Inspiring Nurses by Fostering a Healthy Work Environment

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Healthy Work Environment

• Learning Objectives:
  – Define components of a healthy work environment
  – Discuss the role of the nurse leader or manager in fostering a healthy work environment
  – Identify outcomes associated with a healthy work environment for the organization, the nurse and the patient
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MAGNET RECOGNIZED

KENTUCKY
Healthy Work Environment

- Editor-in-Chief since 2011
- Circulated in 142 countries
- Impact factor = 1.386
- Ranked 24 of 105 in nursing social science category
- 10,000 subscribers
- 85% rejection rate
Healthy Work Environment Definition

• “Settings with policies, procedures, and processes designed to empower nurses to meet the organizational objectives and achieve personal (and professional) satisfaction”

Healthy Work Environment

What is nurse engagement?
• Commitment and satisfaction with your job (career)
• Level of commitment to an organization (vision; mission)
• Commitment to profession of nursing

What does engagement look like?
• Empowerment; Accountability; Joy; Fulfillment

• Benefits of engagement include clinical, financial, professional and personal outcomes.
• Nurse turnover is reported to cost the average hospital $8.1M/yr *

Relationship of Nurse Engagement and Healthy Work Environment

Dimensions of nurse practice environment (Healthy Work Environment) are predictive of nurse job satisfaction and support nurse engagement.

Those include:

- Workload
- Decisional capacity
- Social relationships (teams, peers)
- Energy; Vigor
- Dedication
- Relationship/support from Manager
- Meaningful work
RECLAIM NURSING:

• Do you love your job?
• Do you look forward to going when you wake up?
• Do you find your work interesting and challenging?
• Do you feel that your work makes a difference?

What does the data say?

• 51% of workers are looking to leave their jobs (Gallup)
• 40% of employees are considering employment outside of their current firm within the next year (SHRM)
• 74% of all workers are satisfied with their jobs; 66 percent of those are still open to new employment (Jobvite)
• 47% of Americans would leave for their ideal job even if it meant less pay (Adobe)
RECLAIM NURSING:
“Clinical Excellence, and Optimal Patient Outcomes” AACN, 2016
What Makes a Healthy Work Environment?

Nine key elements that support the development of healthful practice/work environments:

• A collaborative practice culture
• A communication rich culture
• A culture of accountability
• The presence of adequate numbers of qualified nurses
• The presence of expert, competent, credible, visible leadership
• Shared decision-making at all levels
• The encouragement of professional practice & continued growth/development
• Recognition of the value of nursing’s contribution
• Recognition by nurses for the their meaningful contributions to practice

(Nursing Organizations Alliance, 2004) American Association of Critical Care Nurses; American Nurses Credentialing Center; Institute of Medicine; International Council of Nurses; American Association of Colleges of Nursing; AONE 2004
How to have a Healthy Work Environment

Collaborative Practice Culture

• What can the nurse do?
• Look at your own behaviors in being a good team member? Do you see things from the other person’s or department’s perspective?
• Have you presented your plan or patient needs clearly? Is the goal evident?
• Have you asked for support when needed?

What can the Nurse Leader do?

• Coach; Be Present and Role Model collaboration.
• Think out of the box to try new ways to collaborate; Investigate the literature.
• Energize the team and focus on the vision and how they contribute.

What Makes a Healthy Work Environment?

Create a Communication Rich Culture: Communication is a challenge in today’s fast-paced, shift-based environment.

What can the nurse do to enhance communication?

- Realistically examine your own communication patterns.
- Do you clearly delegate tasks to others?
- Are you able to succinctly articulate a message?
- Do you communicate with credibility?
- Decide how you want information communicated to you and provide input.

What can the Nurse Leader do?

- Be visible and informally communicate.
- Close the loop.
- Utilize technology and multiple methods.
- Refine your own style of formal communication, both in writing and in presentations.

Accountability

What can the nurse do?
Become involved in unit accountability structures.
Hold yourself and others accountable.
Be part of the solution of the culture.

What can the Nurse Leader do?
Establish a clear line of sight for frontline staff.
Narrow priorities.
Share outcomes and goals transparently.
Create a shared culture of responsibility.
Recognize performance good and confront directly when necessary.
Conclusion

Relationship between nurse engagement and healthy work environment

Selected competencies and standards from national nursing organizations regarding nurse leaders

Discussion about what nurse leaders and staff nurses can do to affect healthy work environments and nurse engagement

Reviewed the evidence and concepts related to healthy work environments and nurse engagement supporting quality and outcomes