Understanding the Relationship Between Nurse Engagement and Patient Experience

Session ID: 467
Objectives

1. Discuss current challenges and competing priorities for nurse leaders in the move to value based healthcare.

2. Identify how nurse engagement impacts the patient experience using cross domain analytic findings.

3. Understand how to use the cross domain analytic findings to identify opportunities for improvement in both nurse and patient experience.
Empathy Imperative: Reduce Suffering

OUR GOAL: Prevent this suffering for patients.
• Provide evidence-based care.
• Prevent complications and errors.
• Ensure coordinated communication, demonstrate cooperation among staff.
• Reduce wait, show respect and value for the individual.

OUR GOAL: Mitigate this suffering by responding to Inherent Patient Needs.
• Address symptoms, improve functioning, seek to cure, reduce pain and discomfort.
• Reduce anxiety and fear, educate and inform.
• Minimize the extent to which medical care disrupts normal life to the greatest extent possible.
• Provide distractions from the medical setting that provide respite to the anxious patient.
CHF Patients Have Different Needs

CHF vs. Medical
Compassionate Connected Care™

**Clinical Excellence:**
Connecting clinical excellence with outcomes

**Operational Excellence:**
Connecting efficiency with quality.

**Caring Behaviors:**
Connecting engagement with action.

**Culture:**
Connecting mission, vision, & value with engagement.

Compassionate Connected Care™
Compassionate Connected Care™ Themes

- **Acknowledge Suffering**
  We should acknowledge that our patients are suffering, and show them that we understand.

- **Body Language Matters**
  Non-verbal communication skills are as important as the words we use.

- **Anxiety is Suffering**
  Anxiety and uncertainty are negative outcomes that must be addressed.

- **Coordinate Care**
  We should show patients that their care is coordinated and continuous, and that “we” are always there for them.

- **Caring Transcends Diagnosis**
  Real caring goes beyond delivery of medical interventions to the patient.

- **Autonomy Reduces Suffering**
  Autonomy helps preserve dignity for patients.
Drivers of Likelihood to Recommend - Inpatient

Inpatient (HCAHPS) Recommend – LTR Within Service Line

Low = Non-Top Box Response
High = Top Box Response

- Maternity: 79.5% Top Box LTR
  - Low: Team 48.2% LTR
  - High: Team 90.4% LTR

- Medical: 70.4% Top Box LTR
  - Low: Team 38.8% LTR
  - High: Team 86.4% LTR

- Surgical: 79.2% Top Box LTR
  - Low: Team 45.0% LTR
  - High: Team 91.3% LTR

All Patients: 74.8%
Top Box LTR (Definitely Yes)

12.7% of patients

35.4% of patients

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Analyses reflect more than 1.5 million responses to Inpatient surveys returned during the calendar year of 2013 that included HCAHPS and Press Ganev measures.

Team – “Staff worked together to care for you”
Nurse Experience
Key Drivers of Engagement

• This organization provides high-quality care and service
• This organization treats employees with respect
• I like the work I do
• The environment at this organization makes employees in my work unit want to go above and beyond what’s expected of them
• My pay is fair compared to other healthcare employers in this area
• My job makes good use of my skills and abilities
• I get the tools and resources I need to provide the best care/service for our clients/patients
• This organization provides career development opportunities
• This organization conducts business in an ethical manner
• Patient safety is a priority in this organization

Press Ganey, 2015
Employee Engagement Matters

Employee Engagement Improves Patient Experience

National Percentile Rank Based on Employee Engagement Scores

<table>
<thead>
<tr>
<th>Category</th>
<th>Top 20% of Employee Engagement</th>
<th>Bottom 20% of Employee Engagement</th>
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</thead>
<tbody>
<tr>
<td>Nurse</td>
<td>72</td>
<td>27</td>
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<td>Responsiveness</td>
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<td>Discharge</td>
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<td>30</td>
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<tr>
<td>Recommend</td>
<td>74</td>
<td>38</td>
</tr>
</tbody>
</table>

Based on Engagement data from 52 projects, year 2013. HCAHPS data from Jan-Dec 2013 Hospital Compare Dataset.

Created by Healthcare Metrics Team
What Stress & Harm Do Providers Cope With?

Role
- Stress of clinical role - complexity, high stakes activities
- Sympathy overload - secondary traumatic stress of witnessing suffering
- Emotional labor of caregiving role
- Emotional labor of employee demands
- Stress of interruptions, multitasking and task switching
- Stress of pace of change in organization and larger industry
- Lack of education/support to prevent/address compassion fatigue
- Moral distress arising from inability to provide level of quality desired
- Lack of appreciation
- Lack of resources
- Communication break downs, lack of needed information
- Lack of trust in leadership
- Lack of respect
- Emotional abuse (bullying, humiliating, demeaning behaviors)
- Back or musculoskeletal injuries
- Unprotected exposure to blood-borne pathogens
- Physical violence
- Lack of safe refuge to report physical and psychological harm

Job

Harm

Inherent

Avoidable
RN Engagement by Tenure

\[ F(1, 7) = 160.21, \ p = .000 \]
RN Engagement by Direct Patient Care

- Direct: $t(37,205) = -9.38, p = .000$
- No Direct: $n = 1,515, n = 35,692$

Engagement

Direct: 4.02
No Direct: 4.22
Cost of Nursing Disengagement

15 out of every 100 nurses are disengaged from their workplace.

$22,200
Cost in lost productivity per year from each disengaged nurse

$1,665,000
For a 400 Bed Hospital

$49,995,000
for a hospital system with 15,000 RNs
Engaged Nurses More Likely to Stay, Important for Continuity of Care Teams

Highly engaged nurses are 87% less likely to leave the organization.

Estimated average cost to replace one nurse: $44,380

Estimated amount spent each year on RN turnover by US hospitals: $17,090,915,520
Registered nurses have significantly higher ratings on teamwork-related questions than other employees.
Registered nurses tend to have a less favorable perception of senior management than other employees.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean Score</th>
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<tbody>
<tr>
<td>I have confidence in senior management’s leadership.</td>
<td>3.69</td>
</tr>
<tr>
<td>Information from this survey will be used to make improvements.</td>
<td>3.55</td>
</tr>
<tr>
<td>Senior management’s actions support this organization’s mission and values.</td>
<td>3.89</td>
</tr>
<tr>
<td>Different levels of this organization communicate effectively with each other.</td>
<td>3.35</td>
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</table>
**Relationship with Nurse Leaders Drives Engagement**

Mean Engagement Score for Nurses Rating 'Agree' or 'Strongly Agree'.

- Nurse Leaders Accessible: 4.38
- Ideas Seriously Considered: 4.42
- Nursing Leadership Responsive to Feedback: 4.46
- Nurse Leaders Accessible and Responsive to Feedback: 4.48
- Nurse Leaders Accessible and Responsive to Feedback and Ideas Seriously Considered: 4.56

Overall Mean Nurse Engagement Score (4.13)
## Nursing Structure, Process & Perceptions

<table>
<thead>
<tr>
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Does Work Environment Trump Staffing?

Fall Rate by Quartile of Work Environment

- Fall Rate
- Least Favorable 1
- 2
- 3
- Most Favorable 4

Work Environment

Fall Rate

- Below Mdn Staffing
- Above Mdn Staffing

2.65
Patient Loyalty and Nurse Loyalty Are in Sync

R² = 0.2548

Patient Likelihood to Recommend vs RN Likelihood to Recommend

Patient Likelihood to Recommend (For Treatment) Mean Score vs RN Likelihood to Recommend (For Employment) Mean Score
Nurse Job Enjoyment Is Related to Patient Loyalty

Patient Likelihood to Recommend vs RN Job Enjoyment

- Above 25th Percentile for Patient LTR
- Below 25th Percentile for Patient LTR

30th percentile (the cliff)

Low Job Enjoyment Levels

Higher Job Enjoyment Levels
Strategies for Success
How Nurses Experience Care
## Caregiver Perspectives on Operational Excellence

### Fit
- My job makes good use of my skills and abilities. 0.15
- My job responsibilities are clear. 0.24

### Clarity
- My pay is fair compared to other healthcare employers in this area. -0.58
- I am satisfied with my benefits. -0.30

### Pay/Benefits
- I get the training I need to do a good job. 0.01
- This organization provides career development opportunities. -0.16

### Training
- I get the tools and resources I need to provide the best care/service. -0.05
- My work unit is adequately staffed. -0.02
- I have sufficient time to provide the best care/service for our clients/patients. -0.31

### Development
- My ideas and suggestions are seriously considered. -0.13
- I am involved in decisions that affect my work. -0.23

### Resources
- The person I report to gives me useful feedback. 0.04
- When appropriate, I can act on my own without asking for approval. 0.04

### Input
- I have confidence in senior management’s leadership. -0.17
- I respect the abilities of the person to whom I report. 0.25

### Feedback
- Different levels of this organization communicate effectively with each other. -0.59
- The person I report to is a good communicator. 0.01

### Autonomy
- Strongly Disagree
- Strongly Agree

### Leadership
- Input
- Feedback
- Autonomy
- Leadership
- Communication
Compassionate Connected Care ™ for the CareGiver

- An approach to reduce CareGiver suffering...

- **We should acknowledge** the complexity and gravity of the work provided by caregivers

- **It is the responsibility of management to provide support** in the form of material, human, and emotional resources

- **Teamwork** is a vital component for success

- **Empathy** and **trust** must be fostered and modeled

- Caregivers' perception of a positive work/life balance reduces compassion fatigue

- **Communication** at all levels is foundational
Contact Information

Christina (Christy) Dempsey, MSN MBA CNOR CENP
SVP, Chief Nursing Officer
Press Ganey Associates, Inc.
cdempsey@pressganey.com
855-816-5111

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