SELF-IMPROVEMENT TECHNIQUES TO IMPROVE NURSE ENGAGEMENT AND THE PATIENT EXPERIENCE IN THE EMERGENCY DEPARTMENT

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Three Design Concepts

For Improved Practice Environment & Patient Experience

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Midland Memorial Hospital (MMH) is a 430-bed facility with the newly added 230-bed patient tower. The design of the building included conceptual models with patient safety, improved practice environment and a healing patient experience were used. Beginning in 2009 with the approval of 211.5 million bond supported by voters of Midland County and private donations of more than 50 million, hospital executives began design of the new patient tower. After months of gathering information from some of the nation's top hospitals and reviewing design research and evidence used in Safe by Design, Healing Environments, and Leadership in Energy and Environmental Design (LEED), the new tower was designed. Then our staff, medical staff and community were invited to review the plan and further refine it with the unique needs of our hospital’s staff, patients and visitors in mind.

**Objectives**

- A more efficient practice environment
- Additional patient safety measures
- A more healing environment
- Better utilization of technological advances
- A more efficient use of energy and environmental resources

**Methods**

- Time & Motion Study
- NDNQI RN Satisfaction Survey with Practice Environment and Job Enjoyment Scales
- Workplace Injuries
- HCAHPS Patient Satisfaction Surveys

**Anticipated Results**

- Improved NDNQI RN Satisfaction PES and Job Enjoyment T-Scale
- Improved overall staff satisfaction
- Decreased workplace injuries associated with lifting, pulling and pushing
- Decreased steps over the course of the shift by nursing staff
- Improved patient experience/satisfaction

**Conclusion**

- Excited staff
- Excited medical staff and allied health providers
- Excited community
- 33% reduction in steps walked
- An efficient and beautiful building
- Attractive and healing environment and landscape

**Safety by Design**

- Old Building
- New Patient Tower
- Reduction in steps walked over the course of a shift: 33%

**Healing Environment**

- Artwork
- Colors
- Natural Light
- Interactive Patient Televisions
- Noise Reducing Flooring
- Sound Absorbent Ceiling Tiles
- Room Service

**LEED**

- Automatic Lighting
- Drought Tolerant Landscaping
- "Free Cooling"
- Highly Efficient Energy Equipment (CUP)
- Low E Window Panes
- Rainwater Harvesting Tank
- Reflective Roof
- Well Water for Irrigation

Central Utility Plant

Midland Memorial Hospital 400 Rosalind Redfern Grover Parkway Midland, TX, 79701 (432) 221-1111 www.midland-memorial.com
So...
what were the results of this beautiful building on our patient’s satisfaction?
Not good!
Actions taken...
We began to focus more on our PEOPLE!
The Pickle Challenge for Charity
Pioneer Spirit

Caring Heart

Healing Mission
All employees took a 2-day *Culture of Ownership* course on personal values.
New Employee Experience in Culture of Ownership training room
The **Ownership Commitment**

(Emotionally Positive, Self Empowered, Fully Engaged)
Results...
Estimated percent of paid hours wasted on complaining, gossiping, and other forms of toxic emotional negativity

<table>
<thead>
<tr>
<th>Category</th>
<th>February 2014</th>
<th>August 2014</th>
<th>April 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 10%</td>
<td>35%</td>
<td>48%</td>
<td>64%</td>
</tr>
<tr>
<td>10-20%</td>
<td>41%</td>
<td>39%</td>
<td>24%</td>
</tr>
<tr>
<td>More than 20%</td>
<td>25%</td>
<td>12%</td>
<td>12%</td>
</tr>
</tbody>
</table>
How we sustained our culture change...
Leadership Team PLEDGE

As a Leadership Team at Midland Health, we are committed to building and maintaining a positive workplace environment delivering exceptional care and experiences to our patients and their families. As such, I WILL:

✓ Embrace the Culture of Ownership by modeling the way myself.
✓ Lead with freedom, democracy, and collegiality and tolerate fear, control, and intimidation from myself or others.
✓ Commit to a Culture of Safety, reducing preventable harm at Midland Health. If anyone mentions the words ‘Concerned’, ‘Uncomfortable’ or ‘Safety’ (CUS) in a message, I will make this a priority to resolve immediately.
✓ Reflect a positive attitude and not complain, but engage in solutions without assigning blame. I choose to work here.
✓ Be professional in all of my interactions, including:
  o Starting meetings on time
  o Communicating professionally
  o Being present and engaged in the moment: unplug in meetings (e.g., no cellphones, computers, or other distractions) as much as possible.
✓ Participate in the “Sacred 60” Leadership Rounding daily from 10:00-11:00 am. There should be no meetings, phone calls, emails, texts messages or other distractions during this time except when necessary.
✓ Engage in Shared Governance and Care Innovation & Transformation processes to build a more positive workplace environment.
✓ Assume that everyone is doing their best with the tools they have. I will ask first to understand and then to be understood, setting clearer expectations when needed.
✓ Consider the following meeting strategies (exceptions for necessary, urgent, or emergent needs):
  o Meeting Purpose: Clearly articulate the purpose of meetings. Challenges frequency, other ways of getting the work done while ensuring we are advancing our mission, visions, and core values.
  o No Meeting Fridays: This allows for catch up on administrative tasks and plan ahead for the next week.
  o Meeting Minimus: No meetings scheduled the full month of July and the last half of December (12th-21st).
✓ Build and maintain strong, lasting relationships with our patients, families and the people of our community as an ambassador of Midland Health.
✓ Hold myself accountable to the highest standards of excellence and lifelong learning. Earn the respect and trust of our patients, their families, medical staff, colleagues and the community.
✓ Work hard. There are no tasks too small to meet Midland Health’s Mission, Vision and Core Values.
✓ Balance my work life (career and ambition) and personal life (health, pleasure, leisure, family and spiritual development/meditation).
✓ Recognize, reward and celebrate the accomplishments of others.
Daily Leadership Huddle
Leadership Rounding
“The Sacred 60”
Shift in ED Culture
ED Overall Composite Satisfaction by Month
Received Date - Total Sample

Score
Goal
Where to start?
How do we get them to participate?
Wait...This Feels Fake

Don’t be passive aggressive or sarcastic
Find a comfortable rhythm and develop your own phrases that feel natural
Use this as a guide and tool, not a script to read off your badge
Find the connection

No, really. That’s very interesting.

Please go on.
Improve Peer Communication
Brag Board
Department Huddles
<table>
<thead>
<tr>
<th>SECTION</th>
<th>SURVEY</th>
<th>RATING</th>
<th>COMMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal/Insra 886031094</td>
<td>Positive</td>
<td>The staff was very courteous &amp; friendly</td>
<td>12/14/2014</td>
</tr>
<tr>
<td>Nurses 886328982</td>
<td>Negative</td>
<td>Nurses were very rude. Had to go in next day to her primary was tested positive to the flu. The dr. at the ER just looked at her nose. This was the worst experience at any hospital.</td>
<td>12/15/2014</td>
</tr>
<tr>
<td>Doctors 896105983</td>
<td>Negative</td>
<td>I never got seen by the doctor.</td>
<td>1/3/2015</td>
</tr>
<tr>
<td>Nurses 900109830</td>
<td>Positive</td>
<td>I really liked my nurse. She was caring, personable &amp; friendly. Her name was April Conners.</td>
<td>1/25/2015</td>
</tr>
<tr>
<td>Arrival 905940968</td>
<td>Positive</td>
<td>Very good, very quick.</td>
<td>2/7/2015</td>
</tr>
<tr>
<td>Nurses 905940968</td>
<td>Positive</td>
<td>Very good.</td>
<td>2/7/2015</td>
</tr>
<tr>
<td>Doctors 905940968</td>
<td>Positive</td>
<td>Very very good. The time it took for the blood results to come back were amazing. I couldn't believe it how quick</td>
<td>2/7/2015</td>
</tr>
<tr>
<td>Tests 905940968</td>
<td>Positive</td>
<td>The time it took for the blood results to come back were amazing. I couldn't believe it how quick</td>
<td>2/7/2015</td>
</tr>
<tr>
<td>Family or Friend 905940968</td>
<td>Positive</td>
<td>Very good.</td>
<td>2/7/2015</td>
</tr>
<tr>
<td>Personal/Insra 909940968</td>
<td>Positive</td>
<td>Good</td>
<td>2/7/2015</td>
</tr>
<tr>
<td>Personal issue 905940968</td>
<td>Positive</td>
<td>Good</td>
<td>2/7/2015</td>
</tr>
<tr>
<td>Overall Asses 905940968</td>
<td>Positive</td>
<td>Good</td>
<td>2/7/2015</td>
</tr>
</tbody>
</table>
Improve Leadership Communication
Improve Leadership Communication
I don’t like the way we do this in the ED

LOL, I know Rick, you should have gone to the CIT Meeting!!
Tracking the Goal
ED Overall Composite Satisfaction by Month

Received Date - Total Sample

- Score
- Goal

- ED Communication
- Project Begins

- Culture of Ownership Begins
ED - Mean Practice Environment Scale Score

![Bar chart showing mean practice environment scale scores for different years: 2011, 2012, 2014, 2015, 2016. The chart includes MMH, Mean, and 90th percentile marks.](image-url)
“Proceed until apprehended!”
Key Lessons
Take off the rose-colored glasses and objectively assess the emotional climate of your organization’s workplace.
Leadership commitment and enthusiasm are essential to success
Remember the WIIFM factor and focus on the personal benefits of participating
Ask for a visible commitment for people to hold themselves and each other accountable for their attitudes
Keep it lighthearted and stimulate a positive competitive spirit
Establish clear expectations for members of the management team to enthusiastically support the initiative
Define visible symbolic actions by which leaders can demonstrate their strong support and commitment
Maintain momentum until new expectations become embedded in the cultural DNA of your organization
Learn Today, Improve Tomorrow

- Start with core values and WHY
- Give them the tools
- Recognition of individual and team performance
- Transparency and trust
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