Nursing Workplace Environment and Staffing Council Pilot Program
April 20, 2017

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The Journey

• Staffing Ratios Task Force
  ❖ Established March 22, 2016
  ❖ Goals
    ▪ Develop a plan to prepare for the anticipated advancement of the legislation
    ▪ Prepare counter arguments using a broad approach
    ▪ Offer an alternative to mandated staffing ratios
- Develop a message and present the factors that contribute to quality and how we staff.
  - Include the new roles in acute care, e.g., care coordinators, nurse navigators, APNs.
  - Include the elements and roles outside of staffing that improve care
Goals

- Conduct a review of the literature with the support of the ONL NJ Research Committee
  - Impact of the California law
  - Impact of the Massachusetts Law
  - Initiatives in other states
- Prepare rebuttal response
- Come up with a better alternative
- Secure partnerships and build a coalition
- Educate and gain support of legislators and stakeholders
Evolution of the focus

• Nurses Workplace Environment
  - The nurses providing direct patient care and their work environment.
  - A new literature review on the workplace environment.
Coalition

• July 27, 2016 coalition established
NWESC

• The name of the task force was changed from staffing ratios task force to the **Nursing Workplace Environment and Staffing Committee**

• Staffing Committee template was adopted and a new task force established

• The staffing committee template was presented to the Chief Nursing Officers Constituency Group at NJHA Nov. 4, 2016. The CNO CG endorsed the plan.
NWESC Purpose

- Give respected voice to staff nurses in the establishment of safe practice environments.
- Create a forum of participative leadership.
- Give nurse care providers voice in human allocation through a formal process.
- Support equal participation of staff in collaboration with management.
NWESC Purpose

• Develop staffing policies that are
  ❖ Evidence-based,
  ❖ Match competencies of individual RNs with patient needs for care,
  ❖ Formal based processes,
  ❖ Cultivate participative respect between caregivers and hospital administrators.
Structure

- 50% bedside RNs with at least 50% of their work time in direct patient care
- CNO or his/her delegate is voting member
- Committee participates in developing a plan for nurse staffing and creating a positive work environment and forwards the plan to the CNO for budget planning
Structure

• At a minimum, a mid-year review of the staffing plan and interim periodic review
• Number of staff nurses on the committee is sufficient to provide adequate representation of all nursing care in the hospital
• Formal relationship with other organizational forums where staffing has an impact
Requirements

• Post for public viewing on the units – staffing plan, unit staffing plan, other available clinical support staff
• Full compliance with existing bargaining agreements
• Formal committee education & orientation based on ANA staffing principles & AACN Standards for Establishing Healthy Work Environments
• Quarterly meetings, monthly preferred
• Hospital enrolled in a national nurse sensitive outcomes indicator database
Purview

• Ready access to all pertinent organizational data
• Formal event “escalation” plan with defined chain of command for raising staffing issues in real time
Purview

• Other areas of activities and interest
  ➢ Staffing complaints/concerns
  ➢ Compliance with labor & industry rules
  ➢ Variance analysis
  ➢ Review of literature
  ➢ Ongoing staff education & orientation
Best Practice Recommendations

• Considers national professional and specialty guidelines for benchmark for appropriate staffing in specialty areas
• Formal defined methods to communicate the work of the staffing committee to the full nursing department
• Provide support services to enhance time at the bedside for nursing staff
Best Practice Recommendations

• Support a culture of participative respect between caregivers and with hospital administrators

• Hospital leaders and staff are members of the NWESC

• Hospital committee administrative leadership include the NWESC in all deliberations that have a potential to impact staffing
NWESC Pilot Hospitals

• Lourdes Health System – Maria Brennan, CNO
  - Our Lady of Lourdes Medical Center, Camden
  - Lourdes Medical Center of Burlington County
  - St. Francis Medical Center, Trenton

• Hunterdon Medical Center, Flemington – Pat Steingall, VP Patient Care Services & CNO
NWESC Pilot Hospitals

• Jersey City Medical Center – Rita Smith, SVP Patient Care Services & CNO
• Riverview Medical Center, Red Bank – Kathy McKean, Vice President, CNE
NWESC Pilot Hospitals

• Kennedy Health – Helene Burns, CNE
  - Kennedy University Hospital – Cherry Hill
  - Kennedy University Hospital – Stratford
  - Kennedy University Hospital – Washington Twp.

• Capital Health – Gina Mumolie, Associate Vice President
  - Capital Health Medical Center – Hopewell
  - Capital Health Regional Medical Center, Trenton
AACN Standards for Establishing and Sustaining Healthy Work Environments

• **Skilled Communication** – Nurses must be as proficient in communication skills as they are in clinical skills

• **True Collaboration** – Nurses must be relentless in pursuing and fostering true collaboration
AACN Standards for Establishing and Sustaining Healthy Work Environments

• **Effective Decision Making** – Nurses must be valued and committed partners in making policy, directing and evaluating clinical care and leading organizational operations.

• **Appropriate Staffing** – Staffing must ensure the effective match between patient needs and nurse competencies
AACN Standards for Establishing and Sustaining Healthy Work Environments

• **Meaningful Recognition** – Nurses must be recognized and must recognize others for the value each brings to the work of the organization.

• **Authentic Leadership** – Nurse leaders must fully embrace the imperative of a healthy work environment, authentically live it and engage others in its achievement

• [http://ajcc.aacnjournals.org](http://ajcc.aacnjournals.org)
Education

• Required and ongoing for all NWESC members
  ❑ NWESC Fundamentals full day workshop October 27 at NJHA
  ❑ Ongoing education four modules based on the AACN Standards for Establishing and Sustaining Health Work Environments

1. Skilled Communication
2. True Collaboration & Effective Decision Making
3. Appropriate Staffing
4. Meaningful Recognition and Authentic Leadership
Toolkit Content

• Overview– global perspective of having a healthy work environment that impacts the practice of nursing including providing resources appropriate for safe practice

• Purpose

• Roles and responsibilities

• The CNO is the chairperson and a clinical nurse is the vice chairperson
Toolkit Content

• *How to* Chapters
  - Guiding principles of the NWESC and how to operationalize
  - How to structure and conduct a meeting
  - How to design the agenda
  - How to prepare for the first meeting
Toolkit Content

• Recommended agenda
  - Review staffing plan
  - Current state of staffing
  - Vacancies, turnover, leave of absence

• Meeting frequency

• Escalation plan
Toolkit Content

• Development of the staffing plan
  - Template for formal plan
  - CNO report to the hospital board on the work of the NWESC as part of the nursing report
  - Nurse survey to monitor impact and outcomes
Toolkit Content

• Supplemental information
  - Additional resources
  - Contacts at the pilot hospitals
  - Nursing satisfaction tools, i.e. Press Ganey, Advisory Board
Next Steps

• Appoint members to each of the pilot NWESCs
• NWESC in place by Thanksgiving, no later than the first week of December
• Research
  - AACN Assessment tool to measure progress on achieving the six essential standards. It provides an overall healthy work environment score and scores for each of the six standards
    
    www.aacn.org/nursing-excellence/healthy-work-environment
NWESC Task Force Members

- Maria Brennan
- Kathy Borenstein
- Helene Burns
- Judy Caruso
- Susan Cholewka
- Pam De Cordova
- Mary Ann Hozak
- Mary Johansen
- Sabeen Kaylan-Masih

- Kathy McKean
- Denise Micheletti King
- Phyllis O’Neill
- Charlotte Qualls
- Peg Reiter
- Rita Smith
- Pat Steingall
- Jessica Van Cleef
- Sue Weaver
Questions and Comments

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Thank you