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Using Hierarchy of Needs to Build Care Team Engagement

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Using Hierarchy of Needs to Build Care Team Engagement

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Problem/Impact Statement:

Cardiology Intensive Care & Cardiovascular Interventional (CICU & R9 West) teams provide superb care to critically ill cardiac patients at Maine Medical Center. Covid Pandemic revealed the importance of physical and mental health wellbeing, as well as care team engagement in order to continue to provide outstanding care to patients. CICU/R9 West Leadership looked for ways to improve team engagement and ensure that care team members' needs are met.

Scope:

In Scope: R9 West and CICU Nursing Staff
Out of Scope: All other MMC/MH employees

Goal/Objective:

Build engagement by aligning action plans using Maslow's Hierarchy of Needs¹ to focus efforts on Gallup Q7, Q9, Q10, and Q12. (see below).

Baseline Metrics/Current State:

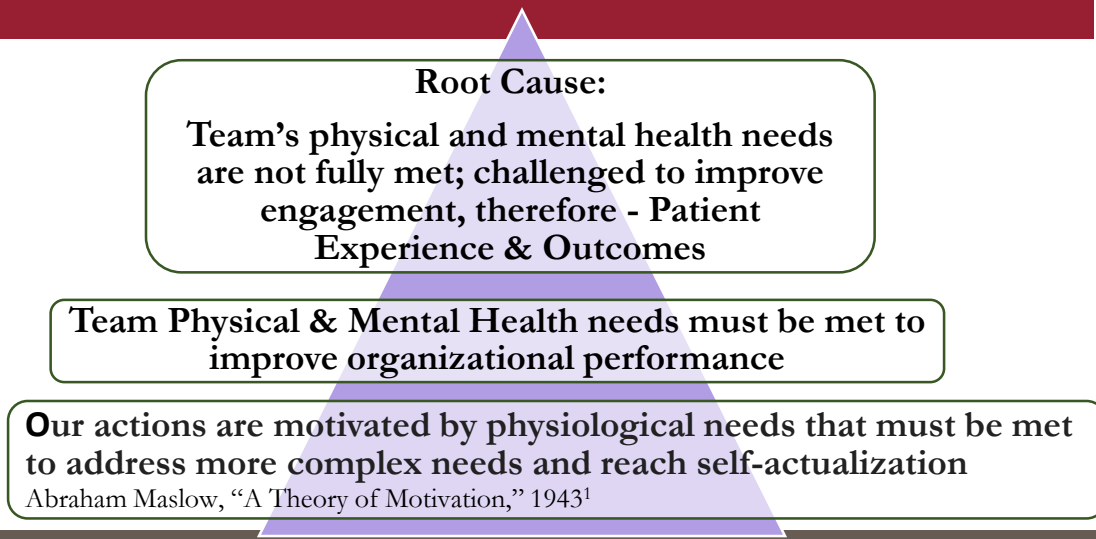
2021 Gallup Engagement scores pointed to improvement opportunities; We choose to focus on 4 specific areas shown here



Root Cause Analysis:

Many engagement barriers during the Covid Pandemic

- Extremely high patient census and acuity
- High number of travelers/contract workers
- Supply Chain challenges
- Nursing union negotiations underway at MMC
- Magnet & Joint Commission surveys
- 80% of CICU nurses are millennials nurses & hardest to retain



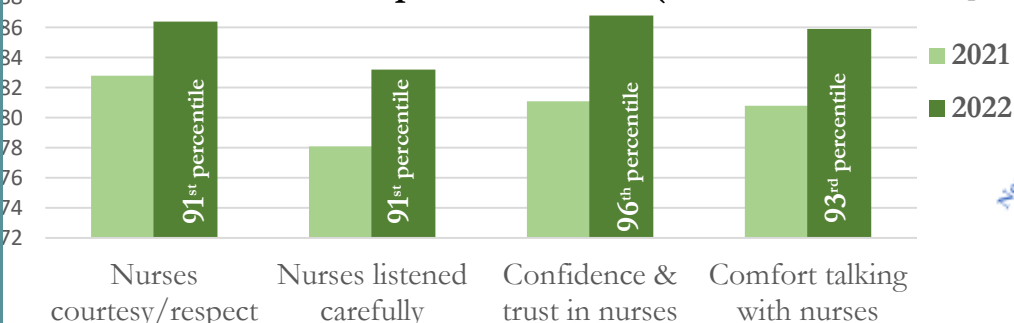
Countermeasures

Action Plan Owners: Cardiology Clinical Leaders and Teams		Due Date	Status
1	Review Gallup engagement scores and engagement action plan	Nov 2021	Completed
2	Implement routine team discussions at Staff and Council meetings. Purpose: to seek staff opinions and ideas to improve Q9, Q10, and Q12.	Dec 2021	Ongoing
Q9: Committed to Quality <i>Have you seen one of our team members go beyond the call of duty at some point in the past month?</i> ✓ Actions Taken: Kudos cards, 7am Huddles, Moments to Shine, individualized thank you notes to home addresses <i>How do we as a team know when we have done good work?</i> ✓ Review outcomes (CAUTI, CLABSI, NRC Picker scores, Pressure ulcer scores) use data to recognize and celebrate good work <i>In the past six months, have you spoken to another team member about how we could improve the quality of our work?</i> ✓ Quality Council members meet monthly to identify gaps to target metrics and develop KPIs, Just-do-its, etc. to improve performance.		Started in Dec 2021 and continued monthly	Ongoing
Q10: Best Friend at Work <i>Can you name three team members who help you the most in your job and with your ability to be successful at our organization?</i> ✓ Shout out at start of each shift. Healthcare Hero's. "Daisy Awards," "Care So Good -They remembered my name" <i>How do you help make our workplace positive and productive?</i> ✓ Healthy Work environment Committee. Activities monthly for retention, creation of wellness room for staff use, daily mindfulness exercises <i>When did you have the most fun at work during the past six months?</i> ✓ Scheduled planned discussions to recognize staff every shift, every month, & celebrated team landmark events		Started in Dec 2021 and continued monthly	Ongoing
Q12: Learn and Grow <i>How can we build a team environment that places an emphasis on acquiring new knowledge?</i> ✓ Annual learning needs assessments to create customized education plan for the year ahead <i>What are the things you need to learn to do your job better?</i> ✓ Developed professional pathways for specific growth opportunities (eg: Mechanical Assist devices to care for critically ill cardiac patients)		Started in Dec 2021 and continued monthly	Ongoing

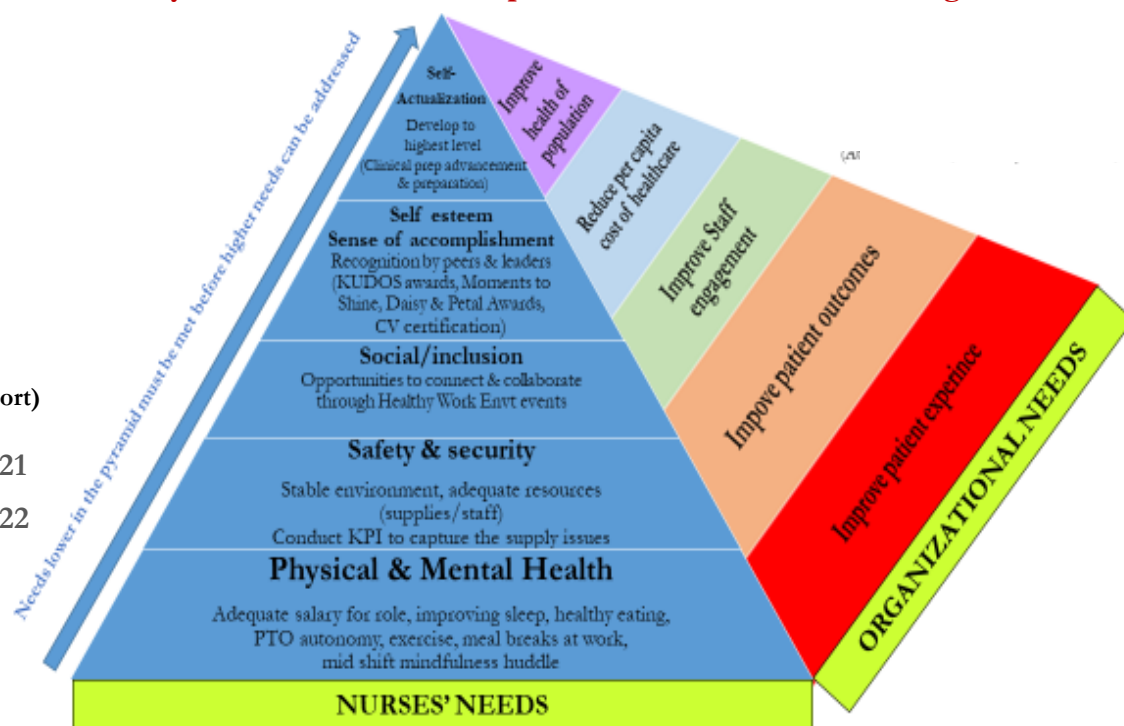
Outcomes

Gallup Survey Questions	2021	2022	RESULTS
Q7: My Opinion Counts	3.18	3.21	Team Scores Improved by 0.03* Exceeded MMC by 0.37*
Q9: Commitment to Quality	4.37	4.39	Team Scores Improved by 0.02* Exceeded MMC by 0.23*
Q10: Best Friend	3.84	4.0	Team Scores Improved by 0.16 Exceeded MMC by 0.46*
Q12: Learn and Grow	3.72	3.96	Team Scores Improved by 0.24* Exceeded MMC by 0.3

CICU/R9W Patient Experience Scores (taken from NRC Health report)



Hierarchy of Needs¹: Relationship between Nurse Health and Organizational Success



Next Steps

Continue current action plans, and identify 2 more using Gallup 2022 survey results

Citations

- Abraham Maslow, "A Theory of Motivation," 1943
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