Obtaining Job Enjoyment using Tuckman’s Model for Improved Outcomes
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Problem:
Hepatology Unit opened with new employees. One day of teambuilding. Lack of teamwork, high staff turnover, complaints, and lack of cohesion evident. Task oriented mind set, stressed decision making, and poor prioritization producing chaos. Physician group was new to the hospital and lacked confidence in the knowledge of the staff.

Evidence:
Evidence gathered from a literature review on team building strategies, Tuckman model for group process, physician engagement strategies and leadership styles.

Strategy:
Seasoned preceptors from other units assisted with orienting employees. Team building initiatives in 15-30 minutes huddles at change of shift. Multidisciplinary unit based retention committee was formed. Tuckman theoretical model was used to identify the stages of group process and drive initiatives toward group cohesion. Charge Nurses identified and trained. Physicians engage in training the staff.

Practice Change:
Informal leaders emerged. Charge nurse roles strengthened. Roles clearly defined and employee engagement and ownership in unit decisions improved. Employees focused on the delivery of efficient, quality care.

Evaluation:
Building a multidisciplinary team is time consuming, requiring a variety of leadership skills. The challenges of a start up can result in impatience to move forward quickly. High staff turnover is costly for organizations, but a necessary step to retaining high performers.

Results:
Teamwork, communication, flexibility, group think, staff retention, employee engagement, and patient satisfaction have increased. Staff involved on hospital and unit councils. Unit functions with shared leadership model.
- ↑ Patient Satisfaction scores improve as measured by NRC+Picker from 61.26 in 2008 to 71.22 in 2009 (9.96 increase)
- ↑ Gallup survey score increased from 3.37 in 2008 to 4.17 in 2009
- ↑ Job enjoyment score from NDNQI survey increased 8.2 points in 2009 from 47.17 to 55.19

Recommendations:
Working collaboratively with Human Resources, Recruitment, clinical education, peers and physicians is a must when forming a new clinical team. Early identification of informal leaders will help control some of the chaos during the forming stage.
Bibliography:


