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Nurse Engagement:

**Measuring Factors of Nurse Engagement for
Improved Retention and Performance**

Nurse Engagement: Why Engagement over Satisfaction

- » Gallup research shows that job satisfaction is less indicative of quality patient care, turnover or productivity as compared to employee engagement.
- » In the general workforce, Towers Perrin has found that over 12 months, companies with engaged employees had an average increase in operating income by 19% compared with companies with the lowest percentage of engaged employees, which saw operating income decline by 33%.
- » Watson Wyatt found that companies with highly engaged employees experienced 26% higher employee productivity, lower turnover risk, greater ability to attract top talent, and 13% higher total returns to shareholders over the last five years.

Nurse Engagement: Engagement Results

- » Further research, and with direct implications to nursing, Gallup found that when using standardized mortality and complication indexes in a study of more than 200 hospitals, a regression analysis of the relationships in the data identified nurse engagement as a key factor in lower mortality and complication rates.
- » *Direct quotes from the Gallup study:*
 - “...the key finding here is that nurse engagement is the No. 1 predictor of mortality variation across hospitals. The commitment and emotional involvement of the nurses on staff is even more important than their numbers.”
 - “ ... nursing engagement emerges as even more important than patient acuity or nursing staff size in explaining the variation in complication rates across hospitals.”

The Emerging War for Nurses

The average nurse turnover rate is about 8%-10%, for first year nurse turnover is an alarming 27%. The shortage of nurses not only affects patient care, but also affects the nurse work environment by:

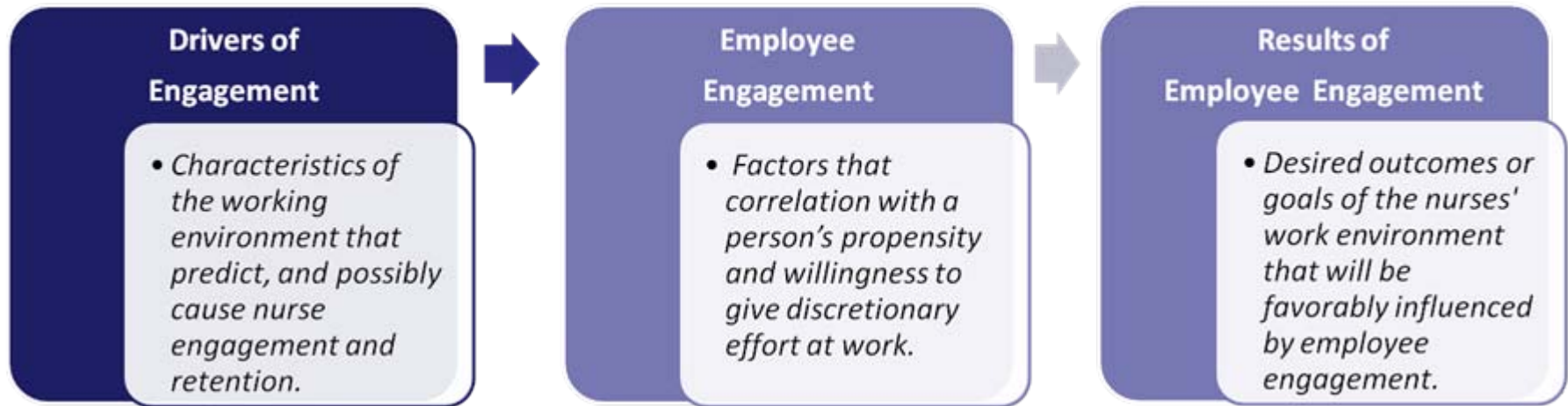
1. Increasing stress on nurses
2. Causing nurses to leave the profession.
3. Leading to increased unionization, resulting in higher operating costs.

- *A clear majority of RNs (82%) & MDs (81%) perceive shortages of nurses where they work.*
- *The demand for nurses will exceed supply by an additional 10% every five years.*
- *It is estimated that U.S. hospitals need over 100,000 nurses to fill positions.*

The average cost to replace a nurse is about \$46,000; to replace a critical care nurse is about \$64,000. Hospitals with higher turnover rates experience higher costs per discharge resulting in lower profitability.

The Nurse Engagement and Retention Assessment

The Nurse Engagement and Retention Assessment is designed to assess levels of nurse engagement and present a picture of the organization's strengths and weaknesses in areas impacting nurse retention. The constructs measure communication and respect across departments and units, perceptions of department heads or chiefs, professional development opportunities, balance of work/life, and perceptions of the person to whom one reports, among many other factors that influence nurse engagement.



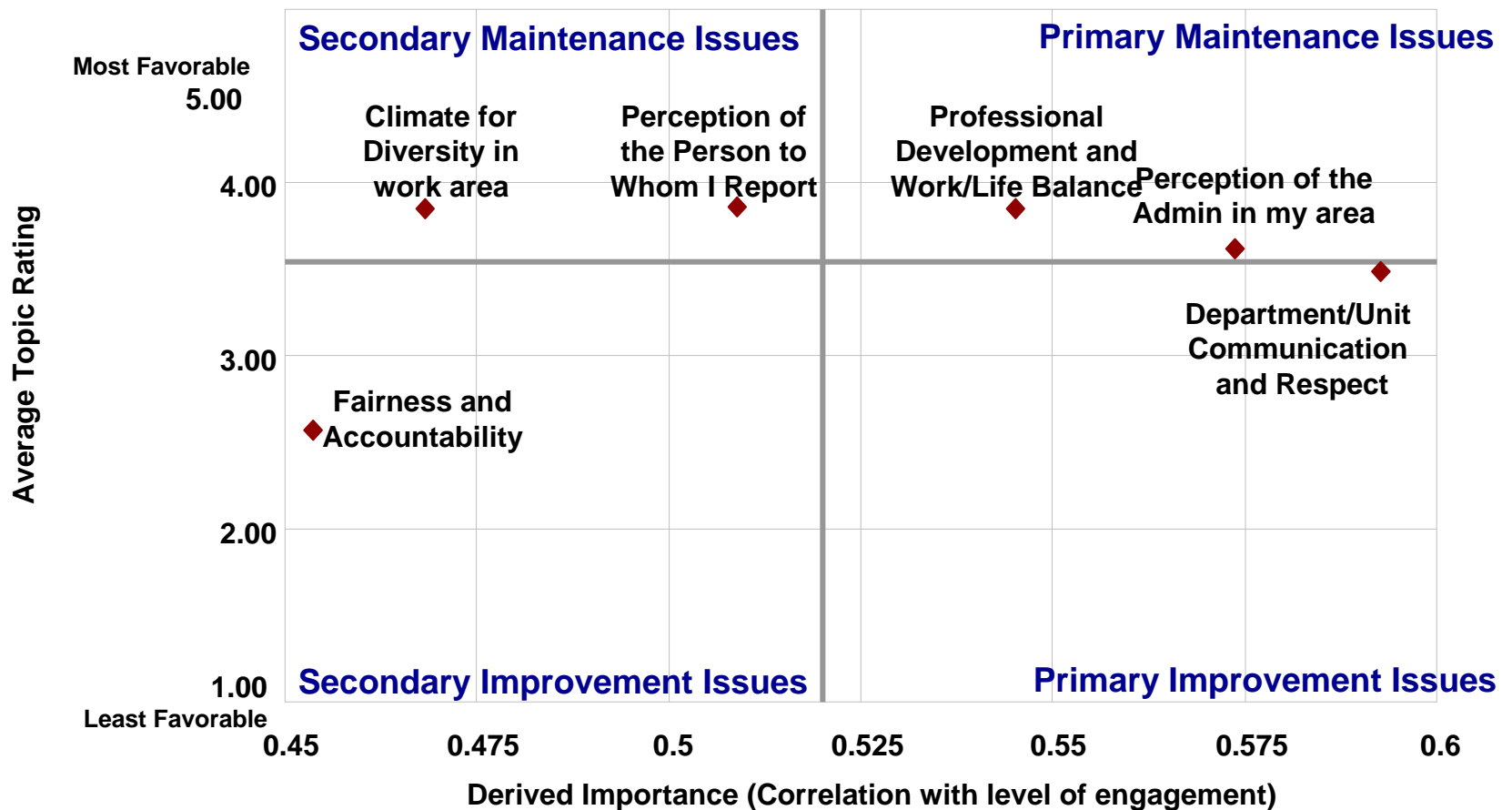
Expected Benefits & Outcomes

The Nurse Engagement and Retention Profile covers a large number of issues that directly impact the quality of patient care, costs associate with patient care, turnover and training. Some of the expected benefits in assessing attitudes on these topical areas is to gain the knowledge needed to implement an effective engagement improvement initiative. Expected benefits and outcomes:

- Better understanding of nurse concerns and needs
- Improved nurse job satisfaction
- Improved image with current and future employees
- Better retention and attraction of nurses
- Increased patient satisfaction
- Reduce cost (recruitment, training, familiarity with hospital operations, collaboration and teamwork).

Strategic Improvement Map –Topic view (example)

Communication and respect within the department should be a focus of any organization-wide engagement improvement effort because of its strong correlation with engagement and has relatively low ratings.



Constructs that Influence Nurse Engagement

Career development

Change Management

Coaching/ Mentoring

Communication Effectiveness

Culture

Diversity

Employee Input

Empowerment

Engagement

Goal Setting

Informal Setting

Leadership and Strategic Direction

New Hire Orientation

New Tools and Technologies

Nurse and Physician Teamwork

Nurse Management

Performance Management

Personal Relationships

Personalized recognition

Reputation

Rewards and Recognition

Staffing

Stress

Tools and Equipment

Training and Development

Nurse Engagement Constructs: Definitions

Leadership and Strategic Direction:

- Does this organization have a strong leadership and strategy, or are employees confused about what the organization's mission and leadership value?

Reputation:

- Is this organization well respected, or is its reputation in need of improvement?

Empowerment:

- Are employees empowered to make decisions in the best interest of their patients?

Rewards and Recognition:

- Are rewards and recognition in line with performance, or are there other factors influencing the reward system?

Communication Effectiveness:

- Does this organization do a good job of communicating with employees, or are employees confused by the messages that they received?

Employee Engagement: Constructs

Change Management:

- How well is change management handled at this organization. Does change go well, or are problems the norm for most change initiatives?

Employee Input:

- Does management listen to and consider the input of their staff?

Coaching/ Mentoring:

- Are employees supported and mentored in their efforts to do their best work, or is the coaching system flawed?

Career Development:

- Do nurses know what is expected of them to advance in their careers with this hospital, or is the promotion system confusing and ineffective?

Informal Setting:

- How well do nurses and other staff interact in informal settings. Is there engagement between nurses and other groups within the hospital?

Employee Engagement: Constructs

Personalized Recognition:

- Are nurses recognized in a way that appeals to the individual's unique contributions, or is recognition standard and predictable?

Personal Relationships:

- Do nurses have a level of personal interaction with their colleagues, or are nurses likely to avoid levels of personal relationships?

Diversity:

- How diverse is the nursing culture? Is diversity welcomed or are there issues accepting nurses of underrepresented demographics?

Culture:

- Is there a positive nursing culture at this hospital, or are there issues with morale?

Engagement:

- Are nurses willing to put extra effort into their work for the benefit of the hospital or team, or are they disengaged from the group?

Employee Engagement: Constructs

Stress:

- Are nurse responsibilities structure in a way that reduces stress, or is stress a problem?

Training and Development:

- Are nurses supported in advancing their knowledge and skills, or is the hospital lacking in support of learning activities?

Tools and Equipment:

- Are the hospitals tools, equipment and technologies used to the best of the nurses abilities, or are lack of quality technologies (tools, equipment or software) causing problems with patient care?

Performance Management:

- How well does management do in providing feedback for nurse performance, or is the feedback system lacking?

Goal Setting:

- Are goals set in alignment with the hospital's mission, are they measureable? Or, are goals given little attention?

Employee Engagement: Constructs

New Hire Orientation:

- Are newly hired nurses supported in their transition to this hospital, or is there a lack of support?

Nurse and Physician Teamwork:

- Do physicians and nurses work well together as a team, or is there a lack of mutual respect?

New Tools and Technologies:

- Is there adequate training for newly installed technologies (tools, equipment, software) or is training not a priority of management?

Staffing:

- Is there a perceived staffing shortage, does it impact patient care? Or, is there a sufficient staff of nurses at this hospital?

Nurse Management:

- Is nurse management active, visible and engaged with the nursing staff?