

Rounding works because it responds to basic human needs.

Harvard's Four Drive Model⁴ suggests people are guided by four basic drives: to acquire (including social status), bond, comprehend, and defend (i.e., protect against threats, and promote justice.) This is true of employees, physicians, caregivers, and patients. Harvard's studies show that an organization's ability to meet these four fundamental drives explains, on average, **60** percent of employee motivation. The authors find that an organization can best improve motivation by satisfying all four drives in concert. Rounding for Outcomes responds to each of these drivers.

The number one reason employees leave—**39** percent of employees⁵ —is because they have a poor relationship with their direct supervisor. What staff want in a leader is approachability; to work “shoulder to shoulder”; tools and equipment to do their jobs well; appreciation; efficient systems; and opportunities for professional development. Rounding on employees increases employee retention and satisfaction, by instilling a sense of purpose, worthwhile work, and making a difference.

As Studer Group reported in its 2006 study⁶ analyzing the impact of Hourly Rounding® on 27 units in 14 hospitals, Hourly Rounding on patients reduced call lights by **37.8** percent, improved patient satisfaction by **12** mean points, reduced patient falls by **50** percent, and reduced skin breakdown by **14** percent for dramatic improvements in safety, clinical outcomes, and nursing efficiency. In a follow-up study one year later, study participants had sustained their gains; **92** percent had expanded rounding to new units; and **86** percent of the original units were still rounding. In the years since then, Studer Group has coached more than 850 organizations to hardwire hourly rounding for similarly dramatic and measurable results in these same safety, quality, and efficiency metrics.

⁴Norhria N. et al. “Employee Motivation: A Powerful New Tool.” *Harvard Business Review*, July 2008.

⁵Hardwiring Excellence by Quint Studer, based on comparable hospitals

⁶“Effects of Nursing Rounds on Patients’ Call Light Use, Satisfaction, and Safety,” *American Journal of Nursing*, September 2006 Vol. 106 No. 9