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Sustaining Care Team Engagement using a Hierarchy of Needs Framework

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Sustaining Care Team Engagement using a Hierarchy of Needs Framework

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Problem/Impact Statement:

Cardiology Intensive Care & Cardiovascular Interventional (CICU & R9 West) teams provide superb care to critically ill cardiac patients at Maine Medical Center. Covid Pandemic revealed the importance of physical and mental health wellbeing, as well as care team engagement in order to continue to provide outstanding care to patients. CICU/R9 West Leadership looked for ways to improve team engagement and ensure that care team members' needs are met.

Scope:

In Scope: R9 West and CICU Nursing Staff

Out of Scope: All other MMC/MH employees

Goal/Objective:

Build engagement by aligning action plans using Maslow's Hierarchy of Needs¹ to focus efforts on Gallup Q7, Q9, Q10, and Q12. (see below).

Baseline Metrics/Current State:

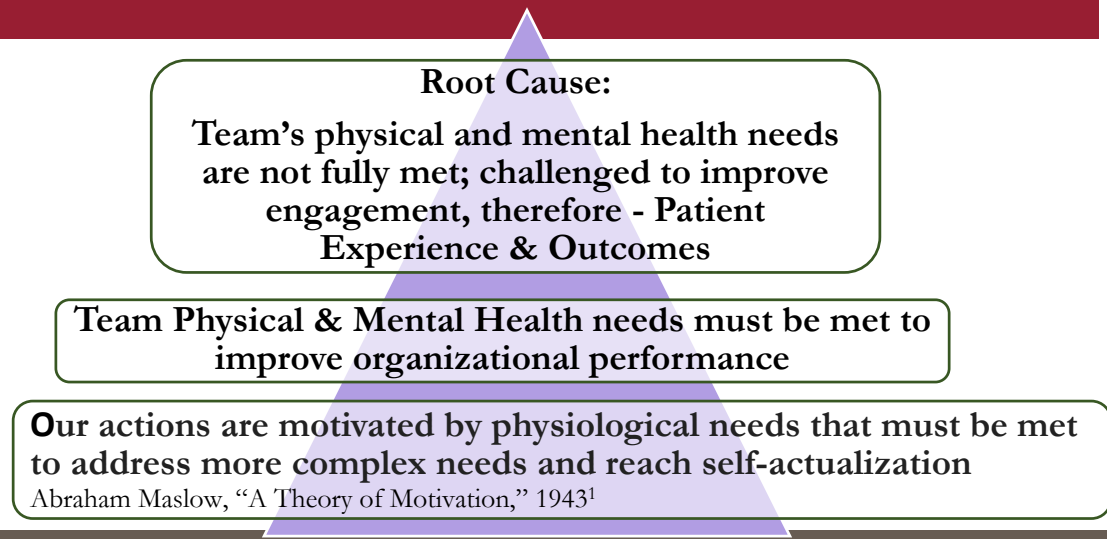
2021 Gallup Engagement scores pointed to improvement opportunities; We focused on 4 specific areas in 2022 and continued in 2023.



Root Cause Analysis:

Many engagement barriers during the Covid Pandemic

- Extremely high patient census and acuity
- High number of travelers/contract workers
- Supply Chain challenges
- Nursing union negotiations underway at MMC
- Magnet & Joint Commission surveys
- 80% of CICU nurses are millennials nurses & hardest to retain



Countermeasures

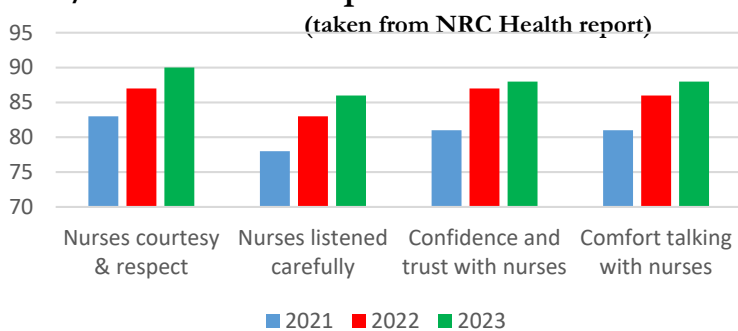
Action Plan Owners: Cardiology Clinical Leaders and Teams

	Due Date	Status
1 Review Gallup engagement scores and engagement action plan	Nov 2023	Completed
Q7: My opinions seem to count. ✓ Actions Taken: Implemented set shifts, Shared Governance structure, staffing to acuity, leadership open door for staff to air concerns, increased visibility on and off shifts, monthly open forum at breakfast meetings with leadership team	Dec 2021	Ongoing
Q9: Committed to Quality ✓ Actions Taken: Review outcomes (CAUTI, CLABSI, NRC Picker scores, Pressure Ulcer scores), use data to recognize and celebrate good work, random chart audits providing feedback on metrics, Quality Council members meet monthly to identify gaps to target metrics and develop KPIs, Just-do-its, etc. to improve performance	Started in Dec 2021 and continued monthly	Ongoing
Q10: Best Friend at Work ✓ Actions Taken: Recognition of staffs' individual cheerleaders through "shout-outs" at start of each shift, recognition through Healthcare Hero awards, Daisy Awards, "Care So Good -They remembered my name" & Moments to Shine, recognition by leadership – sending individual thank you notes, birthday cards & holiday cards to home addresses, reengagement of Healthy Work Committee with planned activities monthly for retention, creation of wellness room for staff use, daily mindfulness exercises	Started in Dec 2021 and continued monthly	Ongoing
Q12: Learn and Grow ✓ Actions Taken: Conduct an annual learning needs assessments to create customized education plan for the year ahead, developed professional pathways for specific growth opportunities (eg: Mechanical Assist devices to care for critically ill cardiac patients), reinvigoration of mentor program, staff nurses present an evidence based research topic monthly for discussion. CEUs are awarded	Started in Dec 2021 and continued monthly	Ongoing

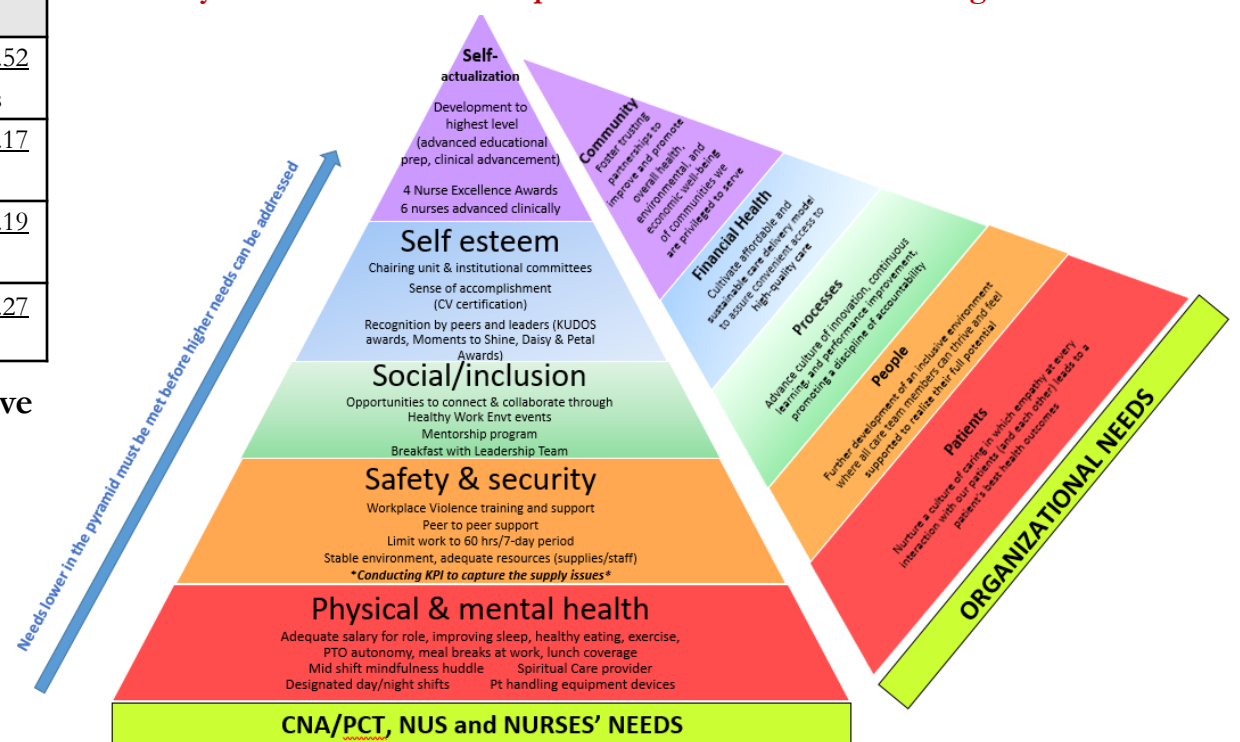
Outcomes

Gallup Survey Questions	2021	2022	2023	RESULTS
Q7: My Opinion Counts	3.18	3.21 ↑	3.73 ↑	Team Scores Improved by <u>0.52</u> Same as MMC overall results
Q9: Commitment to Quality	4.37	4.39 ↑	4.56 ↑	Team Scores Improved by <u>0.17</u> Exceeded MMC by <u>0.36</u>
Q10: Best Friend	3.84	4 ↑	4.19 ↑	Team Scores Improved by <u>0.19</u> Exceeded MMC by <u>0.68</u>
Q12: Learn and Grow	3.72	3.96 ↑	4.23 ↑	Team Scores Improved by <u>0.27</u> Exceeded MMC by <u>0.25</u>

CICU/R9W Patient Experience Scores continue to improve



Hierarchy of Needs¹: Relationship between Nurse Health and Organizational Success



Next Steps

Continue current action plans, and identify 2 more using Gallup 2023 survey results

Citations

- Abraham Maslow, "A Theory of Motivation," 1943
- Waltz LA, Muñoz L, Weber Johnson H, Rodriguez T. Exploring job satisfaction and workplace engagement in millennial nurses. *J Nurs Manag*. 2020 Apr;28(3):673-681. doi: 10.1111/jonm.12981. Epub 2020 Apr 6. PMID: 32068932.
- Drake, Kirsten DNP, RN, OCN, NEA-BC. Make the most of staff recognition. *Nursing Management (Springhouse)* 49(12):p 56, December 2018. | DOI: 10.1097/01.NUMA.0000547837.96869.73