After Dark: Bringing Shared Governance to Night Shift

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[Image 64x530 to 289x700]

[Image 64x311 to 289x481]

[Image 64x92 to 289x262]
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).

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
Engagement

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

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”

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?
19,104

Sleep Intuptions

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

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?
Professional Development

>90% answered ‘never’.

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.

Equity

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

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.

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
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

A work in progress....

Certified Nurses Night
  Nurses’ Week
  Cafeteria
  CPR Marathon
  Phone Lists

Celebrate Lag Night!

- The night shift nurses’ official holiday!
Pilot Study (August 2013 - August 2015)

Aim: Reducing turnover

Topics include:
- Physiology of sleep
- Circadian rhythm and disruption
- Fatigue countermeasures
- Adaptation strategies
- Educating families
Pushback
- The current nursing glut
- Bigger fish to fry
- Costs
- Paradigm shift - ‘We tried it once and it didn’t work out.’

What Does Night Shift Friendly Hospital Look Like?
- Presence
- Policy
- Professional Development
- Perks

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

Resources


Want to know more?

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