

Healthy Work Environment

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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***

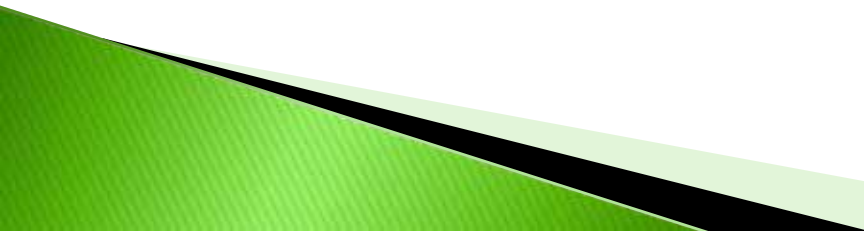


Assertion #3

- § 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 members¹
 - § 52% of nurses report that abuse or disrespectful behavior is “often” or “frequently” tolerated¹
 - § 77% of hospital caregivers work with colleagues who are condescending, rude or verbally abusive²
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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

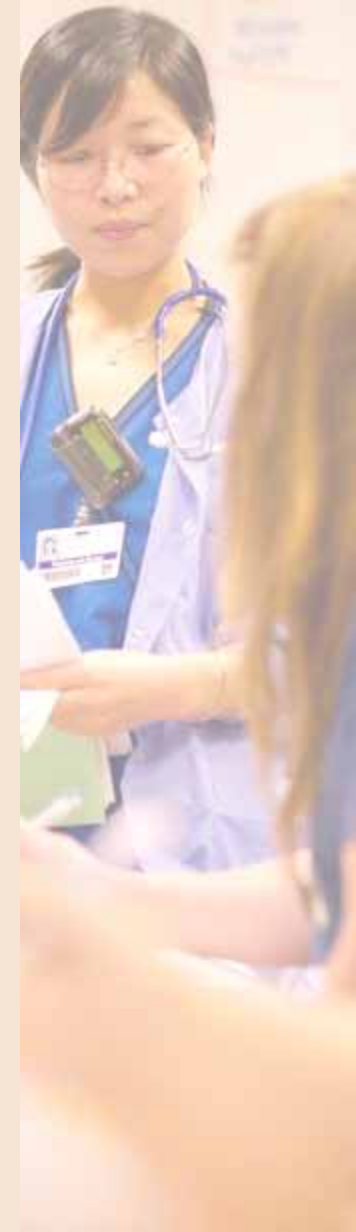
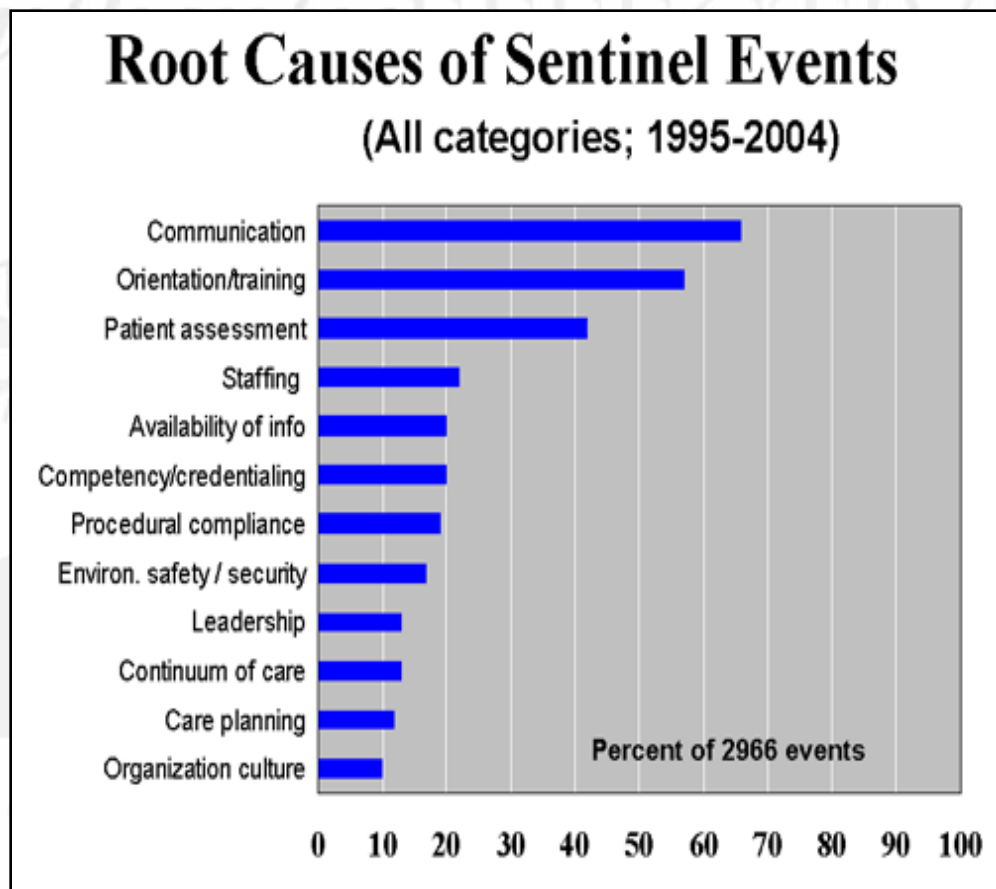


Creating the “case” for a healthy work environment...

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



4. Appropriate Staffing

- } 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

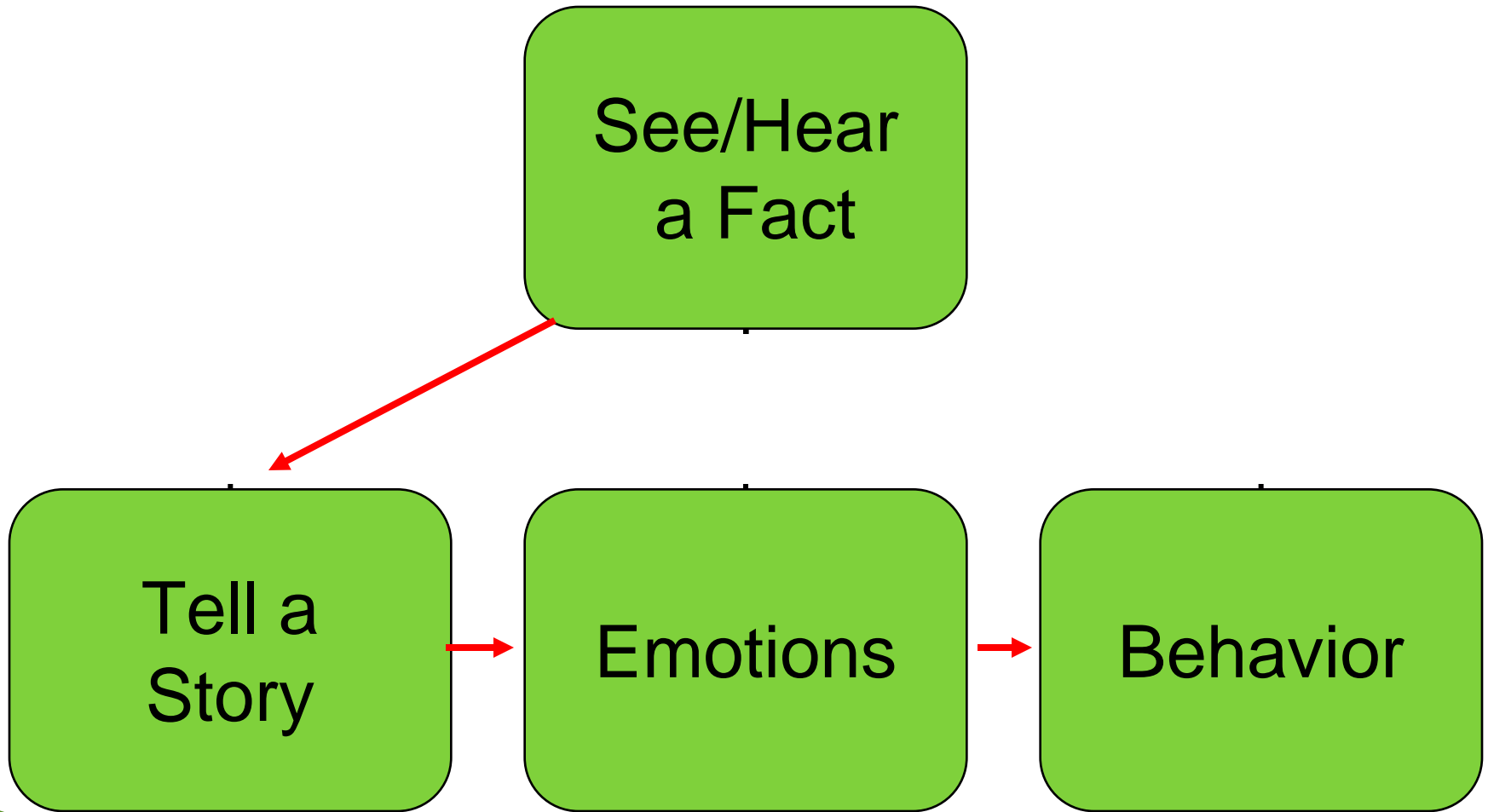
Appreciate- Creates value

Serve- Move from control to service

- Cashman, Kevin 1987

**Do our Behaviors
matter?**

Communication



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



Speaking Out

- } 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**
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Impact on Organization

- } Lack of staff's ability to perform well
 - } Increased sick calls
 - } Increased turnover rate
 - } Difficulty recruiting
 - } Fiscally damaging
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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**
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Tools for Staff

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