Hospital Employee Satisfaction
Best Practices in Staffing Ineffectiveness Prevention

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INTRODUCTION

Tewksbury hospital is one of the four impatient health care facilities under the general supervision of the Massachusetts Department of Public Health (MGL chapter 122). Located in the Northeastern Massachusetts Merrimack Valley providing impatient care to adults with medical and or mental illnesses. It first opened its doors over hundred and sixty years ago as an Almshouse with a planned capacity of five hundred and a staff of fourteen. Presently it employs more than one thousand people. It offers a wide range of services and therapies to its patients and families in carrying out its primary mission: providing comprehensive treatment, care, and comfort to adults with medical and mental illness. The current bed availability is 210 medical service beds over seven units and 144 Psychiatric service beds over five units. Inpatients Psychiatric service clients may participate in psychiatric rehabilitation in a separate building on campus (Tewksbury Hospital, 2022).

OBJECTIVES

- To identify the staffing issues that are preventing to be more effective
- To improve effectiveness of staff
- To create a plan and ways to reduce the issues
- To interview the staff on the problem they are facing on daily basis that is leading to turnover.
- **Rationale:** During Covid -19 pandemic, staffing in healthcare became a real issue and generalized and the media was talking about it.

RELATED LITERATURE

- "Job satisfactions are suboptimal and could be improved with modifications to the work environment. Implications for Nursing Managers should assess how staff perceive the work environment and implement data-driven, evidence-based interventions that can reduce attrition and improve organizational efficiency and effectiveness." (Anderson, et al., 2020)

- "The pressure to provide highly competent and quality care, all while transitioning into practice, can lead to stress, burnout, and job turnover in the first year's post licensure" (Li, et al., 2014).

- "Praises specific reinforce specific behaviors; own their mistake and create remedies to prevent future actions, ones, then keep values and norms of the organizational culture visible on daily basis. (Parmelli, et al., 2011)

RESULTS

The results outlined in the graph below demonstrate unresolved issues that are causing a reduction in staffing effectiveness due to a lack of trust. Most of the staff especially nurse aides believe that they are not heard and feel disrespected by both nurses and patients. They do not have an advocate; they are not paid enough and have no option other than to work overtime to pay their bills. It was also clear that there is no time to rest and recharge. This created an unhealthy cycle for staff members causing to experience fatigue. Staff members complained about the workload which is excessive and causing too much stress.

Staff Workplace Satisfaction Interview Results
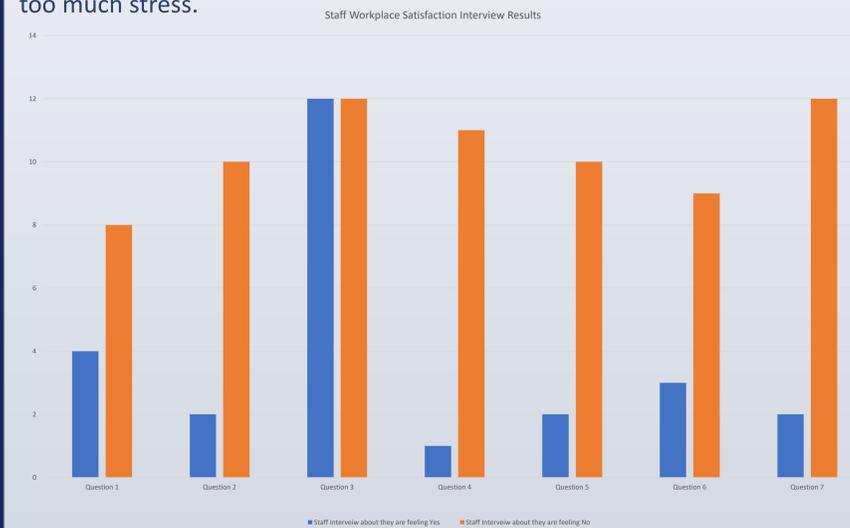
MATERIALS AND METHODS

- **Observation**: We observed the behavior of the staff. Staff members stopped by the nursing office to request staying for overtime or to sign overtime book in advance. Some staff were requesting up to 40 hours a week overtime. Others called out sick or used their personal time.
- **Interview**: We conducted interviews in various department (nursing office, facilities, security). The interview consisted of 8 questions regarding how they felt about their job and their workplace environment. We had 18 staff members that (were selected random) participate in the interview. The table below provides the breakdown of the participants by race, ethnicity and department within the hospital.
- **Documentation:** We reviewed the book for overtime, vacation bids, calling out sick procedures and daily/weekly staffing. We also reviewed the documents in the archives to see what best practices have been implemented to help the staff. Currently according to the overtime book, staff are now limited to three overtime shift instead of four.

	Nurse Aide	Nurses	Administration	Facilities	Security	
Caucasian	2	1	4	0	0	
Black/ African American	3	2	0	2	1	
Hispanic	0	1	0	1	1	
Total	5	4	4	3	2	

CONCLUSIONS

Suggestions:
Information from interview research was utilized to create a plan for suggestions on how to improve staffing effectiveness.
- Revise staff compensation
- Provide physical and mental health support for staff
- Be flexible and understanding of staff needs
- Improve safety by introducing firearm detectors
- Improve communication in the hospital
- Take staff complaints into consideration

Results of the interview were presented to the Tewksbury's chief nursing officer. Interview comments were also shared in this presentation. Which demonstrated what hospital staff were seeking from their work environment and how they would like to be treated moving forward.

Getting feedback from employees and making sure they were heard, and valued, is imperative for positive employee morale and effectiveness.

After spending time in the administration office while dealing with the staffing issues, my big takeaway is that the more we know about the causes of staff ineffectiveness, the more we can find suggestions for possible solutions to the issues.

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