The Three R’s of Quality of Worklife: Relationships, Retention and Recognition
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Introduction
Quality of Worklife Council (QWL) brings clinical nurses together with representation from human resources to conduct quality data analysis. The Council oversees staffing and scheduling to increase transparency and communication with the ultimate aim of improving the nursing work environment. The Council subscribes to the American Association of Critical Care Nurses (AACN) Healthy Work Environment and Nurse Manager Leadership Model. This poster presents QWL accomplishments relating to workplace relationships, improved retention, and meaningful recognition.

Workplace Relationships
Quality of Worklife Council focused on enhancing relationships between Nurse Managers and staff. This focus included increasing the transparency of staffing and scheduling guidelines and enhancing communication between clinical nurses and leadership.

Results of Best Practice Implementation
• Improvements in clinical nurses’ perceptions of nurse manager and staffing adequacy as shown on the graphs.
• Nurses overall perceptions of the practice environment also improved.

Retention Successes
QWL partnered with nurse recruitment to develop strategic imperatives to improve nurse retention at the unit level. Strategies included team-building and increasing transparency of exit interview data as well as more staff input into the hiring process.

In the past three years, 339 nurses were hired – 110, 101 and 128 nurses in 2011, 2012, and 2013 respectively. The rate of terminations or transfers from the clinical nurse role in those years decreased from a high of 26.4% and 24.6% to 8.6% in 2013.

Meaningful Recognition
Quality of Worklife members in the Reward and Recognition Subcouncil created a web-based recognition toolbox. The focus was on innovative ideas for meaningful recognition for all clinical nurses.

Neuroscience Critical Care Unit Results for Nurse Manager Leadership, Staffing, and Practice Environment (2011 to 2013)

<table>
<thead>
<tr>
<th>Year</th>
<th>Nurse Manager Ability, Leadership, and Support of Nurses</th>
<th>Staffing and Resource Adequacy</th>
<th>Mean PES Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>3.50</td>
<td>2.92</td>
<td>2.76</td>
</tr>
<tr>
<td>2013</td>
<td>3.75</td>
<td>2.73</td>
<td>2.91</td>
</tr>
</tbody>
</table>

Medical Intensive Care Unit Results for Nurse Manager Leadership, Staffing, and Practice Environment (2011 to 2013)

<table>
<thead>
<tr>
<th>Year</th>
<th>Nurse Manager Ability, Leadership, and Support of Nurses</th>
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</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>3.39</td>
<td>2.80</td>
<td>2.80</td>
</tr>
<tr>
<td>2013</td>
<td>3.39</td>
<td>2.80</td>
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</tr>
</tbody>
</table>

Nurse Manager Ability, Leadership, and Support of Nurses
Staffing and Resource Adequacy
Mean PES Score

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