

## **Pathway to Excellence® Case Study: Broward Health Imperial Point Improves Employee Engagement Scores**

Evidence shows that a positive practice environment impacts everything from nurse satisfaction to care delivery and patient outcomes. ANCC's Pathway to Excellence Program provides a blueprint to help hospitals and healthcare systems create a workplace that supports these improvements. Increasingly, chief nursing officers (CNOs) at Pathway-designated organizations are validating how transforming their culture and environment have strengthened employee engagement in their own settings. Survey results show a steady Broward Health Imperial Point (BHIP) is a case in point. Every year, the hospital conducts a nationally benchmarked, evidence-based employee partnership survey (EPS) to measure, manage, and develop action plans to sustain and enhance engagement and satisfaction. EPS scores have risen annually since the organization began its Pathway journey three years ago.

"Survey results are now at an all-time high, increasing from the 93rd percentile in 2012 to the 98th percentile in 2015," says Sandra Todd-Atkinson, RN, BSN, MBA, EdD, COO and CNO. "In addition, 100% of our employees participated in the most recent survey, the highest in the Broward Health system and far higher than the national response rate of 63%."

Pathway-driven changes to BHIP's shared governance structure lie at the root of these improvements, Todd-Atkinson says. What began as a group of unit-based nursing and governing councils evolved into multidisciplinary clinical councils that include representatives from every department in the hospital. Interprofessional teamwork thrives and all of BHIP's 840 employees feel empowered and engaged. In the 2015 survey, employees gave especially high marks on decision-making, resources, teamwork, and communication.

Engaged employees help BHIP achieve noteworthy outcomes. The hospital exceeds national quality and safety benchmarks, with marked improvements in falls and CAUTI, CLABSI, and HAPU rates, to name a few. "Pathway began with nursing, but it's moved so far beyond that," Todd-Atkinson says. "Our outcomes continue to improve, our employees advance into leadership roles within the system, and our survey results keep getting better. Results are so dramatic, it's even given us the courage to look at pursuing Magnet® designation. None of this would have happened without Pathway."

### **At a Glance**

Broward Health Imperial Point is a 240-bed, acute care hospital located in Fort Lauderdale, FL. The hospital provides the full spectrum of advanced healthcare services, from behavioral health to rehabilitation and wellness programs. It is part of Broward Health, a multihospital, nationally recognized healthcare system in South Florida that offers world-class health care to all.



### **About the Pathway to Excellence Program**

The Pathway to Excellence Program recognizes a healthcare organization's commitment to creating a positive nursing practice environment. The Pathway to Excellence in Long Term Care® Program is the first to recognize this type of supportive work setting specifically in long-term care facilities. Pathway organizations focus on collaboration, career development, and accountable leadership to empower nurses.