Positive Practice Environment: A COO/CNO's Testimony (BHIP)

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The Pathway to Excellence journey….

- When BHIP nursing leaders sought new ways to deliver high-quality, cost-effective care in a rapidly changing environment, they turned to ANCC’s Pathway to Excellence Program as a blueprint.
Pathway to Excellence Mission

PATHWAY TO EXCELLENCE
guides the positive transformation of practice environments in multiple settings to build global community healthcare organizations committed to nursing workplace excellence.
History of Pathway to Excellence® (Pathway)

2003  Texas Nurse Friendly (TNF) Program

2007  TNF acquired by ANCC and renamed it Pathway to Excellence

2010  International program and Pathway to Excellence in Long Term Care (LTC) launched

YEAR-END NUMBER OF PATHWAY-DESIGNATED HOSPITALS

- 58 2010
- 72 2011
- 100 2013
- 146 2017
## Alignment

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<tr>
<th>BHIP’s Goals</th>
<th>Pathway to Excellence</th>
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<tr>
<td>• build and strengthen workplace dynamics</td>
<td>• Create practice environment that fosters a culture of engagement and empowerment</td>
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<td>• implement a successful shared governance structure</td>
<td>• Give the frontline nurses a voice</td>
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<td>• improve multidisciplinary practice</td>
<td>• Foster interprofessional collaboration</td>
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<td>• help patients achieve optimal health and wellness</td>
<td>• Encourage nurses’ participation in improving outcomes, implementation of EBP and research findings in patient care areas</td>
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<td>• leaders wanted external recognition of nurses’ extraordinary care and positive impact on patients and peers</td>
<td>• Create a culture of sustained excellence</td>
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<td>• Protect and improve workforce wellbeing</td>
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<td>• Premier designation for positive practice environments and marker of an organization with empowered and engaged staff</td>
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Positive practice environments “impact health service delivery, health worker performance, and patient outcomes. A safe work environment is critical if patient safety is to be guaranteed and good practice supported.”

INTERNATIONAL COUNCIL OF NURSES

Transforming work environment of nurses, positioning nurses to lead change and advance health are essential to improve safety.

THE FUTURE OF NURSING: LEADING CHANGE, ADVANCING HEALTH (2011)

As nurses are the largest component of the health care workforce, and are also strongly involved in the detection and prevention of errors and adverse events, they and their work environment are critical elements of stronger patient safety defenses.

Disturbing Facts

• High rates of burnout - characterized by “emotional exhaustion” (Cordes & Dougherty, 1993; Maslach, Schaufeli, & Leiter, 2001).

• Nurses planning to leave their current job – 14% in the US to 49% in Finland and Greece (RN4CAST study – Aiken et al., 2012)

• 35% and 65% of nurses change jobs in the 1st year of employment (Pittman et al., 2013)

• Nurses' intention to leave the profession - 4% to 54% (Flinkman et al., 2010)

• 44% of the U.S. hospital workforce overall was highly engaged (Towers Watson Global Workforce Study)

Globally - almost 4.3 million nurses (World Health Organization)
Our Reality

• VUCA World
• Increasing demands in healthcare
• Do more with less

Engaged and empowered staff can be drivers of quality initiatives to improve safety and minimize cost
Success is when patient safety and other organizational outcomes are owned and becomes the responsibility of every single employee.
The Burnout – Engagement Continuum

Burnout

- Exhaustion
- Cynicism
- Inefficacy

Engagement

- Vigor
- Dedication
- Absorption

(Maslach, 1982; Maslach, Schaufeli & Leiter, 2001)
We can only give what we have...... (Maureen Bisognano, IHI)
Fatigue

Linked to:
• errors
• increased risk-taking
• decline in short-term memory
• reduced ability to learn

➢ someone awake for at least 17 hours equated to a drunk person

IHI’s Triple Aim to Quadruple Aim

- Leaders and providers of health care should consider adding a fourth dimension.....improving the work life of those who deliver care.
- Stressful work life of our clinicians and staff impacts ability to achieve the 3 aims.

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<tr>
<td>1. Nurses control the practice of nursing</td>
<td>1. Shared Decision-Making</td>
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<td>2. The work environment is safe and healthy</td>
<td>2. Leadership</td>
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<td>3. Systems are in place to address patient care and practice concerns</td>
<td>3. Safety</td>
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<td>4. Orientation prepares nurses for the work environment</td>
<td>4. Quality</td>
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<td>5. The CNO is qualified and participates at all levels of the organization</td>
<td>5. Culture of Wellbeing</td>
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<td>6. Professional development is provided and used</td>
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<td>7. Equitable compensation is provided</td>
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<td>8. Nurses are recognized for achievements</td>
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<td>9. A balanced lifestyle is encouraged</td>
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<td>10. Collaborative relationships are valued and supported</td>
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<td>11. Nurse managers are competent and accountable</td>
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<td>12. A quality program and evidence-based practices are used</td>
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...is just for nurses?
THE PATHWAY JOURNEY transformed our culture—not only within nursing but throughout the NCH system. We created an environment of nurse empowerment in which nurses lead from the bedside and impact patient care and outcomes. They are involved in decision-making at all levels and sustain quality improvements in ways we never thought possible.

MICHELLE THOMAN, MBA, RN
CNO, NCH HEALTHCARE SYSTEM, NAPLES, FL
PATHWAY TO EXCELLENCE and Magnet designations are two prestigious recognitions. Both are worthy in their own right and could build upon each other. *Pathway to Excellence recognizes organizations where the focus and support of nursing allows creation of infrastructures and processes that lead to professional development, engagement, and improved patient outcomes*. An infrastructure that embeds shared governance, safe work environments, healthy cultures, and standards of professional practice are just a few of the highlights that lead to designation. These are *key component to the organization’s success*.

SHELLY BUCK

Bon Secours St. Francis Medical Center
Pathway

...just for small hospitals?

• Attainable for organizations in different types of settings

• Bed size range from 13 (critical access hospital) – 1000 beds
Designated
✓ Australia

Applicants
✓ Australia
✓ Germany
✓ Mexico
✓ Philippines
✓ Switzerland
✓ Thailand
✓ United Kingdom

On the Journey
Abu Dhabi
Japan
Norway
Singapore

Interest in
Canada
Ireland
Malaysia
Saudi Arabia
Ethiopia
India
Pathway Standard 1: Shared Decision-Making

Organizations achieving Pathway to Excellence® designation have an established shared governance structure as the foundation for involving nursing staff in decision-making.

- Interprofessional collaboration is also integral within the organization, engaging staff, building teamwork, and strengthening the shared governance culture.
Pathway Standard 2: Leadership

- Fosters collaboration among staff
- Supports a shared governance environment
- Actively engage staff for input:
  - resource allocation
  - cost management
  - patient or resident advocacy
- Accessible and effective advocates especially in times of organizational change
Pathway Standard 3: Safety

• Protect the safety and well being of nurses, staff and patients
• Policies developed and revised by interprofessional collaboration
• Monitoring patient and staff safety-related events
• Measures to prevent violent incidents within the organization
• Collaborative decision-making approach to staffing
• Consideration of safety concerns related to fluctuations in patient acuity and transitions in care.
Pathway Standard 4: Quality

- Quality initiatives in Pathway to Excellence organizations are developed through interprofessional collaboration.
  - Quality initiatives are evidence-based, focused on improving patient or resident outcomes, and implemented based on internal and external benchmarking
  - Interprofessional teams within Pathway organizations are patient or resident advocates driven by strong missions, visions, goals, and values.
Providing the opportunity to develop a balance between work and personal life is a core component of a Pathway to Excellence organization. Organizational benefits can be seen through higher nursing staff retention rates and a more involved, motivated, and confident staff.

- Nursing staff are actively involved in organizational initiatives that promote work-life effectiveness
- Achievements for community service, patient or resident advocacy and contributions to improving population health are supported and recognized
- Retention incentives are utilized for DON's (for LTC)
- Flexible scheduling.

Pathway Standard 5: Well-Being
Pathway to Excellence organizations recognize the importance of nursing competence in the delivery of safe and effective patient care.

- The foundation for developing competent and collaborative staff begins with a comprehensive orientation that includes individualization of learning needs and clinical experiences to allow smooth transition into practice with support and guidance of mentors, preceptors and other nursing experts.
- Pathway to Excellence organizations value and recognize the importance of lifelong learning, ongoing education, and professional development activities.
Broward Health Imperial Point....

PATHWAY DESIGNATED

AMERICAN NURSES CREDENTIALING CENTER
Benefits to the BHIP Nurses

Nurses

• feel valued
• have a voice
• have an environment that supports quality nursing practice
• become central to interprofessional collaboration
Benefits to BHIP Patients

- A 40% decrease in patient falls in two years
- A 36% reduction in CAUTI rates in one year
- A 33% reduction in CLABSIs in one year, with a projected annualized rate of 60% fewer CLABSIs through 2016
- Zero CLABSIs in the ICU for more than 18 months
- Zero HAPU, CAP, and post-op VTE for more than two
Benefits to Broward Health

• “Achieving Pathway to Excellence designation is a triumph for everyone at Broward Health Imperial Point. It puts us among the nation’s elite health care organizations and confirms to all that we support and promote quality health care through collaboration, coordination, competency, and shared decision-making. It spurs our nurses to excel and lead care improvements that benefit our patients.”

-- Sandra Todd-Atkinson, EdD, MBA, BSN, RN
BHIP COO and CNO
Survey results show a steady improvement. BHIP is a case in point. Every year, the hospital conducts a nationally benchmarked, evidence-based employee partnership survey (EPS) to measure, manage, and develop action plans to sustain and enhance engagement and satisfaction. EPS scores have risen annually since the organization began its Pathway journey three years ago.
Pathway began with nursing, but it’s moved so far beyond that. Our outcomes continue to improve, our employees advance into leadership roles within the system, and our survey results keep getting better. Results are so dramatic.”

--- Sandra Todd-Atkinson, EdD, MBA, BSN, RN
BHIP COO and CNO
Resources

- Self-Assessment of Organizational Culture
- Pathway Overview - 90 sec Video
- Flash cards
- Pathway Resource Toolkit
- Pathway-Designated Organizations
- Pathway Learning Community*
BHIP Staff Engagement during the Pathway journey

- [https://www.youtube.com/watch?v=7C0i1i9pZms](https://www.youtube.com/watch?v=7C0i1i9pZms)
Questions?