

Title:

Toward a Healthy Work Environment: Honoring the Voices of Frontline Nurses

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Session Title:

Toward a Healthy Work Environment: Honoring the Voices of Frontline Nurses

Slot:

J 04: Sunday, 19 March 2017: 8:00 AM-8:45 AM

Scheduled Time:

8:00 AM

Keywords:

honoring frontline voices, professional practice model and transparent two-way communication

References:

American Association of Critical-Care Nurses. (2016). *AACN Standards for establishing and sustaining healthy work environments: A journey to excellence*. Aliso Viejo: American Association of Critical-Care Nurses.

Blosky, M. & Spegman, A. (2015). Let's talk about it: Communication and a healthy work environment. *Nursing Management*, 32-38.

Dang, D., Bae, S., Karlowicz, K., & Kim, M. (2016). Do clinician disruptive behaviors make an unsafe environment for patients? *Journal of Nursing Care Quality*, 115-123.

Hartung, S. & Miller, M. (2013). Communication and the healthy work environment. *The Journal of Nursing Administration*, 266-273.

Lindberg, P. & Vingard, E. (2012). Indicators of healthy work environments - a systematic review. *Work*, 3032-3038.

Morton, P. (2015). Creating and sustaining healthy work environments. *Journal of Professional Nursing*, 165-167.

Abstract Summary:

Transparent two-way communication is a key part of establishing and maintaining a healthy work environment. A critical part of this transparency is giving a voice to frontline staff and valuing their input. This presentation describes how frontline nurses impacted the professional practice model evaluation at a large academic medical institution.

Learning Activity:

| LEARNING OBJECTIVES | EXPANDED CONTENT OUTLINE |
|---|---|
| The learner will be able to identify three critical elements of skilled communication present in a healthy work environment. | Describe why critical elements of skilled communication are necessary for establishing and maintaining a healthy work environment. Qualitative examples are woven throughout the presentation and highlight the importance of communication in engagement and job satisfaction. |
| The learner will be able to summarize two methods used in the case study to support skilled communication and a healthy work environment. | Several unique and novel approaches to building skilled communication are introduced. Multiple communication methods and the rationale for their use are discussed. |

Abstract Text:

Clear and concise communication is a key component of a professional work environment; especially in healthcare, where communication lapses can lead to patient safety events. Transparent two-way communication is a key part of establishing and maintaining a healthy work environment. A critical part of this transparency is giving a voice to frontline staff and valuing the input they provide.

An example of the impact of transparent, two-way communication and its link to a healthy work environment is the evaluation of the Johns Hopkins Nursing Professional Practice Model (JHNPPM). A professional practice model provides the framework to guide nursing practice and support frontline staff, but only if nurses are aware of it. A pilot evaluation of the JHNPPM was conducted to gauge nurses' familiarity and engagement with the existing PPM. While nurses spoke eloquently about their practice, evoking similar themes contained in the PPM, few could speak to the model or its components.

Instead of creating an educational campaign around the existing PPM, which is the traditional approach according to the literature, the leadership of Johns Hopkins Nursing supported the revision of the PPM using the voices of frontline nurses. If the professional practice model was in their words, nurses would not have to learn about a model, they would simply speak to their practice.

To begin this task, nurses who volunteer as Magnet Ambassadors were asked to record informal conversations with peers on their units and talk about what it means to be a Hopkins nurse. Conversations were anonymized, transcribed, and a thematic analysis was performed on the qualitative data. Results of the analysis were vetted by the Magnet Ambassadors (MA's) and brought to nursing leadership for input and clarification until a new PPM evolved.

The PPM workgroup consistently championed for the voices of the nurses to remain in the forefront of the process. By continuously reviewing progress with the MA's, the workgroup increased their engagement in the process, and built a high level of trust with nurses who realized their voices were being heard and honored. MA's commented on the increase in positivity in their units when nurses realized their voices were the driving force behind the new model.

Maintaining transparent, two-way communication has led to the creation of a meaningful professional practice model that supports a healthy work environment.