

# A Hospital Getting Healthy

## Personalysis Bonds Nurses to Hospital Objectives

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### Overview

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- **The Challenge**  
*The nursing community is facing increasingly high turnover rates and nursing shortages.*
- **The Solution**  
*Impact the nurse population through effective leadership, removing barriers that inhibit nurses' commitment, engagement, and productivity*
- **The Benefits**
  - *Reduce nursing turnover*
  - *Increase productivity*
  - *Improve patient satisfaction*
  - *Bond nurses to hospital*
  - *Establish wellness culture*
  - *Become a magnet for other nurses*

***Hospital expects an annual cost savings of \$2 million due to decreased nurse turnover***

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### Nurses Impact

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- *Efficacy*
- *Patient satisfaction*
- *Throughput*
- *Error rates*



### ONE HOSPITAL'S SITUATION

For over 20 years, Personalysis Corporation has successfully assisted various leaders within a large hospital system. Naturally, when a relatively new, 144-bed hospital within that system had problems with nursing turnover, they engaged Personalysis to help. Knowing that their nurses were not as productive as possible, the administration needed to identify and remove the barriers which obstructed the nurses' commitment, engagement, and productivity. With the cost of replacing a nurse running between \$75,000 and \$100,000 combined with the higher than average wages of temporary nurses, the financial need to stop the turnover was obvious.

### UNCOVERING THE NURSES' CURRENT STATE

After assuring confidentiality, the Personalysis Consultants held one-on-one discussions with selected nurses. Interestingly, their common bond was that they all actively participated in the Nurses' Shared Governance Program. By definition, these were among the most involved, engaged, and participating nurses in the entire hospital and thus, were advocates for the hospital.

Consolidating the interview data, common themes emerged and were rated from "1" (excellent) to "7" (toxic). The overall combined rating was "6". Clearly changes were needed.



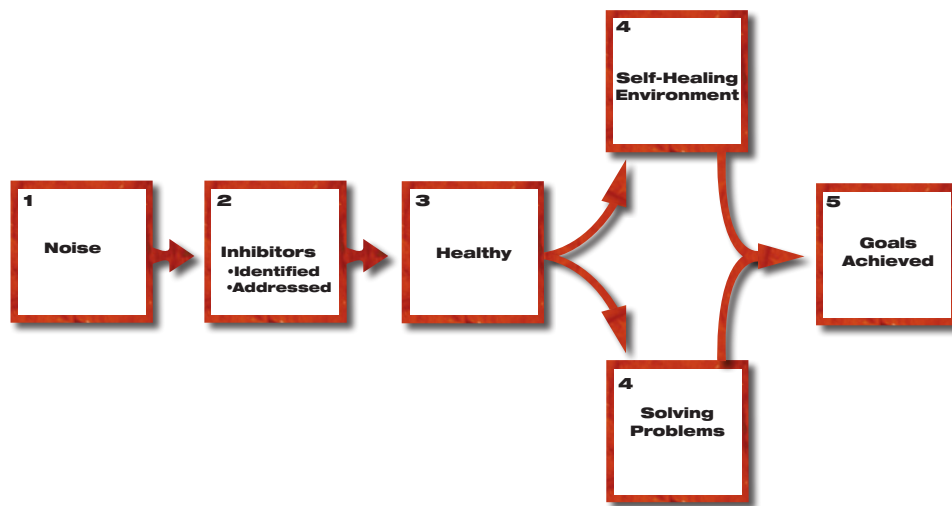
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*In a recent study, 41% of nurses currently working reported being dissatisfied with their jobs; 43% scored high in a range of burn out measures; and 22% were planning to leave their jobs in the next year.*

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Personalysis Consultants presented their findings along with a proposed plan for change: to begin on one floor and demonstrate measurable differences. Deciding to move forward, the Current State Assessment was shared with the leaders of the hospital. The CEO clearly articulated the need for openness, honesty, transparency, and planned, organized change. He shared his desire for everyone to champion productive change. The CEO, CNO, and Personalysis Consultants met with *The Seventh Floor Nurses* to announce the rollout of the Personalysis Solution. These nurses were positioned as pathfinders for the hospital and encouraged to participate and share their opinions openly and honestly.

## THE WELLNESS JOURNEY



### STAGE ONE: NOISE

Beginning the journey of getting the nurses healthy, motivated, and productive, there was a tremendous amount of NOISE.

- Under appreciated
- Departmental challenges
- Nurses identified as “ringleaders”
- Anger, hostility, and defensive behaviors
- Rampant gossip
- Nurses were “drowning”
- Scheduling—unpredictable and unfair

In this chaotic and tumultuous climate, the challenge was to ascertain the difference between cause and effect. Over time, clear themes began to emerge.

### STAGE TWO: INHIBITORS — IDENTIFIED AND ADDRESSED

The themes or INHIBITORS to productivity were identified. All were deficient and problematic. Strategies to address those issues preventing a positive work environment were developed and implemented. Meetings with the leaders and nurses, both in groups and individually, helped them understand themselves and others. Personalysis Consultants coached the nurses on human and leadership behaviors, how to problem-solve difficult situations, and how to make different choices. Addressing the Inhibitors required coaching and feedback with the nurses as well as the leaders of the hospital. The process of cleaning up the toxins moved *The Seventh Floor Nurses* to a healthy state.



### Inhibitors to Productivity:

- Nurse resistance
- Communication
- Expectations
- Disengagement
- Leadership

**“It is so exciting to see people buying in to the process and desiring to be included.”**

—Resource Nurse

**“Our Nurse Manager is getting better!”**

—Nurse

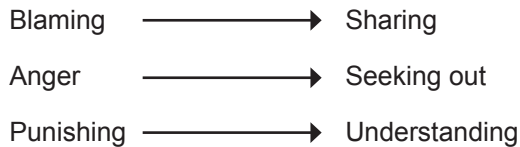
### STAGE THREE: HEALTHY

After only two months into the journey, *The Seventh Floor Nurses* experienced their first HEALTHY Day. This was evidenced by changes in the Nurse Manager, her leaders, the nurses, Shared Governance, and patients’ satisfaction ratings.

**The Nurse Manager** had not fled the position (as was feared she would) and was increasingly respected as *The Seventh Floor Leader*. She became more available, taking interest in the nurses personally, giving more positive feedback, and being more understanding of their feelings. Since the CNO had excused her from going to hospital and system-wide meetings, she was able to spend more time on the floor. More visible, she demonstrated hands-on leadership. Remarkably, after completing 65 nurse performance reviews, even her most voracious critics were calm, conversational, and constructive. She expressed openness to learning, improving, and creating an environment for positive, happy nurses.

**The Leadership Team** recognized the importance of working as a coordinated team as they actively communicated, supported, and positively reinforced each other. They developed leadership norms of behavior as a way of mutually holding themselves accountable and implemented the individual coaching strategies for working with individuals. Once they experienced the empowerment of being bonded as leaders, they were eager to make that a constant state. They also acknowledged that they had more work to do in continuing their development.

Now the leaders saw the nurses “in a different light,” as they were more participative, moving the environment from:



All were more aware of the impact they had on others and more confident in initiating actions. According to one leader, *“This has been a great learning process. The collaboration between the leaders is wonderful. I really feel that for the first time we’re all in it together. It’s great to be on the same page, and I love the camaraderie.”*

**The Nurses** continued to proactively manage within their environment and to put patient care first. They recognized that criticizing their Nurse Manager was non-productive, negative behavior. When they encountered someone being non-productive, they proactively tried to find positive intent or solutions. The nurses began talking *to* each other, not *about* each other and became more tolerant of individual differences. Communication grew more positive and supportive, resulting in less negative behavior. They were no longer actively resistant to their Nurse Manager and her leaders, exhibiting more flexibility and teamwork. The atmosphere was lighter, the “noise” quieted, and no nurses left during this period.

*“It is different than before.”*



**“Just keep your focus on the seventh floor nurses. That is helping us so much.”**

— CEO

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### **Patient Satisfaction Scores:**

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- *Quality of Care: 99.4%*
- *Nurse Compassion: 100%*
- *Pain Management: 100%*

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**Return on investment in nursing will be reflected both in cost savings and in improvements in the safety and quality of care provided.**

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**Shared Governance** saw a huge increase in participation. By encouraging nurses to become part of the solution and enabling them to phone in to meetings, many nurses took part. They began a *Seventh Floor* newsletter and implemented several changes—small and large. Winning the opportunity to self-schedule was viewed as an especially big victory. While many of the nurses needed more skills in how to meet and solve problems, the “wins” of having a voice was important.

**Patient Satisfaction** scores reflected improvements. The Administrative Director noted, “The Seventh Floor is very close to ending this fiscal year in the ninetieth percentile in patient satisfaction if we keep up the great work and have an even higher level of attention. I know we can do it.” For the first time ever, four Guiding Light (the new nurse year-long rotation program) nurses asked to work permanently on the floor. Once the nurses experienced a state of health for several weeks, they had hope for a better future and a real desire to function as a peak performing team.

### **THE WELLNESS JOURNEY: STAGES FOUR & FIVE—MAINTAINING HEALTH**

The first three stages in the journey deals with the process of getting healthy; stages four and five focus on staying healthy. After acquiring *Health*, the next steps are for the nurses to learn how to keep themselves healthy and to address chronic problems. By teaching the nurses how to sustain a self-healing environment, the hospital then actualizes the goals of creating a culture of wellness and productivity—delivering quality care and receiving the full value of their highly skilled nurses. The benefits include:

- Reducing turnover
- Improving patient satisfaction
- Bonding nurses
- Serving as a Magnet for Attracting Nurses

