Northwestern Memorial Hospital
Chicago, Illinois

- 894 inpatient beds
- Ranked as the No. 11 hospital in the nation by U.S. News & World Report for 2015-16 and ranked No. 1 in Illinois and the Chicago-metro area.
- Earned Magnet status, the gold standard for nursing excellence and quality care.
- Earned a Hospital Safety Score of "A" from the Leapfrog Group in Spring 2015. ("F" in Fall 2014)
- Earned the National Research Corporation "Consumer Choice Award" for the Chicago market for the 15th consecutive year in 2014/15 along with recognition as Chicago area’s "most preferred" hospital.

An Introduction to our Nurses
2014

Close to 2200 Nurses Employed at NMH

<table>
<thead>
<tr>
<th>Average Age</th>
<th>Ethnic Diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td>National</td>
<td>50% Asian</td>
</tr>
<tr>
<td>20% Hispanic</td>
<td>17% Hispanic</td>
</tr>
<tr>
<td>6% Asian</td>
<td>6% Asian</td>
</tr>
<tr>
<td>1% Hispanic</td>
<td>1% Hispanic</td>
</tr>
</tbody>
</table>

Bedside Care  Research  Education  Advanced Practice

Exceed benchmarks for nurse-sensitive quality indicators and overall nurse engagement.
The Size of Nursing at NMH

- Nursing at NMH is a key driver of organizational performance.
- NMH nurses represent 41% of the workforce.

NMH Workforce by Job Category

A New Operating Model For a Growing System

RELATIONSHIPS
- Patient
- Employee
- Physician

EFFICIENCY
- Budget
- Per unit
- Per episode
- Per population

RELIABILITY
- Safe
- Timely
- Effective

GROWTH

Exceeding Our Patients’ Expectations

Engagement Drive Outcomes

Gallup research shows that more highly engaged teams have better performance in nine key metrics compared to less engaged teams.
FY12 to FY13 RN Employee Engagement

- Decreases in nurse employee engagement occurred across the 6 dimensions of the engagement survey from FY12 to FY13.
- NMH nursing was underperforming the Magnet hospital norm benchmark in all dimensions.

<table>
<thead>
<tr>
<th>Engagement Survey Question</th>
<th>Magnet Hospital Norm</th>
<th>FY12 Nursing Percent Favorable</th>
<th>FY13 Nursing Percent Favorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Effectiveness</td>
<td>73%</td>
<td>74%</td>
<td>71%</td>
</tr>
<tr>
<td>Recognition/Career Advancement</td>
<td>76%</td>
<td>70%</td>
<td>67%</td>
</tr>
<tr>
<td>Supervisory/Management Coworker Performance/Cooperation</td>
<td>79%</td>
<td>73%</td>
<td>70%</td>
</tr>
</tbody>
</table>
| RN engagement decreased from 74 percent favorable to 71 percent favorable
- Percent favorable decreased for 15 out of 16 engagement questions from FY12 to FY13
- 31% of RN survey responses came from 4 areas: ORs, NICU, ED & MICU

**Least favorable RN engagement questions:**
- Over the past year, I've had the opportunity to participate in decisions that affect my work environment
- Employees here receive recognition for a job well done
- This organization makes it possible for employees to directly contribute to its success

**Quantitative Analysis**

- Engagement grand mean is not significantly correlated with overtime worked
- Engagement grand mean is significantly correlated with turnover rate (higher turnover, lower engagement)
- Engagement grand mean is significantly correlated with F/T vs. P/T (higher F/T, higher engagement)
- Engagement grand mean is not significantly correlated with manager tenure
- Engagement grand mean is significantly correlated with Clinical Coordinator tenure < 1 year (new clinical coordinators, lower correlation)
Strategy, Structure & Process to Drive Outcomes

Strategy:

- CNE & VP Executive Oversight
- Monthly Magnet Director Committee
- Manager Clinical/Resource Coordinator
- Engagement Chair
- Unit Engagement Committee Members (Interdisciplinary membership)

Selecting Leaders based on Strengths

Character & Leadership Qualities
- Demonstrates empathy and understanding
- Inspires and elevates others
- Seeks and works with ambiguity
- Displays honesty and integrity
- Interdisciplinary membership

Personal Capacities
- Problem solve in stressful situations
- Willing to take risks and champion their causes
- Creative
- Supportive of risk taking
- Open to change
- Enables change
- Shares and communicates information
- Interchanges from sources and culture
- Possesses self-development/empowerment
- Listens
- Seeks others' ideas
- Reputation
- Provides effective feedback and development
- Emotionally accountable
- Influences change
- Creates difficult conversations and explanations
- Practices self-reflection and learning

Additional considerations/question to ask yourself:
- Would I want to go fishing with this person? (Is the person someone who enjoys spending a weekend fishing and at home?)
- Would I trust this person to babysit my kids? (Is the person responsible and reliable and is he/she a role model?)
- Do I picture this person leading/managing a team down the road? (What is this person’s leadership potential in the future?)

Providing Leaders with the Education & Tools

Strengths Based Leadership Training
Moderating Focus Groups
Meeting management
Developing SMART Goals
Project planning
Pulse survey
Developing accountability mechanisms
Identifying barriers & problem solving
Improving RN Engagement: Owned at all Levels

<table>
<thead>
<tr>
<th>Level</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Nurse</td>
<td>Oversees development and implementation of RN engagement initiatives.</td>
</tr>
<tr>
<td>Director</td>
<td>Identifies opportunities for training and feedback in areas where engagement is low.</td>
</tr>
<tr>
<td>NMH RN Council</td>
<td>Identifies areas for improvement in the nursing culture.</td>
</tr>
<tr>
<td>Peer Coordinators</td>
<td>Identifies opportunities to improve RN engagement in the nursing division.</td>
</tr>
<tr>
<td>RN Staff</td>
<td>Identifies opportunities to improve RN engagement in the nursing unit.</td>
</tr>
</tbody>
</table>

Outcomes: NMH Engagement Performance to Magnet Nurse

- NMH has exceeded the Magnet standard for employee engagement, outperforming the benchmark across all dimensions.

The Voice of our Nurses

100 Most Frequent of 8573 Words in the 2014 NMH Comments

- Staff
- Management
- Employees
- Location
- Patient care
- Benefits
- More
- Equipment
- Staffing
- Patients
- Nurses
- Coworkers
Engagement Strategy
Best practices at our organization

Best practices:
• Engagement initiatives must be meaningful to the individual units
• Engagement must be owned by the interprofessional team
• Physician recognition is a key component of nurse engagement
• Nursing leadership and medical leadership partnering to drive engagement
  – CNE / CMO leadership and accountability structure
• Provide other forums to voice concerns (town halls, staff meetings, mailbox, etc)

Questions?
Thank You.