A Patient-Centered Work Environment: Enhancing Nurse Retention and Quality of Care

Cheryl A. Como, MSN, RN, CNAA, BC
comoca@upmc.edu
Proposing the Big Question

- In a patient-centered environment, does engaging the professional nursing staff in TCAB improve nurse retention and nurse vitality?
Review of Evidence

- Magnet hospitals report healthier work environments and higher job satisfaction (Aiken, Clarke, Sloane, Sochalski, & Silber, 2002; Ulrich, Buerhaus & Donelan, 2007)

- Healthier work environments contribute to better patient outcomes (Ulrich, Buerhaus & Donelan, 2007)

- Autonomous nursing practice contributes to better patient outcomes (Rathert & May, 2007)
TCAB Journey Goals

- Develop and validate processes to improve care across 4 themes:

- Patient-centeredness
- Patient safety
- Efficiency
- Staff vitality
TCAB = Magnetism

TCAB and the Forces of Magnetism

Patient Centeredness
New knowledge, innovations, and improvements
• Quality improvement
• Empirical quality outcomes
• Quality of care

Vitality
Transformational Leadership
• Quality of nursing leadership
• Management style
• Autonomy
• Professional development

Value-added
Exemplary professional practice
• Consultation and resources
• Nurses at teachers
• Image of nurses
• Organizational structure

Safety and Reliability
Structural empowerment
• Personnel policies and programs
• Community and the healthcare organization
• Professional models of care
• Interdisciplinary relationships

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TCAB

Phase 1 – Critical Care

What did we learn?

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TCAB Goals: Documentation ↓ 50% Value Adding = 90% Direct Care = 70%
TCAB

Phase 2 – Spread TCAB to four medical/surgical units

Phase 3 – Integrate Care Management and Nursing
TCAB and Care Management

• Patient-centered care

√ Team communication – determine appropriate level of care
√ Nurse/patient satisfaction – coordinate flow and discharge planning
√ Manage inpatient length of stay and resources – optimize reimbursement
RN Turnover

UPMC McKeesport Staff RN Voluntary Turnover Rate

FY07 FY08 to date

TURNOVER RATE

PRE TCAB

W TCAB

Goal < 8%
Staff Satisfaction - Vitality

TCAB Vitality Survey Ratings

1 = Strongly Disagree to 5 = Strongly Agree

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1 = Strongly Disagree to 5 = Strongly Agree
Next Steps

- Participate in local and national Learning Communities by presenting test of change
- Continue outcome measures through nursing dashboards
  - √ Vitality survey
  - √ PDA data collection
  - √ Turnover rates
  - √ Patient satisfaction
- Seek local and national grant funding
  - √ TCAB sustainability
  - √ TCAB hospital mentorship
Publication of Results

Nurse Leader

Enhancing nurse retention and quality of care: A patient-centered approach (Como, 2008)

UPMC McKeesport achieves TCAB mentorship status