

Building employee retention and engagement through workforce empowerment

Shawn E. Ray MSN RN

Director, Talent Acquisition

Barnes-Jewish Hospital

St. Louis, Missouri

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Medical Center Campus
Barnes-Jewish Hospital
Barnes-Jewish College of Nursing
St. Louis Children's Hospital
Rehabilitation Institute of St. Louis
Washington University School of Medicine

20,000 employees on campus



World Class Facilities



Center for Advanced Medicine

- Siteman Cancer Center, the only NCI designated comprehensive cancer center within 240 miles of St. Louis.
- Siteman is one of 20 National Comprehensive Cancer Network members, an alliance of the world's leading cancer centers.

U.S. News & World Reports BJH Ranked # 9 in 2009

- 17th consecutive year on Honor Roll
- Ranked in 15 individual specialties



- Cancer - 24
- Digestive Disorders - 15
- Ear, Nose & Throat - 10
- Endocrinology - 11
- Gynecology - 31
- Geriatrics - 22
- Heart & Heart Surgery - 12
- Kidney Disease - 8
- Neurology & Neurosurgery - 8
- Ophthalmology - 14
- Orthopedics - 11
- Psychiatry - 14
- Respiratory Disorders - 9
- Rheumatology - 18
- Urology - 21

Barnes-Jewish Hospital 2008 Statistics

- Licensed adult beds - 1,223*
 - Staffed adult beds - 1,074
 - Nursery Bassinets - 50
 - Employees - 9,317
 - Physicians - 1,832
 - Interns and fellows - 831
- Inpatient admissions - 53,831
- Emergency department visits - 81,895
 - Outpatient surgeries - 18,270
 - Inpatient surgeries - 18,157

* As of March, 2009

World Class Recognition: Magnet Designation

- Highest award for nursing excellence.
- First adult hospital in Missouri to receive Magnet designation
- Rigorous application process and standards showcase the talents of Barnes-Jewish nurses.



Rewind- 2003

- Staff nurse turnover: 18%
- Staff nurse vacancy: 20%
- Use of agency house-wide
- New CNE/VP of Patient Care Services
- Designated Magnet October 2003
- New model of care on the horizon
- New Position: Chief Retention Officer

Challenge

Reduce staff nurse vacancy and turnover by developing a comprehensive retention program to improve staff nurse engagement.

Shared governance

- Placing decision making in the hands of the professionals who do the work.
- Modest concept in place at BJH since 1999 (Clinical Practice Council).
- Expanded structure in 2004 to include a governing council and Retention Committee.
- Representative from each patient care area on council/committee.

New Model of Care 2004

- Implemented a new Professional Practice Model in the Inpatient areas
 - “Triad” leadership led by Clinical Nurse Manager
 - Lead Charge Nurse- Care traffic controller, rounds
 - Advance Practice Nurse- education, rounds
 - Case manager- facilitate transfer/discharge to next level of care
 - Team works collaboratively to facilitate throughput

New Model of Care

- Model is now “Best Practice” throughout BJC System
- Improved communication between Patient Placement Center and floor leadership (one point of contact)
- Manages LOS to targets

Professional Nurse Development Program (PNDP) at Barnes- Jewish Hospital

- The BJH PNDP recognizes and rewards nurses for professional development and organizational commitment through validation of practice level and professional contributions.
- Compensation, PNDP badge & pin.
- New hires eligible to apply at one year.
- Applications accepted March 14 or October 1 of each year.

Three levels of recognition

- Increasing requirements for each level
- Rewards for professional contributions:
 - Academic credit
 - Professional publications/presentations
 - National nursing certifications
 - Preceptor/mentoring
 - Leadership
 - Advanced clinical skills above and beyond department requirements
 - Community service
 - Advanced degree

Requirements

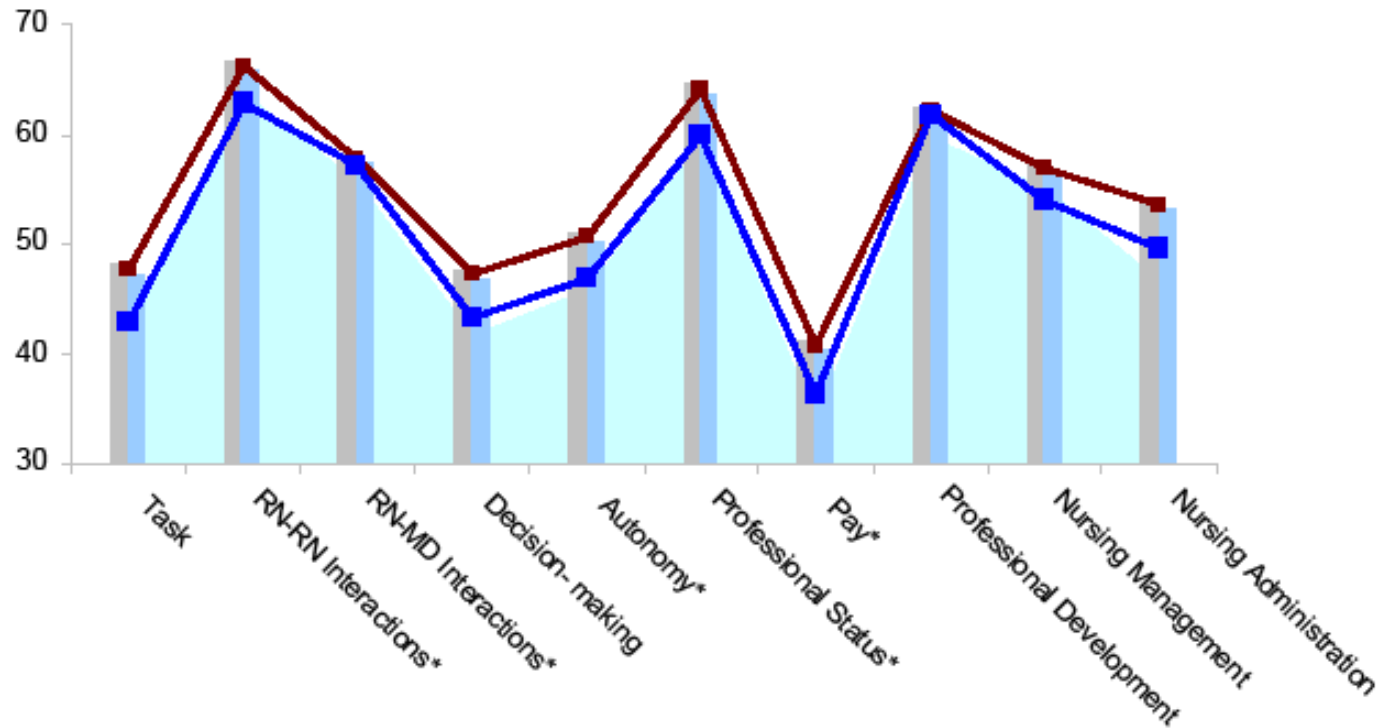
- Contact hours above and beyond department requirement
- Acceptable performance appraisal
- Submit one exemplar for each level
- Exemplar: Memorable and meaningful clinical situation where you made a difference.
- Interview with PNDP committee

Program Effects

- Program resulted in improved benefits for staff nurses and other professionals
 - Professional Certification cost reimbursement
 - Enhanced tuition assist for non-critical degrees (eg., MBA)
 - On-line RN-BSN program for BJH sage nurses (5 years BJH tenure or more) at no cost- complete in 14 months.

2007 RN Satisfaction - Summary Report for BJH

RN Practice Environment and Job Satisfaction



Legend: Scores shown are T-Scores: >60 =high satisfaction; 40-60 = moderate satisfaction, <40 =low satisfaction.

2005
 Upper Confidence Limit
 Lower Confidence Limit
 Other Comparison Hospitals
 BJH

Process

- Review NDNQI RN-RN Interactions Survey questions (answer w/ strongly agree/agree/tend to agree/disagree/strongly disagree)
 - Nursing personnel pitch in and help each other when things get in a rush
 - It is hard for new nurses to feel “at home” on the unit
 - There is a good deal of teamwork among nursing personnel.
 - They are satisfied with the interactions among the staff
 - Nursing personnel are not as friendly and outgoing as they would like.
 - The nurses on our unit support each other.

Process

- Brainstorm issues which lead to ↓ RN to RN interactions
 - Insufficient orientation
 - Lack of knowledge re: another department's work
 - Inadequate patient report
 - Unhealthy/dysfunctional interpersonal relationships

Priorities

- Teamwork/Working Relationships: Improve the quality of interactions within individual departments to accomplish team and BJH goals.
- Explore orientation process including fellowships/internships and preceptor development for opportunities to improve the development of positive and healthy interactions.
- Standardize unit-based patient care communication

Action Plan

- Teamwork/Working Relationships: Improve the quality of interactions within individual departments to accomplish team and BJH goals.
 - Lateral Violence education for all RNs.
 - “Walk a mile in my shoes” shadowing program between nursing units
 - Provide training on diversity and cultural competency (in process- B. Battle- Lead).
 - Develop “expected behaviors” of staff and determine how this information will be shared and monitored (tri-fold lateral violence scripted phrases card).

Lateral Violence Education

- One hour presentations, approximately 5-6 per month, October-May.
- Develop on-line competency
- Positive Employee Relations Champion (PERC) to sustain healthy relationships
- Tri-fold card with scripted phrases in response to LV comments or behaviors.

“Walk a mile in my shoes” shadowing program

■ Goal

– To improve RN satisfaction through improved RN to RN interactions.

■ This will be accomplished through shadow experiences of Lead Charge Nurses (LCN I and II, or those designated in the charge nurse position) in “sending” and “receiving” areas.

■ The end result will be improved interdepartmental relations and communication which will achieve the intended goal.

Action Plan (cont'd)

- Explore orientation process including fellowships/internships and preceptor development for opportunities to improve the development of positive and healthy interactions.
 - UHC Residency program developed by CPE
 - “Pulled (reassigned) RN orientation sheet” individualized for each patient care area.

Pulled (reassigned) Orientation Sheet

- One-page information sheet for each patient care area with “have-to-know” and “nice-to-know” information including assigned “buddy” and codes for supply areas.
- Template for development will be located on the Nursing Intranet webpage under “RN to RN Interactions Task Force.

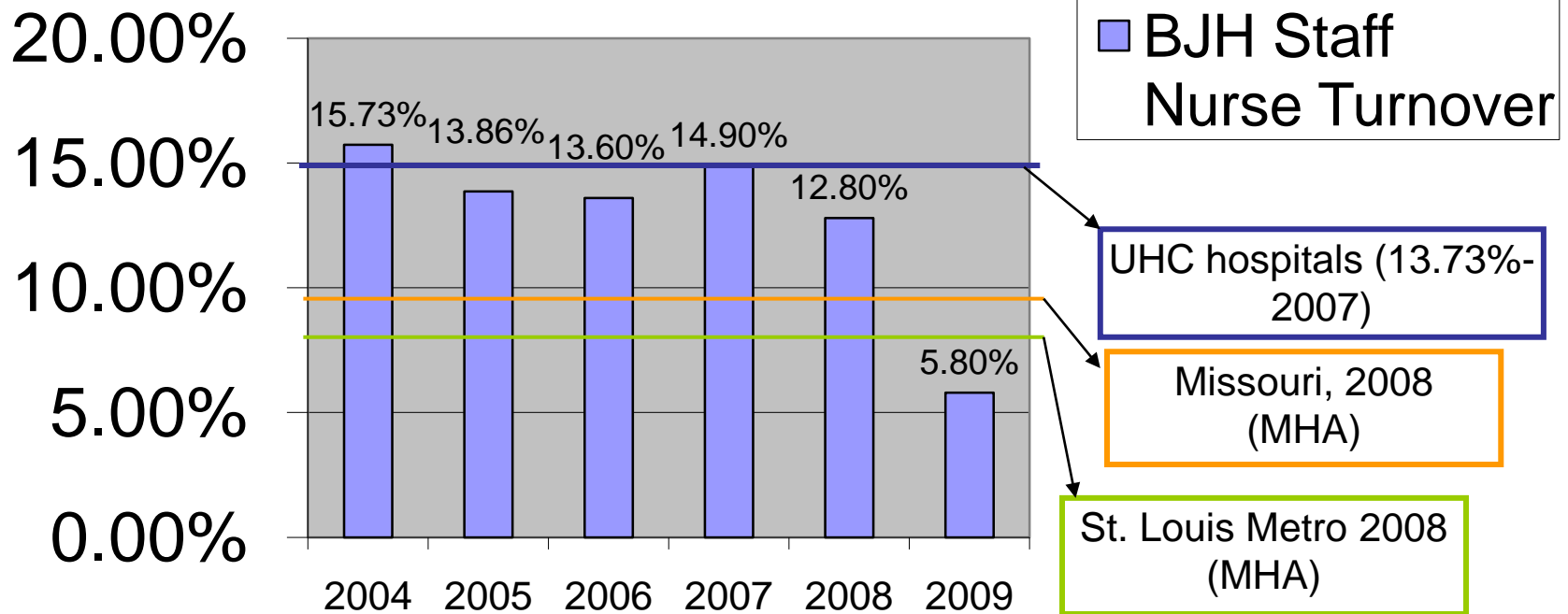
Action Plan (cont'd)

- Standardize unit-based patient care communication.
 - Implemented bedside shift report.
 - Regular team “huddles” at change of shift for all areas to begin with rollout of COMPASS

What else?

- Task force will continue to meet to complete implementation of activities
- Will evaluate each activity for value, sustainment.
- Report back to PCL + shared governance regularly

BJH Staff Nurse Turnover

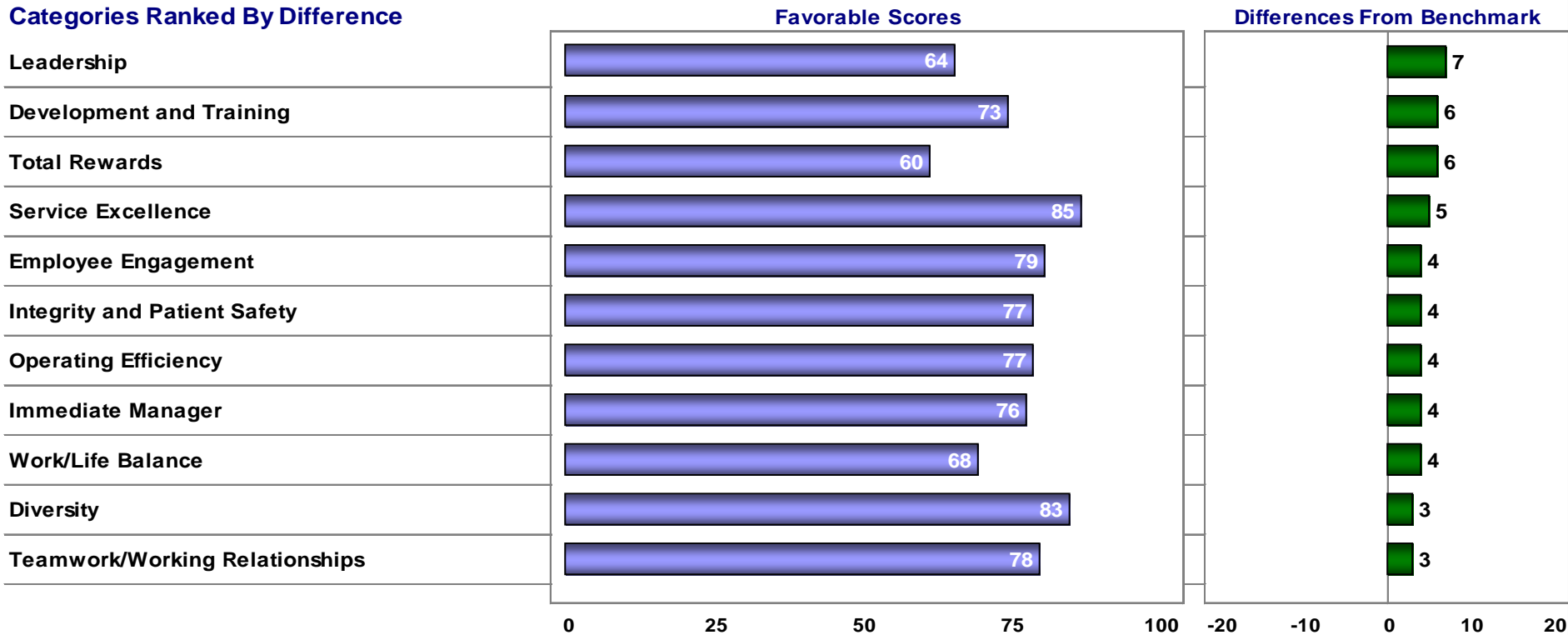


2008 Your Opinion Our Future Survey

BARNES-JEWISH HOSPITAL (5630)

vs. BARNES-JEWISH HOSPITAL 2007 (5645)

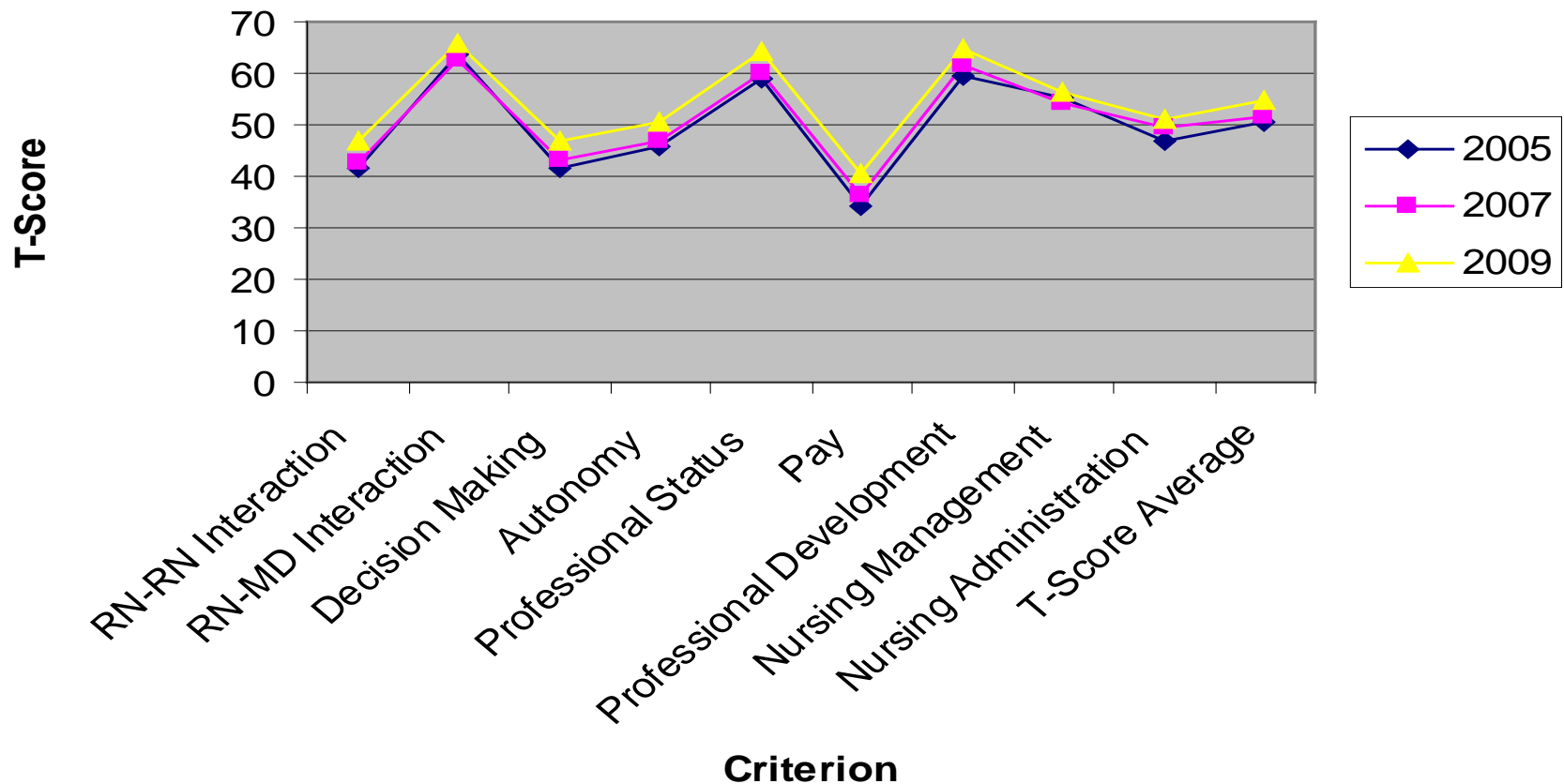
Categories Ranked By Difference



Red / Green Difference Bars are statistically significant

NDNQI RN Satisfaction Survey

NDNQI RN Practice Environment and Job satisfaction T-Scores 2005-2009 Adapted Index of Work Satisfaction



We're moving the chains!

