AN EVIDENCE-BASED ROADMAP TO HWES: CLOSING A GAP IN THE LITERATURE THROUGH DEVELOPMENT OF A TOOLKIT

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INTRODUCTION

- Shortage of 250,000 nurses in U.S. by 2030
- Determines availability of providers
- Organizations cannot rely on staffing alone
  - Leaders must understand:
    - Dynamic needs of workforce
    - Modifiable working conditions
    - Leadership qualities
There is inadequate research regarding how to implement interventions aimed at improving work environments.
The aim of this pilot study was to evaluate the effectiveness of an evidence-based toolkit aimed at improving the health of nurses’ work environments.
2001 = AACN formal recognition that HWE are imperative

2002 = Robert Wood Johnson Foundation identified 8 recommendations to address nursing shortage, including positive changes to work environment

2003 = President of AACN, Connie Barden, challenged all nurses
  ▪ Two strategic platforms were created
  ▪ Six Essential Standards for HWE published
THEORETICAL FRAMEWORK

Path-Goal Theory

- Focuses on a leader’s ability to influence:
  - Empowerment
  - Motivation
  - Satisfaction

- Each employee becomes productive contributor of the unit and/or organization
AACN’s Six Essential Standards for a HWE

(Based on IOM’s core competencies for health professionals)

1. Skilled Communication
2. True Collaboration
3. Effective Decision Making
4. Appropriate Staffing
5. Meaningful Recognition
6. Authentic Leadership
PROJECT DESIGN

- **Design**
  - Independent Review of the Literature
  - Synthesized findings
  - Created evidence-based toolkit

- **Pilot Implementation**
  - Surveyed staff with AACN’s Work Environment Assessment Tool
  - Toolkit used to guide decision making and change implementation
  - 90-day action plan developed
  - Nursing leader rated toolkit with Likert questionnaire
DATA COLLECTION TOOLS

- Institutional Review Board Approval
  - Vanderbilt University Medical Center

- AACN’s Work Environment Assessment Tool
  - Free
  - Ensures Anonymity
  - Web-based
  - Provides measures for national benchmarking
  - Validity, Reliability, & Internal Consistency - Chronbach’s alpha .80

- Questionnaire
  - Assess nursing leader’s perspective
DATA ANALYSIS

  - Time 1 assessment
  - Time 2 assessment
  - Compared to benchmarks

- Leader Assessment Questionnaire
  - “Good” or “Very Good” = positive evaluation
TIME 1 AND TIME 2 ASSESSMENTS

Staff Assessment of Work Environment
Using AACN's Healthy Work Environment Assessment Tool

Aggregate Score

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

AACN's Essential Standards for a Healthy Work Environment

Time 1

Time 2

National Benchmark
LEADER QUESTIONNAIRE

Applicability
• Very Good (5)
• Good (1)

Clarity
• Very Good (4)
• Good (2)

Usefulness
• Very Good (4)
• Good (2)
LEADER QUESTIONNAIRE

Very Likely

Use toolkit to guide improvement efforts

Suggest toolkit as resource for other nursing leaders
“Resources in the toolkit augmented my ability to create a healthier work environment!”
IMPACT ON NURSING MANAGEMENT

AACN Standards
Evidence-based Research
Toolkit
Attention to the problem
DISSEMINATION

- AACN Website
- Nursing2015 Critical Care

Healthy Work Environments – Related Resources From Other Organizations

HWE Toolkit
This evidence-based toolkit was developed by Alissa Samoy, DNP, RN, CPN, based on the AACN Standards for Establishing and Sustaining Healthy Work Environments: A Journey to Excellence. It is meant to be used in conjunction with organizational procedures and leaders’ knowledge of current practice to improve the work environment of nurses.
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