Innovative Tactics for 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 the quality and safety of patients. Nurses should assess measures that support HWE standards. A pie chart was proposed to color (or download to code) unit's, department's, or setting's current performance based on the myriad of quality, safety, and outcome data tracked. The following guidelines were suggested 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
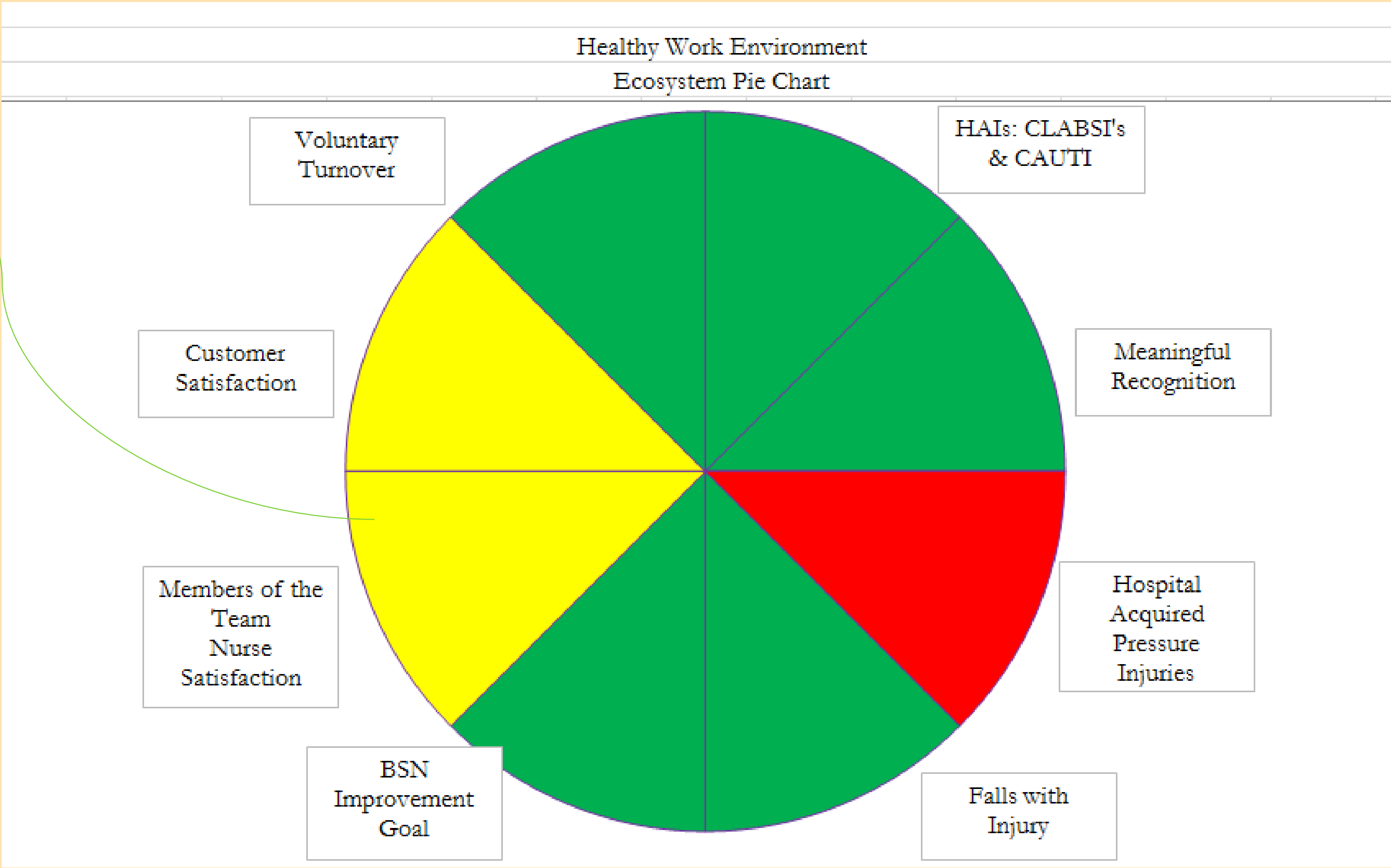
Literature

There are accepted essential standards necessary to create and ensure a healthy work environment. Critical standards can be measured with surrogate data available to nurse leaders.

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

Using 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	2017 system goals (or other division applicable goals)
Voluntary RN turnover	Monthly	Human Resource Information System (HRIS) Department of Focus Report	Divisional goal
BSN improvement goal	Monthly	HRIS Report	2017 specific divisional goal
Meaningful Recognitions	Variable	Variable	Active Nominees for DAISY, System awards, VNA/VNF awards, March of Dimes, Beacon, ANCC Magnet®, Certifications or other

Purpose

Managers and staff use their pie chart to assess how healthy is "their world"/ 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 (EBP) 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 across the system are being tracked.

Results

Leader usage or commitment to use the new tool 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 presentation
- 72.4% (n=199) of leaders rated the tool as somewhat or very useful

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 & sharing of best practices across leadership
- ✓ Variances are actionable by unit shared governance practice councils
- ✓ Easy visual assimilation of multiple unit statuses across organization for divisional Nurse Executives
- ✓ Executive rounding using highly reliable organization communication strategies to address action planning related to the tool at the unit level.

HWE Outcomes related to Project

Short term
- Improved tool usage (Nurse executive attention, unit postings, sharing and action planning of tool at meetings, promotion of HWE standards)

Long term
- Improve Nurse Satisfaction on select HWE questions
- Improve current RN turnover from baseline 6.5% (June 2017 YTD)
- Association with achievement of ANCC Magnet® status; 70.2 % system hospital RNs practice in designated settings (August 2017); goal 100%

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

Our unit ecosystem pie chart represents the various segments of our work environment. It is a quick visual tool to help staff understand how our unit is currently performing in various areas of quality, safety, and outcome data. Currently, it represents an overall healthy work environment as we are meeting or exceeding most of our goals at this time. 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 represented by our number of BSN-prepared RNs. We hope our entire pie will be green soon as current staff complete school and new BSN-prepared staff join the team. Our pie chart will be displayed on the unit and updated regularly."
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