


Northwestern
Memorial Hospital


THE
Empowerment

Presented to: ANCC National Magnet Conference
Presented on: October 9, 2015
Presented by: Andrea Stone, RN, MJ, NE-BC
Kaleigh Nolan, BSN, RN, RN-BC

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.
- Received a Hospital Safety Score of "B" from the Leapfrog Group in Spring 2015. ("A" 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.
- Named a Leader in LGBT Healthcare Equality in the Healthcare Quality Index report compiled by the Human Rights Campaign in 2014.



An Introduction to our Nurses
2014
Close to 2200 Nurses Employed at NMH

Average Age

NMH	37
National	50

Ethnic Diversity

Asian	17%
Hispanic	6%
Black	20%
White	57%

Education

Bachelor's	70%
Master's	20%
PhD	10%

Advanced Practice

Advanced Practice Registered Nurses	133
-------------------------------------	-----

Bedside Care

Research

Education


Advanced Practice

Exceed benchmarks for nurse-sensitive quality indicators and overall nurse engagement

12 Research Studies
25 Publications
98 Presentations

875 Nursing Students
8 Core School Affiliations

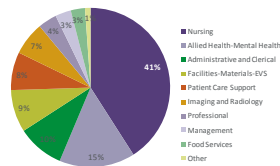
133 Advanced Practice Registered Nurses



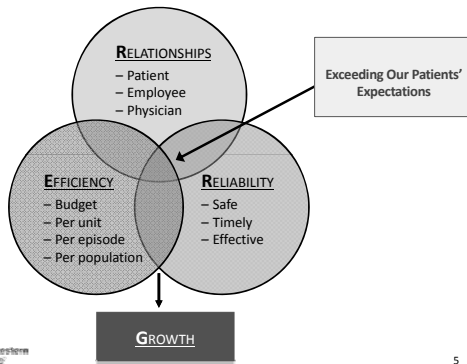
The Size of Nursing at NMH

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

NMH Workforce by Job Category



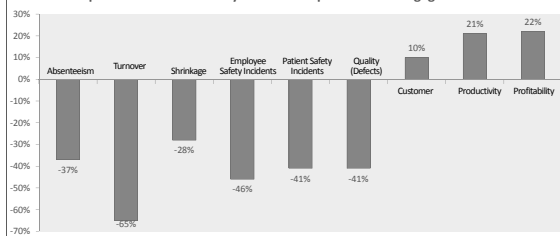
A New Operating Model For a Growing System

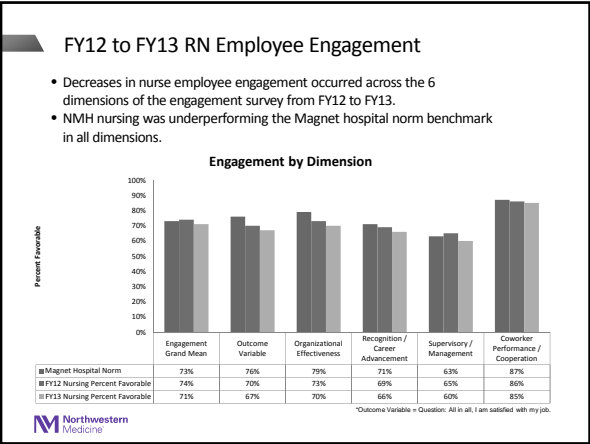


5

Engagement Drive Outcomes

Gallup research shows that more highly engaged teams have better performance to nine key metrics compared to less engaged teams





Digging a Little Deeper

- Nursing is a key driver of organizational performance
- Nurses have been impacted by change from within nursing and organization-wide
- A focus on efficiency has affected reliability and relationships

Northwestern Medicine

Quantitative Analysis

- 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
 - From FY12 to FY13, overall grand mean engagement in these 4 areas has decreased
- 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
- Correlation analysis has revealed the following:
 - 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 % full time RN (greater % full time, higher engagement)
 - Engagement grand mean is not significantly correlated with manager tenure
 - Engagement grand mean is significantly correlated with Clinical Coordinator tenure <1 years (new clinical coordinators, lower correlation)

Northwestern Medicine

Strategy, Structure & Process to Drive Outcomes

Strategy:

Northwestern Medicine

Selecting Leaders based on Strengths

- Character & Leadership Qualities**
 - Demonstrates optimism/positive attitude
 - Inspires and motivates others
 - Deals well with ambiguity**
 - Shows concern and consideration for others
 - Displays honesty and integrity
 - Is a strong role model
 - Builds relationships/strong interpersonal skills**
 - Communicates powerfully and broadly
 - Translates messages for clarity
 - Connects emotionally with others
 - Pursues excellence
 - Takes initiative
 - Develops others
 - Practices inclusion and values diversity**
 - Collaborates and fosters teamwork
 - Acts in the team's best interest
 - Is motivated by the success of others
- Additional considerations/question to ask yourself:**
 - Would I want to go fishing with this person? (Is this person someone others enjoy hanging around/working with?)
 - Would I trust this person to babysit my kids? (Is this person responsible and reliable? Is he/she a role model?)
 - Do I picture this person leading/managing a team later down the road? (What is this person's leadership potential in the future?)

Personal Capabilities

- Problem solver/wants to tackle challenges
- Willing to take risks and challenge the status quo
- Innovates
- Supports others in risk taking
- Adapts to change**
- Champions change
- Gathers and assimilates information
- Learns quickly from success and failure
- Practices self development/improvement
- Listens
- Is open to others' ideas**
- Respects others
- Provides effective feedback and development
- Is personally accountable
- Follows through
- Handles difficult conversations/confrontations**
- Practices self-discipline and consistency

Northwestern Medicine

Providing Leaders with the Education & Tools

Strengths Based Leadership Training

Moderating Focus Groups

Meeting management

Developing SMART Goals

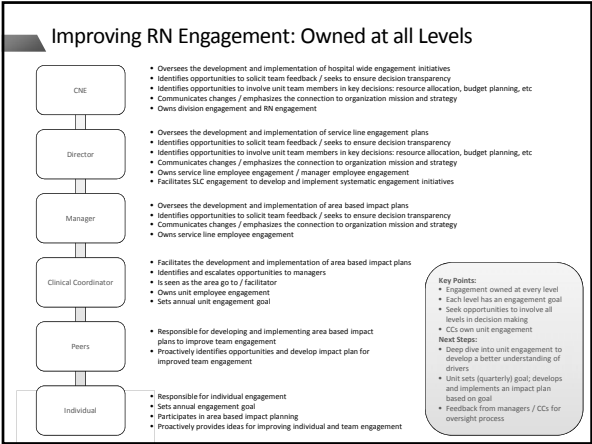
Project planning

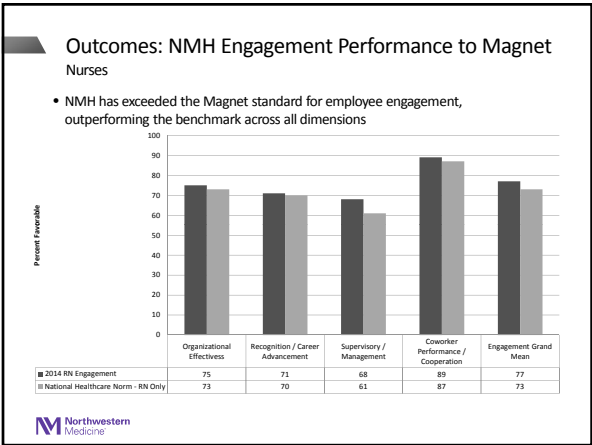
Pulse survey

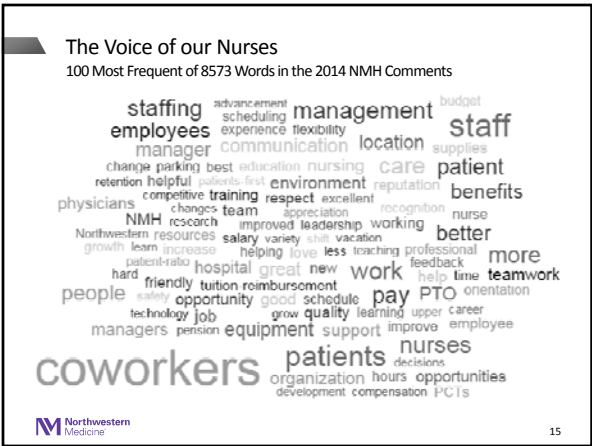
Developing accountability mechanisms

Identifying barriers & problem solving

Northwestern Medicine








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)





Qu

