Symposium
Improving Quality of Nursing Worklife: A Global Perspective

by
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Learning Objectives

• Report the quality of nursing worklife (QNWL) in hospitals in select countries.

• Describe how human resources department can collaborate with nurse leaders to select evidence-based strategies to improve nursing worklife.

• Explain how labor optimization can be used for nurse staffing to improve the QNWL.
Overview and Agenda

- Define Quality of Nursing Worklife (QNWL)
  - History, Theory and Conceptual Framework
  - Depict countries using the survey
  - Survey results from select countries

- Selecting Evidence-based Human Resources (HR) Strategies
  - Social sub-system
  - Identifying employee needs
  - Collaborating with nursing leadership

- Using Labor Optimization for Nurse Staffing
  - Technical sub-system
  - Logistics science and mathematical modeling
  - Optimize and implement new staffing model

- Questions and Conclusion
Why Quality of Nursing Worklife

- Job satisfaction is an unsatisfactory construct to assess either jobs themselves or employees' feelings about work. (Taylor & Felton, 1993)

- As much as 30% of job sat is a function of personality. (Arvey, Bouchard, Segal, & Abraham, 1989; Judge, 1993)

- Consistently demonstrated high satisfaction does not impact employee performance or patient outcomes. (Goodell & Coeling, 1994; Iaffaldano & Muchinsky, 1985; Nadler & Lawler, 1983; Organ, 1988; Taylor & Felton, 1993)
Brief History of QNWL

- Socio-technical Systems Theory (STS)
- Early 1990s Canada discusses nurses’ work concerns
- In 2000, Quality of Nursing Worklife Survey©
- Diagnostic survey to improve QNWL and meet business goals
- Worklife improvements collaborative approach between management and staff
Conceptual Framework

Sub-scales

• Worklife/Homelife
  • Interface between the life experiences of nurses in their place of work and in the home.

• Work Design
  • Composition of nursing work and describes the actual work nurses do.

• Work Context
  • Practice settings, explores the impact of work environment on both nurse and patient systems.

• Work World
  • The effects of broad societal influences and changes on the practice of nursing.
Results

• Saudi Arabia
• China
• Iran
• Jordan
• Malaysia
• Taiwan
• Thailand
Selecting Evidence-based Strategies to Improve QNWL
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Social Sub-system

- Comprised of the people & relationships
- Meet a number of interrelated challenges
  - Attain organization goals
  - Integrate the activities
  - Recruitment, socialization, and retention
- Reasons why employees choose
  - Attitudes toward
  - Expectations of it
  - Supervisory-subordinate relationships
  - Skill levels of employees, and the
  - Nature of the subgroups
Identifying Employee Needs

• QNWLS Survey is diagnostic to finds areas for improvement

• Work World
  • Labor Supply & Demand
  • Competitive Compensation, Total Comp

• Worklife/Homelife
  • Work-life balance

• Work Context
  • Learning and Development
  • Improving Communication

• Work Design
HR Collaboration with Nursing Leaders

- Improving communication
- Redesign of vacation program
- Day care
- Conflict resolution
- Inter-professional team “issues”
- Workplace safety
- Professional development
Conclusion

• Questions

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