

# Creating a Healthy Nursing Work Environment

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# Purpose

To outline the progress of transforming a low morale team from Tier III (low performing) to Tier I (high performing) within a year. Throughout this year, the team also faced significant changes and obstacles which were challenges for the leadership team

OB/NICU LDRP Nursing unit with approximately 45 FTEs, a Director and Manager. During the year, the team experienced significant changes and new challenging goals.

# Background

- ✓ New Nursing and Medical Director Leadership
- ✓ Low Morale/Morale Distress
- ✓ New Electronic Medical Record to EPIC Conversion
- ✓ Establishing new Level II NICU
- ✓ Preparing for NICU Level II designation
- ✓ Loss of established OB Group and receiving new OB group
- ✓ 50% census drop to a triple census increase within same year
- ✓ Hiring approximately 40% new staff to accommodate new OB group
- ✓ Establish new Culture with staff input/ideas

Leadership used several tools of transformational leadership techniques. In addition, leadership utilized the AACN Healthy Work Environment Standards.

# AACN Healthy Work Environment Standards.



# Methodology (Cont'd)

- ☐ Transformational Leadership
- ☐ Initial 1:1 Meetings with Team Members
- ☐ Clear Vision
- ☐ Strong Leadership Support
- ☐ Staff Empowerment
- ☐ Clear Staff Expectations
- ☐ Strong Communication with Many Forms (Email, Verbal, Team Huddles, Rounding, Huddle Boards)
- ☐ Clear Chain of Command

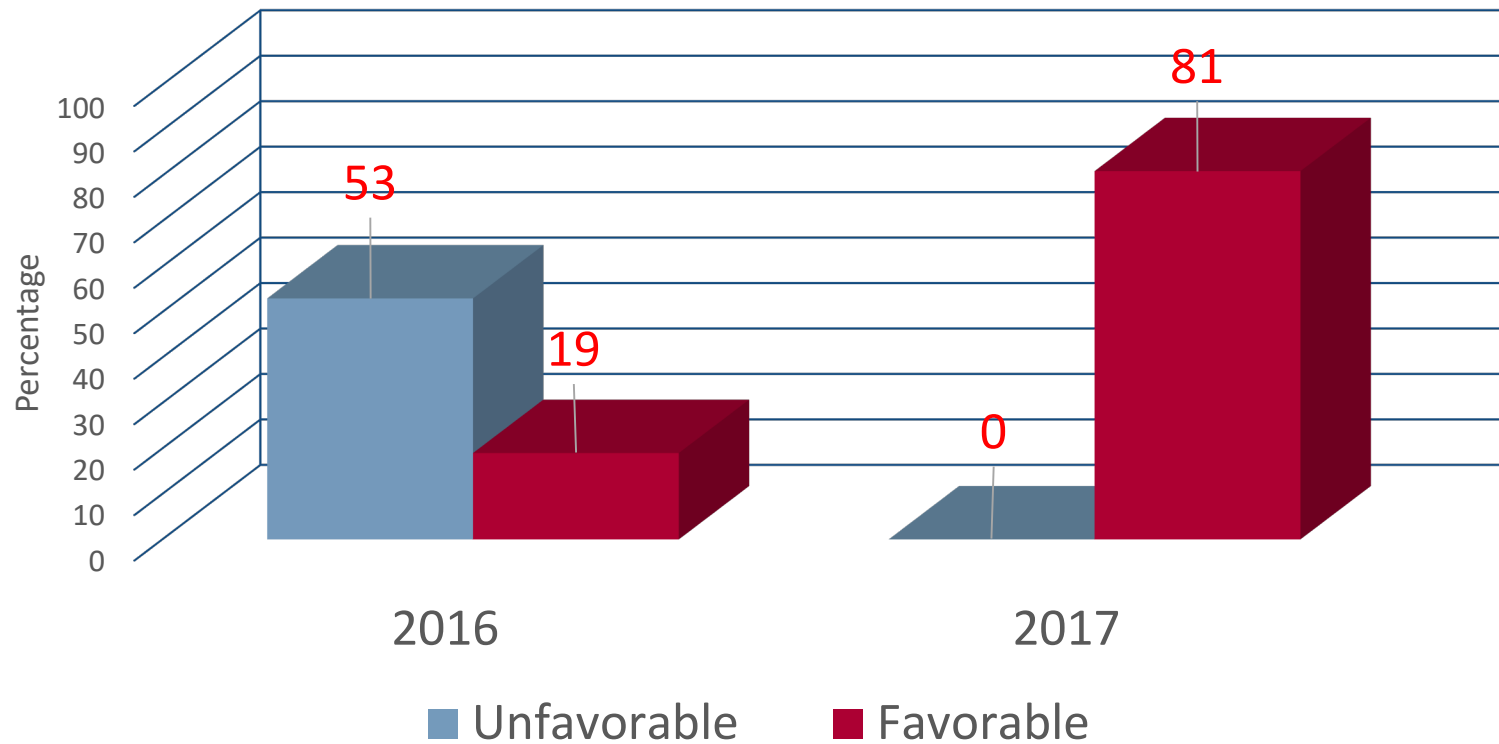
# Methodology (Cont'd)

- ☐ Staff and Leader Accountability
- ☐ Genuine and Meaningful Staff Recognition
- ☐ Make Staff Meeting Predictable
- ☐ Leaders must be Visible
- ☐ Leader Staff Rounding
- ☐ Nurse-Lead Ideas/Initiatives-Listen to Them!
- ☐ Addressing their Staffing Concerns
- ☐ Appropriate Staffing
- ☐ TRUE team/leader collaboration
- ☐ FOLLOW THROUGH!

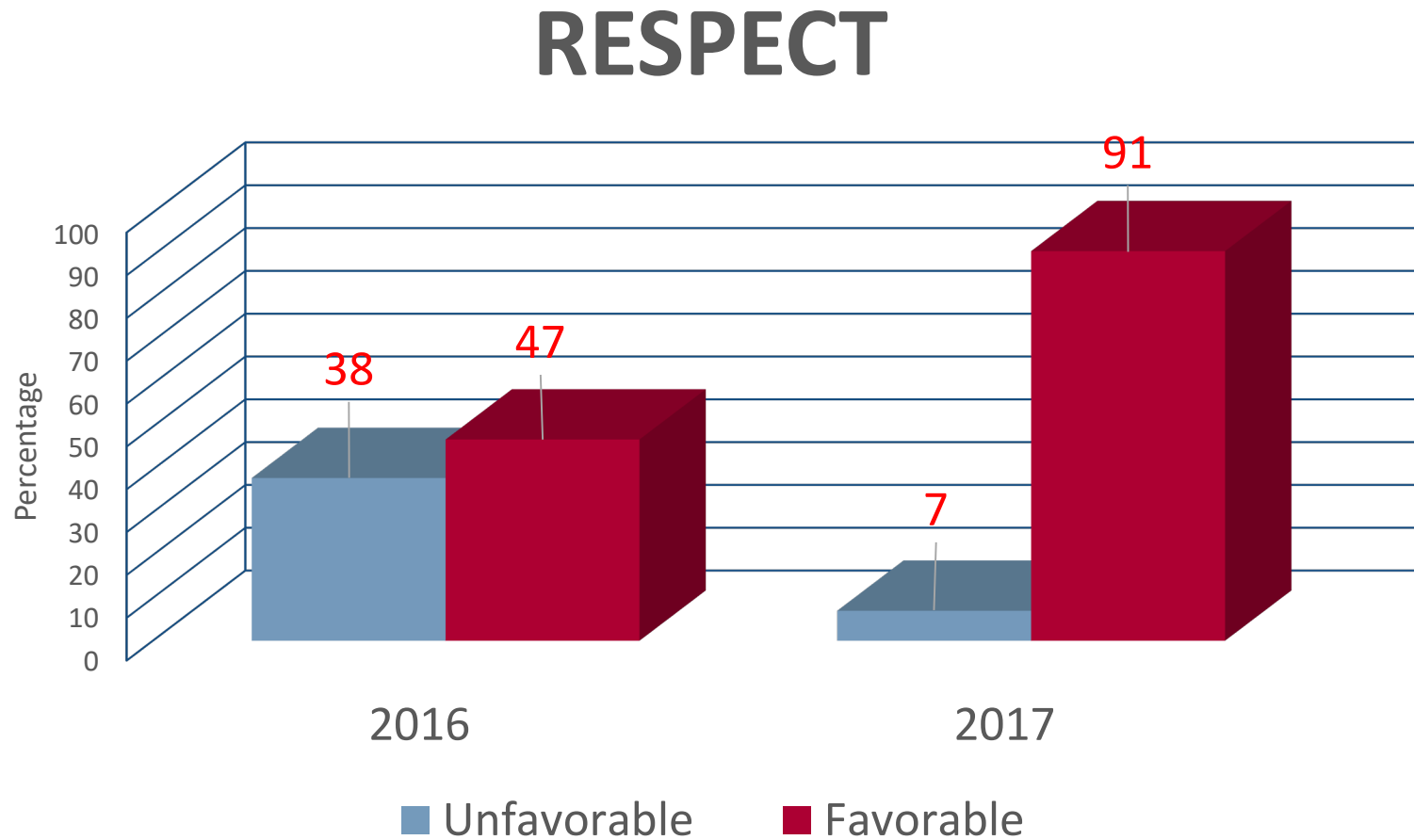


# TRUST

## TRUST

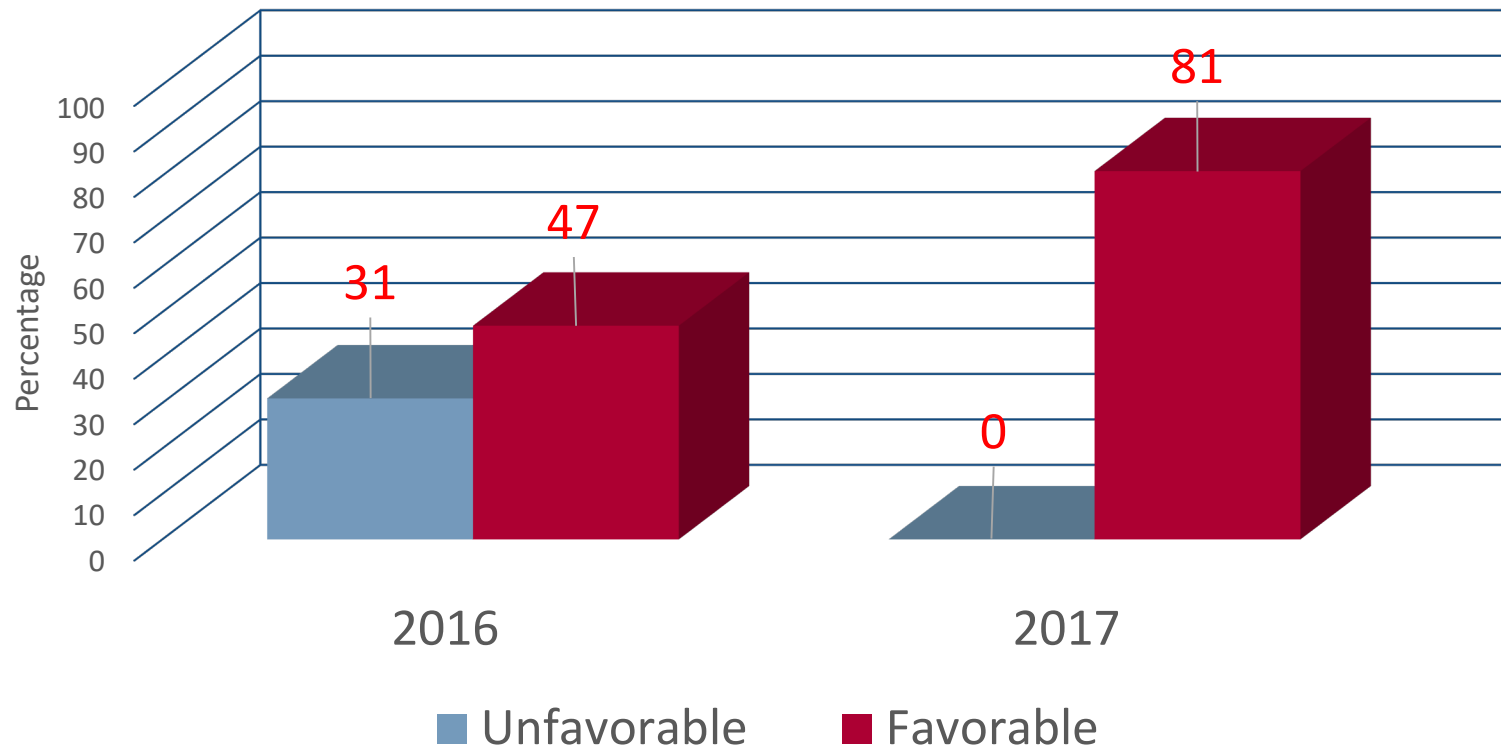


# RESPECT



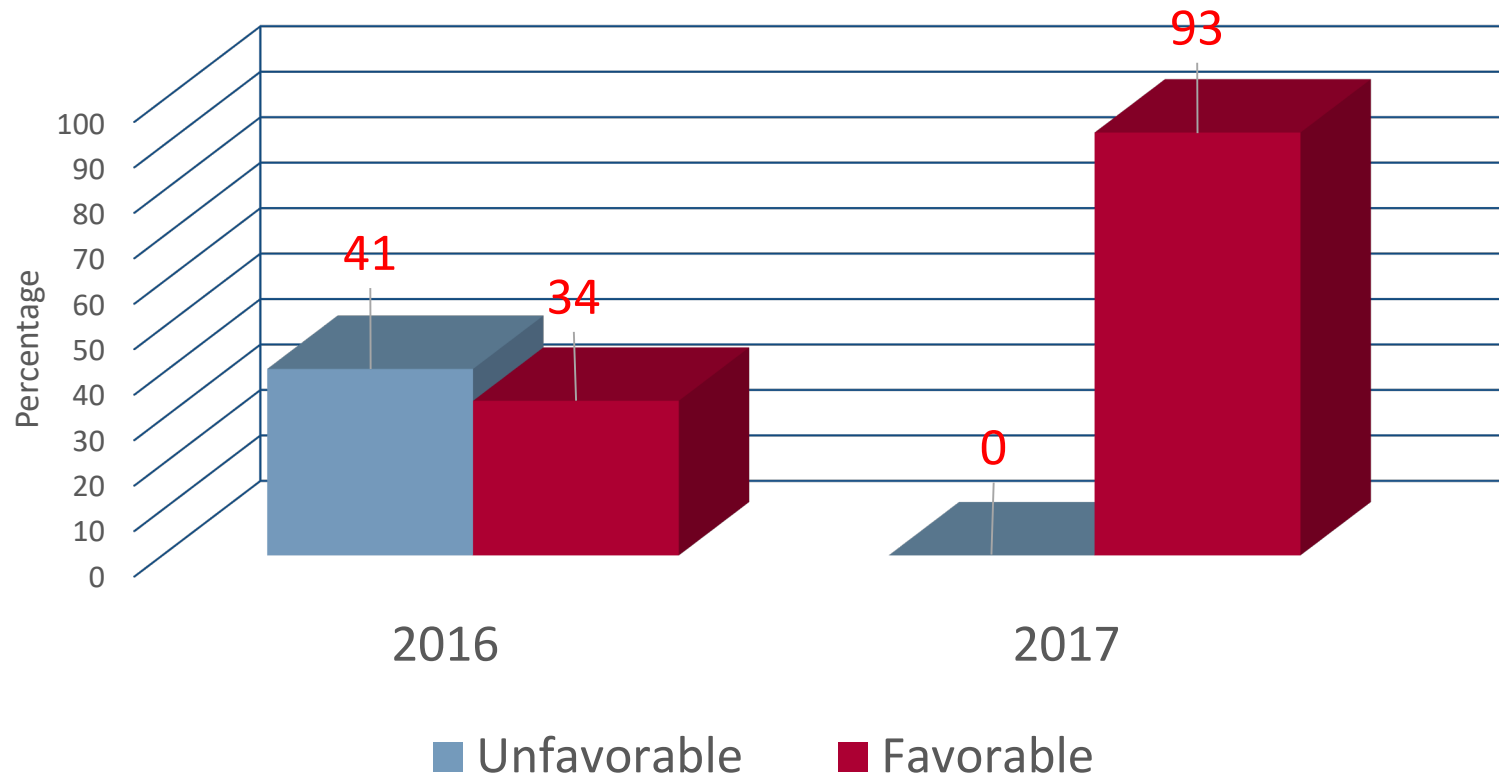
# TEAMWORK

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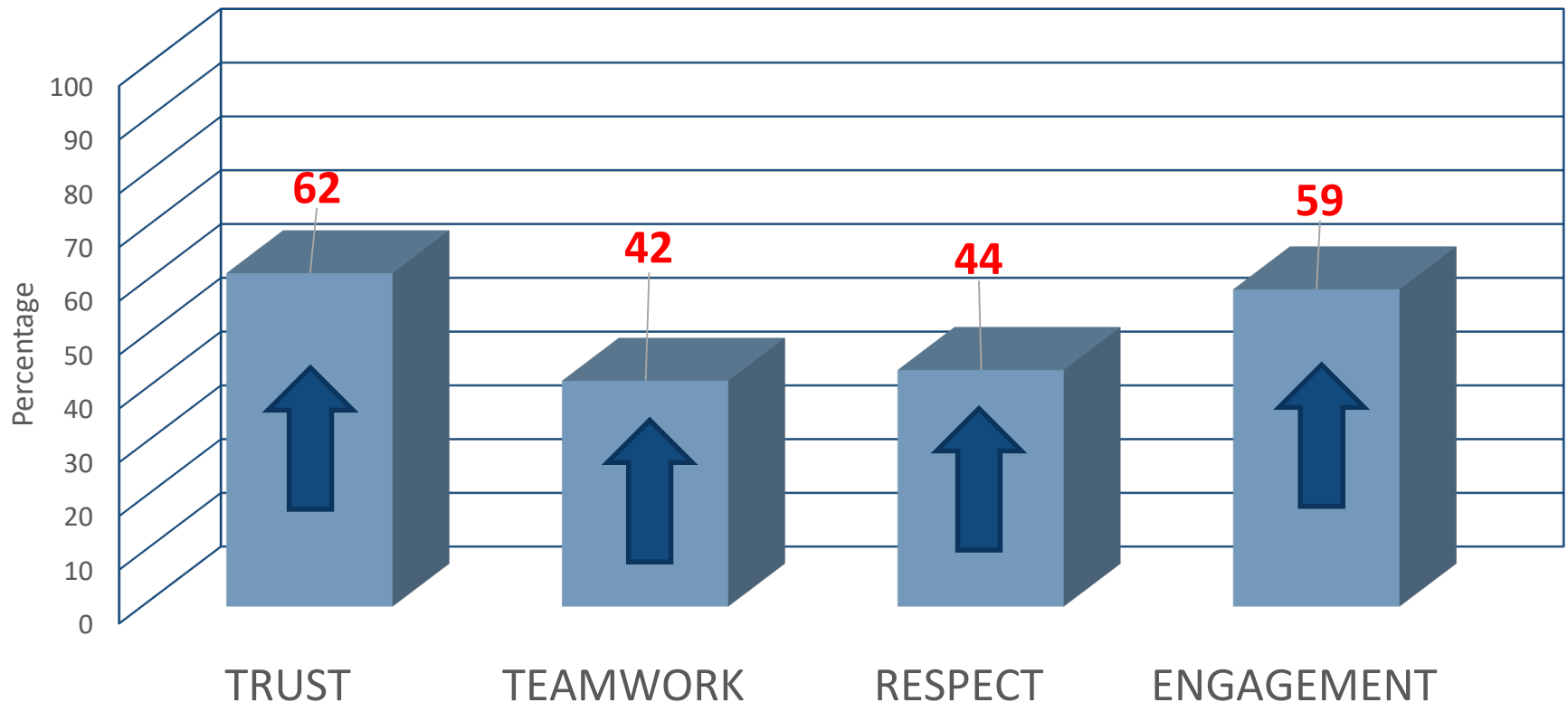
# ENGAGEMENT

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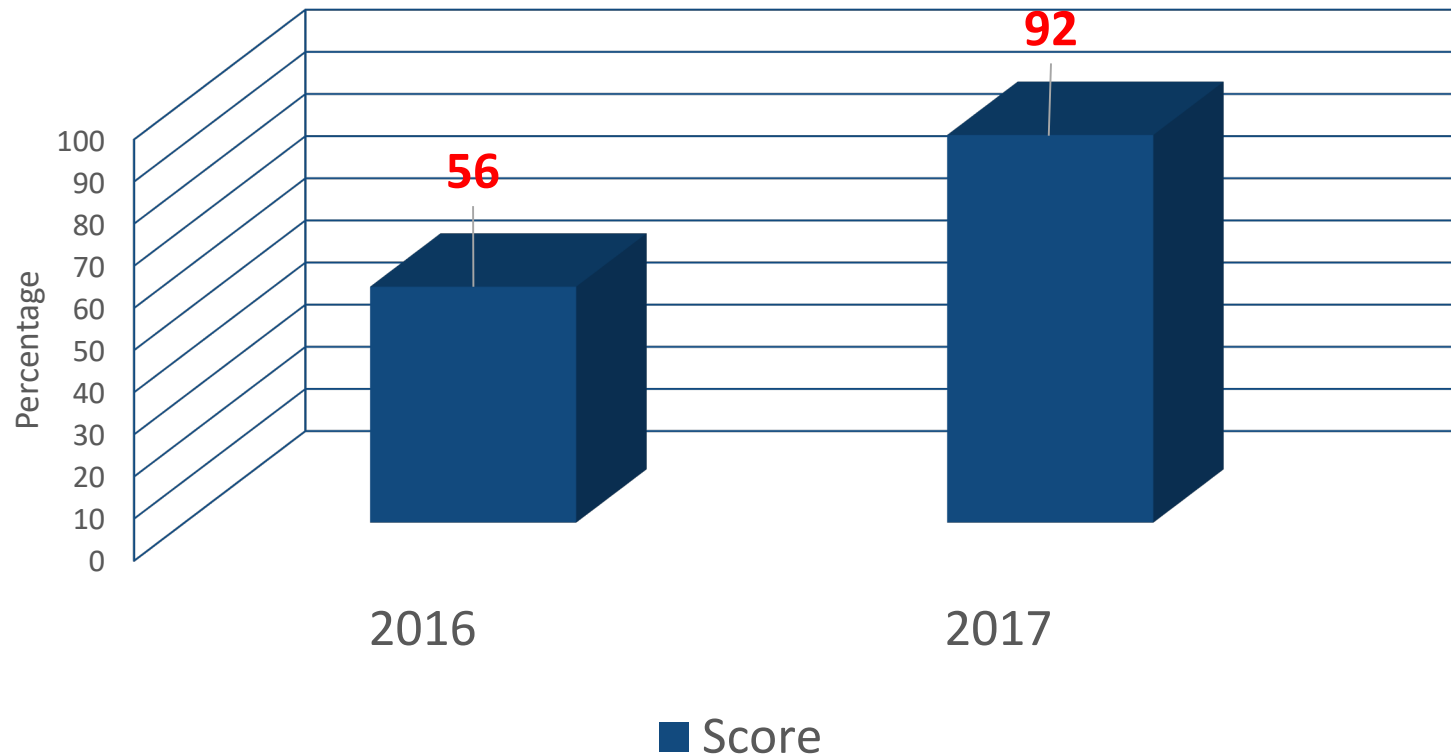
# OVERALL INCREASES

## % INCREASE IN FAVORABLE SCORES FROM 2016 TO 2017



Action planning readiness score assesses how well prepared a work unit leader is to lead a work group through a project. The score is a 100 pt. score scale. Scores above a 70 are a good indication that this work unit is prepared to engage in action planning initiatives lead by a manger or director.

## ACTION PLANNING READINESS



- There is a strong correlation between the standards of a healthy work environment and high performing teams as well as high morale. Studies have also revealed that HWEs have a direct impact on the quality of patient care. Furthermore, the literature supports a relationship exists between HWEs and nurse job satisfaction.<sup>2</sup> A healthy nurse work environment is a critical component to ensuring that our patients are receiving the best care possible.



# Questions?



# References

- 1 Shirey, M. R. (2017). LEADERSHIP PRACTICES FOR HEALTHY WORK ENVIRONMENTS. *Nursing Management*, 48(5), 42-50. doi:10.1097/01.NUMA.0000515796.79720.e6
- 2. Leslie, V., & Trisha, S. (2013). Building a Healthy Work Environment: A Nursing Resource Team Perspective. *Nursing Leadership (1910-622X)*, 2670-77.
- 3. Smith Lewis, H., & Cunningham, C. L. (2016). Linking Nurse Leadership and Work Characteristics to Nurse Burnout and Engagement. *Nursing Research*, 65(1), 13-23. doi:10.1097/NNR.0000000000000130

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