

Children's Mercy Kansas City

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## ED Staff Morale

Madison Wilkins RN

*Children's Mercy Hospital*

Tonya Cross RN

*Children's Mercy Hospital*

Brittany Schmalzbach RN

*Children's Mercy Hospital*

Noah Olla RN

*Children's Mercy Hospital*

Fred Richards RN

*Children's Mercy Hospital*

*See next page for additional authors*

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## Creators

Madison Wilkins RN, Tonya Cross RN, Brittany Schmalzbach RN, Noah Olla RN, Fred Richards RN, and Emily Pendleton RN

# ED STAFF MORALE

MADISON WILKINS, RN  
TONYA CROSS, RN  
BRITTANY SCHMALZBACH, RN  
NOAH OLLA, RN  
FRED RICHARDS, RN  
EMILY PENDLETON, RN



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- KT Scholar – Traci Atzenweiler

# Background

- Emergency Department (ED) leadership has frequently found staff stating that there is low nursing morale and communication between staff members. While staff could communicate this concern, they were unable to provide examples or specific reasons for this problem.
- A staff survey performed by the summer 2016 nurse cohort was done to pinpoint specific problems that may lower staff morale and scope of current issues.
  - The median staff morale score was 7 on a 1-10 scale. The top three biggest concerns for staff as the cause for the morale problem were 1) Staffing/High turnover 2) Communication with the interdisciplinary team 3) Feeling of not being appreciated or valued on unit.

# Current Literature

- Multiple Factors
- Both Quantitative and Qualitative studies have been done
- Intrinsic Factors tend to raise morale while Extrinsic Factors tend to lower it

Staff morale factors	
Staff morale factors	
Intrinsic factors	Extrinsic factors
■ Professional worth/ respect	■ Organisational structures
■ Opportunity/skill development	■ Operational issues
■ Work group relationships	■ Leadership traits/ management styles
■ Patient care	■ Communication
	■ Staffing

Day, Minichiello, & Madison, 2006)

# PICO Question & Aim Statement

## *PICO Question*

- (Population, Intervention, Comparison, Outcomes Measures)
- **P: ED Nurses and Support Staff**
- **I: Huddle Recognition and prizes**
- **C: No recognition**
- **O: Improved nursing morale**

# Aim Statement

- **To increase the median morale of nursing and support staff from 74% to 80% as measured by Daily Pulse by March of 2018.**



# Strategic Goal Alignment



## **Demonstrate Quality Outcomes**

Demonstrate quality, safety and clinical effectiveness.



## **Improve Performance**

Improve processes, increase capacity for innovation and service excellence, and strengthen our financial position.



## **Strengthen Market Position**

Strengthen Children's Mercy's market position in the Metro area, region, and beyond.



## **Deliver Value**

Deliver value, expertise, and efficiency through an integrated pediatric health system.



## **Elevate Academic Profile**

Enhance the research capabilities and accomplishments of CMH and strengthen the quality of the educational experiences.

# PDSAs Implemented



# PDSA #1

**P: Informing staff about recognition changes**

**D: Implementing recognition board**

**S: Is morale improving? Are staff members utilizing board?**

**A: Change according to results**

# PDSA #2

- P: Staff Recognition forms
- D: Implementing forms throughout department
- S: Is morale improving? Are forms being utilized?
- A: Change according to results

KUDOS	
To:	From:
Date:	
YOU:	<input type="checkbox"/> Made my day
<input type="checkbox"/> Did a great job	<input type="checkbox"/> Had a great idea
<input type="checkbox"/> Made me smile	<input type="checkbox"/> Great catch
<input type="checkbox"/> Made a patient happy	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Were a team player	_____
<input type="checkbox"/> Went above & beyond	_____
<input type="checkbox"/> Dealt with stress	_____
<b>BUT WAIT, there's more...</b>	
_____	
_____	
_____	
_____	

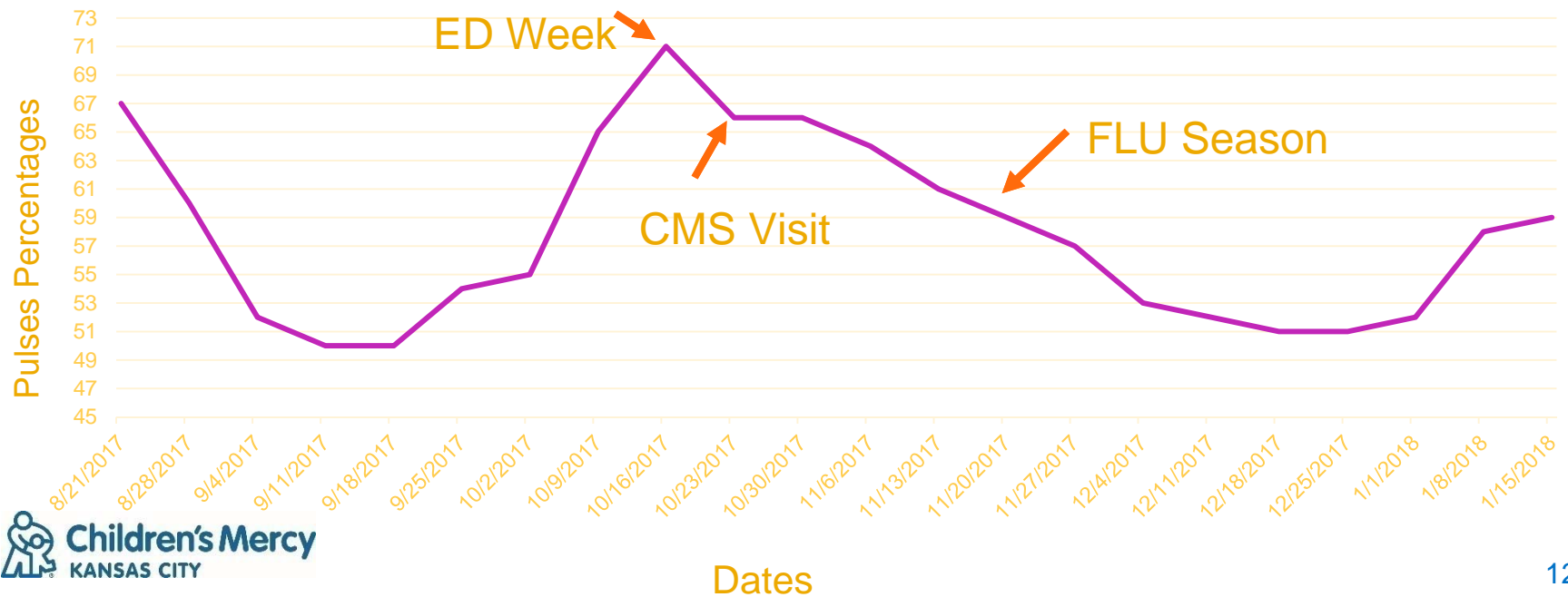
# PDSA #3

**P:** Quarterly prize drawings for staff that utilize recognition forms and staff that are recognized  
**D:** Implementing various prizes to different staff members  
**S:** Is morale improving?  
**A:** Change according to results



# Project Outcomes

## Staff Morale Percentages



# Barriers

- Morale is subjective on the individual experience
- Staff participation
- Hard to appropriately measure staff morale
- Financial constraints

# Lessons Learned

- Increasing cognitive awareness of ones condition can both increase and decrease staff morale
- Morale is subjective
- One negative outlier can bring down the whole group.
- External factors can affect the workplace



# Pediatric Nursing Implications

- If staff morale is low patient care can suffer. Increasing the staff morale can increase patient safety and quality of care.
- To make the workplace more enjoyable.
- To make us cognizant as new nurses about our new careers in healthcare
- Introduction to conflict resolution.

# Conclusions

- Interventions: happy/sad button, kudos board, awards at staff updates.
- Aim statement was not met.
- Moving forward: Leading by example

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# Questions?

