

IMPROVING RN JOB SATISFACTION IN THE PERIOPERATIVE NURSING UNITS

Team Leaders: Christine Foley-Brinza, MSN, RN, Michele Brunges, MSN, RN, CNOR
UF Health Shands Hospital, Gainesville, Florida

BACKGROUND INFORMATION:

Employee engagement survey revealed a need for a positive culture change for the nurses working in the Presurgical Clinic, PreOp, Phase I and Phase II and Ambulatory Surgery nursing unit. RN-RN interactions were strained; lack of teamwork and horizontal violence occurred from some of the nurses, many RNs wanted better staffing and more support for the nursing staff, as well as an improved workplace morale.

OBJECTIVES OF PROJECT:

Improve RN job satisfaction, build teamwork among the nurses, change the culture in the perioperative nursing units to support a healthy work environment, and make a positive impact on employee engagement and job satisfaction survey scores.

PROCESS OF IMPLEMENTATION:

Nursing Leadership team formed focus groups to explore and brainstorm ideas for positive culture change, used ACCN Healthy Workplace Guidelines as a framework for changing the culture, retained and recruited RNs with previous ICU experience and positive attitudes, zero tolerance policy for horizontal violence was enforced, hired RNs specifically for their customer service skills, flexibility and positive attitude, promoted teamwork by cross training staff to work in all areas of perioperative services, presented productivity data to add RNs to staffing model and rounded with RNs individually to check in.

STATEMENT OF SUCCESSFUL PRACTICE:

NDNQI and Morehead employee engagement surveys have showed consistent and steady climb from 2011-2014, RN turnover rate has decreased and retention rate has improved, excellent teamwork, happier nurses, patient satisfaction has also significantly improved, Unit Practice Council and Performance Improvement Teams robust and active, , we published an article for improving RN job satisfaction in the Perioperative nursing units; became the first PeriAnesthesia Unit to receive a Beacon Award – Bronze Beacon 2013!

IMPLICATIONS FOR ADVANCING THE PRACTICE OF PERIANESTHESIA NURSING: Improvement in RN job satisfaction can improve working relationships between nurses and with physicians and other nursing units throughout the health care system; improved RN job satisfaction also greatly improves patient satisfaction and RN turnover rate for Perioperative Services RNs.