

SATISFACTION

Success Story



ST JOHN OF GOD
HOSPITAL
MURDOCH

*Continuous Improvement
through workforce sustainability*

Because good ideas should be recognised

Press Ganey's Success Stories and testimonials acknowledge and reward the innovative efforts of our clients who integrate their satisfaction data and Press Ganey's solutions support to produce outstanding clinical outcomes, improvements in patient perceptions, staff morale, operational efficiencies and financial performance.

We hope these experiences will enlighten and motivate individuals in all types of health care organisations.

ACHIEVEMENTS WE ALL CAN LEARN FROM

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PRESS GANEY

Success is the outcome of a concerted effort driven by a team of people with a common goal. Sparked by an unfavourable trend in satisfaction scores between 2005 and 2007, St John of God Hospital Murdoch (SJGHM) has demonstrated the results of a remarkable transition across the organisation thanks to a range of initiatives and strategies, with a marked improvement in its 2008 Press Ganey results across all areas.

Results of the biennial Press Ganey Employee Perspectives Survey (PGEPS) showed a percentile drop in employee satisfaction from the 78th percentile in 2004 to the 64th percentile in 2006. Whilst these were satisfactory overall results there was an opportunity for improvement.

Concurrent Inpatient and Doctors' satisfaction surveys undertaken during the same period, indicated a reduction in satisfaction. These results came at a time when the hospital's nursing agency rate was high at just under 7 percent as a consequence of around 40 FTE of nursing vacancies. It was felt that both these indicators contributed to decreased satisfaction.

With the underlying knowledge that a full complement of our own caregivers would lead to better continuity of care, improved teamwork, patient safety and satisfaction and contribute to a happy environment, it was imperative to identify and effect key changes in the workforce.

Consequently, a number of initiatives were implemented and resulted in substantial improvements in both the management and satisfaction of the workforce, with turnover reducing and attraction of new caregivers improving.

By 30 June 2009, the nursing vacancy rate had gone from 23 full-time equivalents (under establishment) to an excess of 30 full-time equivalents, while agency hours against percentage of direct nursing hours had decreased to a low of 0.36% in May 2009. Monthly expenditure on agency staff went from \$174,000 in June 2008, to a little over \$14,000 in June 2009.

Employee morale and satisfaction radically improved, with the 2008 Press Ganey Employee Perspective Survey showing an improvement in employee satisfaction to the 81st percentile, one of the highest percentile rankings across all the St John of God Health Care divisions.

Results of the 2009 Press Ganey Inpatient Survey showed that only one other private hospital in Australia of comparable size (300 beds or more) received a higher overall rating for care and service, while the 2009 Press Ganey Doctors' Satisfaction Survey, ranked SJGHM highly amongst it's peer group (private hospitals with 300 or more beds) with an 80th percentile score.

SJGHM also achieved noteworthy results from its Periodic Review by the Australian Council on Healthcare Standards in February 2009. Extensive Achievement ratings (the second highest possible), for nine of the fourteen mandatory criteria, confirming the hospital's commitment to improvement based on high achievement in clinical quality and patient safety

First Steps

In 2006, it was obvious to management that there was opportunity to improve the current levels of satisfaction and ultimately staff morale, retention and the ability to attract new staff to the Hospital.

At this time, the Five Year Strategic Plan for SJGHM was being developed. This was seen as an immediate opportunity to integrate the feedback from all survey results into the development of long term strategies, including the recruitment and retention of a skilled workforce, to ensure workforce sustainability.

A new approach

In order to address the priority areas, a multifaceted approach to workforce sustainability was developed under the direction of a newly created Director Workforce position, to provide leadership in the key areas of Learning and Organisational Development, Workforce Planning, Recruitment and Retention.

Some of the initial actions included review of the terms of reference of key committees, including the Workforce Committee. A key outcome of this review was the inclusion of the Manager, Marketing and PR on the Workforce Committee to support the development and promotion of recruitment attraction and retention initiatives.

The terms of reference and agendas of the Hospital Management Committee (HMC) and the Nursing Stewardship Committee were also reviewed to ensure a continual focus on workforce management particularly nursing recruitment and retention issues across the hospital at a senior level.

Another outcome of having a priority focus on Workforce issues was the expansion of knowledge and understanding of the Leadership Group (HMC and Managers) of their Leadership role in managing people. This included development of a performance management workshop, and a comprehensive support performance management toolkit; and presentations relating to contemporary workforce issues and solutions, including flexible work options and flexible rostering.

A review of the Nurse Manager's role was undertaken and financial, clinical and workforce performance measures were developed and included in their job description. This now forms part of the performance review process.

To support a planned approach to addressing workforce issues, a Workforce Retention and Recruitment Plan (the Plan) was developed which identified key performance indicators including:

- reducing the nursing vacancy rate to less than 3 percent;
- reducing staff turnover to less than 10 percent against a target of 12 percent;
- reducing agency usage to less than 3.5 percent.



Initiatives developed and detailed on the Plan were the basis of the substantial improvement in the PGEPS and a key component in the achievement of the Hospital's workforce sustainability strategy. The plan covered a variety of recruitment and retention actions to support current and future workforce needs and resulted in better outcomes in the delivery of patient care via a stable workforce.

Education and training programs

A key area detailed in the plan was the broadening and strengthening of education and training programs, to support the development of career pathways and to meet organisational needs.

These programs were specifically designed to develop the necessary knowledge, skills and attributes needed to meet career aspirations, and promote nursing as a career with many pathways supported by post graduate programs and workshops.

From a modest start of just 6 nurses in its first year, Murdoch's graduate nursing program has been further developed into a unique three year Registered Nurse Graduate program, that includes a Graduate Certificate in Clinical Nursing with the University of Notre Dame on completion of the first year.

Other programs offered include:

- A two year Enrolled Nurse Graduate development program
- Three Post Graduate Diploma programs
- Two Post Graduate Certificate courses with one a Masters stream
- A number of programs, courses, study days, self-directed learning packages and resource files
- Partnerships with 13 universities and TAFEs;
- Partnerships with three hospitals and universities for registration and bridging programs;

The 3 year Graduate program was a new and unique initiative which commenced in January 2006 with 35 Registered Nurses. This program was aimed at providing a career pathway from the transition of undergraduate to Graduate nurse. The first year was followed by continual development in specialist clinical areas throughout the second year and centred on leadership skills with an increased focus on a higher level of critical thinking in third year.

The program was recently further enhanced to incorporate a Graduate Certificate in Clinical Nursing with the University of Notre Dame based on academic recognition. Successful completion of the Graduate Certificate conferred advanced standing for a Diploma in Clinical Nursing or Masters Degree. The opportunity to undertake the Graduate Certificate on a part time basis was offered to ensure flexibility to potential participants.

With so many learning and development opportunities and the hospital's warm and welcoming reputation, Graduate nursing program numbers continue to rise. Many first year Graduates continue into the second and then third year of the Registered Nurse Graduate program, and greater numbers of the hospital's nurses and midwives are undertaking post-graduate and Masters programs.

In another first for Murdoch, in 2008, Graduates were offered the opportunity to undertake a six month rotation to theatre, and participate in the *Introduction to Perioperative Nursing Program*. This allowed graduates to develop an appreciation of theatre nursing as a stimulating and fulfilling career path, and the option to remain in theatres. Twelve Graduates have taken up this option to date.



Theatre Graduates

From 2007 to 2009, SJGHM also targeted specific nursing workforce shortage areas through the development of further training programs such as the *Introduction to Intensive Care Nursing Course*. This was a six-week course to enable inexperienced Registered Nurses to transition into the critical care setting. The *Certificate III Health Services Assistants Course* was also offered in the hospital.

Twenty participants enrolled in this six month course which commenced in February 2009, in partnership with Challenger TAFE and prepared students for working as Patient Care Assistants (PCA) in various areas of the hospital.

Key to developing workforce strategies was the development of an innovative approach to support a sustainable workforce. This was demonstrated in the partnership developed with the VET sector, specifically Challenger TAFE through an experiential hospital-based Enrolled Nurse program.

This innovative program enhanced student understanding and appreciation of working in a hospital setting, and by shortening the program to 12-months, allowed a fast track program to support workforce shortfalls.

To further support development opportunities paid study leave was available to support attendance at training programs, and financial assistance offered and shared amongst 104 SJGHM caregivers through the SJGHC Fellowship and Sisters of St Joseph Scholarship.

Other professional growth opportunities included leadership programs such as the St John of God Health Care (SJGHC) / TAFE Diploma of Management which provided an understanding of the key roles and responsibilities of managing within SJGHC. This program was designed for those who are new to the role of manager; team leaders who wanted to build their confidence and competence in their role; and others who are likely to act in, or have aspirations for a management position.

Support and development of communication and feedback mechanisms

In mid 2009 "Ask Executive" was introduced as a medium to provide employees with the opportunity to raise questions and queries, make suggestions and receive answers directly from the HMC.

Since introduction earlier this year, employees have suggested improvements and raised issues of concern that have led to the improvement of signage, to the provision of more benches outside, the establishment of an "internet café" service.

Want to know what's going on -

ASK EXECUTIVE



You told us in the 2008 Employee Perspective Survey that you would like to see an improvement in leadership providing timely information.

You can now ask the Hospital Management Committee (HMC) questions you want answered. It's easy, there isn't a form to fill out, simply:

? write down your question and pop it into the box marked **ASK EXECUTIVE** in the dining room



OR

? send a question by e-mail to MUaskexecutive@sjog.org.au

OR

? send a question marked **ASK EXECUTIVE** in the internal mail.

Answers will be published on an **ASK EXECUTIVE** Q&A SHEET after each fortnightly HMC.

This will be e-mailed to MU All Users and posted on caregiver notice boards throughout the hospital.

For further information on this new initiative please speak to your manager who will be able to provide you with a HOW TO **ASK EXECUTIVE** information sheet.



Penguin fact 1: The Emperor Penguin lives in the harshest weather by employing physiological adaptations and cooperative behaviours.

“Rounding” is another initiative that was introduced. Executive Directors visit managers outside of their directorate to discuss achievements and other issues, respond directly to feedback/questions, and identify appropriate opportunities for individual reward and recognition through thank you cards/notes. The use of ‘thank you’ cards/notes was well received by caregivers.

Employee focus groups were developed to investigate and identify opportunities for improvement from the previous PGEPS and feedback from these groups was provided to management, and outcomes promoted and circulated to the rest of the employees. Actions arising from focus group recommendations were either immediately implemented, or submitted for consideration by Directorates or HMC for further investigation and possible future implementation.

Reward and recognition

Reward and recognition was acknowledged as a key factor to workforce morale and so was a vital component of the plan. Employee dedication was recognised via formal reward programs such as our Caregiver of Month and Year, the Graduate Registered Nurse of the Year award and the Preceptor of the Year Awards.



Toni Strawbridge Caregiver of the year 2008

What you told us . . .

2008 Employee Perspective Survey Results

ST JOHN OF GOD HOSPITAL MURDOCH

Every opportunity was taken to recognise our nurses and midwives by nominating them in various industry awards programs such as *Nursing and Midwifery Excellence Awards* (Nurses and Midwives Board of Western Australia), and the *HESTA Australian Nursing Awards*, and SJGHM caregivers were regular finalists and category winners. In 2009, a Murdoch midwife received the Graduate Midwife of the year award.

As previously described, thank you notes were sent to caregivers to reward and recognise individuals.

What you told us . . .

Our 2008 results show that we have improved since the 2006 Employee Perspective Survey. This tells us we are heading in the right direction, however, further work needs to take place.

Overall, from our 2008 results:

- You ranked the hospital very highly compared to other hospitals across Australia, in the way in which we develop, nurture and support our caregivers.
- We continued to deliver on excellence, you felt secure in your jobs and agreed that you were recognised and valued for your service.
- You identified very high satisfaction with job security, teamwork and supervision.
- You identified lower satisfaction with perceptions of pay, staffing and senior leadership.
- When compared to the national healthcare benchmark you identified supervisors, recognition, our management of change and your job security as being our areas of strength.
- When compared to the national healthcare benchmark you identified perceptions of pay, doctor relations and staffing levels as areas where we could improve.

Since 2006, we made the greatest improvement in the following five areas:

- completion of performance reviews;
- supervisor communication;
- supervisors being approachable;
- supervisors' ability to handle complaints, grievances and problems;
- supervisors being honest and open.

Our ten top areas in which we need to focus on to further improve our results are:

- using feedback to improve quality;
- understanding concerns about pay;
- understanding fairness issues about pay structures;
- participating in decision making;
- developing effective teams;
- recognising, nurturing and appreciating others;
- strengthening doctor and caregiver relationships;
- communicating courteously and compassionately;
- leadership being more visible;
- leadership providing timely information.

Where to from here . . .

With your involvement, we want to act on what you have told us. Caregivers in each work area, through their managers, will have the opportunity to work together to review team results and develop a team plan on how to improve. We will also work together to develop a Murdoch-wide plan of action. Throughout, you will be kept informed of our progress.

Together we can continue to make Murdoch a great place to work.

According to our caregivers the best thing about working at Murdoch is:

"The people I work with, we work together as a team in good times and bad."

"The assessment and the management to strive for a better workplace."

Employee self-care and personal development programs;

Our Mission underpinned all that was done at SJGHM. Caregivers were provided with unique personal development opportunities and programs such as 7 Habits of Highly Effective People”, and Justin Belitz’s “Successful Living Program”.

A two-day “Gifting Program” provided employees with an opportunity to relax, share their stories and spend time rediscovering their own personal gifts. These programs supported the ethos of SJGHC. Further holistic self-care courses provided the opportunities for caregivers to look after themselves as well as their patients.

Targeted recruitment campaigns in specialist areas of need

In addition to the identification of training and development strategies for existing staff, an innovative and targeted international recruitment campaign was developed to recruit and retain staff during a national shortage of qualified nurses, and in particular nurses in some specialist areas such as ICU, theatres and midwifery.



SJGHM’s Director of Nursing and Director Workforce spent fourteen intensive days on the road in South Africa and Singapore to recruit specialist nurses, informing and assessing potential candidates, with more than 130 nurses interviewed and 69 offered employment.

Competitive non-salary benefits.

Together with career, professional and personal development opportunities, SJGHM offered a range of benefits including free employee parking, salary packaging, free uniforms, paid parental leave, clinical support for nurses at the bedside, flexible and non-traditional shifts and free counselling through an employee assistance provider.

A flexible work option policy was implemented to meet the varying needs of employees. SJGHC has been named an Employer of Choice for Women for seven consecutive years in recognition of our policies and initiatives supporting our predominately female workforce.

As part of SJGHM’s Social Outreach and Advocacy program, significant funds are provided to support initiatives in the key strategy areas of aboriginal health, mental health, alcohol and other drugs, and international health. Funding is also provided for employees to take leave to participate in providing aid either locally or abroad.

There are many opportunities for employees to become involved in supporting the community, such as the hospital’s annual ‘Charity of the Year Program’ which encourages team spirit through fundraising activities.



In summary - Outstanding results

As a result of the range of strategies implemented through the Workforce Retention and Recruitment Plan, the management and satisfaction of the workforce changed dramatically. By 30 June 2009, Nursing turnover reduced from 12.5% in June 2008 to 6.2% in June 2009. The nursing vacancy rate went from 23 full-time equivalents under establishment to an excess of 30 full-time equivalents, while agency hours against percentage of direct nursing hours was trending downwards and had decreased to a low of 0.36% in May 2009. Monthly expenditure on agency staff went from \$174,000 in June 2008, to a little over \$14,000 in June 2009.

In addition, employee morale and satisfaction radically improved, with the 2008 Press Ganey Employee Perspectives Survey showing an improvement in employee satisfaction to the 81st percentile, the most significant improvement and one of the highest percentile changes across all the St John of God Health Care divisions. SJGHM caregivers also ranked the hospital very highly in recognising and valuing their service (88th percentile); in supervision (92nd percentile); in job security (88th percentile); and the way in which the hospital managed change (88th percentile).

In the words of the employees, SJGHM

"has a happy and positive atmosphere"; "has good people, good friends and good working conditions" and "encourages teamwork and strives for a better workplace."



This improvement in satisfaction has had a positive effect on patient and doctor satisfaction with results from the 2009 Press Ganey Inpatient Survey showing only one other private hospital in Australia of comparable size (300 beds or more) receiving a higher overall rating for care and service. The overall percentile score was 89, with more than 50% of patients rating SJGHM as "very good" –the highest rating on the scale. Quoting one satisfied patient:

"I would like to place a billboard in the centre of Perth praising St John of God Hospital Murdoch. I doubt if any hospital could match your doctors, staff or accommodation."

In the 2009 Press Ganey Doctors' Satisfaction Survey, again SJGHM ranked highly amongst its peer group (private hospitals with 300 or more beds) with an 80th percentile score.

The Periodic Review by the Australian Council on Healthcare Standards in February 2009 provided the hospital with nine Extensive Achievement ratings (the second highest possible) out of the fourteen mandatory criteria. These Extensive Achievement ratings covered clinical and non-clinical areas, with particular commendation for infection control, continuous quality improvement, risk management systems; the way patients are involved in care planning; and management of patient feedback and complaints.

This external audit result confirmed an ongoing commitment to continuous improvement, resulting in high levels of achievement in, clinical quality and patient safety. To quote one Surveyor:

"We have been impressed with the conscientious way that you address patient safety and quality issues, and we have found it really impressive that the value set is so strong throughout the organisation."

Many of the initiatives continue to be in place and SJGHM now has a more skilled and loyal workforce who willingly provide high quality care and service to patients. The next challenge is not only to sustain these excellent results but also to maintain the momentum of SJGHM's continuous improvement journey and to become more widely recognised as an attractive and principled employer.

List of Abbreviations / Terms used

Abbreviation / Term	Meaning
SJGHM	St John of God Hospital, Murdoch
SJGHC	St John of God Health Care – governing body
PGEPS	Press Ganey Employee Perspectives Survey
Caregiver	Term used for staff at SJGHC
Hospital Management Committee (HMC) Executive	Hospital Executive team (CEO all Directors and Deputy Directors)
FTE	Full Time Equivalent
Leadership Group	Hospital Management Committee and all the Managers
TAFE	Tertiary And Further Education
ACHS	Australian Council on Healthcare Standards
VET	Vocational Education and Training

2010 UPDATE

FROM PULSE TO PASSION



St John of God Hospital Murdoch (Murdoch) recovered from a low ebb by building a culture of excellent nursing¹ care and professional recognition through sustainable systemic change.

The Problem

At the conclusion of the 2004/2005 expansion program, Murdoch faced a nursing shortfall, which, combined with the need to staff new beds, led to falling patient satisfaction scores.

Murdoch also faced an environment of increasing competition, increased patient expectations for quality and safety, a workforce under pressure and achievement of a KPI benchmark of 75th percentile ranking in Press Ganey (PG) surveys.

Previous action plans developed in response to survey results had generally been reactive. To strive for long term success, the management team's approach was to broaden themes and use a systematic rather than a symptomatic approach to achieve a minimum 75th percentile.

This is the story of how this approach led to sustained success in many areas, and most impressively, how Murdoch created a culture of excellence which resulted in a 99th percentile² ranking for nursing care in 2010.

Planning and Approach

When it became clear that a new approach was required for sustained success, Murdoch began creating the building blocks to enable continuous improvement.

Over a five year period a range of strategies were planned and executed which enabled Murdoch's nursing care ranking to climb from the 44th percentile³ in 2005 to the 99th percentile⁴ in 2010, with a range of strategies able to withstand and recover from the impact of the Global Financial Crisis (GFC) and associated workforce challenges.

¹ Note Nursing refers to Registered Nurses, registered midwives and enrolled nurses

² Inpatient satisfaction results 2010 period 1/1/10 to 31/3/10

³ Inpatient satisfaction results 2008 period 1/1/08 to 31/3/08

⁴ Inpatient satisfaction results 2010 period 1/1/10 to 31/3/10

Workforce

Although a workforce strategy and plan was developed for the 2005 new building expansion, Murdoch was unable to deliver enough staff to meet needs. Murdoch also faced a 12% nursing turnover and vacancy rate of 9.6%.

In response to this situation and to ensure long term sustainable workforce management, a Workforce Directorate with dedicated staff was endorsed. A revamped Workforce Committee with organisation wide focus determined priority areas, including organisational culture, a commitment to leadership formation and development, and caregiver participation and collaboration.

Further a review of the nursing structure and roles, and professional and technical educational requirements of the service, to enable nursing workforce growth and development, was undertaken.

Education and Training

To develop an environment capable of supporting a culture of excellence, Murdoch made a commitment to professional development, supported by increased resources created through the restructure of the Learning and Organisational Development service.

Strengthened partnerships with the VET and tertiary sector, and increased expenditure on training broadened the scope of learning opportunities for both clinical and nonclinical caregivers.

Focus groups encouraged creativity in resolving workforce issues, resulting in the development of new and innovative educational programs to support workforce growth. The three year graduate program remains unique to Murdoch and has proven a key motivator for student nurses to choose Murdoch and the hospital based EN program was a first in WA.

The approach to developing, supporting and training our workforce began to pay dividends, with improvements in nursing staffing levels, the PG nursing subscale results, and significantly reduced agency usage and costs.

Quality and Safety

In addition to addressing workforce issues, priority was given to quality and safety, with a focus on establishing a best practice framework to policy, procedure, clinical practice and audit using evidenced based practice and strong clinical leadership.

The appointment of the Director Quality & Risk enabled an improved safety and quality framework. This involved engagement of caregivers in multidisciplinary working groups to target clinical and quality activities to improve patient outcomes.

Leadership

Murdoch acknowledged that for sustained success in patient care, senior leadership had to support new strategies. The establishment of the two new Director positions, and a refocus by the entire Leadership Group on qualitative and quantitative measures including financial, clinical and quality indicators occurred.

These elements were recognised as core to the business and became imperative agenda items at the executive table. This was supported by strengthening collaboration amongst the broader Leadership Group through improved communication and participation.

Success Stories

The overall approach to safe and high quality patient care resulting in improved patient outcomes and nursing care satisfaction has been inspirational and acknowledged through external awards and recognition of achievements. The distinctive and sustained improvements in nursing care scores were seen as evidence of the success of strategies which created a culture of support and a commitment to professional development.

A by-product of these strategies has been the subsequent professional recognition attained by Murdoch caregivers.

The Director of Nursing was awarded a 2010 Royal College of Nursing Australia Merit Award for Innovation in Nursing. In addition, five nurses were shortlisted as finalists in the 2010 WA Nursing and Midwifery Awards.

The culture of excellence in patient care was further evidenced by a number of Murdoch nurses being recognised for going 'beyond the call of duty'. Murdoch nurses are regularly recognised as award nominees or by local media for extraordinary stories such as creating quilts for the families of deceased children and inventing a handmade sling to assist disabled mothers with breastfeeding.

External recognition including SJGHC being recognised as an Employer of Choice for Women, continued excellence in ACHS accreditation results and Murdoch's JBI accreditation, also evidence a culture of innovation and participation.



St John of God Hospital Murdoch Director of Nursing Robyn Sutherland and Coordinator Nursing Clinical Practice, Policy & Research Gail Ross-Adjie celebrate the JBI endorsement

Summary

This overall approach to systemic change enabled a gradual but sustainable improvement in many levels of patient satisfaction, and more importantly, created a culture of support for individuals to motivate themselves and their departments to greater success.

The approach of looking closely at the building blocks of successful patient care also enabled Murdoch to weather a large dip in patient care scores in 2008 during the challenges created by external factors.

Although the scores dipped for a variety of reasons, the robust and planned approach taken by Murdoch to support excellent patient care enabled recovery and continued the positive trajectory of nursing care score trends.

The challenges of 2008 spurred Murdoch to take further steps to support the workplace and consolidate a positive workplace culture, in the knowledge that a satisfied workforce will lead to satisfied patients.

The recovery in nursing care scores was staggering. The original momentum had seen the nursing care score rise from 46th percentile⁵ in 2004 to 67th percentile⁶ in 2007. In 2008, the ranking dipped to 44⁷, however the validity and quality of the strategies already in place saw the nursing care ranking rocket to 89th percentile in 2009, and 99th in 2010.

The continued business success of Murdoch has been partly attributable to reduced agency costs and staff turnover. In turn this supports a positive workplace culture, and inspirational nursing care “beyond the call of duty”.

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⁵ Inpatient satisfaction results 2005 period 1/1/04 to 31/3/04

⁶ Inpatient satisfaction results 2007 period 1/1/07 to 31/3/07

⁷ Inpatient satisfaction results 2008 period 1/1/08 to 31/3/08