Title:
Positive Practice Environment: A COO/CNO's Testimony

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Session Title:
Organizational Change to Promote Healthy Work Environments
Slot:
G 03: Saturday, 18 March 2017: 2:00 PM-2:45 PM
Scheduled Time:
2:00 PM

Keywords:
Culture, Engagement and Environment

References:


Abstract Summary:
Broward Health (BHIP) COO and CNO Sandra Todd-Atkinson, EdD, MBA, BSN, RN turned to ANCC’s Pathway to Excellence® as a blueprint to deliver high-quality and cost-effective care, bringing BHIP’s nursing practice environment to a new level with marked improvements in several outcomes, including staff engagement.

Learning Activity:

<table>
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<tr>
<th>LEARNING OBJECTIVES</th>
<th>EXPANDED CONTENT OUTLINE</th>
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<tr>
<td>Discuss the benefits of creating positive practice environments.</td>
<td>Discuss the key elements of positive nurse practice environments, including but not limited to staff recognition, work-life balance, professional development, nurse input into practice and administrative decisions; safe and healthy work environment; engaged leadership; process to address concerns.</td>
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<td>Identify implications of creating a foundation where nursing staff thrive.</td>
<td>Explore the elements associated with positive practice environments that lead to staff and patient satisfaction.</td>
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Discuss how to assess and enhance current work environments. Describe the characteristics of high performing practice environments. Delve into the significance of staff engagement in the success of shared governance quality initiatives. List examples of engagement strategies utilized by Pathway to Excellence organizations.

Abstract Text:

ANCC’s Pathway to Excellence Program provides a blueprint to help hospitals and health care systems create a workplace that supports a culture of excellence leading to quality improvements. Increasingly, chief nursing officers (CNOs) at Pathway-designated organizations are validating how creating healthy work environments has strengthened engagement in their own settings. When Broward Health Imperial Point (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. BHIP embarked on the Pathway journey to:

• build and strengthen workplace dynamics,

• implement a successful shared governance structure,

• improve multidisciplinary practice, and

• help patients achieve optimal health and wellness.

In addition, leaders wanted external recognition of nurses’ extraordinary care and positive impact on patients and peers. The Pathway journey brought BHIP’s nursing practice environment to a new level and led to marked improvements in several nursing measures and outcomes. Nurse-directed performance improvement teams applied evidence-based practice changes that helped the hospital achieve the following quality outcomes:

• 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 years

• Significant improvement in engagement scores.

Pathway-driven changes to BHIP’s shared governance structure lie at the root of these improvements. What began as a group of unit-based nursing and governing councils evolved into multidisciplinary clinical councils that include representatives from every department in the hospital. Interprofessional teamwork
thrived and all of BHIP’s 840 employees felt empowered and engaged. In the 2015 survey, employees gave especially high marks on decision-making, resources, teamwork, and communication.

BHIP’s healthy work environment helped BHIP achieve noteworthy outcomes. The hospital now exceeds national quality and safety benchmarks, with marked improvements in falls and CAUTI, CLABSI, and HAPU rates, to name a few.