The Chief Nursing Officer’s Role for a Healthy Work Environment

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Chief Nurse Executive
Jefferson Health New Jersey
Capstone Project for DNP Program
University of Pittsburgh
14 Hospitals

- Abington Hospital*
- Abington – Lansdale Hospital**
- Jefferson Bucks Hospital
- Jefferson Cherry Hill Hospital*
- Jefferson Frankford Hospital
- Jefferson Hospital for Neuroscience*
  - Vickie and Jack Farber Institute for Neuroscience
- Jefferson Methodist Hospital*
- Jefferson Stratford Hospital*
- Jefferson Torresdale Hospital
- Jefferson Washington Township Hospital*
- Magee Rehabilitation Hospital
- Physicians Care Surgical Hospital
- Rothman Orthopaedic Specialty Hospital
- Thomas Jefferson University Hospital*
  - Sidney Kimmel Cancer Center (NCI-designated)

6,600 physicians/practitioners

7,400 nurses (full/part time)

40+ outpatient and urgent care locations

Over 4.3 million patient interactions annually

* Magnet® designation from the American Nurses Credentialing Center for nursing excellence

** Pathway to Excellence® designation from the American Nurses Credentialing Center for sustaining a positive practice environment
# Jefferson Health – New Jersey

## 2017 Facts & Figures

*Jefferson Cherry Hill Hospital (CH) • Jefferson Stratford Hospital (ST) • Jefferson Washington Twp. Hospital (WT)*

<table>
<thead>
<tr>
<th>PATIENTS ADMITTED</th>
<th>ER VISITS</th>
<th>AVERAGE LENGTH OF STAY</th>
<th>BIRTHS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CH 7,117</td>
<td>CH 40,389</td>
<td>CH 5.2 days</td>
<td>CH N/A</td>
</tr>
<tr>
<td>ST 5,812</td>
<td>ST 40,013</td>
<td>ST 4.2 days</td>
<td>ST N/A</td>
</tr>
<tr>
<td>WT 13,001</td>
<td>WT 65,218</td>
<td>WT 4.6 days</td>
<td>WT 990</td>
</tr>
<tr>
<td><strong>Total 25,930</strong></td>
<td><strong>Total 145,620</strong></td>
<td><strong>Total 4.6 days</strong></td>
<td><strong>Total 990</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SAME-DAY SURGERY</th>
<th>Hospitals</th>
<th>Surgery Center</th>
<th>Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>CH 1,551</td>
<td>CH N/A</td>
<td>CH N/A</td>
<td><strong>14,470</strong></td>
</tr>
<tr>
<td>ST 1,728</td>
<td>ST N/A</td>
<td>ST N/A</td>
<td></td>
</tr>
<tr>
<td>WT 3,572</td>
<td>WT 7,619</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total 6,851</strong></td>
<td><strong>Total 7,619</strong></td>
<td></td>
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JEFFERSON HEALTH – NEW JERSEY
2017 FACTS & FIGURES

Jefferson Cherry Hill Hospital (CH) • Jefferson Stratford Hospital (ST) • Jefferson Washington Twp. Hospital (WT)

<table>
<thead>
<tr>
<th>ACUTE CARE BEDS</th>
<th>TOTAL ASSOCIATES</th>
<th>ASSOCIATES PER HOSPITAL CAMPUS</th>
<th>HOME HEALTH VISITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CH 196</td>
<td>4,915</td>
<td>CH 1,024</td>
<td>51,669</td>
</tr>
<tr>
<td>ST 181</td>
<td></td>
<td>ST 798</td>
<td></td>
</tr>
<tr>
<td>WT 230</td>
<td></td>
<td>WT 1,566</td>
<td></td>
</tr>
<tr>
<td>Total 607</td>
<td></td>
<td>Total 3,388</td>
<td></td>
</tr>
</tbody>
</table>

ASSOCIATES AT AMBULATORY AND MANAGEMENT FACILITIES: 1,527
What is a Healthy Work Environment?

- Safe
- Empowering
- Satisfying
- Good working relationships
- Shared decision making
- Attentive & responsive to concerns

HWE
Healthy Work Environment (HWE) is critical to patient safety. HWEs are integral to attracting and retaining health care professionals. HWEs are developed and fostered through the CNO’s leadership.
• Members of the health care team to have good working relationships
• Clinical nurses to be involved in decision making
• The organization to listen and respond to patient care issues of concern identified by clinical nurses

When these attributes are not present, the environment is unhealthy
Role of the Chief Nursing Officer

Commit to using EBP to lead change

Provide leadership

Set the stage to create and sustain a HWE

(Sanders, Krugman, & Schloffman, 2013)
Every patient deserves efficient, high-quality, safe nursing care that is grounded in competency, research, and best practices to ensure optimal outcomes.
Why is a HWE Important?

My Code of Ethics

- Defines nurses ethical responsibility to ensure the...
  - safety of patients
  - health and wellness of nurses & other health care providers
- Outlines responsibility of nurses to perform with...
  - professionalism, accountability, & transparency
  - involvement, efficiency, & effectiveness
- Fosters a culture of safety

(American Nurses Association, 2015; American Nurses Association, n.d.)
What Contributes to Nurse Dissatisfaction?

- Lack of advancement opportunities
- Cost containment affects patient care
- Lack of educational opportunities
- Problematic relationships with physicians
- Patient ratio and skill mix not adequate
- Leadership issues:
  - Visibility
  - Authority
  - Partnership

(Aiken et al., 2012)
Origins of HWE for hospital-based nurses
- Study in 1983 by McClure, Poulin, Sovie, and Wandelt
- “Magnet Hospitals: Attraction and Retention of Professional Nurses”
The Environment

Combination of elements that create a positive practice environment

Two Major Themes Emerged

Autonomy, primary nursing, mentoring, professional recognition, respect, & ability to practice nursing as should be

(McClure, Poulin, Sovie, & Wandelt, 1983)
Supporting Literature

University of Pittsburgh
Hillman Library
Role of leadership style & characteristics

Role of workload & nurse staffing.

Multidisciplinary approach

9 pronounced factors

8 strategies

(Pearson et al., 2006; Pearson, et. Al., 2006; Pearson et al., 2007; Twigg & McCullough, 2014; Lindberg & Vingard, 2012)

Supporting Literature
5 Systematic Reviews: 2006 to 2012

Nurse-to-patient staffing ratios influenced the nurses’ perceptions of a HWE.

Supporting Literature
7 Independent Qualitative Studies: 2011 to 2016
The AACN Synergy Model for Patient Care™

Theoretical Framework
Meaningful recognition
Appropriate staffing
Skilled communication
Authentic leadership
Effective decision making
True collaboration

AACN 6 Essential Standards for a HWE

Theoretical Framework

(American Association of Critical-Care Nurses, 2016)
The American Association of Critical Care Nurses (AACN)’s Model for a Healthy Work Environment (HWE)

**Project Purpose & Scope**

- Assess NJ CNO’s understanding & priorities for a HWE
- Provide a toolkit
- Provide practice model impact
- Leadership innovation
Healthy Work Environment
Project Method

Survey all CNOs in New Jersey Email List
AACN Healthy Work Environment Assessment Tool

- Screening tool to measure progress on achieving essential standards
- Provides overall healthy work environment score & scores for each standard
- Consists of 18 questions
- Uses a Likert scale
- Proven validity & reliability

(Mays, Hrabe, & Stevens, 2011)
Conducted in November 2017 with the AACN HWE Assessment Tool

Included demographic questions for CNO’s to complete

N=82 35% response rate

Initial Survey Process
Data Analysis: CNO Profile

- Predominantly female
- Majority were:
  - 50+ years old
  - >30 years of nursing experience
  - 16-20 years of nursing leadership
- 62% in current role <5 years
- 2 with long tenure (> 15 years)
- 79% have master or doctoral degree
- 86% hold national certification
- 78% Magnet® Designated or on Magnet® Journey
Data Analysis: Toolkit

- AACN Healthy Work Environment Assessment Tool
- 18 Questions
- Likert Scale
- Assessed results using AACN “Team Assessment Results” workbook
- Individual questions grouped based on the 6 standards – e.g. questions 1, 6, 14 = Skilled Communication
- Higher weighted standards had higher percentages of strongly agree
Data Analysis Revealed Priorities for CNO’s

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

AACN HWE Assessment Tool
Data Analysis
Definition of a Healthy Work Environment

Conceptual Framework

6 Critical Elements

Resources

Toolkit Design & Content
The American Organization of Nurse Executives (AONE)

For "Early-Careerist"

- Leader2Leader Mentorship & Mentee Program
- Dynamic Leadership for Shared Governance
- Emerging Nurse Leader Institute (ENLI)
- Essentials of a Nurse Manager Orientation (ENMO)
- Nurse Manager Institute

For "Mid-Careerist"

- Leadership Lab
- Certified Nurse Manager & Leader (CNML) Essentials Review Course
- Nurse Manager Fellowship
- Nurse Director Fellowship

HWE Toolkit Resource Examples
For “Executive”

- AONE Conferences
- Certification in Healthcare Finance
- Certification in Executive Nursing Practice (CENP)
- American Nurses Credentialing Center Nurse Executive Board Certification, Advanced (NEA-BC)

HWE Toolkit Resource Examples
• Comprehensive Unit-based Safety Program (CUSP)
• TeamSTEPPS®
• High Reliability Organization (HRO)
• Nursing Engagement Surveys (various national vendors)
Second Survey
10 responses
N=78
13% Response Rate

- 20% Use none of resource examples
- 90% Aware of AACN HWE Model
- 100% Found toolkit valuable
- 20% Use few of resource examples
- 60% Use several of resource examples

HWE Toolkit Dissemination & Feedback
Leadership in HWE initiative is critical
Must understand & be engaged for success

Vital to attract & retain health care professionals
Integral to the safety of patient care

In developing & maintaining a HWE
AACN’s Model for HWE provides a roadmap

Conclusions & Implications for Practice

CNO's HWEs Challenges

HWE
References & Toolkit available upon request
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Thank You

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