Creating a Healthy Work Environment through Mindful Interventions

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A Healthy Work Environment is Critical

- Staff Satisfaction
  - Teamwork
  - Less call offs
- Patient Satisfaction
- Patient Outcomes
  - Organizations with a healthy work environment have engaged and satisfied staff. The result is an overall increase in quality care
  - With excellent patient outcomes there is potential for increased revenue from CMS.
The Problem: Moral Distress

- Unit based staff engagement survey results reflected an engagement score of 9 compared to benchmark of 36. Moral distress has a negative impact on staff engagement (Rice et al, 2008).

- Focus groups involving staff identified feelings of hopelessness, sadness, frustration, anger and moral distress.

- Nurses who care for oncology and bone marrow transplant patients experience significant moral distress.
Ethical and moral values guide nurses’ practice every day in their work. Ethical conflicts arise when they are guided to perform in a way contrary to what they feel appropriate (Epstein and Delgado, 2010).

Moral distress (MD) is the result of conflict between what staff feel is ethically appropriate and what is actually being provided and can lead to an unhealthy workplace (Jameton, 1993).
Moral Distress in Clinical Situations

- Power and Hierarchy Differences
- Communication Breakdown
- Multidisciplinary Conflicts
- Patient Suffering
Signs and Symptoms of Moral Distress

- Sense of hopelessness/futility
- Anger/resentment/lack of trust
- Lack of collaboration
- Increased absenteeism/exhaustion
Factors Leading to Moral Distress

1. Inadequate staffing
2. Lack of teamwork
3. Administrative pressure
4. Lack of supplies
5. Poor interdisciplinary communication and relationships
6. Professional conflict
7. Role Overload: too many responsibilities, unrealistic work demands and deadlines. Loss of control.
A Healthy Work Environment

The physical environment
- Equipment
- Staffing
- Administrative Support

The interpersonal milieu
- Communication
- Relationships
- Caring

Leaders need to take both into account in evaluating staff satisfaction and engagement.
Measuring Moral Distress

- Moral Distress Scale (MDS) (Corley et al. 2001).

- Moral Distress Scale (MDS-R) to include other populations of nurses and staff.
Methods

▪ MDS-R Survey sent via web-based program

▪ A convenience sample was used: all 54 staff on a hematology/oncology floor

▪ 50% return rate. Consent was implied if the survey was completed and submitted by staff.

▪ “Witnessing a healthcare provider giving false hope to a patient” ranked as the top distressing situation with a high frequency level. Results showed 81% experienced moral distress.
<table>
<thead>
<tr>
<th>Demographics</th>
<th>Total (N=27)</th>
<th>n</th>
<th>(%)</th>
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<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men</td>
<td></td>
<td>2</td>
<td>7%</td>
</tr>
<tr>
<td>Women</td>
<td></td>
<td>25</td>
<td>93%</td>
</tr>
<tr>
<td>Degree</td>
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<tr>
<td>ADN/Diploma</td>
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<td>BSN</td>
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<td>17</td>
<td>63%</td>
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<tr>
<td>MS or higher</td>
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<td>10</td>
<td>37%</td>
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### Demographics

<table>
<thead>
<tr>
<th>Years in Nursing</th>
<th>Less than 5 years</th>
<th>15</th>
<th>56%</th>
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<tbody>
<tr>
<td>6-10 years</td>
<td>5</td>
<td></td>
<td>18.5%</td>
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<tr>
<td>11-15 years</td>
<td>2</td>
<td></td>
<td>7%</td>
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<tr>
<td>16 or more years</td>
<td>5</td>
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<td>18.5%</td>
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Intervention: A Mindful Approach for Nurses

1. Identify self moral distress

2. Utilize resources to minimize moral distress

3. Develop skills to decrease moral distress while preserving integrity.
Intervention: A Mindful Approach for Leaders

1. Develop a mechanism to identify causes of moral distress in the work environment

2. Create processes and systems to support nurses experiencing moral distress

3. Educate them on ways to minimize this distress.
Elements of the Bundle: Creating a Supportive Environment

- Critical Debriefs when emergency situations occur on the unit
- Support groups within 72 hours of the death of a patient
- Code Lavender Bags containing tissues, a gift card valid for a beverage at the coffee shop, chocolate, lavender aromatherapy and an inspirational message from the unit leader
Elements of the Bundle: Resilience and Caring for Self

- Yoga
- Deep Breathing exercises
- Pot luck meals at work
- Parties for events large and small
- Thank you board to recognize staff
- Leadership rounding to recognize staff
Elements of the Bundle: Mindfulness

**Communication**
- Rounding with the multidisciplinary team
- Rounding with patients
- Rounding with leaders

**Training**
- 8 week course on mindfulness exercises
- Mindful meditation on Thursdays at noon
- Mindfulness discussions during support groups
## The Results - Moral Distress

<table>
<thead>
<tr>
<th>Pre Intervention</th>
<th>Post Intervention</th>
<th>Change in Results</th>
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<tbody>
<tr>
<td>N=26</td>
<td>N=18</td>
<td></td>
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<tr>
<td>Return Rate =50%</td>
<td>Return Rate =31%</td>
<td></td>
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<tr>
<td><strong>Frequently or very frequently observe other healthcare providers giving a false sense of hope to patients and families.</strong></td>
<td><strong>81%</strong></td>
<td><strong>44%</strong></td>
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</tbody>
</table>
Results- Staff Satisfaction

- Staff engagement scores subsequently increased from 9 to 36, meeting benchmark. The number of disengaged staff rank 0.

- Staff satisfaction survey identified a satisfied staff who felt supported.

- Staff identified a strong sense of team with others on the unit.
Results - Patient Satisfaction

- Patient Satisfaction according to HCAPS averages 81.5% FY16 and currently at 91% FY17 YTD
- Patients are increasingly nominating nurses for DAISY awards
- Patient comments include the words “amazing team”, “caring”, “thoughtful”
just be in the moment...


Questions??

Thank you