

**Introduction**

Our organization is aware of the staff satisfaction importance and has concentrate its work on “*nursing employees’ satisfaction*“ as they represent a valuable potential of productivity that will have clear positive effects on customer satisfaction.

**Background and Problem**

The Rafik Hariri University Hospital (RHUH) is a state-of-the-art government teaching hospital committed to deliver quality care to the population through integrated, evidence-based medical and health services, at an affordable, sustainable cost, thus enhancing its position as the premier teaching hospital in the public sector of Lebanon. Although, many threatening major problems are confronting our organization and leading to less staff satisfaction and a high drainage of nurses.

**Procedure**

Data was collected first by analyzing internal and external situations, interviewing nursing staff, and second by conducting an initial survey ( in 2011) via a questionnaire. Strategic goals were set and integrated into the nursing strategic plan (intended to be accomplished by the end of 2014) and measurement of perceptive and quantitative progress was done through a second survey in 2013 in order to assess progress and act to keep improvement.

To get deep inside the problem the Director of Nursing Department held a series of individual meetings with the head of departments, the supervisors, as well as focus group discussions with the nursing units. These meetings helped performing a SWOT analysis and reveal many weaknesses and threats that led us to define our goals.

**Goal 1:** Standardize patient care delivery.

**Goal 2:** Build quality and staff safety culture .

**Goal 3:** Create a quality process improvement model.

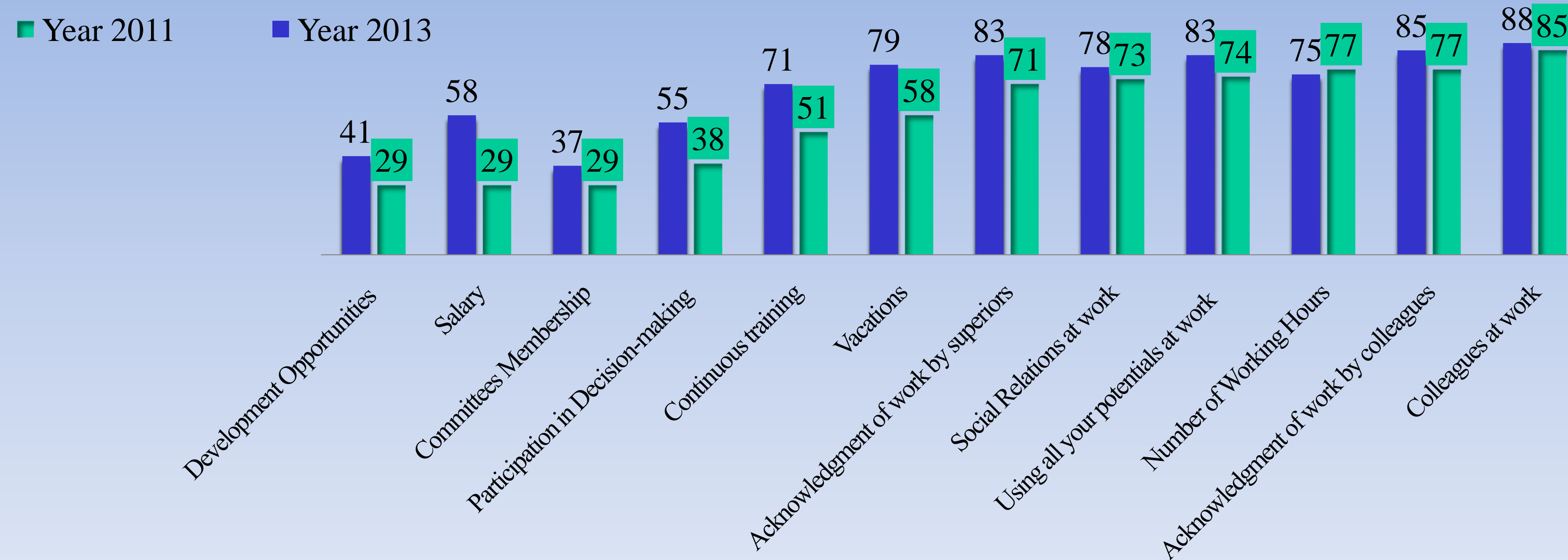
**Goal 4:** Make major Human Resources changes

**Goal 5:** Improve nursing professional development

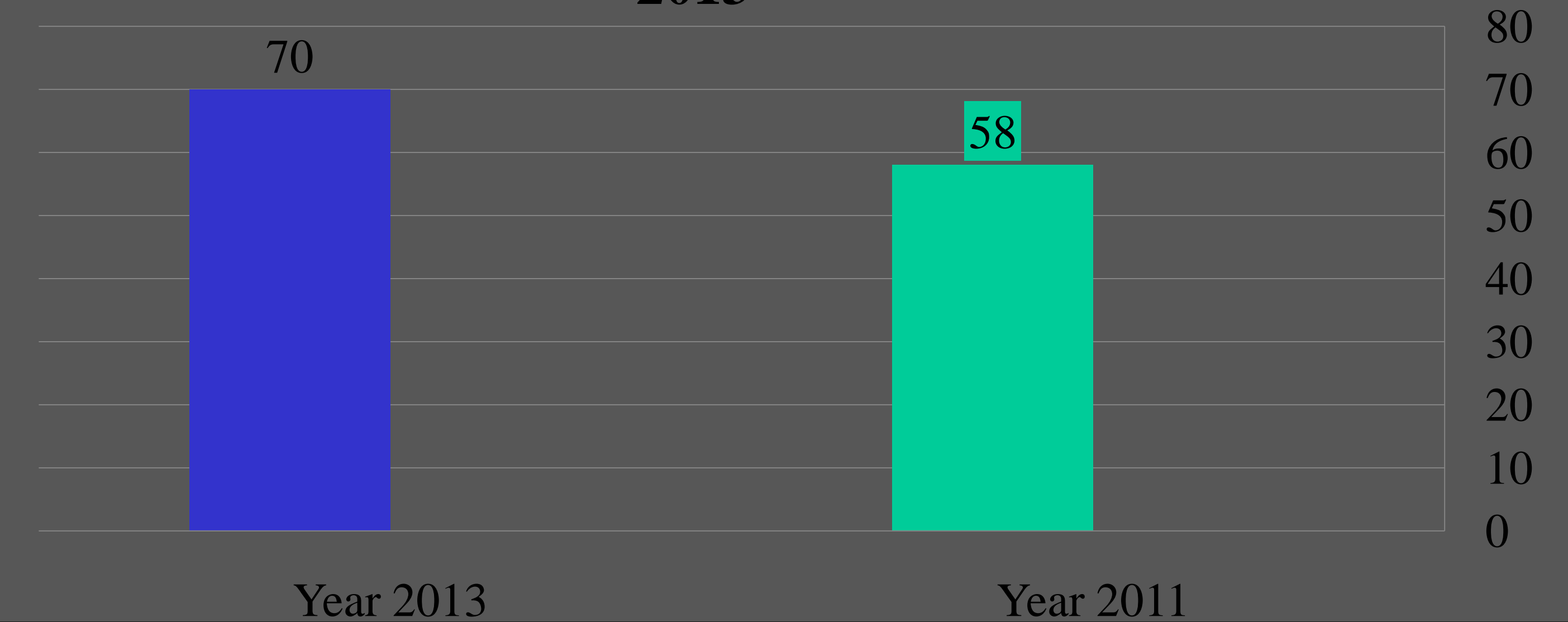
**Goal 6:** Enhance nursing staff education in managing resources and participate in financial management.

**Goal 7:** Adopt a Shared Governance Model empowering nurses in decision making.

**Nursing Staff Satisfaction Results**



**Overall Nursing Staff Satisfaction Year 2011 v/s 2013**



**Discussion**

Based on our previous experience in RHUH and on our units' supervisors feedback, the general aspects of Nursing Staff Satisfaction are evolving to be more optimistic about the future of their nursing department taken as a whole and the future of their jobs continuity in the hospital. This was also noticed by the resignation withdrawal done by many nursing staff after a while from their leaves and by the progress shown in the overall satisfaction rate in 2013.

Very satisfactory results were revealed in 2013 compared to 2011 results :

- ✓The total number of respondents is better reflecting a better attitude of the staff regarding quality issues .
- ✓The overall satisfaction rate was increased of about 12%.
- ✓The satisfaction rates of all criteria were increased of minimum 3% (“colleagues at work”)and maximum of 29% (“development opportunities”).
- ✓ The only decreased satisfaction was in the “number of working hours”.
- ✓In spite of our progress in the “development opportunities” , it remains the less satisfying criteria result which lead us to introduce much more changes to the education role of the nursing department and search about new horizons for staff professional growth.
- ✓The most satisfactory criteria was that of the relation with colleagues (“colleagues at work”) which is considered as one of our nursing employees strengths and reflects the "Team work" spirit that is one of our hospital values.

This picture is unique for a huge public hospital with wide range of services and complex administrative system , thus implementation of our achievements will be easier in any private hospital.

Finally hope to be a model for all interested nursing bodies and that the Nursing Staff Satisfaction issue will be raised to a national level to give a healthier image of our profession for the new generations our and surrounding countries .

**Acknowledgments**

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