



Engaging Nurses in Nurse Engagement

What Nurses Need to Know

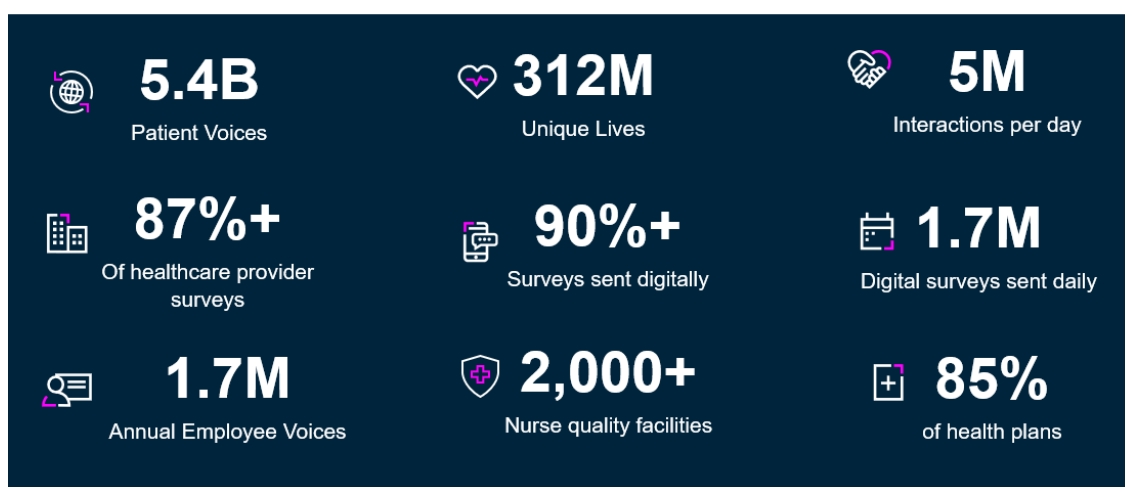
Mary Jo Assi, DNP, RN, NEA-BC, FAAN
ACNO, Partner Strategic Consulting



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Today's Press Ganey at a Glance



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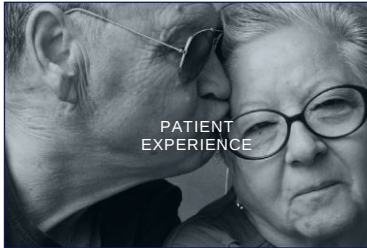
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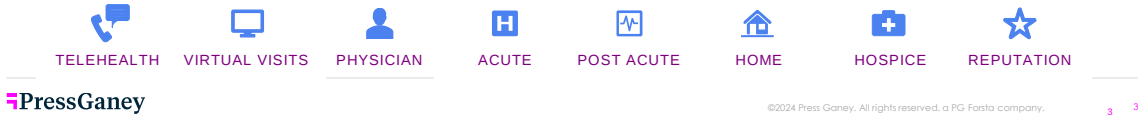
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Delivering The Optimal Care Experience

SAFE
HIGH QUALITY
COMPASSIONATE,
CONNECTED CARE



THE CONTINUUM OF CARE



An Engaged Workforce Impacts Quality, Safety & Experience of Care



Healthcare Leader Challenges



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The Business Case

RN turnover is rising with recruitment efforts falling short of demand



*2024 NSI National Healthcare Retention And RN Staffing Report

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Workplace Violence What the Data Tell Us

2023 NDNQI Assaults on Nursing Personnel

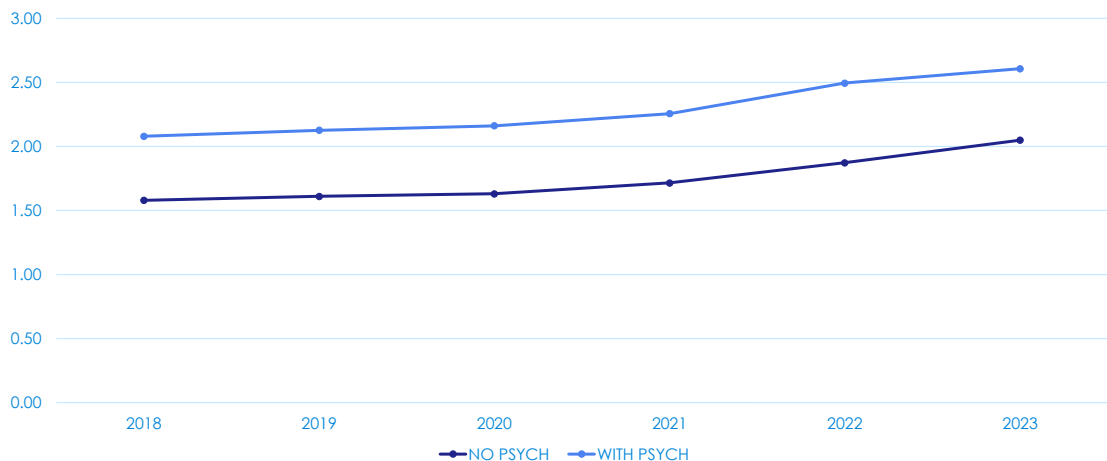
- 17,013 Total Assaults from Q1 to Q3
- 1,890 Assaults Per Month
- 62 Assaults Per Day
- ~2.6 Assaults Per Hour in 2023
- Up from ~2.5 per hour in 2022—a 4.4% increase

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Annual Trends: Assaults on Nursing Personnel (per 100 Nursing Personnel FTE)



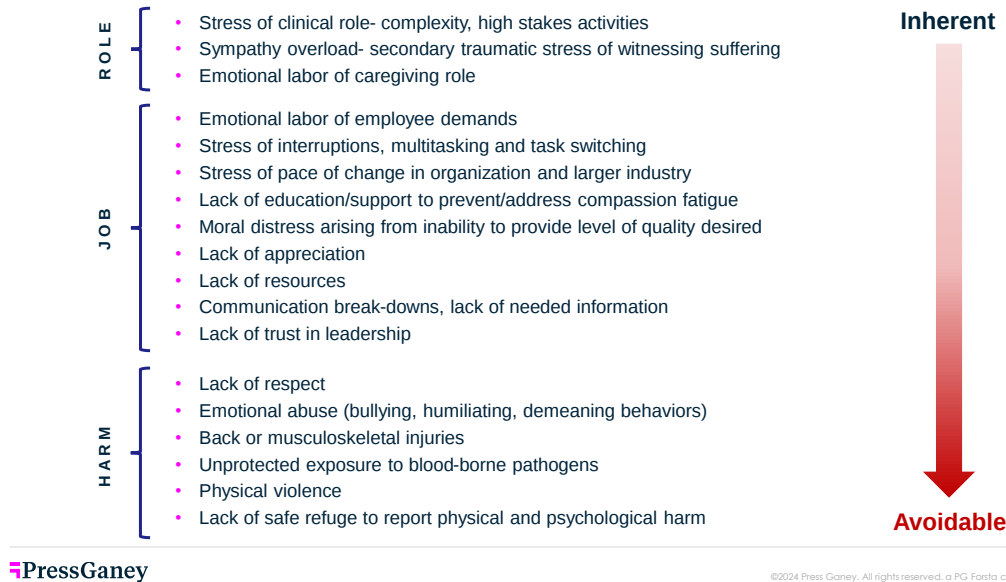
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How Do Clinicians & Caregivers Suffer?

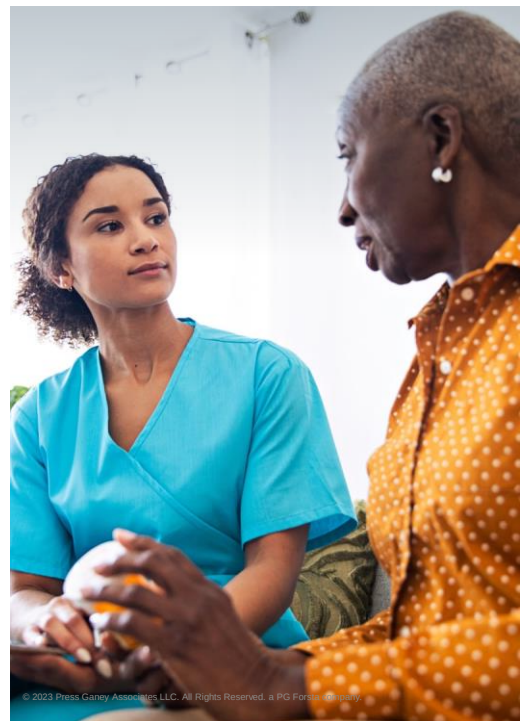


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Caregiver Engagement

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Overview of 2022 Nursing Workforce Trends

Dr. David Auerbach-2022 Workforce Analysis published in *Health Affairs*

The total supply of RNs decreased by more than 100,000 from 2020-2021

A significant number were under the age of 35—most left hospitals.

NCSBN 2022 Workforce Study

Almost a third of nurses surveyed plan to retire or leave nursing in the next five years.

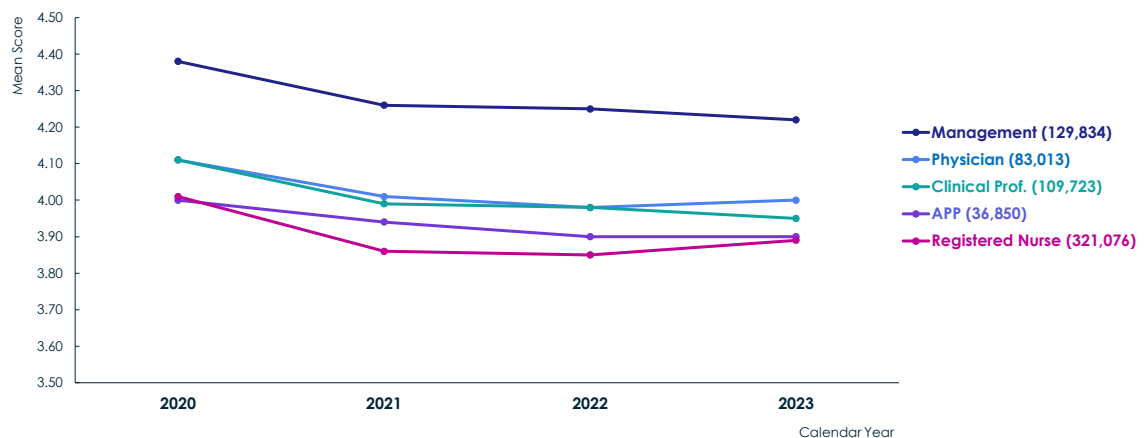
National Bureau of Labor Statistics Projections

More than 275,000 additional nurses are needed from 2020-2030.

Employment opportunities for nurses will grow at 9 percent-faster than all other occupations 2016-2026

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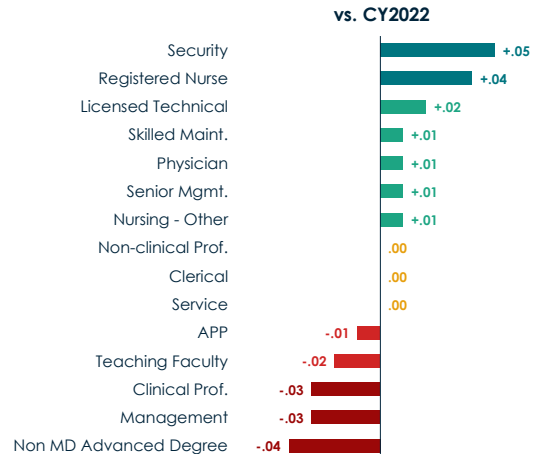
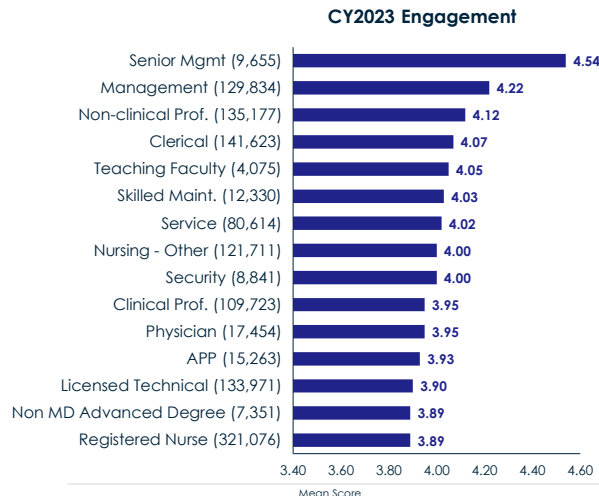
Caregiver National Engagement Trends Through 12.2023



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Engagement by Role

While national data demonstrates overall improvement post-pandemic in workforce engagement, those in roles closest to patient care have lower engagement scores than those in non-clinical roles



*Note: physicians, APPs, & Non-MD Advanced Degree roles reported took Press Ganey's employee survey

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What Do Employees Want?

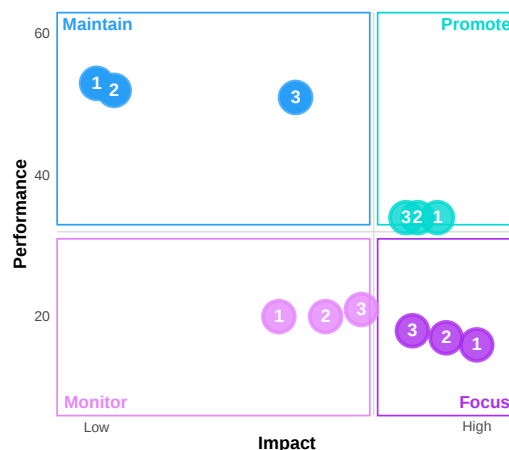
Large Hospital System in the Northeast

Maintain: High Performing | Non-Driver

- 1 I am able to free my mind from work when I am away from it.
- 2 I rarely lose sleep over work issues.
- 3 I am satisfied with the recognition I receive for doing a good job.

Monitor: Low Performing | Non-Driver

- 1 My coworkers value individuals with different backgrounds.
- 2 This Hospital/Entity supports me in balancing my work life and personal life.
- 3 The environment at this Hospital/Entity makes team members in my work unit want to go above and beyond what's expected of them.



Performance threshold: 32nd Percentile

"Promote" means that the item is a Key Driver of WF Engagement

Promote: High Performing | Key Driver

- 1 This Hospital/Entity promotes a caring environment.
- 2 The culture at this Hospital/Entity is positive and motivating.
- 3 This Hospital/Entity creates helpful and trusting relationships.

Focus: Low Performing | Key Driver

- 1 This Hospital/Entity provides high-quality care and service.
- 2 This Hospital/Entity makes every effort to deliver safe, error-free care to patients.
- 3 This Hospital/Entity treats team members with respect.

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Compassionate Connected Care® For the Caregiver

QUALITATIVE COMPONENTS

COMPLEXITY AND GRAVITY
OF THE WORK

MANAGEMENT SUPPORT

TEAMWORK

EMPATHY AND TRUST

WORK/LIFE BALANCE

COMMUNICATION

QUANTITATIVE COMPONENTS

CLINICAL EXCELLENCE

Providing Quality Care
Providing Safe Care

CONNECTED CARING BEHAVIORS

Recognition, Trust,
Belonging, Respect,
Enjoy Work, Cared
About, Job Security

CULTURAL

Mission/Values
Teamwork
Patient-Centeredness
Improvement Focus
Safety as Priority

OPERATIONAL EXCELLENCE

Job Characteristics,
Work Environment &
Resources
Management
Communication

CAREGIVER EXPERIENCE



The Impact of Top Performing Nurse Managers on Nurse and Patient Outcomes

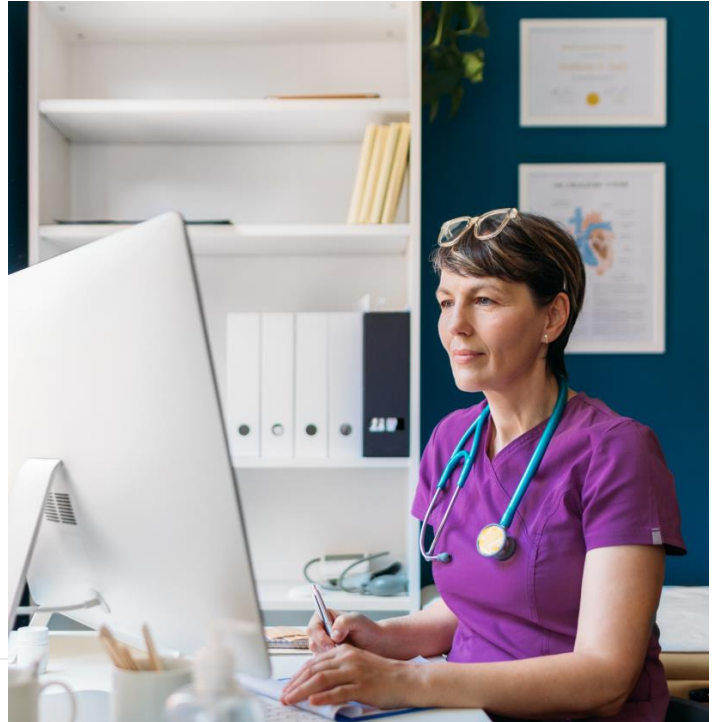
June 2023

Sample from NDNQI RN Survey and Clinical Data

Selection Process:

- 524 nursing units were stratified according to unit performance on Nurse Manager Ability, Leadership & Support subscale of the PES
- Inclusion criteria: All Adult acute care units
- Top 10% (n=116) and Lowest 10% (n=116) were retained for comparative analysis

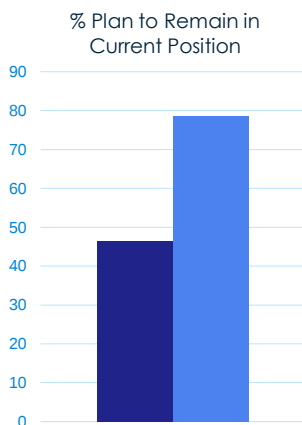
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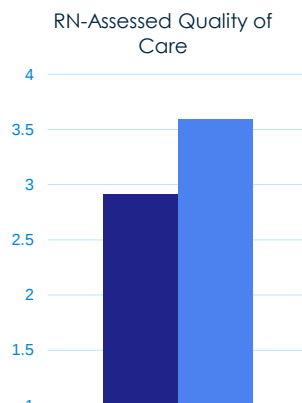
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Top-performing Nurse Managers -Nurse Outcomes

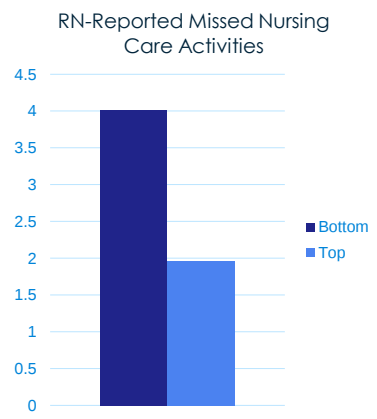
32% more nurses intend to stay per unit



0.68 better QOC score per unit



2.05 fewer missed nursing care activities per shift per unit



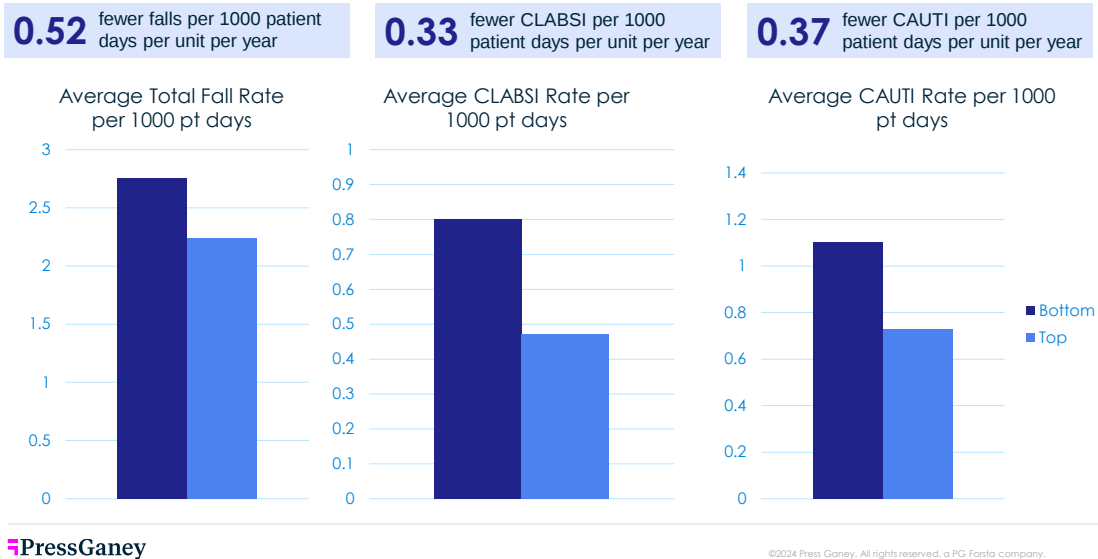
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Top-performing Nurse Managers-Patient Outcomes



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Estimated Annual Savings of Top-performing Nurse Managers

Reduced RN Turnover: \$837,000 for every 50 RNs per unit.

For a 30-bed unit at 80% ADC:

- Reduced Falls: \$30,485 per unit.
- Reduced CAUTI: \$44,676 per unit.
- Reduced CLABSI: \$139,065 per unit.

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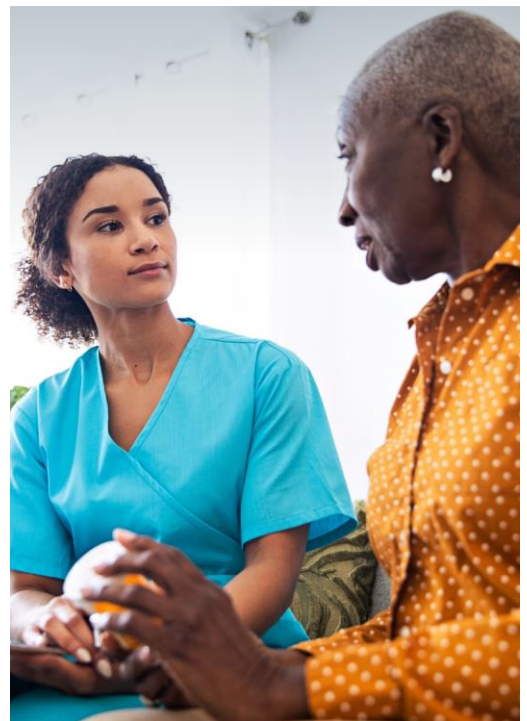
Conclusions

Top-performing Nurse Managers achieve significantly:

- Higher RN intent to stay
- Higher RN-assessed Quality of Care
- Lower Missed Nursing Care
- Fewer adverse nursing-sensitive adverse patient events
- Improved organization financial performance

INVESTING IN NURSE LEADERS SHOULD BE AN ORGANIZATIONAL PRIORITY...

**Compassionate
Connected Care®
for the Patient**



COVID Impact on Patient Experience-Inpatient

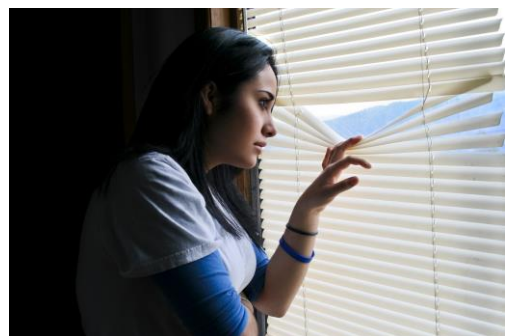
HCAHPS Likelihood to Recommend 01/2020-12/2023



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What Do Patients Want?

- Patients are often anxious and concerned about the symptoms they are having.
- Patients want to trust us and feel safe under our care.
- When we believe our knowledge and technical skills are the most important thing we bring to patient care, patients may not feel our caring and compassion.



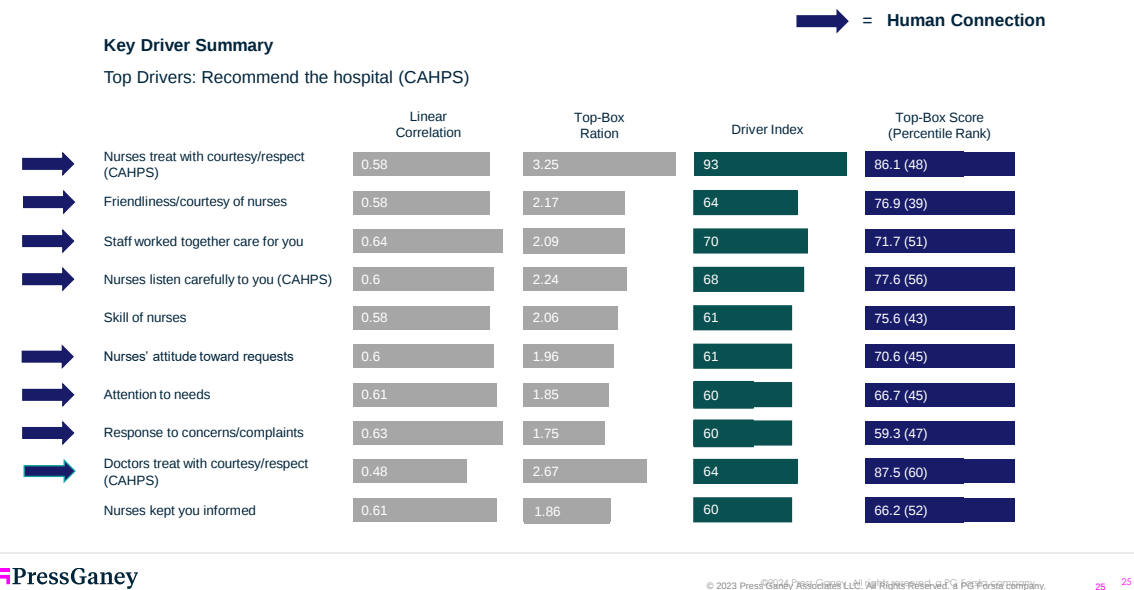
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Example: Key Driver Report (Inpatient)



NarrativeDX Comment Analysis and Insights

FOCUS ITEMS	TOP-BOX SCORE	TOP-BOX POSITIVE INSIGHTS	NON-TOP-BOX NEGATIVE INSIGHTS
Staff worked together to care for you	76.3 79th	Kind 1,140 Helpful 625 Empathy/Compassion 457	Time Period/Duration 544 Wait/Timing 213 Helpful 77
Nurses' attitude toward requests	76.1 74th	Kind 1,132 Helpful 608 Empathy/Compassion 463	Time Period/Duration 513 Wait/Timing 206 Helpful 92
Attention to needs	72.1 74th	Kind 1,096 Helpful 586 Empathy/Compassion 441	Time Period/Duration 564 Wait/Timing 230 Helpful 99
Response to concerns/complaints	65.8 78th	Kind 1,018 Helpful 564 Empathy/Compassion 389	Time Period/Duration 617 Wait/Timing 242 Surgery 119
Nurses kept you informed	66.8 61st	Kind 1,062 Helpful 576 Empathy/Compassion 416	Time Period/Duration 610 Wait/Timing 232 Helpful 99

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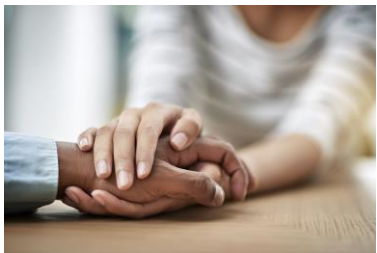
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Compassionate Connected Care® For the Patient



It Takes Less Than a Minute.....



56 Second Connection

To Make a Human Connection

Back on Track

WHAT: BEST PRACTICES

- Purposeful Interval Rounding
- Leader Rounding
- Bedside Shift Report

WHEN: CONSISTENTLY

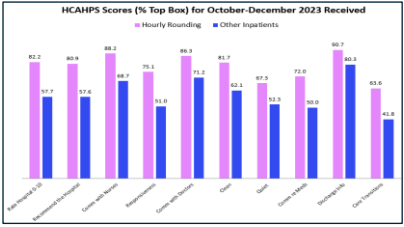
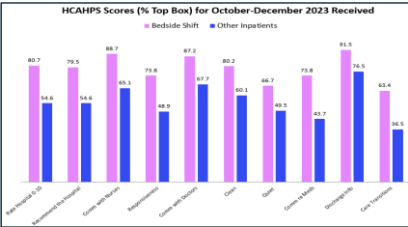
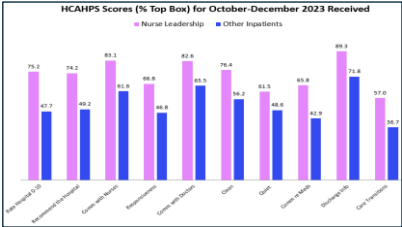
- 100% of the practices
- 100% of the time

HOW: COMPASSIONATE CONNECTED CARE®

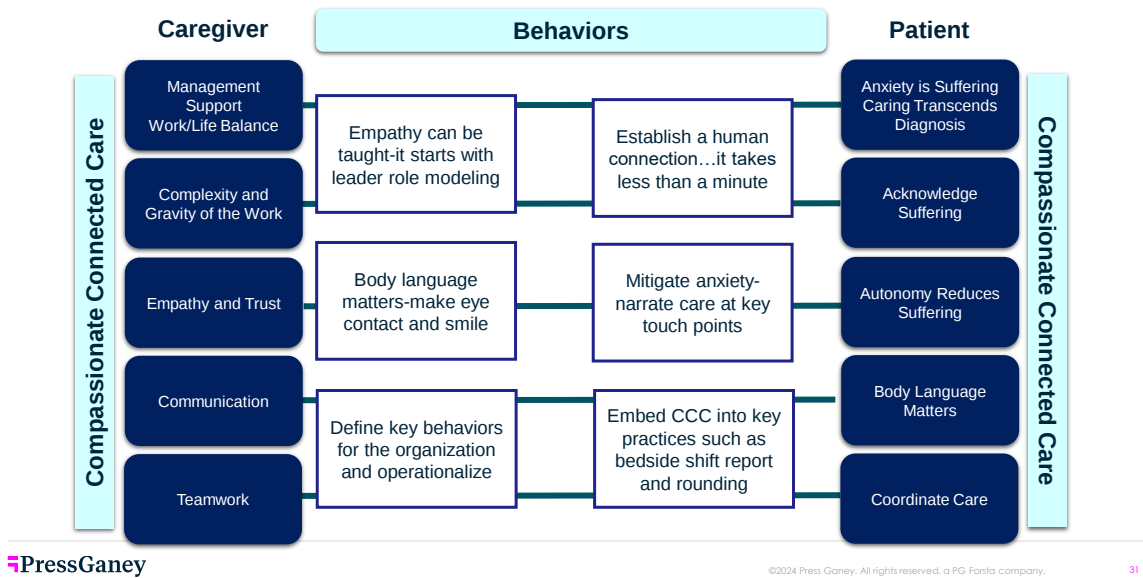
- Move away from task orientation only
- Prioritize human connection



2023 National Data: Purposeful Interval Rounding, Leader Rounding & Bedside Shift Report



Operationalizing a Caring Model



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What will you do differently?



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If you want others to be happy, practice compassion.

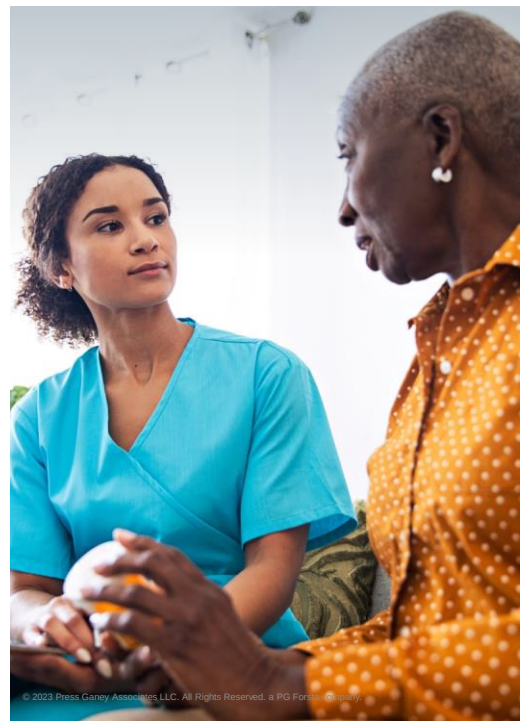
If you want to be happy, practice compassion.

”

Dalai Lama

Compassionate Connected Care®

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