Healthy Work Environment Best Practices: Supporting Leaders in Evidence Based Management Decision Making Towards Clinical Nursing Excellence

Irmajean Bajnok, RN, PhD – Director, International Affairs and Best Practice Guidelines Program & Centre for Professional Nursing Excellence
Registered Nurses’ Association of Ontario

Sigma Theta Tau International - STTI
October 2011
Presentation Overview

- Highlight HWE BPG Program elements
- Outline the 8 HWE guidelines
- Review the background and results from the HWE BPG Pilot Evaluation
- Discuss the impact of healthy work environments on key nurse and organizational outcomes
What is a healthy work environment for nurses?

“A healthy work environment for nurses is a practice setting that maximizes the health and well-being of nurses, quality patient outcomes and organizational and system performance.”
Objectives of HWE BPG Program

- Increase awareness of HWE elements
- Assist nurses in creating HWEs
- Provide stakeholders with HWE strategies
- Achieve sustainable outcomes related to
  - Patients
  - Providers
  - Organizations
- Support evidence based management practice
Target Audience for HWE Guidelines

- Nurses in all roles
- Interdisciplinary Team Members
- Non-nursing Administrators, Policy makers and Governments
- Professional Organizations and Labour Groups
- Public
GUIDING FRAMEWORKS

CLINICAL BPG METHODOLOGY

CONCEPTUAL MODEL FOR HEALTHY WORK ENVIRONMENT
Process for Guideline Development

- Panels
- Evidence
- Critical Analysis
- Recommendations
- Stakeholder feedback
- Dissemination
- Evaluation
- Three year review cycle
Principles for Guideline Development

- Strongest evidence available
- Systematic reviews by JBI
- Level of evidence identified
- Semi-annual literature review & semi-annual internet search
- Overall review at least every five years
- Meaningful to practicing nurses
- Relevant to all nurses
- Commonly defined terms & definitions
HWE BPG Guideline Recommendations

- Individual Recommendations
- Organization/Team Recommendations
- System Recommendations
Conceptual Model for Healthy Work Environments for Nurses - Components, Factors & Outcomes

What do the BPGs Cover?...

- Background
- Consideration of the individual and the context
- Recommendations & Evidence for
  - Individuals
  - Organizations: Policy & Education
  - The System: Accreditation & Government
- Evaluation
- Resources/Tools
- References
THE HWE GUIDELINES
Developing & Sustaining Nursing Leadership

Consists of....

• Model of effective leadership & extensive evidence
• 5 Effective leadership practices
• Organizational culture, values and resources
• Personal resources
• System resources
• Indicators/Measures of components of the guideline model
Building relationships and trust

Creating an empowering work environment

Creating an environment that supports knowledge development and integration

Leading and sustaining change

Balancing competing values and priorities

Healthy Outcomes
- Nurse
- Patient/Client
- Organization
- System

Transformational Leadership Practices

Organizational Supports
- Valuing of Professional Nursing
- Human Resources
- Information/Decision Support

Personal Resources
- Professional Identity
- Individual Attributes
- Leadership Expertise
- Social Supports

CONCEPTUAL MODEL FOR DEVELOPING & SUSTAINING NURSING LEADERSHIP
Embracing Cultural Diversity in Health Care: Developing Cultural Competence

Consists of…….

- Workplace behaviours
- Management practices and institutional policies
- Understanding of diversity and culture
Professionalism in Nursing

Consists of …
• eight evidence-informed attributes of professionalism
• organizational characteristics that support effective professional practices
• successful strategies for enabling professional behaviours
Collaborative Practice Among Nursing Teams

Nurses within the Context of the Inter-Professional Team

Nurses practice in and contribute to the context of an inter-professional work environment involving many professionals. Although we recognize the interprofessional nature of our work, the focus of this guideline is to help you on the journey to excellence in teamwork within nursing, embedded in the larger context of the interprofessional environment.
Workplace Health, Safety and Well-being of the Nurse

Purpose:

• Provides organizational systems and supports required
• Promotes the importance of fostering a climate and culture which supports the promotion of health, well-being and safety of nurses
• Describes impacts→ patient safety and satisfaction
Developing and Sustaining Effective Staffing And Workload Practices

Includes:

• Workload and staffing practices that foster health work environments
• System resources that support healthy work environments
• Organizational culture, values, and resources that support effective workload and staffing practices
• Personal resources that support effective workload and staffing practices
• Outcomes of effective workload and staffing practices
Preventing & Managing Violence in the Workplace

Purpose
- Define and describe violence in the workplace
- Identify strategies to plan, implement, and evaluate outcomes
- Identify individual, organizational, and system resources that support recognition, prevention, and effective intervention related to violence in the workplace

This guideline addresses:
- Knowledge, competencies and behaviours
- Educational requirements and strategies
- Organizational, operational and system policy requirements
- Implementation strategies and tools
- Evaluation criteria and tools
- Future research opportunities
Preventing and Mitigating Nurse Fatigue in Health Care

Includes:

- Knowledge, competencies and behaviours that recognize, prevent and mitigate fatigue.
- Educational requirements and strategies.
- Policy changes at organizational and system levels needed to support and sustain practices that prevent and mitigate fatigue.
- Implementation strategies and tools.
- Evaluation criteria and tools
- Future research opportunities
Other HWE Guidelines in Development

- Managing Conflict in Health-Care Teams
- Interprofessional Team Work in Healthcare

- **Education**
  - Practice Education in Nursing
  - RPN to BScN Bridging Programs
How the Guidelines Can be Used

• Start with what fits the culture
• Assessment of current practices & policies
• Competency/performance assessment
• Design of organizational development programs
• Assess system gaps & discuss evidenced based strategies
Pilot Evaluation Project Objectives

1. Document processes used to implement HWE BPGs across sites

2. Determine presence of HWE BPG recommendations in action in nursing practice

3. Determine presence of HWE BPG recommendations in action across nursing work environments

4. Document perceived effectiveness, usefulness and worthiness of HWE BPGs in nurse settings

5. Assess factors contributing to or hindering organizational implementation and adoption of HWE BPGs
Pilot Implementation Evaluation

- Eight (8) Pilot sites in Ontario
  - Centre for Addiction & Mental Health
  - Headwaters Health Centre
  - Kingston General Hospital & Hotel Dieu Hospital
  - Queensway Carleton Hospital
  - Saint Elizabeth Health Care
  - Sunnybrook Health Sciences Centre
  - William Osler Health Centre
  - York Central Hospital

- Evaluation of Implementation of guidelines
- Evaluation of effectiveness of recommendations
Healthy Work Environments Best Practices Pilot Evaluation Team

Primary Team
Linda O’Brien-Pallas
Principal Investigator

Sara White
Director

Supporting Roles
- Literature and BPG Specific
- Website
- Electronic Data Collection System
- Data Analysis
- Data Entry
- Working Group
HWE BPG Data Collection

• Data collected in three intervals:
  – Pre HWE BPG implementation
    * *Intervention: Sites Implemented Assigned HWE BPGs*
  – 3 months post HWE BPG implementation
  – 6 months post HWE BPG implementation

• Data Collection Timelines Staggered Across Sites
  * Weekly journaling during each data collection interval
  * Reporting implementation strategies
Nurse Survey Findings

Pre-Implementation

3 Months Post-Implementation: Overview of results

6 Months Post-Implementation

Overview of Results
Implementation Makes a Difference

• Of the Total 101 Individual Nurse Recommendations Across HWE BPGs:

  – 80% increased in presence in nursing work environments and nursing practice from pre-implementation to 6 months post-implementation
Nurses Reported….

<table>
<thead>
<tr>
<th></th>
<th>3 Months Post</th>
<th>6 Months Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Nursing Team Is Encouraged to Find New Ways of Doing Things</td>
<td>71%</td>
<td>80%</td>
</tr>
<tr>
<td>Morale of Nurses in My Nursing Team is High</td>
<td>42%</td>
<td>60%</td>
</tr>
<tr>
<td>Good Communication Exists Between Nurses and Administration in this Organization</td>
<td>34%</td>
<td>57%</td>
</tr>
<tr>
<td>Managers are Strong Advocates for Nursing in this Organization</td>
<td>44%</td>
<td>63%</td>
</tr>
<tr>
<td>Nurses Are Encouraged to Try New Ways of Doing Things in Their Nursing Practice</td>
<td>59%</td>
<td>76%</td>
</tr>
<tr>
<td>The HWE Best Practice Guideline Implemented...</td>
<td>3 Months Post</td>
<td>6 Months Post</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>--------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Has Improved the Quality of Patient Care I Provide</td>
<td>57%</td>
<td>74%</td>
</tr>
<tr>
<td>Has Been Advantageous for my Job</td>
<td>63%</td>
<td>77%</td>
</tr>
<tr>
<td>Is Compatible with my Daily Practice</td>
<td>76%</td>
<td>86%</td>
</tr>
<tr>
<td>Is Beneficial for Nurses on my Unit</td>
<td>60%</td>
<td>84%</td>
</tr>
<tr>
<td>Is Useful to my Work</td>
<td>69%</td>
<td>84%</td>
</tr>
<tr>
<td>Was Easy to Implement the Guideline</td>
<td>47%</td>
<td>70%</td>
</tr>
<tr>
<td>Fits Well with Policies/Procedures</td>
<td>63%</td>
<td>70%</td>
</tr>
</tbody>
</table>
**Using the HWE BPGs**

<table>
<thead>
<tr>
<th>Once Implemented…</th>
<th>3 Months Post</th>
<th>6 Months Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning to Use the Guideline was Easy</td>
<td>60%</td>
<td>70%</td>
</tr>
<tr>
<td>Felt Well Prepared to Carry out the Guideline with the Existing Resources in our Unit</td>
<td>52%</td>
<td>72%</td>
</tr>
<tr>
<td>Results from Using this Guideline are Apparent to Me</td>
<td>60%</td>
<td>72%</td>
</tr>
<tr>
<td>I was Able to Carry out the Essential Recommendations Contained in the Guideline</td>
<td>65%</td>
<td>79%</td>
</tr>
</tbody>
</table>
## Continue to Apply and Worth

<table>
<thead>
<tr>
<th>Once Implemented…</th>
<th>3 Months Post</th>
<th>6 Months Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will Likely Continue to Apply the Guideline</td>
<td>87%</td>
<td>92%</td>
</tr>
<tr>
<td>Evaluated the Guideline Implemented as Worthy</td>
<td>87%</td>
<td>93%</td>
</tr>
<tr>
<td>If Fully Implemented, Guideline Recommendations Would Make a Significant Change in the way Nurses Cared for Patients/Clients</td>
<td>76%</td>
<td>84%</td>
</tr>
<tr>
<td>Currently use Guideline Recommendations in the Unit, When Caring for Patients/Clients</td>
<td>81%</td>
<td>89%</td>
</tr>
</tbody>
</table>
Knowledge Transfer Strategies

• High degree of staff engagement on the pilot units
• Education & Resources
• Unit cultures “very positive”
• Staff sharing successes
  – Poster presentations at conferences
  – Presentations during Nursing Week
  – Enhanced participation in nursing wide initiatives
• Celebrating milestones
It’s All about Leadership
...in all Roles

• Link to strategic planning
  – support of senior admin (CEO/CNO/Directors)
• Ensure strong leadership
  – designated coordinator
• Engage the Nurse Managers
  – ensure adequate staffing/replacement
• Create a vision & communicate to all
  – standing agenda item on committees
• Engage direct care nurses
  – champions
Knowledge Transfer Strategies

- Aligned with vision of organization
- Leadership team role model
- Nurses identified a need
- Management support
- Dedicated Project Lead
- Dedicated local lead
- Synergies with other projects/activities
Key Trends

• Nurses value all elements of healthy work environments
• A focus on implementing the recommendations makes a difference for nurses
• Nurses also perceive patients receive better care
• Recommendations were a fit with the workplace context
• Nurses indicate they will continue to focus on the elements of a healthy work environment
Next Steps

- Organizations are implementing HWE BPGs alongside Clinical BPGs
  - Enable clinical excellence
  - Sustain practice change
  - Foster safe quality care
  - Enhance recruitment & retention
  - Decrease absenteeism & decrease presenteeism

- Explore ways to continue to monitor and collect data related to creation of healthy work environments
- Develop system wide initiatives related to findings
What have we learned?

- This is a very important area to nurses and to our patients
- We made this area important to governments and other policy makers
- We have different types of evidence for these guidelines, and there are gaps in the research
- This work is possible and critical if we want to achieve nursing excellence
Healthy Work Environment
Best Practice Guidelines:

Enable Evidence Based Management Decision Making for Quality of Care and Quality Of Work Life

They Do Make the Difference!
Questions and Discussion