



# Discussion Group Summary: Nurses

Culture Assessment

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## Data Collection

- 2 discussion groups were conducted for nurses

## Sample

- Purposive sampling was used, resulting in a total of 18 participants

## Data Analysis

- Verbatim transcripts were coded and organized into themes

# Q1. What is the one word that you would use to describe and why?

## Frequencies



One-word responses to Q1

Word	Frequency
<i>Caring</i>	1
<i>Community</i>	1
<i>Compassionate</i>	1
<i>Diverse</i>	1
<i>Education</i>	1
<i>Family</i>	1
<i>Friendly</i>	1
<i>Growth</i>	1
<i>Innovative</i>	1
<i>Last-resort</i>	1
<i>Only Hope</i>	1
<i>Safety</i>	1
<i>Supportive</i>	1
<i>Team</i>	1

\*Please note that frequencies may not equal the amount of participants because some participants agreed with others' words, shared more than one word, skipped the question, or came in late to the focus group, and therefore, missed answering the question.




Q1. What is the one word that you would use to describe and why?

- Most responses were positive, including descriptors such as “compassionate,” “diverse,” “friendly,” and “supportive.”
- Many participants expressed that had experienced a lot of positive growth and changes, including improved safety and care.



## Q2. What makes you most proud about working at \_\_\_\_\_ and why?

- Participants noted the unbiased care that provides to everyone in the community.
  - *This is the place I wanted to work because I felt like I could make a difference.*
- Participants also noted the high quality of care that \_\_\_\_\_ provides and the degree to which has improved in recent years.
  - *It's really the best \_\_\_\_\_ ...I was born at \_\_\_\_\_ and back in the day people would say, "You go to \_\_\_\_\_ to die." They don't say that anymore...the community loves it.*
  - *I'm also most proud of the level of excellence that the \_\_\_\_\_ has in their different programs, in their people, in their leadership, and their expectations of employees.*



### Q3. Describe the diversity and inclusion environment. What stands out to you the most about it?

- Many participants discussed the cohesion of diverse, multicultural staff.
  - *I feel like we're a lot of different people from a lot of different places. I see a lot of White, Hispanics, Blacks, Asians, every different race that you can think of, and we all just work together as a team. I think it's the least segregated and the most integrated place that I've ever been.*
- Participants also noted the diverse community that serves.
  - *This is the first place I've managed that diversity is expected. Not being raised in the the first time a patient told me they did not want a nurse of a different color or a different sex was just boggling to me...This is the only place I've worked in town that I haven't had that conversation, and I think it's because our diversity of who we serve and serving the community is expected.*



## Q4a. In what ways does the environment support nurses?

- Participants discussed opportunities for more education and professional development.
  - *Now we have a point system where you earn credit for doing extra work. I could say it is encouraging people to do extra education, and they try to pay for certification if you want to advance in that.*
  - *They have nursing grand rounds, they have the nursing professional development program...where you can get certified in something and they'll pay for your certification exam.*
- Participants also noted opportunities to express themselves, such as forums, the huddle and surveys.
  - *The nurse forum? I've been to those sessions. I like those sessions because it doesn't really limit you to your unit, kind of tells you what's going on at the whole...I always feel included.*
  - *The huddles and the nursing forums, the parties they have. They're always having some kind of party...So just all the activities that are offered to us as well, I feel inclusive.*



## Q4b. Are there any ways in which the environment does not support nurses?

- Many participants discussed scheduling and noted that sometimes there are not enough nurses, saying that the work load can get “hectic.”
  - *We always complain about sometimes we have shortage of nurses, which is—I don’t know how they can fix that...If we don’t have the workers, we just don’t have it. But sometimes, that could be it, where we have a little bit of shortage from—we have a little bit extra workload.*
  - *“They get a lot of grant money, and so a lot of this is stemming from those grants to meet those metrics, which I get, but you also have— You can’t have your hands in too many cookie jars and take on more than what your clinics and what your providers and what your staffing can accommodate, and right now we’re at a point where we can’t accommodate all of this.*





## Q4b. Are there any ways in which the environment does not support nurses?

- Many participants expressed an interest in cross-training and expanding the types of care they can provide, both for professional development reasons and to improve care.
  - *I would like to see where nurses could maybe do a little more based on your prior experience, get checked off by a physician. I worked at a fertility clinic for two years. We did pap smears, we did ultrasounds, and we were trained by physicians. So I would like like to see something where maybe we could show a physician that we can do a pap smear and be able to help alleviate some of that clogging up of the clinics.*
  - *Somehow – I don't even know who got it – but somehow they got me on with the team, which is predominantly an inpatient deal, but with what I was going on the street with the homeless, somebody had to set that up, and it was really fun to see a little bit of the inpatient side once a month...I've learned a lot from them.*



## Q5. Describe a time when you felt included at \_\_\_\_\_

- Many participants cited the huddles, nursing forums, skills labs, and trauma talks as opportunities to feel heard and included.
- Some participants also mentioned feeling included by having the hospital seek out their professional opinions.
  - *Front line nurses have input on what we buy, what we evaluate, how the drug process works. That's been a change just even since I've been here in the last six years.*




## Q6. Describe a time when you felt excluded at \_\_\_\_\_

- Some participants said they felt excluded when there was a delay or lack of communication.
  - *The information that gets to us is kind of delayed sometimes. It's all of a sudden "oh, there's some new news. We want y'all to do this." I feel like I'm a rubber band, like I'm flexing this way and that way.*
- Similarly, some participants felt excluded when non-clinical departments made decisions that affect nurses without first seeking their input.
  - *When the \_\_\_\_\_ system was implemented, our job descriptions were entered by HR folks. We didn't have input to that process, so...it made it very difficult when we did find errors, or when we realized that changes had been made but we had not been included in that decision-making process. Now those people in HR are no longer here and it's two years later and we're still trying to get the job description for the unit clerk fixed.*
  - *That happened when they built the \_\_\_\_\_ because there were six, seven clinics that moved in there. ... And it's not designed to flow...there's a huge design flaw and they should have had input from staff that actually work in that facility.*



## Q7. How can the work environment better support nurses?

- Some participants said they would feel more supported if they were consulted before big clinical changes were implemented.
  - *If you have an issue with a process or something you'd like to improve, before you make that decision...take it out to your managers or team leaders, to that department that it's going to effects and say, "Hey, let's run through this real quick and see how this works," before we put it on paper and get all these people to sign off on it and that's how it's going to be."*
- Similarly, some participants said they would feel more supported if managers were more "hands-on."
  - *If they could come and work a day and follow a nurse, that would help sometimes...It's easy to just make decisions on paper. But when you come to the floor, it's a whole lot different.*
  - *I've had managers that don't know what to do when something happens, but they're quick to write you up.*




## Q8. How will you measure the success of in creating and sustaining a diverse and inclusive workforce?

- Many of the participants noted that both recruitment and retention of the “cream of the crop” employees was an important indicator of success.
  - *A lot of it in the beginning was that we didn’t have the right staffing.*
  - *Part of the retention piece is making sure we recruit the right people, but it’s also recognizing and rewarding those high performers that you have.*
  - *It’s recruiting those cream of the crop as opposed to the warm body.*
- This led to a conversation about steps that could improve retention, particularly opportunities for continued education and professional development.
  - *Our managers do a great job of working with their staff and building those education plans, but if there’s nothing for them at the end, then we’ve really trained them for another . We want to keep them here. If we’ve invested in them, we want to keep them here. Opportunities at that five-to-seven-year point are really, really lacking and opportunities in the advanced practice roles are really lacking.*




Q9. Of all the things we discussed today about your experience at \_\_\_\_\_, what to you is the most important?

- Participants expressed a desire to be involved in the decision-making process.
  - *And also some of the decisions that are made from upper, and it comes down, it doesn't seem like a clinical nurse was involved in that decision, because sometimes it just doesn't make sense. Sometimes I feel excluded because I'm like, "Okay, I don't really get this. Who made this decision?" We respect the decision, but it doesn't make sense from a clinical stand point.*
  - *I want to be included in decision making. That's what stands out the most for me. Or a nurse, or a critical nurse, or advanced practitioner. A nurse somewhere in the process.*



Q9. Of all the things we discussed today about your experience at \_\_\_\_\_, what to you is the most important?

- Participants focused on the importance of a good work environment.
  - *I want to come here feeling comfortable and also just everything being together. This is a home. I don't want to come here and feel like "Ugh." I don't want to drag into it.*
  - *We want to have an environment that's comfortable to work in and not tense or...or you're afraid that someone's going to write you up, or fire you, or talk behind your back.*



Q9. Of all the things we discussed today about your experience at \_\_\_\_\_, what to you is the most important?

- Participants also noted that they feel stressed by the various demands placed on nurses and the insufficient staffing to meet those demands.
  - *That's burning the candle at both ends: we're getting it from the physician's side and then we get it from the patient's side and then as that candle burns, you get the nurse burnout and you get the people that are leaving going, "I can't work like that any longer." and that's what I'm hearing with your nurse practitioners...The work-life balance is no longer there, and the supportiveness of giving them a doable patient load is not there.*
  - *If a nurse is grumpy, it kind of translates to that patient...we don't want our patients to be able to see that.*





## Q10. Have I missed anything?

- Participants stressed that part of a comfortable working environment is having a staff that is accepting of multicultural differences, especially for new employees.
  - *I don't think [the staff] talks about it enough for how diverse—I think we should talk about it more often because...I've never seen a population that's real diverse like this one. Not even just the patients, but the staff...so we should create more awareness.*
  - *I know that we do that for patients, but we don't say enough about employees*
  - *I would want when new nurses come in to be supported and not be bullied, in a sense. You want the people around you to be supportive, especially with a nurse just coming in because you don't want to leave that nurse feeling like she don't have support.*



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