Nursing Workplace Environment and Staffing Council Pilot Program Overview

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Lourdes Health System
President, ONL NJ
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
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
Coalition

• July 27, 2016 coalition established

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.
NWESC

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

• This project was presented to the Chief Nursing Officers Constituency Group (CNOCG) at NJHA Nov. 4, 2016. The CNOCG 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

- 51% 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
NWESC Pilot Hospitals/Systems

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

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

• Jersey City Medical Center – Rita Smith, SVP Patient Care Services &CNO

• Capital Health – Gina Petrone Mumoliele, Senior Vice President
  - Capital Health Medical Center – Hopewell
  - Capital Health Regional Medical Center, Trenton
NWESC Pilot Hospitals/Systems

• Jefferson Health (New Jersey Division) – Helene Burns, CNE
  - Jefferson Cherry Hill Hospital
  - Jefferson Stratford Hospital
  - Jefferson Washington Township Hospital
NWESC Task Force Members

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Gagnon Cardiovascular Institute Morristown Medical Center

Maria L. Brennan, DNP, RN CPHQ
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Jersey City Medical Center

Patricia Steingall, MS, RN, NE-BC
Hunterdon Healthcare System

Jessica Van Cleef, BSN, RN, NE-BC
Hunterdon Medical Center

Susan H. Weaver, PhD, RN, CRNI, NEA-BC
Hackensack Meridian Health

Sabeen Kalyan-Masih
Capital Impact Group
American Association of Critical-Care Nurses (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 modules based on the AACN Standards for Establishing and Sustaining Health Work Environments
    1. Feb. 23, 2018 - Skilled Communication, True Collaboration & Effective Decision Making
    2. March 23, 2018 - Appropriate Staffing, Meaningful Recognition and Authentic Leadership
Research

- The research study aims to understand more about how nurses, including clinical nurses, and nurse managers/leaders think about the HWE as well as staffing.
- Gaining further understanding from the perspective of nurses can be used to inform both hospital and healthcare policy implications.
Research Questions

1. What is the experience of clinical nurses’ involvement in decisions about a healthy work environment and staffing?

2. What are nurse leaders’ and clinical nurses’ perspective of a healthy work environment and staffing?

3. What are nurse leaders’ and clinical nurses’ perspective of staffing committees and how staffing committees contribute to a healthy work environment?
Research Methods

• Clinical nurses and nurse managers/leaders of the NWESC invited to complete the AACN Healthy Work Environment Assessment Tool survey

• It was administered prior to the implementation of the NWESCs and will be re-administered 12 months after to measure the change from baseline scores post implementation.
Research Tool

- The 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.

Research Methods

• Focus groups with volunteers from the NWESCs were administered prior to the implementation of the NWESCs and will be re-administered 12 months after to understand clinical nurses’ and nurse manager/nurse leaders’ perceptions of what is a HWE.
Research Analysis

• All data will be de-identified and reported in the aggregate.
• Identify themes within the work environment
• Present themes to the hospital based committee
Research

• Hospital based committees will select the themes they choose to work on
• We hope to see a positive change in perception of work environment and improvement of the themes identified.
Charter NWESC Task Force

Vision Statement

New Jersey will be recognized as the leader in creating and sustaining a healthy work environment for its nurses
NWESC Task Force Charter

Mission Statement

To promote and sustain a healthy workplace environment for the nurses of New Jersey
NWESC Task Force Charter

• 2016 Achievements
  1. Established the task force
  2. Formed a coalition of all nursing organizations in NJ
  3. Researched and reviewed the literature and legislative history
NWESC Task Force Charter

• 2017/2018 Goal Statements

1. Develop a pilot program of the NWESC
   a. Structure and model for a council
   b. Develop education program
2. Implement the pilot program in five hospital systems
3. Research and evaluate
   a. Identify workforce outcomes
   b. Create research proposal
   c. Provide coordination and guidance to councils
NWESC Task Force Charter

• 2018 Objectives
  a. Establish the councils
  b. Provide comprehensive education program to all council members
  c. Develop toolkit
  d. Provide coordination and guidance to councils
Next step

- Develop a toolkit to guide and direct our pilot councils and also serve as a guide to future councils.
Today

• We are here to begin the education and officially kick-off the pilots.
Questions and Comments
Thank you