Background: High workload and unpredictable shift end times contribute to increased burnout, stress, dissatisfaction, and low staff engagement. Favorable work environments are associated with shared decision making and professional development opportunities that shape career development.

Aim: The aim of this quality improvement project was to improve nurse satisfaction, retention, and engagement within a high-volume hospital-based gastrointestinal (GI) endoscopy.

Method: Modifications to an existing three-shift model structure allowed the creation of an efficient model that improved nurse satisfaction, retention, and engagement through the implementation of an enabling philosophy (Nancarrow, 2007). The redesign generated opportunities to meet demands and predictable shift end times. The below empirical evidence supports the creation of supplemental education forums and a strong and well-established shared decision-making structure for shared decision-making in addition. Engagement was encouraged at every level to meet demands and predictable shift end times.

Results: The professional engagement strategies led to a high workload increase in nurse turnover (26%), and 17% calls (12%), increased turnover rates and call satisfaction. The number of GI endoscopy nurse attendings and attending patients at a national, regional, and local conferences but also increased.

Conclusions: The engagement of skilled nurses within a GI endoscopy center leads to increased nurse satisfaction, increased turnover rates, and practice improvements. Involvement and participation in participatory decision-making ultimately improves care for patients.

Abstract

Shared Decision-Making

• Shared governance interface empowering nurse organizations, management, and sociological theories (Kanter, 2004).

• Shared governance is defined as a collaborative model of critical principles of fully empowered organizations (partnership, accountability, equity, and ownership) (Porter-O’Grady, 2007, p. 670).

• Empowering nurses promote autonomy, self-efficacy, job satisfaction, and commitment to organizations (Huddleston, 2014).

Work Flow

Nursing Professional Practice Model

The Shift Models

The Change Model

Three Shift Model

0700-1030
1030-1300
1300-1600

Two Shift Model

0745-1145
1145-1545

Lunch Break

1315-WIG

Objectives

• To improve nurse satisfaction, retention, and engagement through educational opportunities, professional enrichment opportunities, and enhanced teamwork throughout a patient-oriented workflow model.

• To identify the effect an endoscopy unit model redesign will have on nurse satisfaction, turnover rates, and call rates.

• To incorporate education within a high-volume gastroenterology practice.

• To provide an endoscopy model redesign model.

• To improve nurse retention and engagement within an endoscopy practice.

• To increase educational opportunities.

• To develop a collaborative group for nurse planning and project development.

• To enhance teamwork throughout an endoscopy unit.

Methods

Nursing Professional Practice Model

Mayo Clinic Nursing Professional Practice Model

• Patient-Centered care

• Focused on patients and their families

• Ensures care is provided in an organized and consistent manner

• Promotes a culture of accountability and excellence

• Creates opportunities for professional growth and development

• Supports a multidisciplinary approach to patient care

• Encourages evidence-based practice

• Incorporates education, professionalism, and teamwork, improves nurse satisfaction, retention, and engagement in nursing leadership positions.

Results

Conclusions

Satisfaction Survey Improvements

• Right to be heard

• Ability to influence change

• Increased educational opportunities

• Teamwork morale improvement

References


Acknowledgement

Mayo Clinic, Rochester, MN

© 2016 Mayo Foundation for Medical Education and Research

© 2016 Mayo Foundation for Medical Education and Research