Healthy Work Environment

Providence Holy Family Hospital
Providence Sacred Heart Medical Center

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Definition
Healthy Work Environment

> productive,
> ability to give quality care,
> satisfying
> ability to meet personal needs
Assertion #1

- There is a direct link between work environment and patient safety.

- Therefore, if we are not addressing our work environment, we are not addressing patient safety.
Assertion #2

Healthy work environments do not just happen

Therefore, if we do not have a formal program in place addressing work environment issues, little will change
Assertion #3

Creating healthy work environments requires changing long-standing cultures, traditions and hierarchies.

Therefore, though everyone must be involved in the creation of healthy work environments, the onus is on organizational, departmental and unit leaders to ensure that it happens.
Why it matters

- 65% of nurses report personally experiencing verbal abuse in the last year - from other nurses, physicians, patients and patients’ family members

- 52% of nurses report that abuse or disrespectful behavior is “often” or “frequently” tolerated

- 77% of hospital caregivers work with colleagues who are condescending, rude or verbally abusive
6 Elements

1. Skilled Communication
2. Collaboration
3. Effective Decision Making
4. Appropriate Staffing
5. Meaningful Recognition
6. Authentic Leadership
1. Skilled Communication

- Must become as skilled at communication as we are at patient care
- Takes practice before the situation happens
- Practice active listening
- Positive and constructive feedback—giving it and getting it
Creating the “case” for a healthy work environment...

What do we know?

Communication Issues

are present in 65% of ALL sentinel events reported to JCAHO.
2. Collaboration/Teamwork

- Building Professional Relationships
- Ability to **work** with all staff
- Respect and value for each person and the job they perform
- The foundation for teamwork is **Trust**-professional trust
Team– Building a Pyramid

- Building Trust
- Mastering Conflict
- Achieving Commitment
- Embracing Accountability
- Focusing on Results

People leave people not buildings
3. Effective Decision Making

- Staff must be valued and committed partners in making policy, directing, and evaluating clinical care

- Unit Based Council, Nurse Practice Council, Pride Day, staff meetings

- Thoughts and opinions are sought & supported

- Treated with respect
Staffing must ensure the effective match between patient needs and nurse competencies.

Plans are in place to handle high and low census.

Staffing needs are viewed based on the hospital level not just the unit level.

Maintain support staff at appropriate level.
5. Meaningful Recognition

- Staff must be recognized and must recognize others for the value each brings to the work of the organization
- Use the programs in place to recognize others
6. Authentic Leadership

Know yourself- Be what you want others to become
Listen- Be open to other’s influence & ideas
Express- Speak from our character, walk the talk
Appreciate- Creates value
Serve- Move from control to service

Cashman, Kevin 1987
Do our Behaviors matter?
Communication

See/Hear a Fact

Tell a Story → Emotions → Behavior
Conflict

- Definition: exists when two or more competing responses or courses of action to a single event are considered.

- Does **NOT** imply hostility.
- Do **Not** take it personally.
4 Options

- Isolate - Remain Silent
- Retaliate - Gossip
- Dominate - Become angry, loose Temper
- Cooperate - **Speak up candidly & courteously**
Clues to know if it is a problem

- Recurring pattern
- High Stakes
- High Emotions
- Really “bugs” you
Behaviors not confronted will not change
Many people engaging in problematic behavior have no idea they are disturbing anyone
Over half will change the behavior when they are told

95% of respondents struggle to speak up
Horizontal Hostility

} Staff against staff abuse

} The persistent demeaning and downgrading of others through unkind words and cruel acts

} AACN: intimidating abusive behaviors which demoralizes the victim
Aggressive Behaviors

- Shouting
- Physical abuse
- Public humiliation
Passive Behaviors

- Sabotaging
- Undermining
- Ignoring
- Blaming
- Scapegoating
- Intimidation
- Lack of support
- Gossip, criticism
Impact on Victim

- Fear
- Frustration/Anger/Depression
- Self-doubt
- Abandonment
- Stress
- Squelches the learning process
- Burnout
- Physiological/Psychological problems
- Leave current position/profession
Impact on Patients/Family

- Doubt in the staff’s ability
- Increased patient complaints
- Sense of not being taken care of correctly
- Compromised patient safety
Impact on Organization

- Lack of staff’s ability to perform well
- Increased sick calls
- Increased turnover rate
- Difficulty recruiting
- Fiscally damaging
Tools to manage conflict and Horizontal Hostility
Managers and Nurse Leaders

} Educate yourself

} Examine your own leadership style
  ◦ Who are your leaders?
  ◦ Have you picked the right people for the job?

} How do you communicate?
  ◦ How do you train your leaders and staff to communicate?
Managers and Nurse Leaders

Set Behavior Standards
- Trust, accountability, respect, excellence, adaptation
- Address issues when they occur with the right intent and environment of safety

Provide staff with skills to handle conflict

Zero Tolerance
Tools for Staff

1) Horizontal Hostility Education
2) Conflict Recognition
3) Skilled Communication
4) Teamwork
5) Cognitive Rehearsal
6) Zero Tolerance