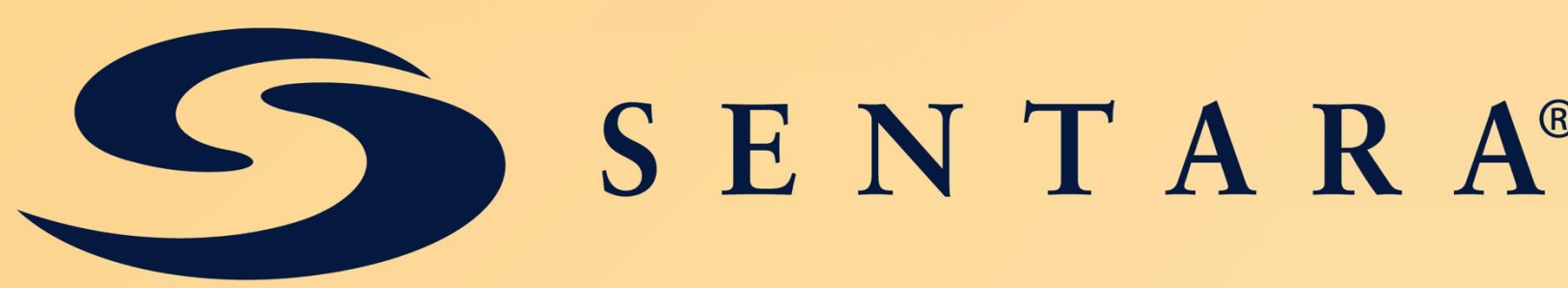# An Innovative Health System Strategy to Create and Sustain Healthy Work Environments

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Introduction

Healthy Work Environments (HWE) are important to the welfare of nurses for successful recruitment and retention and for patient safety and quality. Nurses should assess measures that support HWE standards. A color coded pie chart was proposed to depict nursing units' current performance based on the myriad of quality, safety, and outcome data tracked. The following guidelines were developed to color the HWE ecosystem pie chart:

Green – Meeting or exceeding goal
Yellow – Within 10% of goal
Red – Above/below desired goal by more than 10%

Healthy Work Environment Ecosystem Pie Chart
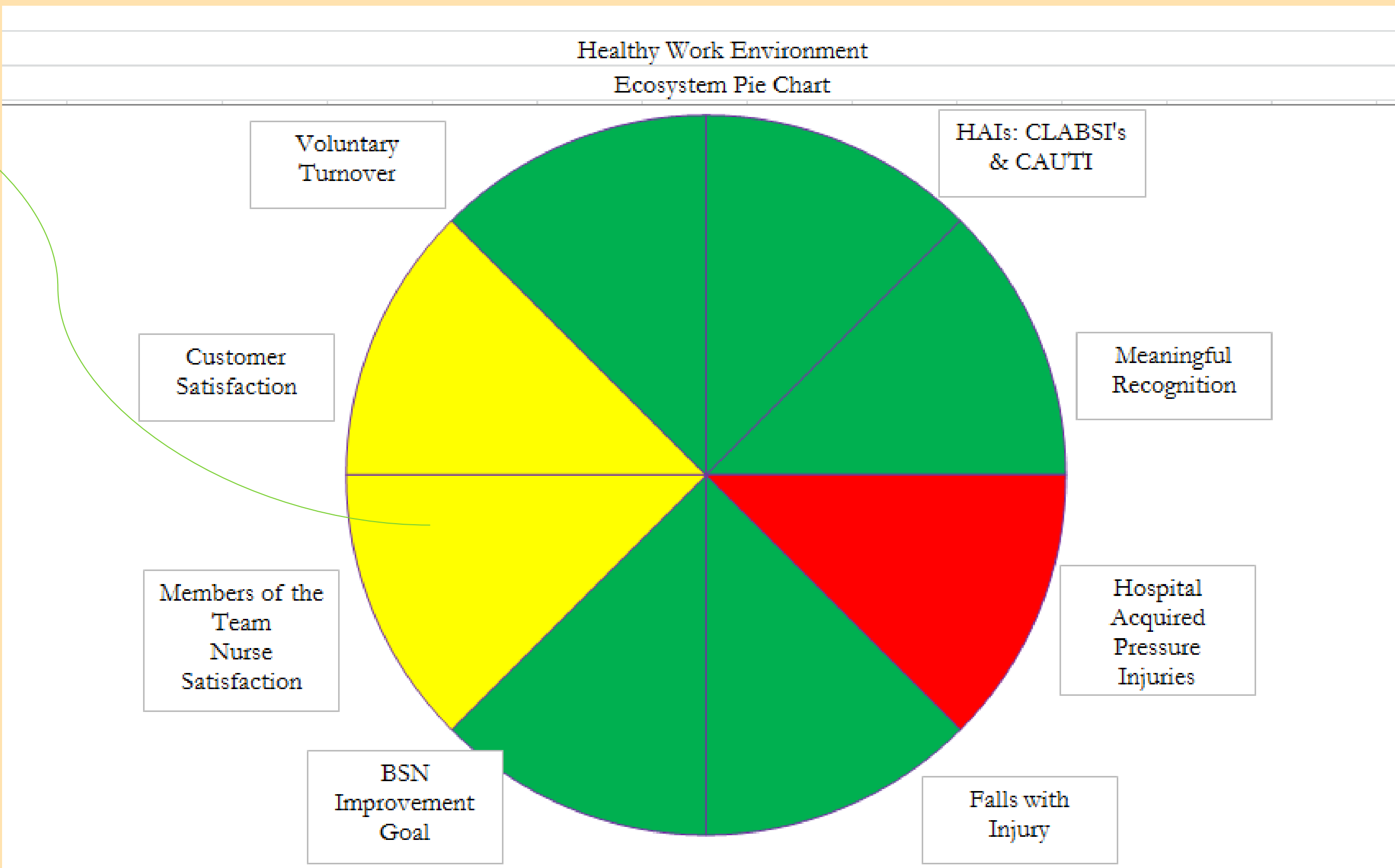
Evidence

Accepted AACN essential standards necessary to create and ensure a healthy work environment were adapted. Critical standards were tracked with surrogate data available to nurse leaders.

- Skilled Communication
- Effective Decision-Making
- Meaningful Recognition
- True Collaboration
- Appropriate Staffing
- Authentic Leadership

Use of Nurse Sensitive Data to Assess HWE Performance

Unit Level Indicators	Measure frequency	Data Source	Goal
Nurse Satisfaction	Annual	Satisfaction Vendor	Above median cohort
Patient Satisfaction	Quarterly	Division specific vendor	Division specific
Nurse sensitive clinical indicators (CLABSI, CAUTI, Falls with injury, HAPI Stage 2 or greater) or other nurse sensitive measures	Quarterly	National Database of Nursing Quality Indicators™ (NDNQI) or other vendor	2018 system goals (or other division applicable goals)
Nursing turnover	Monthly	Human Resource Information System (HRIS) Members of Team Scorecard Report	Divisional goal
BSN improvement goal	Monthly	HRIS Report	2018 specific divisional goal
Meaningful Recognitions	Variable	Variable	Active Nominees for DAISY, System awards, VNA/VNF awards, March of Dimes, Beacon, ANCC Magnet®, Pathway or other

Purpose

Managers and staff use their pie chart to assess the health of their unit

- A healthy ecosystem – All wedges are green
- A cautious ecosystem – 1 red and/or 1-3 yellow wedges
- An unhealthy ecosystem – 2 or more red and/or 4 or more yellow wedges

Methods

This evidence-based practice project presented an innovative visual tool to nurse leaders across a complex health system to track the health of unit environments. The goal of the project was to develop and launch a tool to classify nurse-sensitive elements necessary to support a HWE. Immediate outcomes on tool usage and satisfaction were captured. Long term outcomes of HWEs on nursing satisfaction and retention are being tracked.

Results

Usage

Leader usage was assessed. Nurse leaders were surveyed following the launch of this tool in the spring of 2017 for tool use and impact. The survey response rate was 69.3% (n=277).

- 92% (n=254) of leaders have or plan to use the tool 30 days after introduction
- 72.4% (n=199) of leaders rated the tool as somewhat or very useful

Satisfaction

Nursing satisfaction was tracked one year post launch. System nurse engagement increased by 3% in 2018 over 2017 (N=5,902). System outperformed benchmark on interprofessional relationships, fundamentals of quality nursing care, autonomy, RN-to-RN teamwork and collaboration, professional development, and leadership access and responsiveness. Leadership access and responsiveness had the highest (positive) gap above benchmark at 0.20.

Retention

RN Nursing turnover improved from baseline 7.6% (June 2017) to 7.4% (June 2018)

Discussion/Current Opportunities

✓ Tool provides a visual of current unit state to focus attention on HWE standards
✓ Pie chart prompts interaction with front line team and sharing of best practices across leadership
✓ Variances are actionable by unit shared governance practice councils
✓ Easy visual assimilation of multiple units across organization for Nurse Executives
✓ Executive rounding using highly reliable organization strategies to action plan.

Future Implications

- Further alignment with ideal AACN HWE standards
- Unit actions as a result of HWE visual; system tools for diagnosing interventions
- System actions for trending variances across all units
- Evaluation of nurse managers ability to manage/promote a healthy work environment
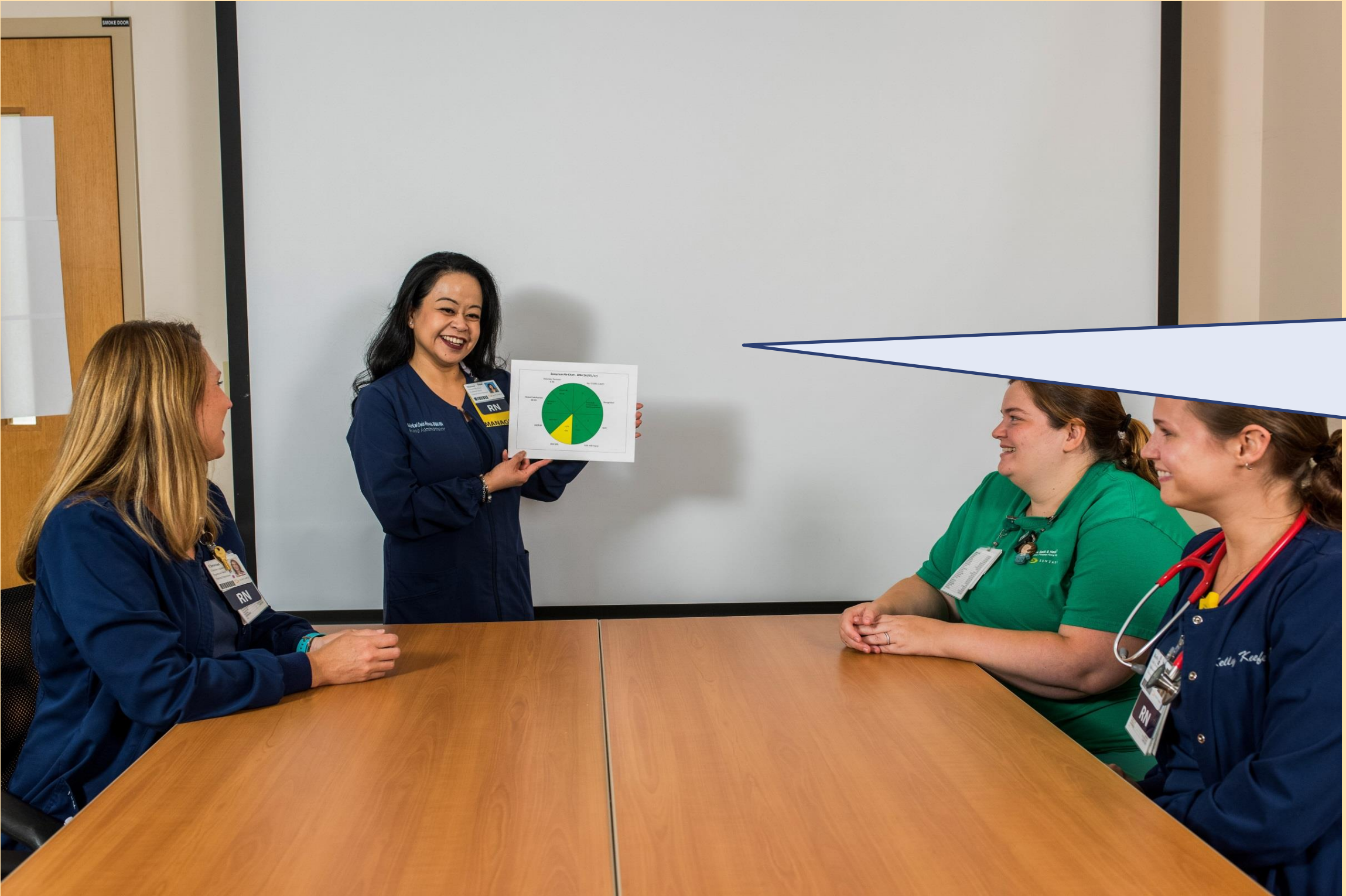
"Our unit ecosystem pie chart represents the various segments of our work environment. It represents an overall healthy work environment as we are meeting or exceeding most of our goals. 5A is very proud of our mostly green pie! I have begun discussing the various "pie slices", including what support the staff need to maintain our healthy or green wedges. We have also started talking about measures to improve our only yellow slice. We hope our entire pie will be green soon."
Maricel Dela Rosa, BSN, RN Clinical Nurse Manager, Sentara Princess Anne Hospital

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