AACN STANDARDS FOR A HWE:
After more than a decade, where are we now?

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AACN STANDARDS FOR ESTABLISHING AND SUSTAINING HEALTHY WORK ENVIRONMENTS:
A JOURNEY TO EXCELLENCE

www.aacn.org/hwe
WHY THEN.... WHY NOW?

• **Leading up to 2005**, AACN community members made it clear that they needed help in their work environments

• **After 3 national AACN surveys** of work environment (2006, 2008, 2013), the 2013 study reported a significant decline in:
  • overall health of the work environment
  • influence in decision-making related to clinical care & operations
  • presence of appropriate staffing
  • effectiveness of unit & organizational leadership

• **Data, data, data**
on a napkin, after wine HWE Model

HWE 2003

- Intra-professional Disrespect
- Opportunity for Leadership Development
- Opportunity for Intra-professional Collaboration
- Opportunity for Meaningful Recognition

Actions
- Healthy Work Environment Standards & Initiatives
- Bold Voices Commitments

The World Changed

HWE 2014

- Complexity/Chaos
- Doing More with Less
- Microaggression
- Macroaggression
- Entrenched/Enrapted Employees

Actions
- ?

Economic Downturn
- Broad Unemployment across Generations
- Affordable Care Act
- Information Systems Technology Implementation
HEALTHY WORK ENVIRONMENTS REQUIRE:

• Skilled communication
  • True collaboration
• Effective decision making
  • Appropriate staffing
• Meaningful recognition
• Authentic leadership
Skilled Communication

...must be as proficient in communication skills as they are in clinical skills
True Collaboration

...must be relentless in pursuing and fostering true collaboration
Effective decision making

...must be valued and committed partners in making policy, directing and evaluating clinical care and leading organizational operations.
Appropriate Staffing

...must ensure the effective match between patient needs & nurse competencies
Authentic Leadership

...fully embrace HWE, authentically live it & engage others...
“The very first requirement in a hospital is that it should do the sick no harm”
-Florence Nightingale, Notes on Nursing: What it is, and What It Is Not (1873)
HWE AND PATIENT OUTCOMES

- ↓ Mortality
- ↓ Failure to rescue
- ↑ Survival of in-hospital CPA
- ↑ Quality of care
- ↑ Satisfaction with care

- ↑ Prepared for D/C and care for self
- ↓ Patient readmissions
  - HF, PNA, MI, total hip/knee
- ↓ HAC/events
  - NSI (falls, HAPU, CAUTI, CLABSI)
  - Errors
HWE AND NURSES

• ↑ RN job satisfaction
• ↓ Omission or delayed patient care
• ↓ RN burnout
• ↓ Fatigue
• ↑ RN retention – less turnover
HME AND HOSPITALS

• Value Based Care
  • Better outcomes - ↑ Reimbursement
  • ↓ Staff turnover - ↓ cost
• Value (cost versus quality)
  • Better work environment – better quality – better outcomes – lower costs
  • Greatest benefit was found with higher acuity, sicker patients (Silber et al., 2016).
AACN HWE STANDARDS

• Skilled Communication
  • ↑ Patient safety
  • ↑ Quality of care
  • ↑ Nurse satisfaction
  • ↑ Patient outcomes
  • ↑ Interprofessional relationships
  • ↓ Calculated risks

• True Collaboration
  • ↑ Empowerment of nurses
  • ↑ Patient safety
  • ↑ Quality of care
  • ↑ Nurse satisfaction
  • ↑ Patient outcomes
  • ↑ Interprofessional relationships
  • ↓ mortality
AACN HWE STANDARDS

• **Effective Decision Making**
  - ↑ Accountability, autonomy and control over practice
  - ↑ Identification of patient cues that prevent deterioration
  - ↑ Quality of care
  - ↑ Patient satisfaction
  - ↓ HACs

• **Appropriate Staffing**
  - ↑ RN job satisfaction, ↑ Retention
  - ↓ RN burnout, ↓ fatigue
  - ↑ Patient satisfaction
  - ↓ Patient readmissions
  - ↓ Missed care
  - ↓ Failure to rescue
  - ↓ Mortality
  - ↓ HACs
  - “Without a good WE, reducing nurse workloads by adding additional nurses may have little consequence...”, (Aiken, 2011)
• **Meaningful Recognition**
  - RN - Recognition from patient and families, then peers important
  - **Impact of nursing stories strengthen nurses voice**
  - Role delineation - value of nurses and all team members
  - **Lack of MR can lead to:**
    - Discontent
    - Compassion fatigue
    - Burnout

• **Authentic Leadership**
  - Nurses perceive a higher quality of care
    - ↑ Patient satisfaction
    - ↓ Mortality
    - ↓ HACs
    - ↓ medical errors
    - ↓ Burnout
AACN Research

• Survey tool – 62 questions, 3 parts
  1. Demographics – participant and employing organization
  2. General questions about the work environment
  3. Critical Elements of a Healthy Work Environment Scale (32-items) based specifically on the HWE Standards

• Sample
  • Convenience sampling – AACN members and constituents
  • Participants from every state and District of Columbia
    • 2006 – 4034 RNs
    • 2008 – 5562 RNs
    • 2013 – 8444 RNs
Skilled Communication

RNs are as proficient in communication skills as they are clinical skills

2006: Unit - 2.77, Organization - 2.52
2008: Unit - 2.84*, Organization - 2.56*
2013: Unit - 2.87*, Organization - 2.65*

1 - Strongly Disagree, 2 - Disagree, 3 - Agree, 4 - Strongly Agree

*p<.05
True Collaboration

RNs are relentless in pursuing and fostering true collaboration

2006: Unit 2.75, Organization 2.46
2008: Unit 2.80*, Organization 2.51*
2013: Unit 2.75*, Organization 2.57*

1 - Strongly Disagree, 2 - Disagree, 3 - Agree, 4 - Strongly Agree

*p < .05
Effective Decision Making

RNs are valued and committed partners in making policy, directing and evaluating clinical care, and leading organizational operations.

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<thead>
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<th>Organization</th>
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<td>2.85</td>
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<tr>
<td>2008</td>
<td>2.89*</td>
<td>2.70*</td>
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<td>2013</td>
<td>2.69*</td>
<td>2.60*</td>
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1 - Strongly Disagree, 2 - Disagree, 3 - Agree, 4 - Strongly Agree

*p < .05
Appropriate Staffing

RN staffing ensures the effective match between patient needs and nurse competencies

1 - Strongly Disagree, 2 - Disagree, 3 - Agree, 4 - Strongly Agree

*p < .05
Appropriate Staffing

There are formal processes to evaluate the effect of staffing decisions on patient and system outcomes.

1 - Strongly Disagree, 2 - Disagree, 3 - Agree, 4 - Strongly Agree

*p < .05
Meaningful Recognition

RNs are recognized for the value each brings to the organization

1 - Strongly Disagree, 2 - Disagree, 3 - Agree, 4 - Strongly Agree

*p<.05
Meaningful Recognition

RNs recognize others for the value they bring to the organization

1 - Strongly Disagree, 2 - Disagree, 3 - Agree, 4 - Strongly Agree

*p < .05
Authentic Leadership

Nurse leaders (formal and informal) fully embrace the concept of a HWE

1 - Strongly Disagree, 2 - Disagree, 3 - Agree, 4 - Strongly Agree

*p < .05
**Authentic Leadership**

Nurse leaders (formal and informal) engage others in achieving a HWE

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AACN HEALTHY WORK ENVIRONMENT ASSESSMENT TOOL

• 18 question web-based assessment
• Takes 10 minutes to complete
• Evaluates the work environment based on the 6 AACN HWE Standards
• Confidential and Anonymous
• AACN provides a summary report
  • Overall HWE Score
  • Score based on each HWE Standard

Free of Charge

www.aacn.org/hwe
Barriers Identified:

1. Staff shortages
2. Regulations/requirements
3. Behavior of patients and families
4. Ineffective leadership
5. Hostility in the workplace

Optimal patient & family centered care
Let’s chat…

Thoughts? Comments? Questions?