Aligning Annual Performance Behaviors with Nurse Sensitive Quality Indicator Goals to Achieve Improved Patient Outcomes
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Problem: Traditionally, annual evaluations are subjective and focus on individual recognition and reward. Through alignment of performance goals nurses are connected in purposeful work toward achieving and sustaining quality patient outcomes.

Evidence: Insuring all engine parts are in alignment with respect to each other is the basis of high performance. Aligning nurse behaviors with nurse sensitive core measures is as important for achieving improved patient outcomes. And, direct-care nurses recognize their influence on patient outcomes.

Strategy: Nursing leaders create fiscal year unit goals aligned with hospital goals then meet with each direct-care nurse to develop their annual goals in alignment with unit goals. Nursing goal alignment has focused on improving appropriateness of care measures (ACM) including AMI, CHF, pneumonia, and SCIP measures #1, #3, and VTE prophylaxis administration.

Practice Change: Implementation of an electronic evaluation tool for annual performance reviews and development of measurable goals. Through collaboration with nurse leaders, direct-care nurses determine their influence on the selected nurse-sensitive outcomes to develop specific goals. Monthly outcomes are shared with nurses so they can update outcome information for their annual goals in the on-line evaluation tool and stay connected to their personal commitment. Each goal is set with measurable outcome ranges that demonstrate exceeding the goal, meeting the goal, and not meeting the goal.

Evaluation: At the end of the year employees receive an on-line self-evaluation tool with the opportunity to provide supporting documentation for goal achievement. Based on employee feedback, goal weights are negotiable to a total of 30% overall performance.

Results: Improved aggregated appropriateness of care measure outcomes from 63% in FY08 to 81% in FY09, to 84% in FY10 and to 85.5% in FY11. Individual SCIP scores have improved significantly along the same lines. SCIP-1 from 84.8 to 97.8; SCIP-3 from 70.9 to 94.7; and VTE-2 from 82 to 88.9%.

Recommendations: Broaden the scope of aligned goals to include unit or specialty specific goals.

Lessons Learned: Aligning behaviors with goals proved to be a valuable strategy for encouraging direct-care nurse participation on interdisciplinary teams and promoted collegial work.
Bibliography:
