What is a Healthy Work Environment?

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Objectives

To define a healthy work environment
To explore the AACN’s Social Determinants of Health in the 21st Century
To discuss the Social Determinants of Health and Indicators of Healthy Work Life and Healthy
To examine the Work Environment for Nurses and the Relationship between Environmental factors, Staff and Outcomes
To define the roadmap for creating a healthy work environment
A Healthy Work Environment

According to the ANA:
A Healthy Work Environment is one that is safe, empowering, and satisfying

A Place of “Physical, Mental, and Social Well-Being,” Supporting Optimal Health and Safety

....“A culture of safety is paramount”
All leaders, managers, health care workers, and ancillary staff have a responsibility

• A sense of professionalism, accountability, transparency, involvement, efficiency, and effectiveness.
• All must be mindful of the health and safety for both the patient and the health care worker in any setting
• providing a sense of safety, respect, and empowerment to and for all persons.
The NEW System of CARE

Changes in Healthcare
Accountable Care Act 2010
Pay for Performance
Service Delivery
Technology

Decrease duplication of services
Improve Care Coordination

Acute Care
Hospital

Post-Acute Care
Inpatient Rehab
Skilled Nursing Facility
Outpatient Rehab
Home Care

Community-Based Care
Home
Wellness and Fitness Center
Retail Pharmacy
Ambulatory Procedure Center
Physician Clinic
Diagnostic Imaging Center
Urgent Care Center

CARE = Clinical Alignment and Resource Effectiveness.
Nurses' Bill of Rights

• To maximize the contributions nurses make to society, it is necessary to protect the dignity and autonomy of nurses in the workplace.

• To that end, the following rights must be afforded:
  – The right to practice in a manner that fulfills their obligations to society and to those who receive nursing care.
  – The right to practice in environments that allow them to act in accordance with professional standards and legally authorized scopes of practice.
  – The right to a work environment that supports and facilitates ethical practice.
  – The right to freely and openly advocate for themselves and their patients, without fear of retribution.
  – The right to fair compensation for their work, consistent with their knowledge, experience and professional responsibilities.
  – The right to a work environment that is safe for themselves and for their patients.
  – The right to negotiate the conditions of their employment, either as individuals or collectively, in all practice settings.
The Result of an Unhealthy Work Environment
Burn Out, Moral Distress, Turnover, Poor Outcomes

What We Don’t Let Them See...
Oh my god I need help.
What is Moral Distress?

“Moral distress occurs when an individual’s moral integrity is seriously compromised, either because one feels unable to act in accordance with core values and obligations, or attempted actions fail to achieve the desired outcome.”

--Hamric, 2014
Research

• Moral Distress is experienced by many healthcare professionals
  – physicians have lower levels though some MDs higher than RNs
• Manifests at three levels:
  – individual, team/unit, and system/organization
• Correlated with:
  – poor collaboration,
  – less satisfaction with care quality  Lower ethical climate, leaving or considering leaving a position, being in direct patient care

American Association of Critical-Care Nurses (AACN)
Healthy Work Environment Ingredients for Success

“Healthy Work Environments are the cornerstone for keeping our patients safe from harm, when open communication and true collaboration come together our patients benefit”

*Vickie Good, Springfield MO.*
Skilled Communication

• There is a well-established link between team communication, worker morale, and patient safety and Empirical Outcomes.
  – Poor team communication has been directly linked to preventable medical errors, high nurse turnover rates, and low morale
  – Organizations provide support and access to interprofessional education and coaching that develop critical communication skills

• Skilled communicators
  – Focus on finding solutions
  – Hear all relevant perspectives
  – Mutual respect to build consensus
  – Hold themselves accountable
  – Evaluate the impact of the communication on clinical and financial outcomes and on the work environment

(Nurses must be as proficient in communication as they are in clinical skills)

(Brinkert, 2010; Institute of Medicine, 1999; Vessey, DeMarco, & DeFazio, 2010).
True Collaboration

- Teams make fewer mistakes than individuals
- Teamwork is not solely a consequence of co-locating individuals together.
- Organizations ensures access to structured forums for collaboration
- Employees embrace a culture of collaboration
- High level of personal integrity
- Nurse and Physician leaders are partners in modeling and fostering true collaboration

Nurses must be relentless in pursuing and fostering true collaboration

https://www.ncbi.nlm.nih.gov/books/NBK43686/
AACN 2017
A Thought about Teams...

“I have my team. Like if you see everyone around me - I have my hair and makeup girl, my assistant. They're very calm, they're all about positive energy. There're no drama queens. Everyone wants everyone else to have a positive experience. There are no agendas. I think it creates a healthy environment and there are no boundaries to cross.”

Fergie

https://www.brainyquote.com/quotes/keywords/healthy_environment.html
Effective Decision Making

“Staff need to be developed, directed, and empowered to find the best way to accomplish the organizational goals and achieve desired outcomes.”

Organizations ensure that nurses in positions from bedside to the boardroom participate in all levels of decision making

http://www.nursecredentialing.org/MagnetModel (2016)
Appropriate Staffing

- Nurses Participate in all organizational phases of the staffing process from education and planning to competencies and evaluation.
- Comprehensive strategy to managing staffing
- Education
- Innovation
- Competency
- Nurse Staffing Committees
- Recruitment and retention strategies

Staffing must ensure the effective match between patient needs and nurse competencies
Meaningful Recognition

**Nurses must be recognized and must recognize others for the value each brings to the work of the organization**

Formal recognition process
Nominations form peers
Validate that recognition is meaningful to those being acknowledged
Everyone is responsible for taking part in recognition
Organization evaluates the recognition program

"People may take a job for more money, but they often leave it for more recognition." - Bob Nelson

Recognition is proven as among the best method of improving work motivation and employee engagement.
Authentic Leadership

- Transformational Leadership
- Genuine visible enthusiasm for achieving and sustain the standards of a HWE
- Role Model behavior
- Innovation
- Respect
- Mentoring

“Do not check your soul at the door when you cross the threshold of your workplace. Whether you are a custodian or a CEO practice work as sacred art. Respect comes not from the work you do, but the way you do your work.”

Mary Manin Morrissey

“The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible.”

Dwight D. Eisenhower

Fully Embrace the imperative of a Healthy Work Environment AUTHENTICALLY...

Live it and engage others in its achievement
What is Leadership’s role?

- A healthy work environment cannot occur without nurse leaders who support its importance, authentically live it, and engage others in its achievement.
- Leaders can help create a deeply satisfying organizational culture at the unit level by engaging staff in the development of shared values in their work.
- The most valuable resources for each health care system are its staff.

Flexibility and adaptability
- Plug into institutional anxieties
- **Speak up** about experiences of moral distress and find/use/sanction resources

(Hamric, 2017)
A Public Health Issue

• It is of major importance for clinical nurses, nurse leaders, and policymakers to address the issue of staff health, not only for the well-being of those individuals but also for the health and sustainability of future health care services
## Determinants of Health and Indicators of Healthy Work Life and Healthy Work Environment for Nurses

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Taking Care of our Staff

• The workplace is an important setting for health protection, health promotion and disease prevention programs.

• The use of effective workplace programs and policies can reduce health risks and improve the quality of life for American workers.
  
  – Maintaining a healthier workforce can lower direct costs such as insurance premiums and worker’s compensation claims. It will also positively impact many indirect costs such as absenteeism and worker productivity.
Evaluate the Work Environment

NDNQI RN Survey with Practice Environment Scale

- The *PES-NWI* is endorsed by the National Quality Forum (NQF)
- contains the *Practice Environment Scale* of the *Nursing Work Index (PES-NWI)*
- Nurse-Nurse Interaction
- Job Enjoyment
- *PES-NWI* subscales include: Nurse Participation in Hospital Affairs; Nursing Foundations for Quality of Care; Nurse Manager Ability, Leadership, and Support of Nurses; Staffing and Resource Adequacy; and Collegial Nurse-Physician Relations
Evaluate the Work Environment

Healthy Work Environment Assessment

- Measured against the American Association of Critical Care Nurses (AACN) Standards for Establishing and Sustaining Healthy Work Environments
- Identifies the systemic behaviors that maintain patient safety, ensure optimal outcomes and support excellence in nursing practice
- Provides a
  - A baseline measurement of how an organization perceives the health of its work environment
  - References to resources that will help improve the health of a work environment
  - A tool to track progress in implementing the AACN Standards for Establishing and Sustaining Healthy Work Environments

http://www.hweteamtool.org/main/index (link is external)
Stress Relief

When I get frustrated by work or life, I hit the gym. It has become my way of releasing the pent up anger.
The Result of a Healthy Work Environment

Empirical Quality Outcomes

Structural Empowerment

Transformational Leadership

Exemplary Professional Practice

Knew Knowledge Innovation

RWJ Barnabas Health
Robert Wood Johnson University Hospital New Brunswick is one of seven organizations worldwide to achieve five consecutive Magnet® designations for nursing excellence.

Pursuing and retaining nursing’s highest honor for over 20 years demonstrates RWJ New Brunswick’s unparalleled commitment to delivering exemplary patient care and advancing the future of professional nursing.
Robert Wood Johnson University Hospital Somerset is redefining nursing excellence with a second consecutive Magnet® designation.

Pursuing and retaining nursing’s highest honor for nearly a decade demonstrates RWJ Somerset’s unparalleled commitment to delivering exemplary patient care and advancing the future of professional nursing.
The Ultimate Goal
References


