From Toxic to Healthy: Breakthrough Strategies for Transforming the Clinical Practice Environment

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Learning Outcomes

- Compare and contrast the differences between a healthy clinical practice environment and an unhealthy clinical practice environment.
- Discuss the relationship between a healthy practice environment, the patient, caregiver and organization.
- Identify breakthrough strategies for creating and sustaining healthy clinical practice environments.
- Differentiate between being in the world and creating the world around you.
Think + Feel + Do (TFDs)
Move your TFDs to the Right
Scientific Basis for Healthy Practice Environment

- With today’s complex and ever changing healthcare landscape the demands for safe, effective, high quality patient care are non-negotiable. Multiple factors influence nurses’ ability to deliver on this expectation including the practice environment in which nurses and other healthcare interprofessionals work (Schmalenberg, et al., 2008).

Scientific Basis for Healthy Practice Environment


- The IOM reports that quality and safety problems exist in large part because dedicated healthcare professionals work within dysfunctional and broken systems that neither prepare nor support them to achieve optimal patient care outcomes (IOM, 2001).
Healthy Practice Environment Characteristics

- Ensures patient safety
- Enhances staff recruitment & retention
- Maintains an organization’s financial viability
- Safe, healing & humane
- Respectful of the rights, responsibilities, needs and contributions of patients, families & health professionals
Unhealthy Practice Environment Characteristics

Ineffective Care Delivery

Conflict

Stress

Negative & Demoralizing

Errors

Contributes to Medical

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“Healthcare is held together, glued together, enabled to function...by the nurses.”

-- Lewis Thomas
Healthy Work Environment

- Meaningful Recognition
- Authentic Leadership
  - Appropriate Staffing
  - True Collaboration
- Effective Decision Making
- Skilled Communication
Adapted from AACN Standards for Establishing and Sustaining Healthy Work Environments
Healthy Practice Environment Challenges

- Link to patient safety not universally recognized
- Relationship issues discarded or seen as soft
- Filled with tradition, hierarchy & power structures
- Not viewed as a popular issue
- Improvements can be difficult to measure
- Regarded purely as a “theoretical” issue
- It’s about changing culture
“One of the most decisive functions of leadership is the creation, management, and when necessary, the destruction and rebuilding of culture.”

— Edgar Schein
Organizational tools for changing minds

- **Leadership Tools**
  - Vision
  - Storytelling
  - Persuasion
  - Conversations
  - Role modeling

- **Management Tools**
  - Negotiation
  - Strategic planning
  - Decision-making
  - Learning
  - Ritual
  - Measurement systems
  - Incentives
  - Promotion
  - Training
  - Disincentives
  - Hiring
  - Firing

- **Power Tools**
  - Coercion
  - Operating procedures
  - Threats
  - Fiat
  - Punishments

- Modus operandi
  - Inspiration
  - Information
  - Intimidation

– Steve Denning, contributor to Forbes
The Reality & Cold Hard Facts

- Changing an organization’s culture is one of the most difficult challenges we can ever undertake.

- That’s because an organization’s culture comprises an interlocking set of goals, roles, processes, values, communications practices, attitudes and assumptions.
Suggested Reading

The Leader's Guide to Radical Management

Reinventing the Workplace for the 21st Century

How to Foment Continuous Innovation, Deep Job Satisfactipn & Client Delight

STEPHEN DENNING

Author of The Secret Language of Leadership and The Leader's Guide to Storytelling
HWE “Best Practice” Ideas

- Organizational/System awards recognizing healthy practice environments
  - ANCC Magnet Recognition Program®
  - ANCC Pathway to Excellence Program®

- Unit/Department awards recognizing healthy practice environment
  - AACN Beacon Award for Excellence®
  - ENA Lantern Award®
HWE “Best Practice” Ideas

- Deployment of “HWE Champions”
- Regularly scheduled “HWE Journal Clubs”
- Annual HWE “Red Carpet Awards Ceremony”
- Recurring “HWE Spotlight” newsletter columns
- “Ask the HWE Expert Question Box”
- Building an “HWE Empire / Program”
  - The Indiana University Health Experience
    - Dr. Karlene Kerfoot, PhD, RN, FAAN – former Senior Vice President & Chief Nursing Officer IU Health
Breakthrough Strategy #1

• Start Smart
  • First things first... assess environment!
    • AONE Workplace Environment Assessment
    • AACN Healthy Work Environment Assessment Tool
How do you eat an elephant?

One bite at a time!
Breakthrough Strategy #3

- Begin with end in mind
- Laser-sharp focus

- People think focus means saying yes to things you’ve got to focus on, but that’s not what it means at all
- It means saying “no” to the hundred other good ideas or competing priorities
I find it helps to organize chores into categories: Things I won't do now; Things I won't do later; Things I'll Never Do...
Another Recommended Reading

The Power of a Positive No

Save the Deal
Save the Relationship—and Still Say No

William Ury
Cofounder, Harvard’s Program on Negotiation

“IF I’d... used this book for the last twenty-five years, I would have doubtless avoided innumerable heartaches and headaches and tattered personal and professional relationships.”
—Tom Peters, author of In Search of Excellence
Breakthrough Strategy #4

- **Top-down only**
  - Staff often only motivated through either fear or incentives, morale can become an issue

- **Bottom-up only**
  - Staff feel sense of flexibility and teamwork, but often lack direction & ownership

- **Top-down + Bottom-up**
  - Plans are developed in partnership, team members work side-by-side & leaders work to remove obstacles
Breakthrough Strategy #5

ONE SIZE DOES NOT FIT ALL
Breakthrough Strategy #6

- Solidify healthy practice environment guiding principles, elements and/or standards
  - Link healthy practice environment performance expectations with job descriptions & annual performance reviews
Breakthrough Strategy #7

TEAR DOWN THE WALLS
Breakthrough Strategy #8

• Consider upstream efforts
  • Build partnerships with academia including medical, nursing & allied health education and training
Breakthrough Strategy #9

- Lead with agility & nimbleness

LEADING AT THE EDGE OF CHAOS

HOW TO CREATE THE NIMBLE ORGANIZATION

DARYL R. CONNER

author of MANAGING AT THE SPEED OF CHANGE
Breakthrough Strategy #10

• Journey vs. destination
• Celebrate successes
• Learn from failures
• When things seem to stall and times appear dim, don’t be afraid to put on a costume & sing a silly song 😊
Our “Call to Action”

- Timing
- It’s the right thing to do
- Healthy practice environments don’t just happen unless we have structures and processes
- Who better to do it?
- It will take ALL of us working together to be successful
- CNOs and CMOs must seize the executive sponsorship and stay actively engaged
Creating the World Around You

- Never let fear, doubt, inadequacy or the unknown hold you back
- Change yourself and you change others
- Believe in you
  - If you think you can’t; you won’t
  - If you think you can; you will
- Recognize true power comes from within
- Never look down on anyone; unless you’re helping that person up
- Believe in the “Power of One”
“Somewhere along the line of development we discover what we really are, and then we make our real decision for which we are responsible.

Make that decision primarily for yourself because you can never really live anyone else’s life...

The influence you exert is through your own life and what you become...

--Eleanor Roosevelt
The professional cannot allow the actions of others to define his reality.

Steven Pressfield
The War of Art
Life is not easy for any of us. But what of that?

We must have perseverance and above all confidence in ourselves.

*Marie Curie*
Your time is limited, so don't waste it living someone else's life.

Don't be trapped by dogma - which is living with the results of other people's thinking.

Don't let the noise of others' opinions drown out your own inner voice.

Steve Jobs
“I can be changed by what happens to me.

But I refuse to be reduced by it.”

Maya Angelou
“The world we have created is a product of our thinking.

It cannot be changed without changing our thinking.”

Albert Einstein
“You should always keep something beautiful in your mind.”

Blaise Pascal

French mathematician, physicist, inventor, writer
"No one can make you feel inferior without your consent."

Eleanor Roosevelt
"I slept and I dreamed that life is joy.

I woke and I saw that life is service.

I served and I saw that service is joy."

Kahlil Gibran
“Peace begins with a smile.”

Mother Teresa
“One can have no greater mastery than mastery of oneself.”

Leonardo DaVinci
Some people, when they enter a room, everyone gets happy.

Other people, when they leave a room, everyone gets happy.

—Oscar Wilde
Every act of perception, is to some degree an act of creation, and every act of memory is to some degree an act of imagination.

– Oliver Sacks
Common sense is not common action.
Information is not transformation.

– Shawn Achor
A key—perhaps the key—to leadership is the effective communication of a story.

Howard Gardner
...it is *stories of identity*—narratives that help individuals think about and feel who they are, where they come from, and where they are headed—that constitute the single most powerful weapon in the leader’s arsenal.

Howard Gardner
"If you hit a wrong note, it’s the next note that you play that determines if it’s good or bad."

—Miles Davis
I not only use all the brains that I have, but all that I can borrow.

– Woodrow Wilson
The key thing in networking is to make sure that you look at it as a mutual alliance. You’re building a set of allies, kind of a virtual company around you, and you help each other.

– Reid Hoffman, LinkedIn Co-Founder and Chairman
You don’t wait to start digging for a well until after you get thirsty. Build your network before you need it.

*Harvey MacKay*
Great things are done by a series of small things brought together.

Vincent Van Gogh
On billboards placed in prominent locations around the world, if you could put anything you want on the billboards – text, photo(s), anything...

1. What would it have on it?
2. Why?
THANK YOU

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