

# After Dark: Bringing Shared Governance to Night Shift

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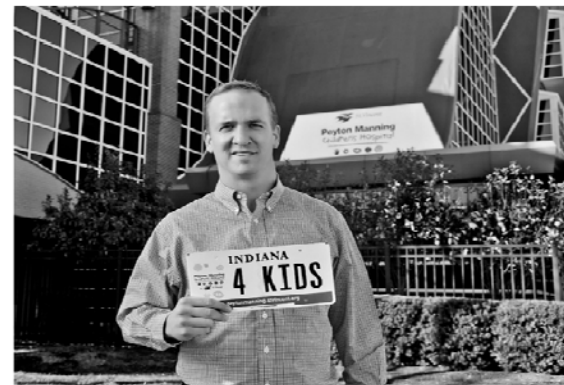
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### The Evidence

- IRB-approved study conducted June/July, 2013
- Surveyed in person 400+ RN/LPNs in nineteen Indiana hospitals
- Sites ranged in size/ scope from 11 beds (critical access) to 700+ beds (tertiary care).

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### Evidence : Areas Examined

- Engagement
  - Shared Governance
  - Clinical Ladder
- Sleep interruption
  - Mandatory meetings and education
  - Phone calls/ text messages
- Professional Development
  - Clinical experts
- Equity
  - Evaluations
  - Perks

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## Engagement

- 67% of subjects reported ALL Shared Governance events occurring during their sleep time

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## Engagement

- 86% of subjects do NOT participate in Clinical Ladder programs
  - "All the things that you can earn points for happen while I'm asleep"

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## Sleep Interruptions

- >75% of all **mandatory** education takes place during sleep time (nearly 100% in the tertiary care hospital)
- Survey question: During the last 30 days, how many times has your sleep been interrupted by non-emergency communication from the hospital?

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### Sleep Interruptions

- “Current policies and practices amount to the tacit encouragement of a fatigued nursing workforce.”
- -Mary Lawson Carney

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### Professional Development

- How often are clinical experts (lactation consultants/ clinical nurse specialists/ wound care/ diabetes educators/ staff educators) available to you for consultation during your work hours?

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## Professional Development

🗣️ >90% answered 'never'.

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## Equity

🗣️ 67% of subjects have their job performance evaluated for raises and advancement by a manager who has NEVER worked the same shift as the subject.

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## Equity

🗣️ 25% of subjects indicate that they have not seen their manager (except in passing) in the previous year.

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### Equity

- Over half of subjects indicate that when special hospital events are held, the event for night shift (*if there is one*) is of substantially lesser quality.

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### St. Vincent After Dark

- Started October, 2014
- Voting member of St. Vincent Nursing Congress, January, 2015
- Open to ALL night shift associates (includes respiratory therapy, pharmacy, unlicensed assistive and clerical, radiology) – nursing must hold chair and co-chair, majority voting members must be nurses.

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### Goals of SVAD

- Improve engagement, satisfaction, recognition and access
- Decrease/ eliminate sleep interruptions caused by the institution
- Address specific night shift concerns within the SG structure

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## Meetings

- 🗣️ Held at 0200 for 45 minutes
  - 🗣️ Bring your lunch
- 🗣️ Phone conferencing option available
  - 🗣️ Yes, people call in from home
- 🗣️ Average attendance 8-15
  - 🗣️ Email distribution list >50 persons

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## A work in progress....

Certified Nurses Night  
Nurses' Week  
Cafeteria  
CPR Marathon  
Phone Lists

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## Celebrate Lag Night!

- 🗣️ The night shift nurses' official holiday!

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## The mandatory T-shirt / slogan




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## Night Shift Champions

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## Shiftwork Education

- 🕒 Pilot Study (August 2013- August 2015)
- 🕒 Aim: Reducing turnover
- 🕒 Topics include:
  - 🕒 Physiology of sleep
  - 🕒 Circadian rhythm and disruption
  - 🕒 Fatigue countermeasures
  - 🕒 Adaptation strategies
  - 🕒 Educating families

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### Pushback

- The current nursing glut
- Bigger fish to fry
- Costs
- Paradigm shift - 'We tried it once and it didn't work out.'

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### What Does Night Shift Friendly Hospital Look Like?

- Presence
- Policy
- Professional Development
- Perks

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### Pie in the Sky?

- Becoming a Night Shift Friendly Hospital
  - Decreased turnover - \$\$
  - Improved employee satisfaction
  - Improved patient safety
  - Enhanced reputation – the looming nursing shortage

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## One final thought.....

“It is unrealistic to merely hire good people and expect that ‘willpower’ will resolve shiftwork problems. We take very good care of our equipment, technology and processes- but we’ve overlooked the human element as part of our operating system.”

- William Sirois
- VP and COO – Circadian Technologies

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## Resources

- Carney, M. (2015) How the other half lives. *Nursing Management*. 30-35
- Carney, M. (2013) The hidden shift: How do night shift nurses learn to adapt to circadian disruption? *Journal for Nurses in Professional Development*. 316-320.

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• Want to know more?

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