

Nursing Workplace Environment and Staffing Council Program (NWESC)

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Coalition of Stakeholders

- In response to legislative action, ONL NJ wanted to take a proactive approach to attempts to mandate nurse staffing ratios
- Under the leadership of ONL NJ, a coalition was established in July 2016.
 - ❑ Members include NJ State Nurses Association, NJ Council of Magnet Organizations, New Jersey Hospital Association, NJ Council of Deans and Directors, NJ Nursing Leadership Council, ONL NJ

Goals of the Staffing Ratios Task Force

- Conduct a review of the literature focused on
 - Impact of the California law
 - Impact of the Massachusetts law
 - Initiatives in other states
 - Relationship of staffing ratios to nursing satisfaction and patient outcomes

The Plan

- Prepare a proactive response to pending legislative activity
- Develop a better alternative
- Secure partnerships and build a coalition
- Educate and gain support of legislators and stakeholders

Innovation: NWESC

- The genesis of this work began with the ONL NJ Advocacy Committee's strategy to deal with efforts to advance the legislation
- This led us to other issues.
- Nursing Workplace Environment and Staffing Council (NWESC) was established as a steering committee for the state
- Nov. 4, 2016 The Chief Nursing Officers Constituency Group at New Jersey Hospital Association endorsed the concept of the NWESC.

NWESC Purpose

- Give a respected voice to staff nurses in the establishment of healthy nursing work environments
- Create a forum of participative leadership
- Give direct care nurses a voice in human resource allocation through a formal process
- Support equal participation of nurse staff in collaboration with management

A Pilot

- ONL NJ recruited nine hospitals throughout the state to participate in a pilot program that would establish NWESC's in each of the hospitals
- A charter was developed with a vision and mission statement.

Vision Statement – New Jersey will be recognized as the leader in creating and sustaining a healthy work environment for its nurses

Mission Statement – To promote and sustain a healthy workplace environment for the nurses of New Jersey

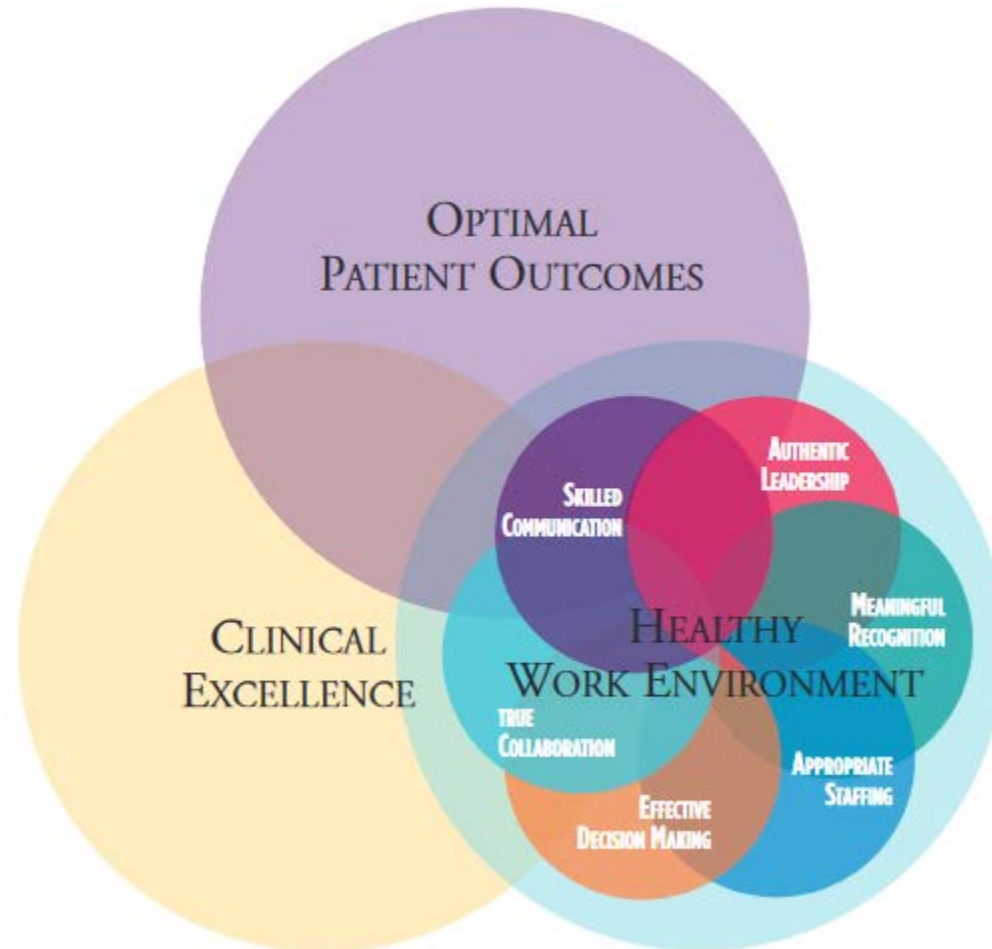
NWESC Structure

- 51% bedside RNs with at least 50% of their work time spent in direct patient care
- CNO co-chairs the council with a direct care nurse
- Council participates in developing a plan for nurse staffing and creating a positive work environment and forwards the plan to the CNO for budget planning
- Number of staff nurses on the council is sufficient to provide adequate representation of all nursing care in the hospital

Model

- The NWESC pilot program is based on the American Association of Critical Care Nurses *Standards for Establishing and Sustaining Healthy Work Environments*

Interdependence



Pillars of the AACN Standards

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

Pillars of AACN Standards

- Appropriate Staffing – Staffing must ensure the effective match between patient needs and nurse competencies
- 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

NWESC Education Sessions

- Required and ongoing for all NWESC members
- Agenda Topics
 - Session #1- Overview NWESC Program, Legislation on Mandated Staffing, Research on Healthy Work Environment (HWE), HWE Framework Model, NWESC Structure, NWESC Leaders Panel Discussion
 - Session #2 – Co-chair Reports, Skilled Communication and Effective Listening, True Collaboration, Authentic Leadership
 - Session #3 – Co-chair Reports, Appropriate Staffing and Budgeting, Effective Decision Making, Meaningful Recognition
 - Binders

Research Associated with the Pilot

- To understand more about how nurses, including clinical nurses, and nurse managers/leaders think about the HWE as well as staffing
- To gain further understanding from the perspective of nurses can be used to inform both hospital and healthcare policy implications

Qualitative Research Methods

- Focus groups with volunteers from the NWESCs were interviewed prior to the implementation of the NWESCs to understand clinical/direct care nurses' and nurse manager/nurse leaders' perceptions of what is a HWE.

Quantitative 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.

Quantitative Research Methods

- 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

www.aacn.org/nursing-excellence/healthy-work-environment

Research Results

- Focus group and survey results were analyzed and disseminated back to ONL NJ for the pilot NWESC's and future cohorts.
- Findings to be presented at state and national conferences such as Sigma Theta Tau and AONE
- Peer reviewed journals

NWESC Toolkit

- Under development as a resource guide for the councils
- Document nearly complete, awaiting final review by the Task Force
- ONL NJ Board of Directors approval expected Oct. 15

NWESC Pilot Hospitals/Systems

October 2017

- Lourdes Health System
- Hunterdon Medical Center
- Jersey City Medical Center
- Jefferson Health (New Jersey Division)
- Capital Health

Cohort 2A Hospitals/Systems

September 2018

- Hackensack Meridian Health Riverview Medical Center
- AtlantiCare Regional Medical Center
- Community Medical Center
- CentraState Medical Center

Cohort 2B Hospitals/Systems

October 2018

- Deborah Heart & Lung Center
- Hackensack Meridian Health Jersey Shore University Medical Center
- St. Joseph's Medical Center, Paterson
- St. Joseph's Wayne Medical Center
- Virtua

Cohort 3 Hospitals/Systems

January 2019

- The Valley Hospital
- Morristown Medical Center
- Newton Medical Center
- additional three expected

Messaging Campaign

- Creative Marketing Alliance, Marketing Communications Agency

- ☐ Objective to increase the general awareness of the innovative work of the NWESC program and the outcomes of these efforts
- ☐ Target Audiences include all RNs in NJ, legislators and the general public
- ☐ Elements
 - ✓ Video content through Facebook social platform using micro-videos
 - ✓ E-mail Marketing
 - ✓ Press release campaign
 - ✓ Website

Messaging Campaign

- Coordinate messaging campaign with ONL NJ Lobbyist
- Meetings with key legislators
- Prepare strategy for testimony

National and State Presentations

- Sept. 6 - AONE Affiliates Meeting, Washington, D.C.
- Sept. 12 - NYONEL Safe Staffing Seminar, Albany, NY
- Feb. 22-24 - Sigma Theta Tau, Creating Healthy Work Environments, New Orleans, LA
- April 10 -13 – AONE Annual Conference, San Diego (abstract submitted)

Questions and Comments

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Thank you!