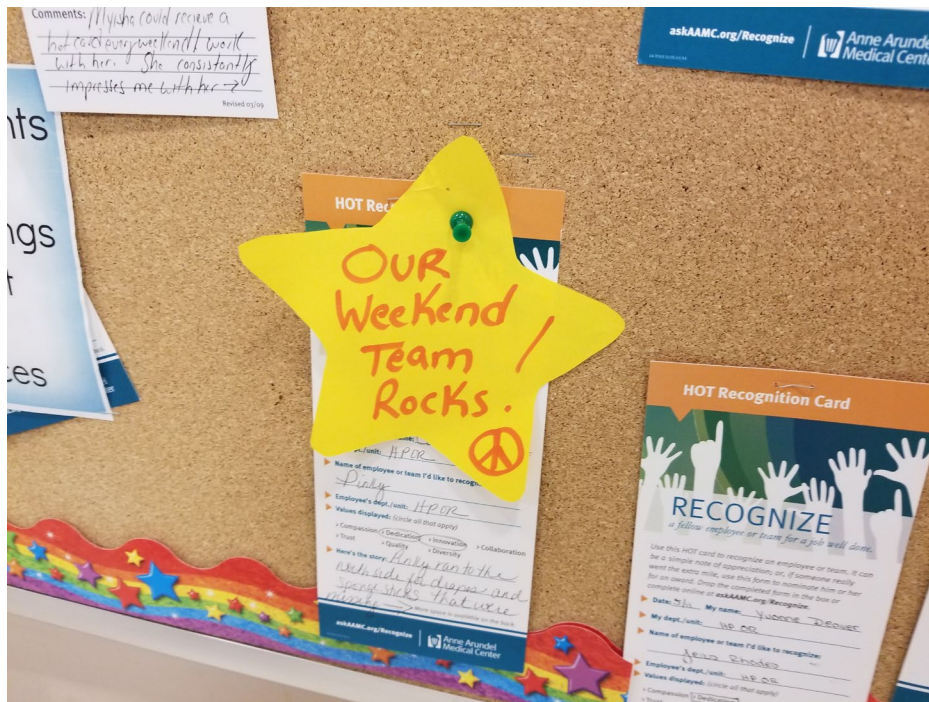
Acknowledgements

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The Process Improvement Team of the Operating Room at Anne Arundel Medical Center, Annapolis, Maryland

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