

**Title:**

Nursing Education Drives Employee Engagement to Improve Organizational Outcomes

Mary Anne McNamee, MA

**Karen Buckley, MSN**

*Department of Nursing Education and Professional Development, North Shore University Hospital, Northwell Health, Manhasset, NY, USA*

**Session Title:**

Empowerment of Nursing Leadership

**Slot:**

C 19: Sunday, 29 October 2017: 10:45 AM-11:30 AM

**Scheduled Time:**

11:05 AM

**Keywords:**

Employee engagement, Organizational outcomes and Professional empowerment

**References:**

1. Harrison, M. (2014). Reducing barriers to nursing certification: an analysis of perceptions and impact of PNCB's no pass, no pay program. *Journal of Pediatric Nursing*, 29, 212-219.
2. Rees, S., Glynn, M., Moore, R., Rankin, R., & Stevens, L. (2014). Supporting nurse manager certification. *The Journal of Nursing Administration*, 44, 368-371.
3. Schaufeli, W.B. (2013). What is engagement? In C. Truss, K. Alfes, R. Delbridge, A. Shantz, & E. Soane (Eds.), *Employee engagement theory and practice*. London: Routledge.
4. Ulrich, D. (1997). *Human resource champions*. Boston: MA: Harvard School of Business.

**Abstract Summary:**

Employees make a difference when it comes to innovation, organizational performance, and business success. It is imperative for hospital organizations to keep creative, dedicated, and thriving employees that make the organization flourish. By implementing structures and developing programs that inspire employees to be engaged, organizational excellence can be achieved.

**Learning Activity:**

LEARNING OBJECTIVES	EXPANDED CONTENT OUTLINE
1. The learner will be able to describe hospital-based staff development strategies that engage employees in improving organizational outcomes.	Programs to promote specialty certification will be discussed. Strategies that have been utilized to develop human resource champion programs will be presented. The role of the nurse educator as a mentoring leader in promoting clinical nurse advancement will be discussed.
2. The learner will be able to identify metrics that track and trend employee engagement, professional empowerment, and organizational quality.	The NDNQI Nursing Satisfaction Survey and the Press Ganey Employee Engagement metrics will be presented in conjunction with the organizational quality dashboard.

**Abstract Text:**

Employees make a critical difference when it comes to innovation, organizational performance, and ultimately business success. It is imperative for organizations to attract and keep creative, dedicated, and thriving employees that make the organization flourish. The Department of Nursing Education and Professional Development at North Shore University Hospital (NSUH) has worked diligently to implement structures and develop programs that inspire and motivate RNs and patient support staff to be engaged and achieve excellence.

The Nursing Education team has made an enthusiastic effort to create a culture that promotes and supports specialty certification. In 2012, 26% of the nursing staff was certified. An innovative cohort-style program entitled "Passport to Professionalism" was branded for the medical surgical nursing staff. This certification initiative expanded into a hospital-wide campaign called "Operation Certification" which encompassed numerous preparation strategies for different clinical specialties. Currently, 53% of direct care RNs hold a Magnet approved board certification. The NSUH 2016 NDNQI RN satisfaction scores are reflective of professional empowerment, as noted in the professional development opportunities (4.92 vs. Magnet mean of 4.44) and access categories (4.8 vs. Magnet mean of 4.43).

The nurse educator role helps facilitate a human resource champion model that aligns with the organizational and patient experience initiatives. Patient care service employees are encouraged to seek out champion opportunities that they find meaningful, and which promote their professional and personal development. They must satisfy pre-determined champion role criteria. Champions are provided class time to attend fundamental knowledge and skills development sessions. They attend regularly scheduled meetings and/or enrichment workshops. There are opportunities for rewards and recognition at special events, or when applying for the clinical ladder. Mentoring and support fuel intrinsic motivation for ongoing participation in these programs.

The Department of Nursing Education provides mentoring leadership for the RN and ancillary staff member that chooses to climb the clinical ladder (clinical advancement system). This is an opportunity for the employee to be proactive and show initiative, take charge of their professional development, and participate in quality improvement projects and research that promotes evidence based practice.

The NSUH Press Ganey employee engagement survey results increased from the 38<sup>th</sup> percentile in 2012 to the 72<sup>nd</sup> percentile in 2016. Our engaged patient care staff has contributed to the delivery of exemplary care and the achievement of impressive patient outcomes. This is evident in the performance measures on the NSUH organizational dashboard, which are inclusive of 7 quality indicators. In a most impressive manner, NSUH has outperformed the benchmark Magnet mean or the Centers for Medicare & Medicaid Services (CMS) Standardized Infection Ratio (SIR) for all quality indicators for 2016. The dashboard for each patient care unit is prominently displayed and discussed in staff meeting venues. The Nursing Education team closely monitors unit-specific and organizational dashboard trends in order to guide the development of programs and engage the staff in focused performance improvement efforts.