Objectives

- Discuss the challenges to the nursing soul that affect job satisfaction and retention.
- Identify the critical vitamins (behaviors, skills) necessary to thrive and excel in both personal and professional lives.
- Outline a personal recipe for growth to identity behaviors that will help in making one significant change in the work environment within the next 6 months.
Capturing the Essence of Nursing

“Nurses primarily assists the individual (sick or well) in the performance of those activities contributing to health, or its recovery (or a peaceful death) that he would perform unaided if he had the strength, will or knowledge. It is likewise the unique contribution of nursing to help the individual to be independent of such assistance as soon as possible.

*Henderson 1959*

Number 1 Respected Profession

Nursing

Gallup Poll: 82% Honesty & Ethical Rating

So Why Don’t We Feel Respected?
Reclaiming Professional Respect

Work Environment

Quality of Care You Provide to Patient & Families

What Behaviors or Communications Make You Feel the Recipient of Respect?

Feeling of Respect or Not being Respected


- Respected
  - Feeling listened to
  - Feeling revered for their knowledge
  - Feeling trusted
  - Feel part of the group
  - Being acknowledged
  - Sense of belonging/contributing
  - Persons look out for each other and their support
  - Fairness
  - Free to speak
  - Opportunities to excel

- Not Being Respected
  - Disregarded
  - Not revered
  - Not trusted
  - Not supported
  - Not recognized
  - Closed conversation
  - Speaking in a tone that is demeaning
  - Ideas and opinions not considered a value priority
  - Unsafe, guarded, pressured, put down
Facts About Respect

• How we live our lives depends on whether we respect ourselves.
• The value of self-respect may be something we take for granted.
• We may discover how very important it is when our self-respect is threatened, or we lose it and have to work to regain it, or we have to struggle to develop or maintain it in a hostile environment.
• It is part of everyday wisdom that respect and self-respect are deeply connected.


Self Respect

INTERNAL DIALOGUE

EXTERNAL DIALOGUE
Generational Challenges

- Put Relationship Before Role/Being Authentic
- Walk the Talk
- Focus on Outcomes vs. Process
- Use Stories to Train & Coach

www.Thenexengroup.com

The most difficult phase of life
is not when no one understands you;
It is when you don’t understand yourself.
The Road to Respect

I spoke.
You listened.
I felt valued and honored.
You shared your opinion.
I trusted your wisdom.
The circle of respect was complete.
We saw in each other’s eyes are common humanity.
Now, moving to a zone of mutual affirmation, we felt safe to trust and learn and nurture in the give-and-take of life.

Yasmin Morais 2006

Factors That Can Chip Away at Our Nursing Soul

- Unhealthy work environment
- Self Image
- Inappropriate communication
- Challenging collegial relationships
- Change fatigue
- Lack of understanding nursing true contribution to patients & families
Factors that Keep Us Nursing

- Positive practice environment
- Supportive manager
- Congenial staff
- Meaningful recognition
- How we feel about ourselves: If we feel good, greater confidence, we want to give back
- Ability to participate versus being told
- Being supported, listen to, consulted with

Organizational & Unit Structures that Supported the Empowerment

- Shared Governance Model
- Professional Practice Model/Clinical Ladder
- Unit Based Leadership Model
- Educational Support
- Continuous Quality Improvement Model

Foundational Principles to Maximize Staff Empowerment

- Share Governance = Shared Leadership of Practice/Ownership
- The Unit is the center of a shared governance model...the locus of control is at the point of service
- Staff need mentoring and leadership coaching
- Shared leadership means the clinical and administrative lead of the unit are part of the unit practice/governance council
- Defined accountability of all members
- Sufficient time in meetings to formulate ideas and plan work (unit meeting 4hrs)
Empowered Work Environment

Inpatient Unit

Unit Medical Director

Unit Governance Council

Patient/ & Bedside Nurse

Nurse Manager

Clinical Nurse Specialist

Nurse Manager System Role

CNS System Role

Education Specialist

Unit Educator

System Role
Factors that Keep Us in Nursing

• We make a difference both clinically & financially
  • Increase nurse staffing was associated with; lower hospital related mortality, lower cardiac arrest, lower hospital acquired pneumonia in the surgical population, lower episodes of failure to rescue, lower UTIs, lower G.I. bleed/shock, lower falls & rates in hospital acquired pressure ulcers
  • The risk of hospital deaths would increase by 31% or roughly 20,000 avoidable deaths each year if all hospitals at eight patients per nurse instead of four (JAMA 2002)
• Caring and compassion are as essential as the science in impacting patient outcomes.
Factors that Keep Us in Nursing

- We make a difference both clinically & financially
  - When nurses case managed children with asthma there were fewer absences from school
  - Home care/discharge planning/APRN’s; lower length of stay, lower healthcare costs, fewer hysterectomies
  - Patient satisfaction directly correlated to registered nurse satisfaction (HCAHPS)
  - Core measures from CMS and nursing directly correlated to RN intervention with M.D. and patient
- 10% ↑ in the # of RNs ↓ lung collapsed by 1.5%, pressure ulcers 2%, Falls 3%, UTI < 1% (Unruh Med Care 2003, 41(1):142-152)

Nurse Staffing & Inpatient Mortality

- Methodology
  - Single center- Tertiary Academic Medical Center
  - Observational study involving 197, 961 admission & 176,696- 8 hour nursing shifts in 43 hospital units (excluding ped’s)
  - Examine association between mortality & patient exposure to nursing shifts where staffing by RN’s was 8hrs or more below the staffing target
  - Examine association between mortality and high patient turnover owing to admissions, transfers and discharges
  - Used Cox proportional hazard models in the analysis to adjust for patient characteristics and hospitals units

Nurse Staffing & Inpatient Mortality

• Results
  • Staffing by RN’s was within 8 hr target level for 84% of the shifts
  • Patient turnover was within 1 SD of the day shift mean for 93% of shifts
  • Predicated mortality was 3.1%/Actual 1.9%
  • 19.4% of CCU had staffing levels 8hrs or more below
  • 14% of GCU had staffing levels 8hrs or more below
  • Significant association between ↑ mortality and ↑ exposure to unit shifts during which staffing by RN’s was 8hrs or more below target levels (p <0.001)
  • Significant association between ↑ mortality and higher patient turnover (p< 0.001)

• Risk of death increased by 2% for each below target shift
• Risk of death increased by 4% for each high turnover shift


The Vitamins Necessary for Thriving and Growth within the Nursing Profession
Vitamin A

• Attitude
• Advocacy

Attitude

• A confident person control their attitudes, instead of attitudes controlling them
• Confidence is impossible without a positive attitude
• Confident nurses take the same negativity, but they have learned to say that the garbage that goes in now needs to go out!!!!

Use a Personal Attitude Interrupt (PAI):
Intentional physical change on our part to stop the negativity from staying in our mind. It is a private signal from me, to me that I need to protect myself from incoming negativity

Keith Harrell
How to Be Present

• S: Stop for a few minutes
• T: Take a few deep breaths
• O: Observe where your mind is
• P: Perceive & move on

When We Are Present… We have Choices

Diana Grove: Mindfulness-based Stress Reductions. UW Health
Sustaining a Positive Attitude Over the Length of Your Career

• The most important of all human freedoms is your attitude
• We choose how we respond to each moment
• I can complain or quit, but that gets me nothing
• I can focus on the positive….. what you focus on is what you feel

Physiology Can Change Feelings

Sustaining a Positive Attitude Over the Length of Your Career

• Find someone to help you through
• Set realistic goals
• Be careful what you listen to, it becomes a feedback loop
• Attitude is contagious, make yours positive
• Find the calm within the crisis
• Develop other passions, outside interest, something to help you recharge
• Take breaks and meals, and don’t work so much overtime
Work Schedule Characteristics/Nurse Staffing & Patient Mortality

- Cross sectional design
- 2004 survey of 633 nurses working in 71 acute care hospitals (NC & IL)
- AHRQ risk adjusted mortality measures used.
- Results
  - Work schedule was significantly related to mortality when staffing levels and hospital characteristics were controlled.
  - 42% rise in pneumonia related deaths in hospitals with long work hours
  - 24% rise in mortality correlated to lack of time away from work. (higher impact on overall mortality and nurses health)
  - Recommendations: alternatives to 12hr shifts, consecutive shifts and fully relieved breaks and strategically placed naps


Advocacy

Advocacy is the pursuit of influencing outcomes — including policy and resource allocation decisions within systems & institutions — that directly affect people’s current lives. (Cohen, 2001)

Therefore, advocacy can be seen as a deliberate process of speaking out on issues of concern in order to exert some influence on behalf of ideas or persons.

http://en.wikipedia.org/wiki/Advocacy accessed 03/05/2009
Advocacy Starts with Us

Reconnect With Our Professional Purpose

“It may seem a strange principle to enunciate as the very first requirement in a Hospital that it should do the sick no harm.”

Florence Nightingale
Notes on Hospitals: 1859

Advocacy = Safety
Florence Nightingale …

- Surveillance & monitoring of patient conditions for early detection of problems
- Preventing complications

“I use the word nursing for want of a better. It has been limited to signify little more than the administration of medicines and the application of poultices. It ought to signify the proper use of fresh air, light, warmth, cleanliness, quiet, and the proper selection and administration of diet—all of these at the least expense of vital power to the patient”

Notes on Nursing (1860/1969 p. 8)

Patient Advocacy/Safety Related to Clinical Practice

- Nurses knowledge of the Evidence based care
- Ability to deliver the care to the right patient at the right time, every time it is needed
- The ability to communicate patient concerns in a concise, data driven manner and take appropriate action
- Understanding the chain of command when faced with resistance
Vitamin B

• Behavior
• Balance

Behavior

• Your shadow
• Leader vs. follower
• Influence of peers on self and unit culture
Behavior has a Positive or Negative Consequence

Individuals Learn Behaviors by Observation

Individuals Model Behaviors of Those With Whom They Identify

Individuals Learn New Behaviors

Individuals Model New Behaviors

What Shadow Do You Want to Cast?

- Looking at the unit cultures you can often see the nurses reflection.
- The reflection we see can sometimes maybe difficult for us to handle.
- If not careful, we respond by trying to defend or to rationalize away why what we see in others is not of our own making.
- In this way, we may fail to take responsibility for what has resulted from our actions.
- Without taking responsibility the first steps required to change the situation becomes impossible….!
“If your actions inspire others to dream more, learn more, do more, and become more, you are a Leader”

John Quincy Adams

“Setting an Example is Not the Main Means of Influencing Others….It is the Only Means”

Albert Einstein
Peer Pressure

Time is the coin of your life. It is the only coin you have, and only you can determine how it will be spent. Be careful lest you let others spend it for you.

Carl Sandberg

What are your actions inspiring others to become?
What are your actions inspiring others to do?
What are your actions inspiring others to learn?

• Be the best person/nurse you can be
• Utilize your creativity to enhance the art & science of nursing
• Stop negativity when it comes your way
• Demonstrate respectful communication with all disciplines
• Participate on unit committees that shape your practice
• Join a professional organization and participate if you can
• Demonstrate evidence of continued learning
• Demonstrate as best as possible life balance
Mental and Emotional Steadiness

Process of Balance

How you choose to see things affects how you think

\[ \downarrow \]

Thoughts produce feelings

\[ \downarrow \]

Feelings direct behavior

\[ \downarrow \]

When you Consciously Change a Behavior You Get a Result

Kathleen Passanisi
Knowing yourself helps with understanding factors that affect your life balance and happiness as well as finding your purpose in life.

For everything you have missed, you have gained something else; And for everything you gain, you lose something else. It is about your outlook towards life. You can either regret or rejoice.
Strategies for Helping with Life Balance

- Manage time or it will manage you
  - Set times to respond to e-mails
  - Turn off the phone… Take time for yourself
  - It is a personal thing, and it must work for you
- Manage the environment by examining your habits and attitudes
  - 51% felt work was a means to an end
  - 24% found it a source of personal fulfillment
  - Find enjoyable work that may not pay the bills or unhappy work that pays the bills
  - Start to discover.. decide what to love…
  - Habits are comfortable…even habitual unhappy work

"We don't stop playing because we grow old.... we grow old because we stop playing..... So live life!!"
Vitamin C

- Communication/Culture/Courage
  - Change/flexibility
  - Competency/Continued learning

The single biggest problem with communication is the illusion that it has taken place

George Bernard Shaw
OSHA: DEFINITION OF WORKPLACE VIOLENCE

“Any physical assault, threatening behavior or verbal abuse occurring in the work place”

Study of 8780 staff from 210 hospitals found that 46% of nurses experience 1 or more types of violence (emotional abuse, threats, physical assault, verbal sexual harassment & sexual assault in the past 5 shifts they worked)

Almost 70% of abuse towards nurses is not reported


Impact Of Factors That May Chip Away at Us

- Horizontal violence/verbal abuse
  - Communication issues are 77% of the reason for errors
  - If we don’t feel respected, we don’t share information/Threatens patient safety
  - One of the major reasons why nurses leave the profession, complaint of burnout or job dissatisfaction, lose capacity for caring
- Poor quality of work environment
  - Low autonomy, missing equipment, insufficient staff, poor design in technology, negative work culture
  - Performing non patient care activities

Gurses AP. Applied Ergonomics, 2008:1-10
Silence Kills, AACN
The Silent Treatment: April 2011

- 85% of workers reported a safety tool warned them of a problem that may have been otherwise missed & could harm a patient
- Safety tools include: handoff protocols, checklists, COPE, automated medication dispensing machines.
- 58% said they got the warning, but failed to effectively speak up & solve the problem
- 3 “undiscussable” issues: dangerous short cuts, incompetence & disrespect (4/5 nurses)
- 1/2 say shortcuts lead to near misses
- 1/3 say incompetence leads to near misses
- 1/2 say disrespect prevented them from getting others to listen or respect their opinion
- Only 16% confronted the disrespectful behavior

http://www.silenttreatmentstudy.com

What Happens When You Speak Up!!

- 16% of healthcare workers who raise these crucial concerns observe better patient outcomes, work harder, are were more satisfied and are more committed to staying in their jobs.

www.aacn.org/WD/Practice/Docs/PublicPolicy/SilenceKills.pdf
http://www.silenttreatmentstudy.com
Why Effective Communication May Be Challenging for Nursing

- Self Respect
- Safety Environment
- Communication
- Teamwork

“We live begin to end the day we become silent about things that matter”

Martin Luther King Jr.
Unit Culture Assessment & Communication Strategies

How are you going to participate in fixing it?

Have you talked to.......?

If you Permit it you Promote it

Tweeners

Negatoids

Positrons

A good word is an easy obligation; but not to speak ill requires only our silence; which costs us nothing.

John Tillotson
Speaking Up: Does a Plan Education Program Improve Advocacy

- Quasi-experimental design
- Intervention design to increase speaking up behaviors among nurses in situations were patient safety is in jeopardy
- 2 hospital, same health system
- 51 RN’s control group, 53 in intervention group
- Intervention; remove any sanctions, viewed video from CNO & CMO expressing commitment to back speaking up, discussion of organization obstacles, then individual obstacles, generate a personal action plan, planned peer support
- Results:
  - Significant increase in speaking up behaviors vs. control ($p<.0001$)


The Most Powerful Force of Human Behavior is Social Influence
Non-Verbal Communication

Courage

“Courage is what it takes to stand up and speak. Courage is also what it takes to sit down and listen”

Winston Churchill
Outcomes of Disruptive Behavior/Communication

• Impaired work relationships/dysfunctional teams
• Intimidation, hostility, stress, frustration, loss of focus
• Poor communication
• Reduce transfer of important information

Adversely Affecting Staff & Patient Outcomes


What to Do?

• Prevent from occurring through training on effective communication
• Deal in real time to prevent staff or patient harm
• Initiate post event reviews, action and follow-up
• Make it as transparent as possible
• Zero-tolerance policy and procedure
• Intervention strategy: code white

Joint Commission in 2010 began requiring Health Care Institutions to have a policy for conduct for acceptable and unacceptable behavior & a process for managing unacceptable behavior
Communication Training

Communication Strategies

- Tools to help structure communication
  - SBAR for communication with Doctors: Situation, Background, Assessment and Recommendation
  - CUS Words: I am Concerned, I am Uncomfortable, This is not Safe

Use CUS words when assertion of your communication fails...things go wrong...concern expressed but mutual decision not reached or proposed action doesn't happen in time frame agreed upon
Framework for Professional Conduct

Advocacy

Accountability

Autonomy

Assertiveness

Begley AM. International J of Nurs Practice. 20110;16:525-532

Healthy Work Culture Standards

• Skilled communication
• True collaboration
• Effective shared decision making
• Appropriate staffing
• Meaningful recognition
• Authentic leadership

A healthy culture begins with each person & is enhanced by self work, healthy relationships & system supports

AACN Standards for Establishing & Sustaining Healthy Work Environments, 2005
Caring for the Caregivers

It is only when the caregivers needs are adequately addressed will they most effectively be able to help their patients and families. If the employees are unhappy and feel powerless to change the environment, apathy ensues. Compassionate care is difficult to deliver in the face of apathy.

Change/Flexibility

- Change is constant, and it's impacting everyone. While you may not be able to change the circumstances around you, what you can change is yourself/your reaction and sometimes that changes everything.
- To manage change.....you need to develop new and improved attitudes and habits. When those new attitudes and habits meet the skills and knowledge you already possess, anything is possible.

Keith Harrell
Blessed Are The Flexible
For They Shall Never
Be Bent Out Of Shape
Opportunities for Growth

Challenges

Change
Exercise the Muscle
Competency/Continued Learning

- Competency is multifaceted and evidence of your actions
- Clinically competent peers are the number one attribute of a satisfying unit culture in which nurses gave the highest quality care
- It is the highest attribute of the eight essentials of magnetism
- How is competent performance demonstrated?
  - Adequacy with standards of practice
  - Having sufficient knowledge, judgment and skill


Certification is a Measure of Competency

- Certification validates clinical knowledge, skills and abilities
  - Certified nurses feel more empowered and less likely to leave their current position
  - Improves patient care and satisfaction
  - And earns praise and recognition from peers
  - Shows demonstrated improved productivity, engagement and job satisfaction
  - Magnet hospitals have a higher percentage of certified nurse

Joyce Fitzpatrick
Aiken L, et al. JONA, 2011;
“One’s mind, once stretched by a new idea, never regains its original dimensions.”

Oliver Wendell Holmes

Vitamin D

- Doing/Take action
- Dedication/Passion
Doing/Taking Action

Change and growth take place when a person has risked himself & dares to become involved with experimenting with his own life

Herbert Otto
“You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You must do the thing which you think you cannot do.”

Eleanor Roosevelt

WHEN WOULD NOW BE A GOOD TIME TO DO THIS?
What ultimately determines who you become and what direction your life goes in?
The only limit to what you can achieve is the extent of your ability to define what it is you want and the Persistence & Passion to get it.
The purpose of my life is to love myself and others, make a difference and be playful.
Vitamin E

• Excellence
• Evidence-based

Evidence-Based

“When you stand on the foundation of the evidence you stand on a much firmer platform on which to make a decision, whether it is in your professional or personal life.”

Kathleen Vollman

Let the Evidence Help you Make Your Decisions
How Can You Have the Power to Change Anything?

Become an Influencer

Professional Influencers

• Not about power of persuasion – using words

Key Behaviors – e.g. “10/10 scanning”

• Try something new

• Using positive deviance
  • Our behavior is shaped by observing others
  • Find the vital behaviors that made change happen
  • Key point: need multiple strategies (not just one)
Principle of “Positive Deviance”

- Guinea Worm story (high leverage behaviors that drive change)
- Our behavior is shaped by observing others
- Key point: need multiple strategies (not just one)

Find Vital Behaviors

- Decide what you are trying to change
- Focus on the “vital few” behaviors
- Search for behaviors – not easy

It is not enough to do your best; you must know what to do, and THEN do your best.
~ W. Edwards Deming
Examples of Vital Behaviors

• Married Couples – 15 min. observation and could determine with 90% accuracy the outcome of their marriage. Vital behavior: those that blame – doomed; those that conversed on same subject with respect and shared purpose – promising future.

Change the Way…
You Change Minds

• People will attempt to change their behavior if
  • They believe it will be worth it
  • They can do what is required

• Don’t use verbal persuasion alone– talk is easy. Help people experience for themselves the proposed behavior.
“Your Future Depends on Many Things, but Mostly Yourself.”

Frank Tyger

Make the Change on Your Terms!

There may come a point in your career where you have to put yourself first and say it may be time for me to start a second career or change it up by selecting a different unit or specialty.
Most Important Words of Personal Responsibility

The 10th most important words: I won’t wait for others to take the first step.
The 9th  most important words: If it is to be, it is up to me.
The 8th most important words: If it is not me, who? If not now, when?
The 7th most important words: Let me take a shot at it.
The 6th most important words: I will not pass the buck.
This 5th most important words: You can Count on me.
The 4th  most important words: It is my job!
The 3rd  most important words: Just do it!
The 2nd  most important words: I will.
The 1 most important word: Me

B. J. Gallagher & Steve Ventura
Who are “They” any way?

YOU ARE THE CAPTAIN
OF YOUR SOUL