



sentara nurse

Nursing Leadership Academy Healthy Work Environments

May | 2017

Purpose

Healthy Work Environments are important to the welfare of nurses, for successful recruitment and retention and for the quality and safety of patients. The American Association of Critical-Care Nurses (AACN) identifies 6 essential standards necessary to create and ensure a healthy work environment.

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

Each of the 6 critical standards can be measured with data available to all leaders within Sentara. Today you will assess your unit using measures which support healthy work environment standards.

Guidelines

A pie chart has been provided for you to color your unit, department, or setting's current performance based on the myriad of quality, safety, and outcome data tracked across Sentara. Use the following guidelines to color your wheel. Use green, yellow, and red indicators for your chart:

- Green** – Meet or exceeding goal
- Yellow** – Within 10% of the goal
- Red** – Above/below desired goal by more than 10%

Use the 8 indicators on the other side to consider the overall health of your area. Indicators can vary by unit type. If something does not apply leave that pie wedge blank.

Continued on the other side →



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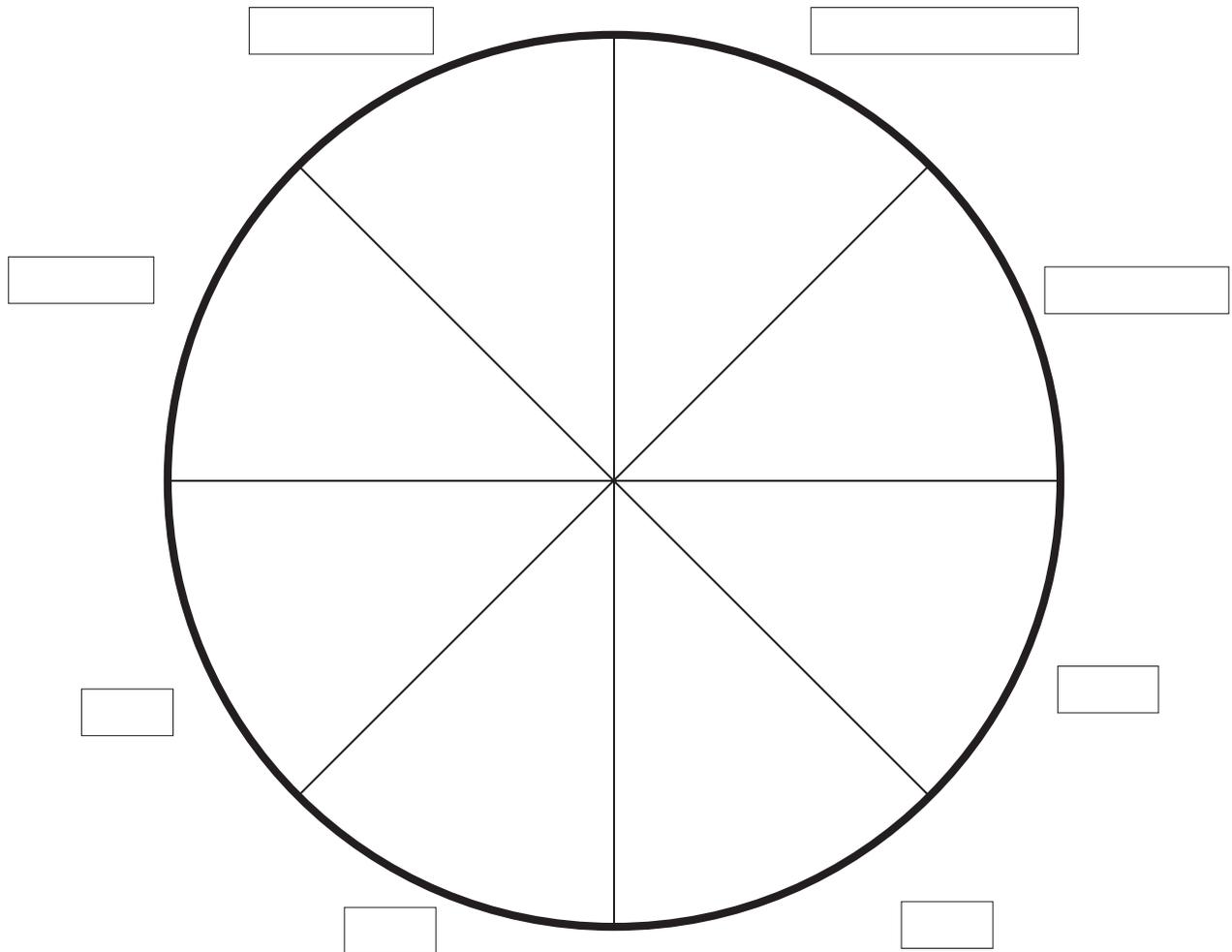


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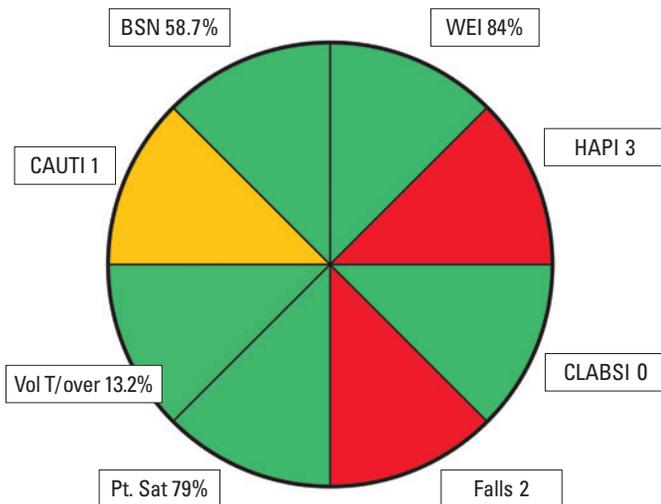
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Ecosystem Pie Chart



Continued on the other side →

Example of a complete pie chart



“YOUR WORLD” (PIE CHART) IS COMPLETE. WHAT ARE MY NEXT STEPS?

What does “your world” look like? How healthy is “your world”?

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

Take time to reflect by asking the following questions

- Was anything a surprise?
 - If you answered yes
 - Why was it a surprise?
 - Was the data accessible/available?
 - Did you know this was an important indicator of a healthy work environment?
 - What would you have done differently had you known?
 - If you answered no
 - Do you have intentional plans currently in place to improve this wedge?
 - If not, why not?

Questions for a healthy ecosystem

- What actionable steps do you take to ensure you have a healthy ecosystem?
- What advice would you give to a peer whose ecosystem was not healthy or all green?
- What support do you need to maintain and sustain a healthy ecosystem?
- What resources do you need to maintain and sustain a healthy ecosystem?

Questions for a cautious or unhealthy ecosystem

- If you were aware that this area was in the cautious or unhealthy stages what actionable steps have you taken to turn that around?
 - Have you seen any progress?
- What support do you need from your leader?
- What support do you need from others?
- What resources do you require?
- Is this a training/development opportunity for you or others on your team?
- What can you/will you do differently to help turn your ecosystem to a healthy environment?

Time to take Action (with Action Plans)

Identify areas that need to improve or maintain

- Healthy ecosystem
 - Identify areas that may be more difficult to maintain and create an Action Plan with clear actionable items, owners and completion dates.
- Cautious or Unhealthy ecosystem
 - Identify areas that need to be improved and create an Action Plan with clear actionable items, owners and completion dates

Communicate, communicate, communicate

Review with your leader

- Schedule time with your manager to review “your world” and discuss the Action Plan for each department you manage.

Review with your team

- Schedule time with your team to review “your world”.
- When meeting with your team, refer to the pie chart as “our world” so that all Members of the Team can take ownership and accountability.
- Ask for their suggestions with the Action Plan.
- Get their commitment to maintain and sustain the ecosystem or to turn a cautious or unhealthy ecosystem into a healthy ecosystem.

Updating the pie chart

- Review your changes quarterly (and in the future year over year).
- Update your Action Plans as appropriate and necessary
- Take the time to uncover why a wedge changed color. Try to point to an actionable item so you can sustain or change performance in that area.

References

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- Brunjes, M & Foley-Brinza, C. (2014) Projects for increasing job satisfaction and creating a healthy work environment. AORN Journal, 100(6), 670-680.*
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- Ritter, D. (2010) The relationship between healthy work environments and retention of nurses in a hospital setting. Journal of Nursing Management, 19, 27-32.*