

Title:

Direct Care RN Perceptions of the Healthy Work Environment

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Session Title:

CLINICAL SESSION: Building Communication Strategies

Slot:

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Scheduled Time:

9:20 AM

Keywords:

Communication, Leadership and Practice

References:

Selected references Barden, C. E. (Ed.). (2005). AACN standards for establishing and sustaining healthy work environments. Aliso Viejo, California: American Association of Critical-Care Nurses. Barden, C. and Distrito, C. (2005). Toward a healthy work environment. *Health Progress*, 86(6), 16-20. Beal, J., Riley, J., and Lancaster, D. (2008). Essential elements of an optimal clinical practice environment. *Journal of Nursing Administration*, 38(11), 488-493. Benner, P. (1984). From novice to expert: Excellence and power in clinical nursing practice. Menlo Park, California: Addison-Wesley. Bernard Hodes Group. (2008). In *Hospitals and Health insert. Nursing management: Aging workforce survey*. Blanchard, Ken. (2000). *Situational Leadership® II: Teaching others*. The Ken Blanchard Companies. Item#13538. V051602. Buerhaus, P. I., Donelan, K., Ulrich, B.T., DesRoches, C. & Dittus, R. (2007). Trends in the experiences of hospital-employed of registered nurses: Results from three national surveys. *Nursing Economics*, 25(2), 69-79. Coomber, B. & Barriball, K. L. (2007). Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: A review of the research literature. *International Journal of Nursing Studies*, 44, 297-314. Cooperrider, D. and Whitney, D. (2004, June). *Appreciative Inquiry: A positive revolution in change*. Proceedings from the 2006 American Society of Training & Development presentation. Dreyfus, S. E. & Dreyfus, H. L. (1980). A five-stage model of the mental activities involved in directed skill acquisition. Unpublished report supported by the Air Force Office of Scientific Research (AFSC), USAF (Contract 49620- C-0063), University of California at Berkeley, A155480. Hersey, P. and Blanchard, K. (1972). *Management of organizational behavior: Utilizing human resources*. (2nd Ed.). Englewood Cliffs, New Jersey: Prentice-Hall, Inc. Hinno, S., Partanen, P., Vehvilainen-Julkunen, K. & Aaviksoo, A. (2009). Nurses' perceptions of the organizational attributes of their practice environment in acute care hospitals. *Journal of Nursing Management*, 17, 965-974. Huit, W. (2001). *Motivation to learn: An overview*. Educational Psychology Interactive. Valdosta, GA: Valdosta State University. From chiron.valdosta.edu Retrieved May 15, 2011 from <http://www.martinfrost.ws/htmlfiles/aug2008/motivation.html> Institute of Medicine. (2001). *Crossing the Quality Chasm: A new health system for the 21st century*. Committee on Quality of Healthcare in America. Washington, D.C.: National Academies Press. Institute of Medicine. (2004). Page, A. (Ed.). *Keeping Patient's Safe: Transforming the work environment of nurses*. Washington, D.C.: National Academies Press. Institute of Medicine of the National Academies. (2011). *The future of nursing: Leading change, advancing health*. Washington, D.C.: National Academies Press. International Council of Nursing, International Hospital Federation, International Pharmaceutical Federation, World Confederation for Physical Therapy, World Dental Federation, World Medical Association. (2008). *Incentive systems for health care professionals*. Retrieved May 1, 2011 from <http://www.ichrn.org/>

Abstract Text:

The purpose of the qualitative mixed method study was to understand the perceptions of direct care registered nurses (RNs) regarding their work environment. Patricia Benner (1984) applied the Dreyfus Model of Skill Acquisition (1980) to describe and interpret skill acquisition and clinical judgment in nursing practice. Benner's operational definitions for the five levels of her Novice to Expert Practice Model were used by the study participants to self-identify their level of practice. Action research (AR) using Cooperrider's Model of Appreciative Inquiry guided the researcher in understanding the study participants' perception of The American Association of Critical Care Nurses (AACN) (2005) six standards of the healthy work environment (HWE) within their own work setting. An additional aim was to determine if the clinical manager's perception of their direct reports was the same as the RN. The theoretical drive of the study was inductive and qualitative. The qualitative method focused on understanding the perceptions the direct care RNs had of their work environment through the use of focus groups, including observation and field notes taken by the researcher. The role of the reported quantitative statistics was to enhance the description of the healthy work environment as noted by the study participants. Out of a possible one hundred thirty seven study participants between the two study units, sixty seven direct care RNs participated. The study site was two medical/surgical units in a large Midwestern pediatric hospital. The study findings are being used by the study units' clinical managers as the basis for implementing the Hersey and Blanchard (1972) Situational Leadership Model. The clinical managers work with their direct reports depending upon the RNs level of practice and the details of the task to be performed.