An Innovative Health System Strategy to Create and Sustain Healthy Work Environments

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Introduction
Healthy Work Environments (HWE) are important to the welfare of nurses for successful recruitment and retention and for patient safety and quality. Nurses should assess measures that support HWE standards. A color coded pie chart was proposed to depict nursing units’ current performance based on the myriad of quality, safety, and outcome data tracked. The following guidelines were developed to color the HWE ecosystem pie chart:

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

![Pie chart with segments labeled for HWE status](image)

### Evidence
Accepted AACN essential standards necessary to create and ensure a healthy work environment were adapted. Critical standards were tracked with surrogate data available to nurse leaders.

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

### Use of Nurse Sensitive Data to Assess HWE Performance

<table>
<thead>
<tr>
<th>Unit Level Indicators</th>
<th>Measure frequency</th>
<th>Data Source</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurse Satisfaction</td>
<td>Annual</td>
<td>Satisfaction Vendor</td>
<td>Above median cohort</td>
</tr>
<tr>
<td>Patient Satisfaction</td>
<td>Quarterly</td>
<td>Division specific vendor</td>
<td>Division specific</td>
</tr>
<tr>
<td>Nurse sensitive clinical indicators (CLABSI, CAUTI, Falls with injury, HAPI Stage 2 or greater) or other nurse sensitive measures</td>
<td>Quarterly</td>
<td>National Database of Nursing Quality Indicators™ (NDNQI) or other vendor</td>
<td>2018 system goals (or other division applicable goals)</td>
</tr>
<tr>
<td>Nursing turnover</td>
<td>Monthly</td>
<td>Human Resource Information System (HRIS) Members of Team Scorecard Report</td>
<td>Divisional goal</td>
</tr>
<tr>
<td>BSN improvement goal</td>
<td>Monthly</td>
<td>HRIS Report</td>
<td>2018 specific divisional goal</td>
</tr>
<tr>
<td>Meaningful Recognations</td>
<td>Variable</td>
<td>Variable</td>
<td>Active Nominees for DAISY, System awards, VNA/VNF awards, March of Dimes, Beacon, ANCC Magnet®, Pathway or other</td>
</tr>
</tbody>
</table>

### Results

**Usage**
Leader usage was assessed. Nurse leaders were surveyed following the launch of this tool in the spring of 2017 for tool use and impact. The survey response rate was 69.3% (n=277).
- 92% (n=254) of leaders have or plan to use the tool 30 days after introduction
- 72.4% (n=199) of leaders rated the tool as somewhat or very useful

**Satisfaction**
Nursing satisfaction was tracked one year post launch. System nurse engagement increased by 3% in 2018 over 2017 (N=5,902). System outperformed benchmark on interprofessional relationships, fundamentals of quality nursing care, autonomy, RN-to-RN teamwork and collaboration, professional development, and leadership access and responsiveness. Leadership action and responsiveness had the highest (positive) gap above benchmark at 0.20.

**Retention**
RN Nursing turnover improved from baseline 7.6% (June 2017) to 7.4% (June 2018)

### Discussion/Current Opportunities
- Tool provides a visual of current unit state to focus attention on HWE standards
- Pie chart prompts interaction with front line team and sharing of best practices across leadership
- Variances are actionable by unit shared governance practice councils
- Easy visual assimilation of multiple units across organization for Nurse Executives
- Executive rounding using highly reliable organization strategies to action plan.

### Future Implications
- Further alignment with ideal AACN HWE standards
- Unit actions as a result of HWE visual; system tools for diagnosing interventions
- System actions for trending variances across all units
- Evaluation of nurse managers ability to manage/promote a healthy work environment

**Purpose**
Managers and staff use their pie chart to assess the health of their unit
- A healthy ecosystem – All wedges are green
- A cautious ecosystem – 1 red and/or 1-3 yellow wedges
- An unhealthy ecosystem – 2 or more red and/or 4 or more yellow wedges

**References:**

*"Our unit ecosystem pie chart represents the various segments of our work environment. It represents an overall healthy work environment as we are meeting or exceeding most of our goals. I am very proud of our mostly green pie! I hope you're discussing the pie slices, including what support the staff need to maintain our healthy or green wedges. We've also started talking about measures to improve our only yellow slice. We hope our entire pie will be green soon."* - Marci DeLio Raje, BSN, RN Clinical Nurse Manager, Sentara Princess Anne Hospital

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