

# Initiating Change in Nursing Care Delivery to improve Registered Nurse Satisfaction

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## Introduction

- **High nurse satisfaction and patient satisfaction are key indicators of a healthy work environment (VanWingerden, 2014).**
- **A designated care delivery model provides the foundation for a healthy work environment and optimal patient outcomes (VanWingerden, 2014).**
- **Indicators of nurse satisfaction need to be continually assessed and workplace improvements made to retain experienced nurses (Fraser, 2011).**

## Significance of Problem

- **Current estimates indicate that by 2025, there will be a shortage of 500,000 RNs in the United States (Fraser, 2011).**
- **Both RN perceptions of quality of care and job satisfaction are reliable predictors of nurses intent to stay (Ma, Lee, Yang, & Chang, 2009).**
- **New RNs do not dedicate sufficient time for patient interactions which further decreases nurse and patient satisfaction (Dotson, Dave, Cazier, & Spaulding, (2014).**

## Aims

- Introduce RNs to recent evidence on nursing care delivery models and nurse satisfaction.
- Identify characteristics of nursing care delivery that RNs find rewarding.
- Engage RNs in identifying components of Relationship-Based nursing care, a nursing care delivery model, for implementation.
- Utilize Levin's Change Theory and Deming's Plan, Do, Check, Act (PDCA) Framework to initiate change.

## Interventions

- **Engage unit based shared governance staff**
- **Select components of RBC model that RNs value:**
  1. Connection with their patients
  2. Professional Practice
  3. Teamwork
- **Determine specific activities for change to initiate:**
  1. Caring Connection
  2. Bedside Rounding
  3. Team HUDDLE
- **Assignment design/allocation changes:**
  1. 2 pods with 2 RNs and 1 NA.
  2. Assignment consist of up to 10 patient's per pod.
  3. Geographic assignment location.



1. Pre and Post change initiative RN surveys.
2. Daily Relationship-Based care activities sheets.
3. NDNQI nurse satisfaction scores.
4. Press Ganey patient satisfaction scores.



## Initial Findings

- PDCA framework provided specific guidance for implementing the components of the Relationship-Based Care model.
- Lewin's Change Theory 's three stages- Unfreezing-Change-Refreezing was successfully utilized in assisting staff to readily adapt to the changes initiated.
- The Shared Governance unit-based structure provided ample support in empowering RNs to implement the identified changes.

## References

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