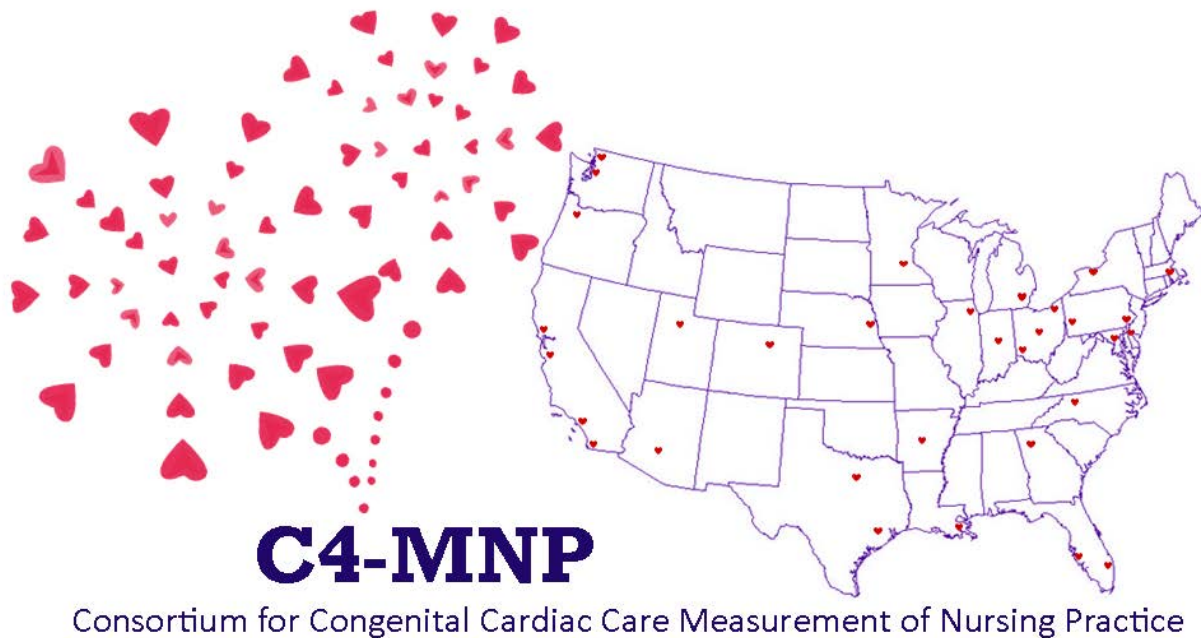


**Consortium for Congenital Cardiac Care Measurement of Nursing Practice
Cardiovascular Operating Room Healthy Work Environment Assessment
Aggregate Result Report**

December 2017 – February 2018



Principal Investigator:

Jason Thornton RN, MSN, CPHQ, NE-BC

Project Team:

Lauren Hartwell BS

Courtney Porter MPH

Jean Connor PhD, RN, CPNP, FAAN

Patricia Hickey PhD, MBA, RN, FAAN

Jason M Thornton, RN, MSN, CPHQ, NE-BC
Director of Nursing & Patient Services, CICU & CVOR
300 Longwood Avenue, Boston, MA 02115
617-355-9876 | jason.thornton@cardio.chboston.org

Dear Colleagues,

We are pleased to inform you that we have completed the analysis of healthy work environment survey data collected from cardiovascular operating room (CVOR) staff at participating Consortium for Congenital Cardiac Care - Measurement of Nursing Practice (C4-MNP) centers.

The goal of C4-MNP is to establish a national collaborative to identify nursing care actions for measurement in the highly complex pediatric cardiovascular care environment. Through the framework of the consortium, a national community of researchers, administrators, and clinicians has formed a broad network committed to rigorous measurement of the quality of care delivered by pediatric cardiovascular nurses.

The purpose of the CVOR Healthy Work Environment Assessment was to gain a national understanding of the health of the work environment in pediatric CVORs with the intent of identifying benchmarks for the specialty area. Below, please find the aggregate result report for the 11 participating sites. Sites have been de-identified.

This information will be utilized to identify our target benchmark for the overall "health of the work environment" and an identified target benchmark for each of the six AACN healthy work environment standards. Information regarding the specific steps to participate in the development of benchmarks will be provided to you by email.

I would like to extend my heartfelt appreciation for your commitment to this collaborative as we work to improve outcomes for pediatric cardiovascular patients and families. I am confident that we will continue to generate new knowledge that will inform our practice and the overall field of pediatric cardiovascular nursing.

Please let me know if you have any questions.

Sincerely,



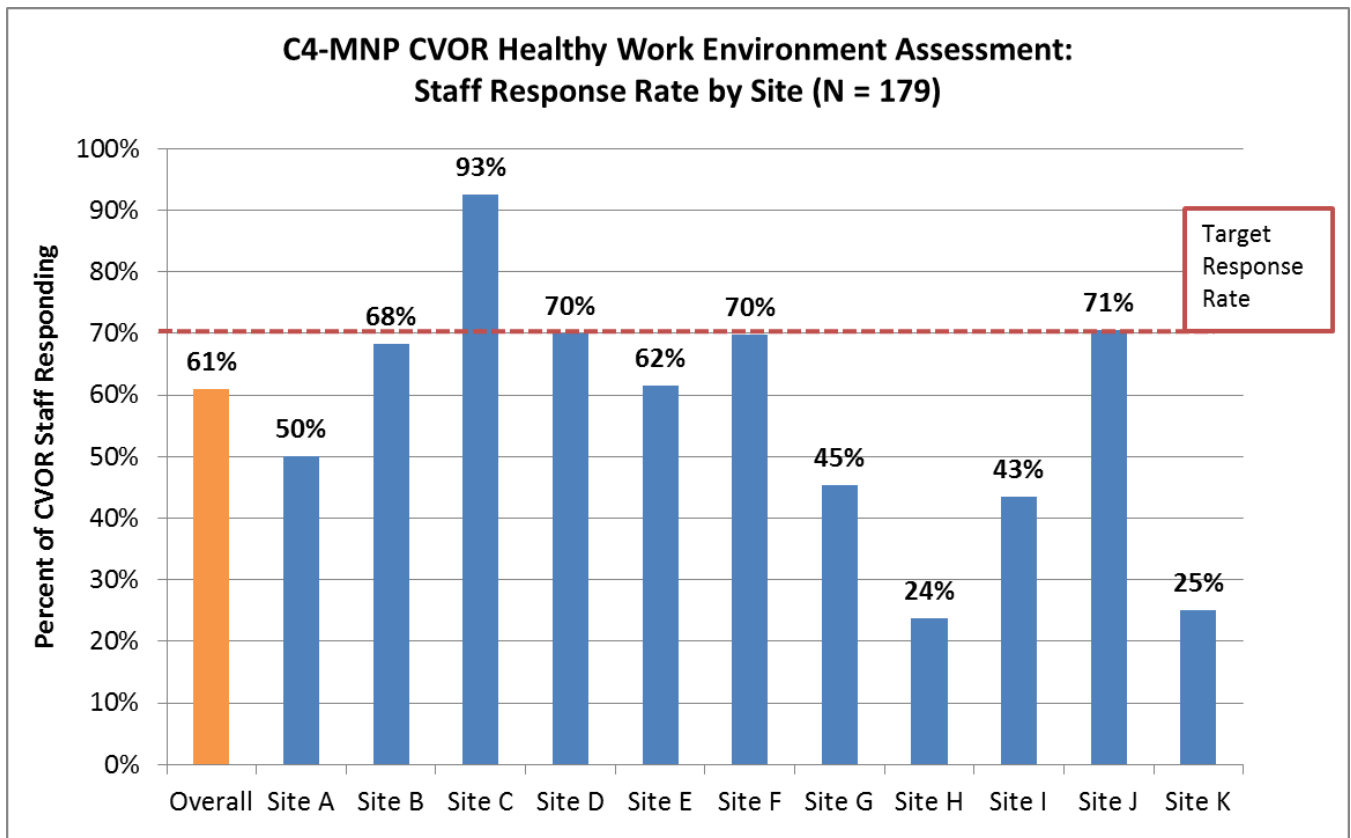
Jason M Thornton, RN, MSN, CPHQ, NE-BC
Director of Nursing & Patient Services
Cardiovascular Intensive Care Unit
Cardiovascular Operating Room
Boston Children's Hospital
Boston, MA 02115
jason.thornton@cardio.chboston.org
617-355-9876 (t)
617-730-1909 (f)

Table of Contents

Introduction	2
Staff Response Rate	4
Staff Demographics	5
Overall Healthy Work Environment Score by Standard	7
Scores by Standard	
Theoretical Standard 1: Skilled Communication	9
Theoretical Standard 2: True Collaboration	10
Theoretical Standard 3: Effective Decision Making	11
Theoretical Standard 4: Appropriate Staffing	12
Theoretical Standard 5: Meaningful Recognition	13
Theoretical Standard 6: Authentic Leadership	14

Staff Response Rate

AACN Healthy Work Environment (HWE) Staff Response Rate	CVOR Aggregate (N = 183)		
	Minimum	Median	Maximum
Number of Respondents	2	10	42
Number of Staff Surveyed	8	23	63
Staff Response Rate (%)	24%	62%	93%



Staff Demographics

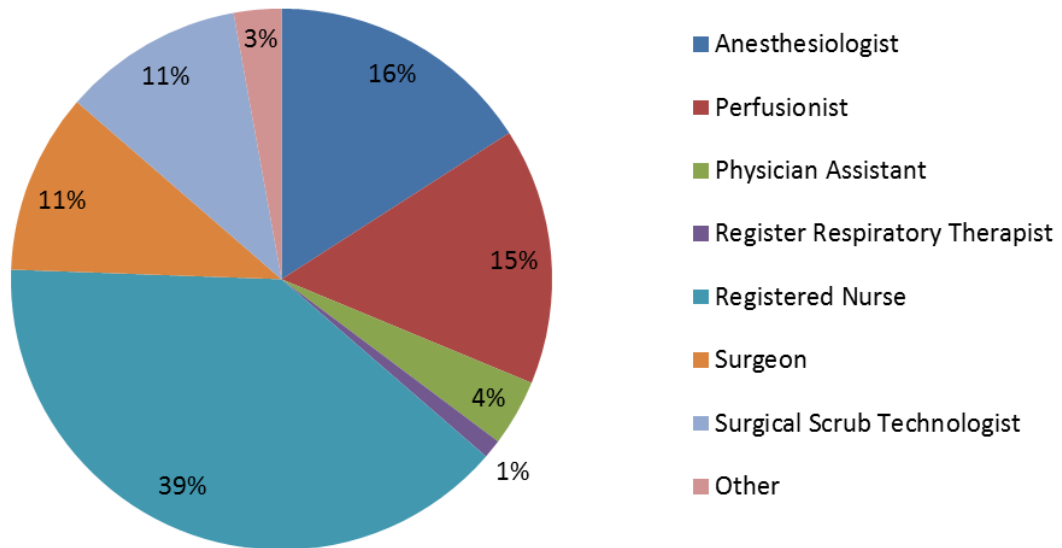
1. Position

Position	CVOR Aggregate (N = 176) ¹	
	Number	Percent
Anesthesiologist	28	16%
Perfusionist	27	15%
Physician Assistant	7	4%
Register Respiratory Therapist	2	1%
Registered Nurse	69	39%
Surgeon	19	11%
Surgical Scrub Technologist	19	11%
Other ²	5	3%

¹Some respondents opted to not provide position.

²Other positions included Database Manager and Surgical Assistant.

**C4-MNP CVOR Healthy Work Environment Assessment:
Staff Position
N = 176**

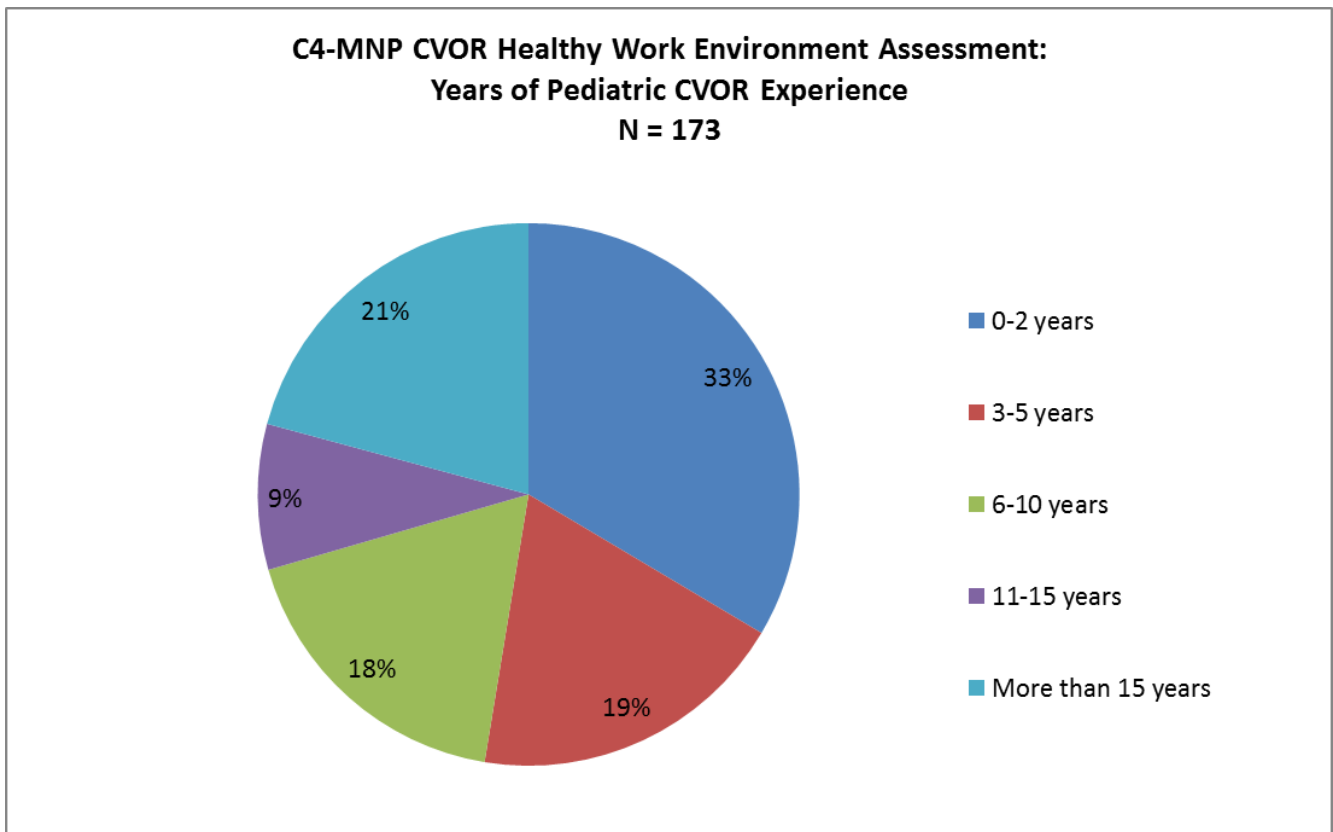


Staff Demographics (continued)

2. Years of Pediatric CVOR Experience

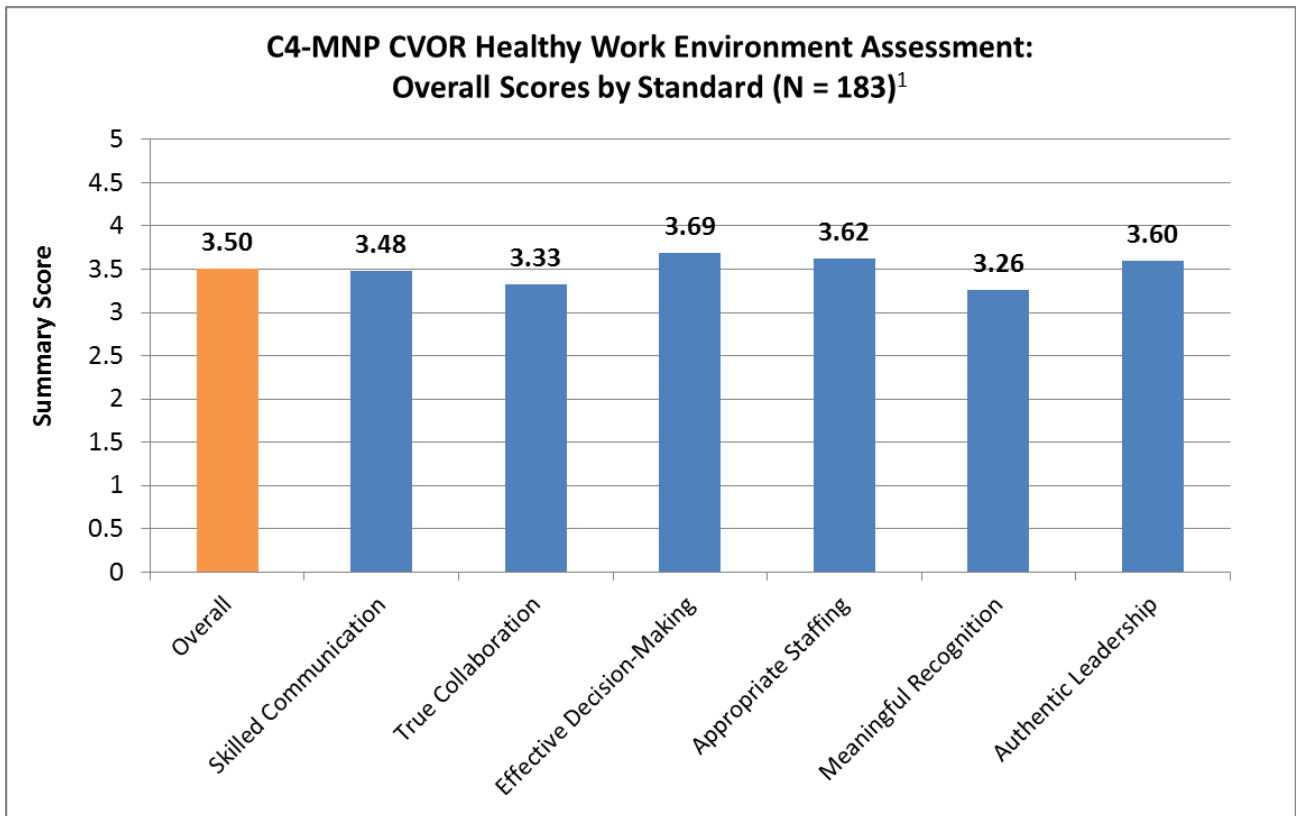
	CVOR Aggregate (N = 173)¹	
Years	Number	Percent
0-2 years	58	34%
3-5 years	33	19%
6-10 years	31	18%
11-15 years	15	9%
> 15 years	36	21%

¹Some respondents opted to not provide years of experience.



Overall Healthy Work Environment Score by Standard

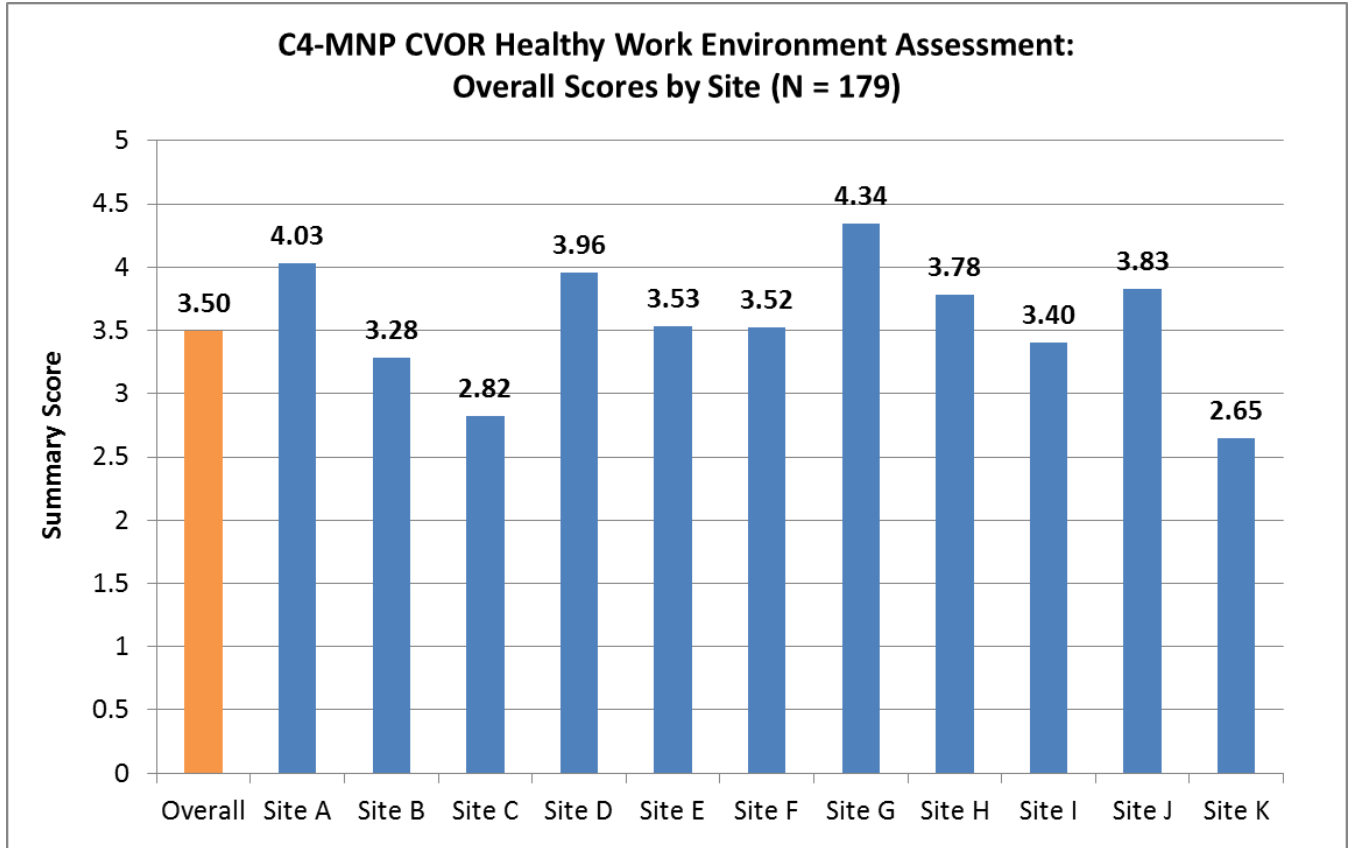
AACN HWE Assessment Overall Score by Standard	CVOR Aggregate (N = 183)		
	Minimum	Median	Maximum
Number of Respondents	2	10	42
Overall HWE Score	2.65	3.53	4.34
Skilled Communication	2.33	3.53	4.27
True Collaboration	2.63	3.29	4.20
Effective Decision-Making	3.00	3.83	4.20
Appropriate Staffing	2.43	3.73	4.60
Meaningful Recognition	2.33	3.33	4.07
Authentic Leadership	2.60	3.83	4.73



¹Overall aggregate scores include 4 responses for which the CVOR site was not identified.

AACN Scoring Guidelines: 1.00-2.99 Needs Improvement; 3.00-3.99 Good; 4.00-5.00 Excellent

Overall Healthy Work Environment Score by Standard (continued)



AACN Scoring Guidelines: 1.00-2.99 Needs Improvement; 3.00-3.99 Good; 4.00-5.00 Excellent

Scores by Standard

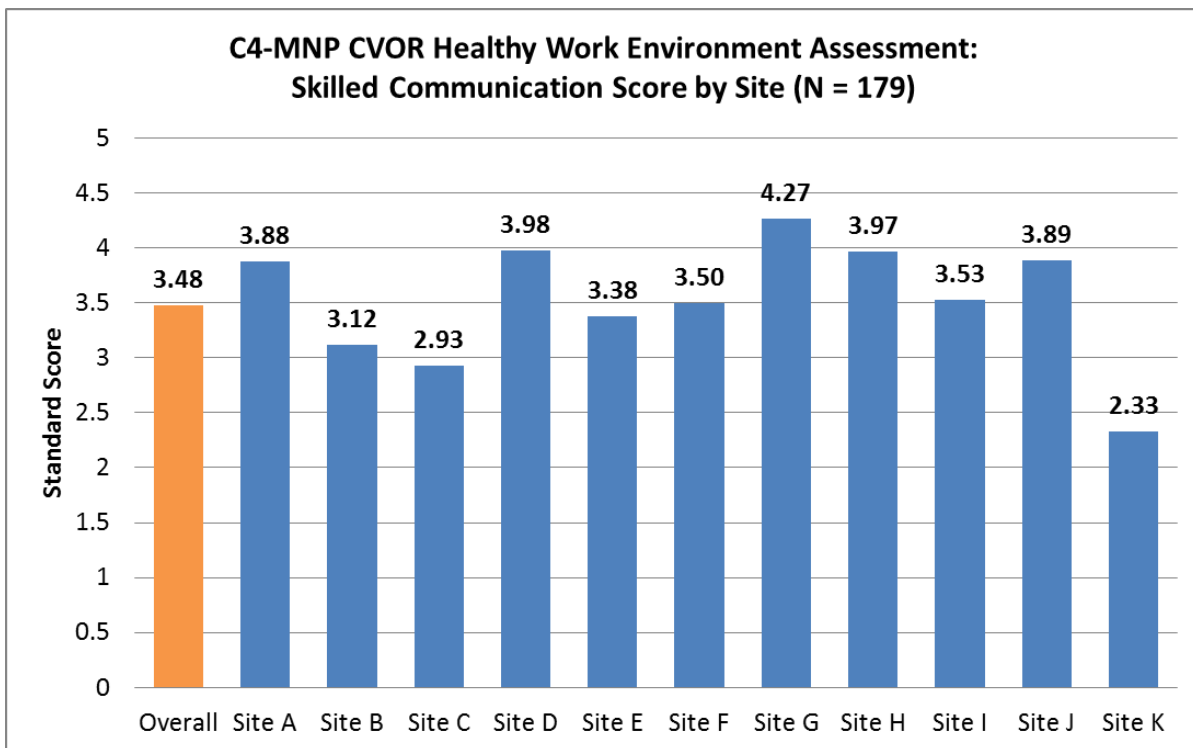
Theoretical Standard 1: Skilled Communication

Aggregate Skilled Communication Score: 3.48

Item: Administrators, nurse managers, physicians, nurses, and other staff maintain frequent communication to prevent each other from being surprised or caught off guard by decisions.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	182	3.66	5%	14%	17%	38%	26%

Item: Administrators, nurse managers, physicians, nurses, and other staff make sure their actions match their words – they "walk their talk."							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	181	3.51	6%	12%	23%	44%	15%

Item: Administrators, nurse managers, physicians, nurses, and other staff have zero-tolerance for disrespect and abuse. If they see or hear someone being disrespectful, they hold them accountable regardless of the person’s role or position.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	181	3.26	14%	17%	16%	33%	19%



AACN Scoring Guidelines: 1.00-2.99 Needs Improvement; 3.00-3.99 Good; 4.00-5.00 Excellent
 *Please note: response option percentage totals may not equal 100% due to rounding.

Scores by Standard (continued)

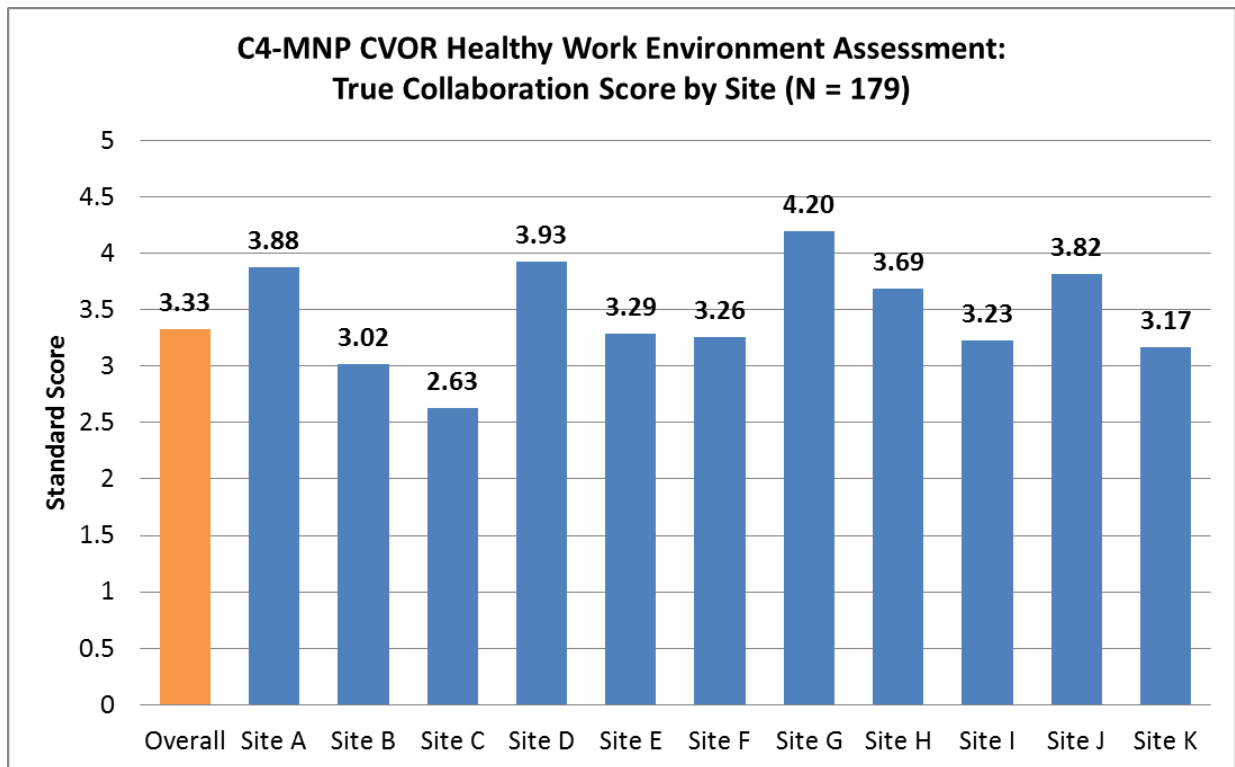
Theoretical Standard 2: True Collaboration

Aggregate True Collaboration Score: 3.45

Item: Administrators, nurse managers, and physicians involve nurses and other staff to an appropriate degree when making important decisions.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	183	3.47	6%	17%	17%	45%	15%

Item: Nurses and other staff feel able to influence the policies, procedures, and bureaucracy around them.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	182	3.09	12%	20%	28%	30%	11%

Item: When administrators, nurse managers, and physicians speak with nurses and other staff, it's not one-way communication or order giving. Instead, they seek input and use it to shape decisions.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	182	3.42	6%	12%	27%	43%	12%



AACN Scoring Guidelines: 1.00-2.99 Needs Improvement; 3.00-3.99 Good; 4.00-5.00 Excellent
 *Please note: response option percentage totals may not equal 100% due to rounding.

Scores by Standard (continued)

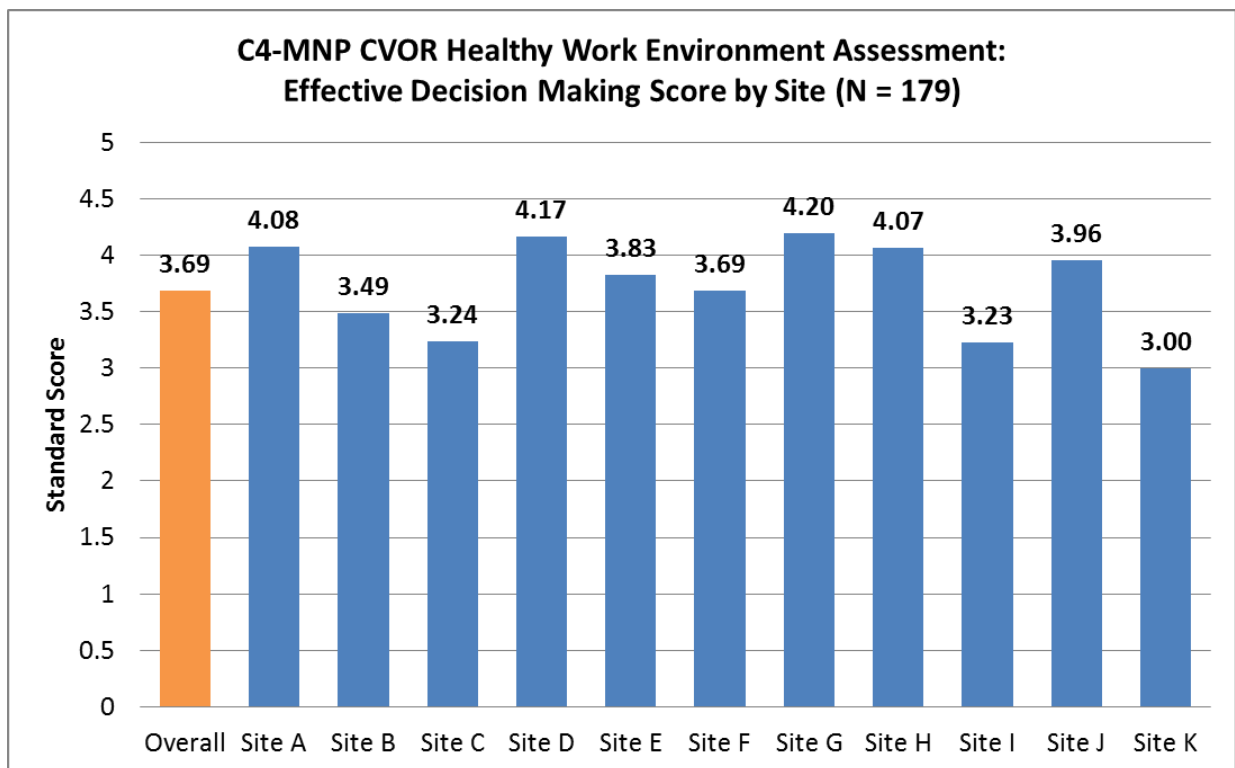
Theoretical Standard 3: Effective Decision Making

Aggregate Effective Decision Making Score: 3.71

Item: The right departments, professions, and groups are involved in important decisions.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	178	3.71	3%	8%	24%	45%	20%

Item: Administrators, nurse managers, physicians, nurses, and other staff are consistent in their use of data-driven, logical decision-making processes to make sure their decisions are the highest quality.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	183	3.38	3%	18%	28%	38%	13%

Item: Administrators, nurse managers, physicians, nurses, and other staff are careful to consider the patient's and family's perspectives whenever they are making important decisions.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	182	3.97	1%	3%	17%	58%	21%



AACN Scoring Guidelines: 1.00-2.99 Needs Improvement; 3.00-3.99 Good; 4.00-5.00 Excellent
 *Please note: response option percentage totals may not equal 100% due to rounding.

Scores by Standard (continued)

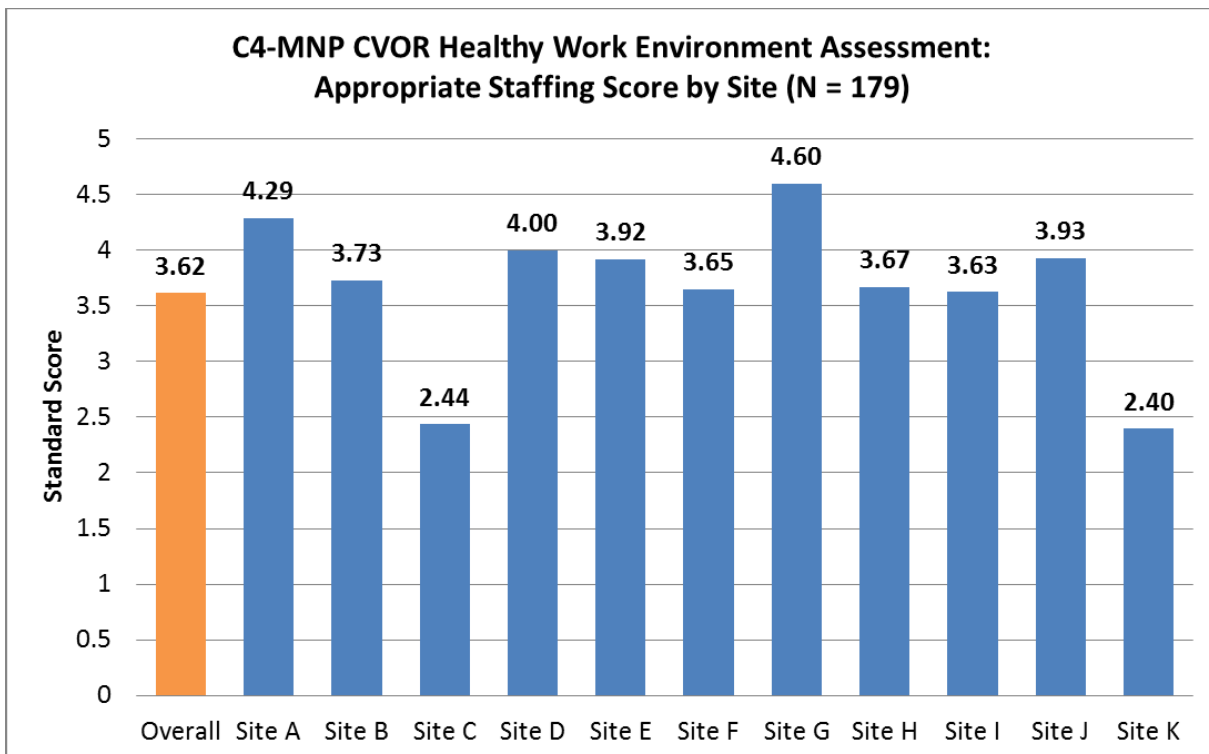
Theoretical Standard 4: Appropriate Staffing

Aggregate Appropriate Staffing Score: 3.64

Item: Administrators and nurse managers work with nurses and other staff to make sure there are enough staff to maintain patient safety.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	183	3.69	7%	10%	13%	46%	24%

Item: Administrators and nurse managers make sure there is the right mix of nurses and other staff to ensure optimal outcomes.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	179	3.65	6%	11%	17%	46%	21%

Item: Support services are provided at a level that allows nurses and other staff to spend their time on the priorities and requirements of patient and family care.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	181	3.53	6%	10%	24%	46%	14%



AACN Scoring Guidelines: 1.00-2.99 Needs Improvement; 3.00-3.99 Good; 4.00-5.00 Excellent
 *Please note: response option percentage totals may not equal 100% due to rounding.

Scores by Standard (continued)

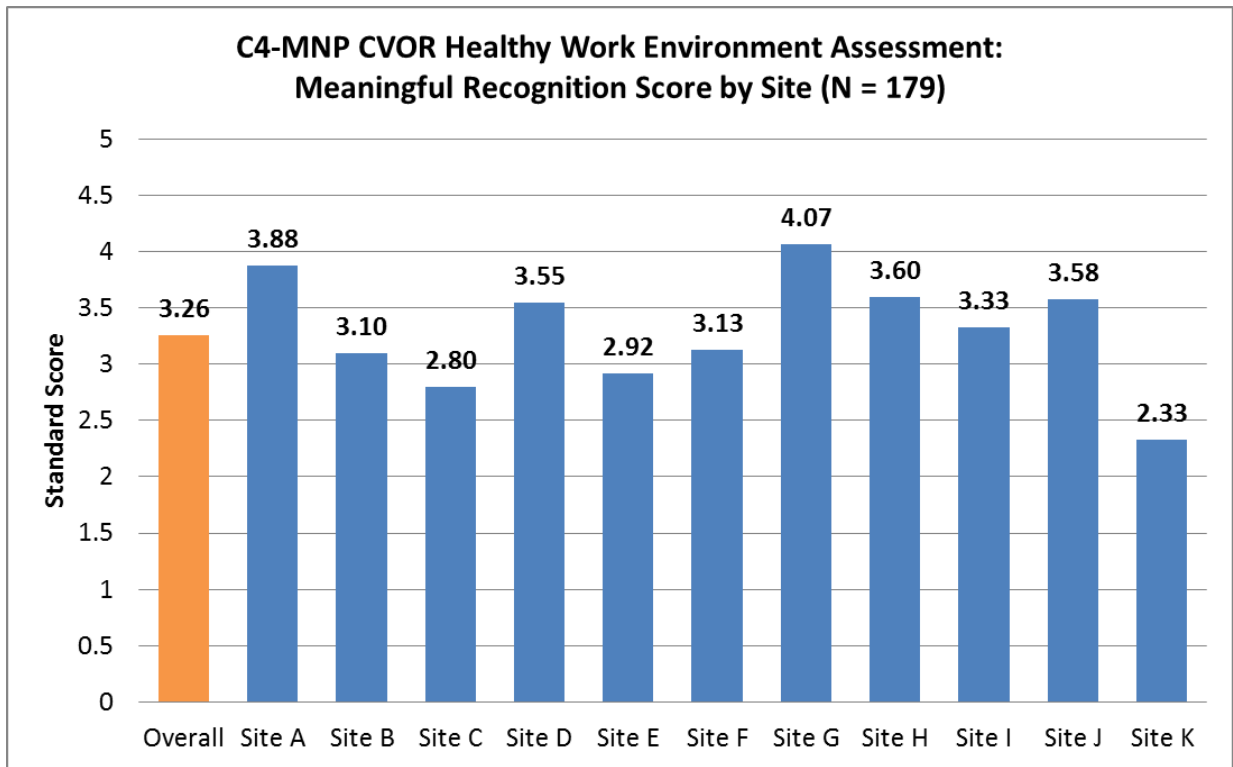
Theoretical Standard 5: Meaningful Recognition

Aggregate Meaningful Recognition Score: 3.29

Item: The formal reward and recognition systems work to make nurses and other staff feel valued.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	181	3.00	10%	24%	26%	33%	6%

Item: Administrators, nurse managers, physicians, nurses, and other staff members speak up and let people know when they've done a good job.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	182	3.38	4%	20%	18%	47%	10%

Item: There are motivating opportunities for personal growth, development, and advancement.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	181	3.38	9%	12%	25%	40%	14%



AACN Scoring Guidelines: 1.00-2.99 Needs Improvement; 3.00-3.99 Good; 4.00-5.00 Excellent
 *Please note: response option percentage totals may not equal 100% due to rounding.

Scores by Standard (continued)

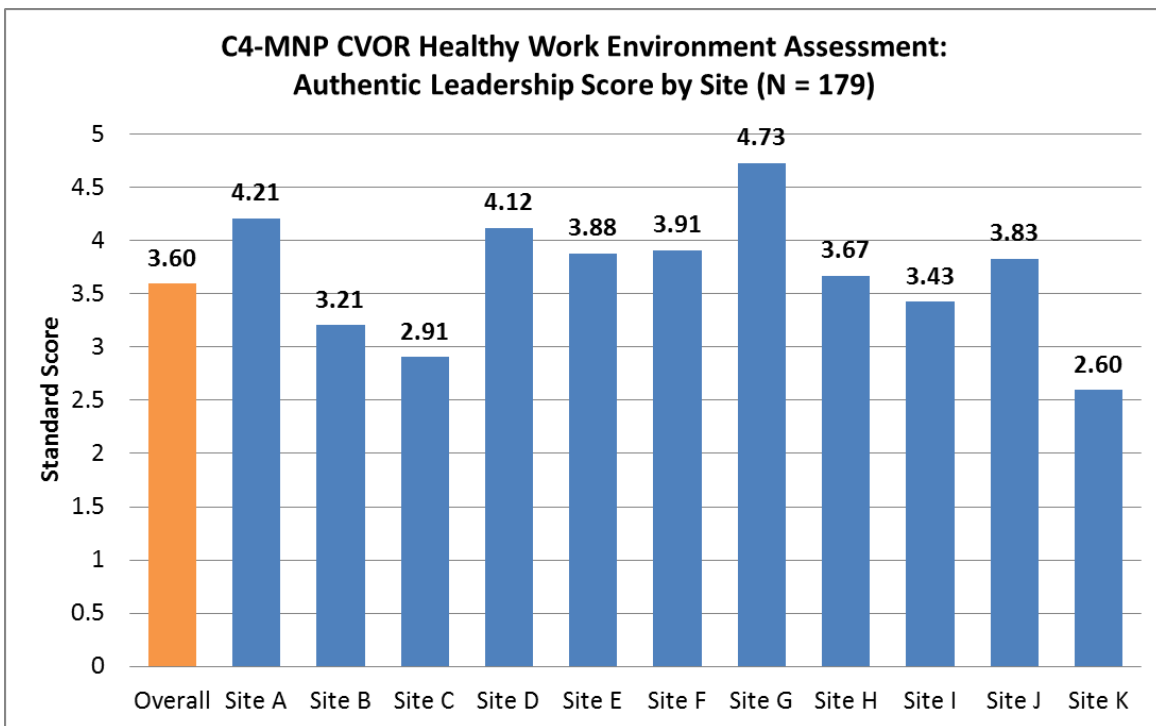
Theoretical Standard 6: Authentic Leadership

Aggregate Authentic Leadership Score: 3.67

Item: Most nurses and other staff here have a positive relationship with their nurse leaders (managers, directors, advanced practice nurse, etc).							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	180	3.61	7%	11%	21%	39%	23%

Item: Nurse leaders (managers, directors, advanced practice nurses, etc.) are given the access and authority required to play a role in making key decisions.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	181	3.60	4%	12%	21%	45%	18%

Item: Nurses leaders (managers, directors, advanced practice nurses, etc.) demonstrate an understanding of the requirements and dynamics at the point of care, and use this knowledge to work for a healthy work environment.							
	n	Mean	Response Option Percentages				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CVOR Aggregate	183	3.60	3%	8%	27%	49%	13%



AACN Scoring Guidelines: 1.00-2.99 Needs Improvement; 3.00-3.99 Good; 4.00-5.00 Excellent
 *Please note: response option percentage totals may not equal 100% due to rounding.