Self governance increases staff morale

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Purpose:

The University of California, Davis Medical Center (UCDMC) Patient Care Resources (PCR) staff is in a unique position because they float into different specialty units and assume care of patients in diverse settings.

Through a survey, staff identified need for consistent peer support and training to improve competency and proficiency in delivery of patient care.

The goals of the unit based practice council (UBPC), a professional governance unit of the department included (1) promotion of a framework for unit identity; and (2) improvement of staff level of competency and proficiency in the delivery of patient care.
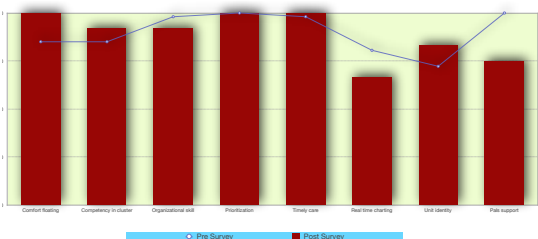
The chart above compares responses of PCR Pals participants, change over time (one-year period), showing improvements in score in different areas. Notable are "Comfort Floating" and "Unit Identity."

Methods:

To promote competency and proficiency in the delivery of patient care:
- Support skills day (in conjunction with unit administration)
- Promote and expand use of PCR department website as a means of communication among staff
- Improve communication between leadership and staff by creating a centralized department email
- Improve divisional information dissemination through unit council participation

To promote a framework for unit identity:
- Implement and maintain the Peer Advocacy Leadership Support (Pals) program, promoting peer support of new hires.
- Provide pre and post surveys to measure effectiveness of the program.
- Highlight staff accomplishments and achievements on the website
- Promote department bonding through annual celebration for staff that graduates, annual summer get-together, and annual holiday party.
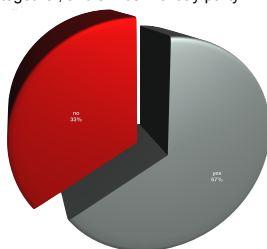
The post survey shows 67% of respondents stated they would be interested in becoming a PCR Pals mentor.

PCR score

UCDMC score (benchmark)

Organizational   Manager   Employee   Commitment
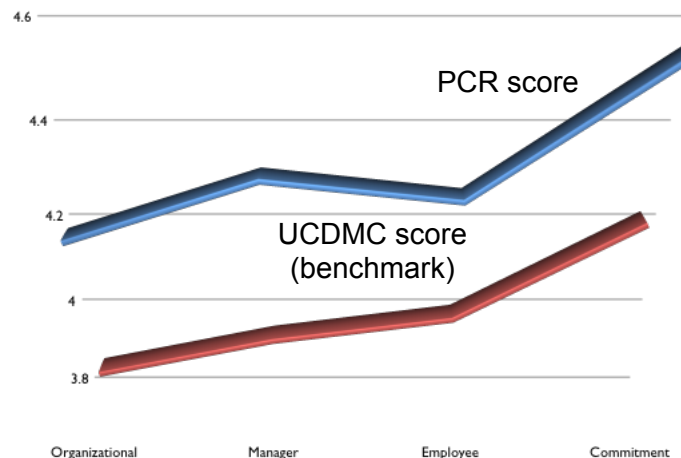
Staff morale and commitment in the department is high as shown (above) by the 2012 Morehead Survey results. PCR staff excel above benchmark (as compared to the medical center-wide score) in all of the domains.

The PCR website provides a communication method among staff and the department leadership team.

Results:

- Staff morale and commitment in the department is high as shown by the *2012 Morehead Survey* results. PCR staff excels above benchmark (as compared to the medical center-wide score) in all of the domains measured (see Chart).

- PCR staff demonstrated excellence three different domains: (from a scale of 1 to 5): *Organizational* 4.25 vs. 3.9 benchmark, *Manager* 4.37 vs. 3.98 benchmark, *Employee* 4.33 vs. 4.03 benchmark, and *Commitment* 4.59 vs. benchmark 4.24 indicators.

- New hires expressed that peer support enhanced their assimilation into the department. More than 50% of new hires completed the 12-month Pals program. Staff reported an increased sense of unit identity via survey data collected from the PCR Pals program post-survey.

PCR staff were recognized for their excellent care during the annual Nurses' Week Celebration last May, 2013. (top left). PCR staff celebrates the holiday (top right) and each other (above) as some staff graduate from post-graduate school. The department boasts of a number of graduate level degrees in 2013!

Conclusion:

- Self-governance results in high morale and fosters a stronger commitment among staff of a float pool department. Peer support and communication are effective avenues to achieve a strong sense of unit identity despite the challenges of a unique department such as the float pool.