Title:
Authentic Leadership-Life Support for a Healthy Work Environment

Linda Cassidy
Nursing Department, Holy Cross Hospital, Fort Lauderdale, FL, USA

Nora Triola
Catholic Health East, Newtown Square, PA, USA

Session Title:
CLINICAL SESSION: Strategies in Authentic Leadership

Slot:
CB 02: Saturday, April 13, 2013: 1:45 PM-3:00 PM

Scheduled Time:
1:45 PM

Keywords:
Leadership, Research and Strategies

Abstract Text:

The health of the work environment plays a critical role in optimal patient outcomes. While much emphasis is placed on the importance of technology, one cannot overlook the influence of human factors on the work environment and the quality of patient care. Effective interpersonal relationships of healthcare team members directly influence the patient/family experience, avoidance of harm, patient quality and safety, retention of nurses and other healthcare professionals. In 2005, AACN released Standards for Establishing and Sustaining Healthy Work Environments: A Journey to Excellence. This is a framework healthcare organizations may utilize to create, enhance and sustain a healthy work environment which is essential to excellence in nursing care.

In this presentation, we will create the case for the importance of authentically addressing the status of the health of the work environment at macrosystem, microsystem, and individual levels. We will demonstrate how innovative strategies were developed utilizing the six standards and how they played a key role in the evolution of our professional practice model which serves as the guiding framework for practice. Specific strategies developed through shared governance structures, empowerment of informal leaders and the resulting organizational impact will be presented. Results from three phases of research that specifically examined RN’s perception of the health of our organization will be shared. Unit and organization level analyses with comparisons to national survey results will be included. Differences in the perceptions between nursing divisions, specifically critical care compared to non-critical care, and RNs’ self-perception of their personal contribution to the health of the work environment will be discussed. Responses highlighted the key role of leadership. Authentic leadership will be addressed as the genesis for assuring that all the standards are analyzed, enculturated and measured for effectiveness. Pivotal structures and processes surrounding nurse involvement will be extensively addressed.