The Healthy Work Environment (HWE) exists because of the nurses’ effort to create and maintain the HWE. The AACN Standards for Establishing and Sustaining Healthy Work Environments (2016) include:

- **Skilled Communication** - Nurses must be as proficient in communication skills as they are in clinical skills.
- **Meaningful recognition** - Nurses must be recognized and must recognize others for the value each brings to the work of the organization.
- **Authentic leadership** - Nurse leaders must fully embrace the imperative of a healthy work environment, authentically live it and engage others in its achievement.

According to Miracle (2008), a HWE fosters:

- Authentic Leadership that respects nurses
- Skilled Communication and teamwork
- Leadership growth in the staff
- Recognition of the efforts, contributions, achievements and importance of the nursing staff.

“The entire healthcare team must work together to foster good communication skills where nurses are a valued resource.”

(Miracle, 2008, p. 442-43)

“The absence of appreciation by the hospital or by the team can result in negative feelings about duties and lack of motivation to be high achievers. Consequently, nurses eventually feel exhausted, decreasing work quality.”

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“A reward system should be introduced to increase employee motivation and loyalty towards their jobs and the hospital and improve their work quality.”

(Nuria Sal, Filibrun, Yuwono, Hadi, Efendi & Busky, 2018)

Abstract

- The link between a Healthy Work Environment and the quality of patient care and staff retention is clear (AACN, 2016). Skilled communication, meaningful recognition and authentic leadership breed a healthy work environment.
- This presentation describes the development of a communication board implemented by staff as a medium contributing to a healthy work environment between management and peers.

Introduction

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Focusing on the Good: Creating a Healthy Work Environment through Skilled Communication, Meaningful Recognition and Authentic Leadership

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Building a Healthy Work Environment

Identifying the Need

- A pre-communication board survey was distributed to 30 nurses prior to establishing the communication board
- n=17 nurses
- 52% of the respondents reported good communication on the unit
- When asked how to change the work place for the better, communication was often brought up, with comments such as: “a better work place would be if management would listen to employees and respond in a reasonable time.”

“communication”

“Better staffing, more communication between coworkers”

Communication was a constant factor in how to make the work place better.

Skilled Communication was measured on the survey as perceived communication between leadership and staff

- Skilled communication prior to the implementation of the communication board was self reported as Average for 47% (n=30) of the respondents while 52% reported Good communication
- Following the implementation of the communication board, skilled communication was self reported as Average by 22% (n=23) of the respondents but jumped to 78% who reported Good communication

Meaningful Recognition was measured qualitatively including feedback from staff and management as well as open ended responses on the survey. Themes emerged including:

- Appreciation from leadership to staff
- Support from leadership to staff
- Staff was observed using the Communication Board regularly to recognize others for work efforts as well as personal and professional achievements

Authentic Leadership was observed daily with increased use of the Communication Board.

- Leadership stimulated enthusiasm in the work environment as they supported the implementation and use of the Communication Board.
- Staff discussed feeling appreciated by leadership and in turn appreciated the leadership efforts to authentically lead as they read truthful positive feedback
- Staff became involved in using the Communication Board daily
- Staff discussed feelings of a healthier work environment

References


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