

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



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Dave Hanson, MSN, RN, ACNS-BC, NEA-BC  
Chief Nursing Informatics Officer  
Providence Health & Services, Los Angeles Region  
Past President, American Association of Critical-Care Nurses (AACN)

# Disclosure

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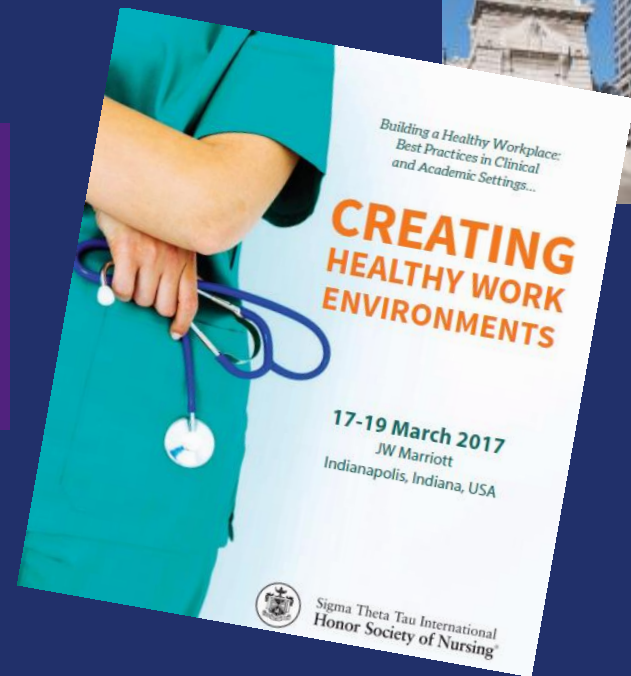
- I have no conflicts of interests to disclose.

# Acknowledgment

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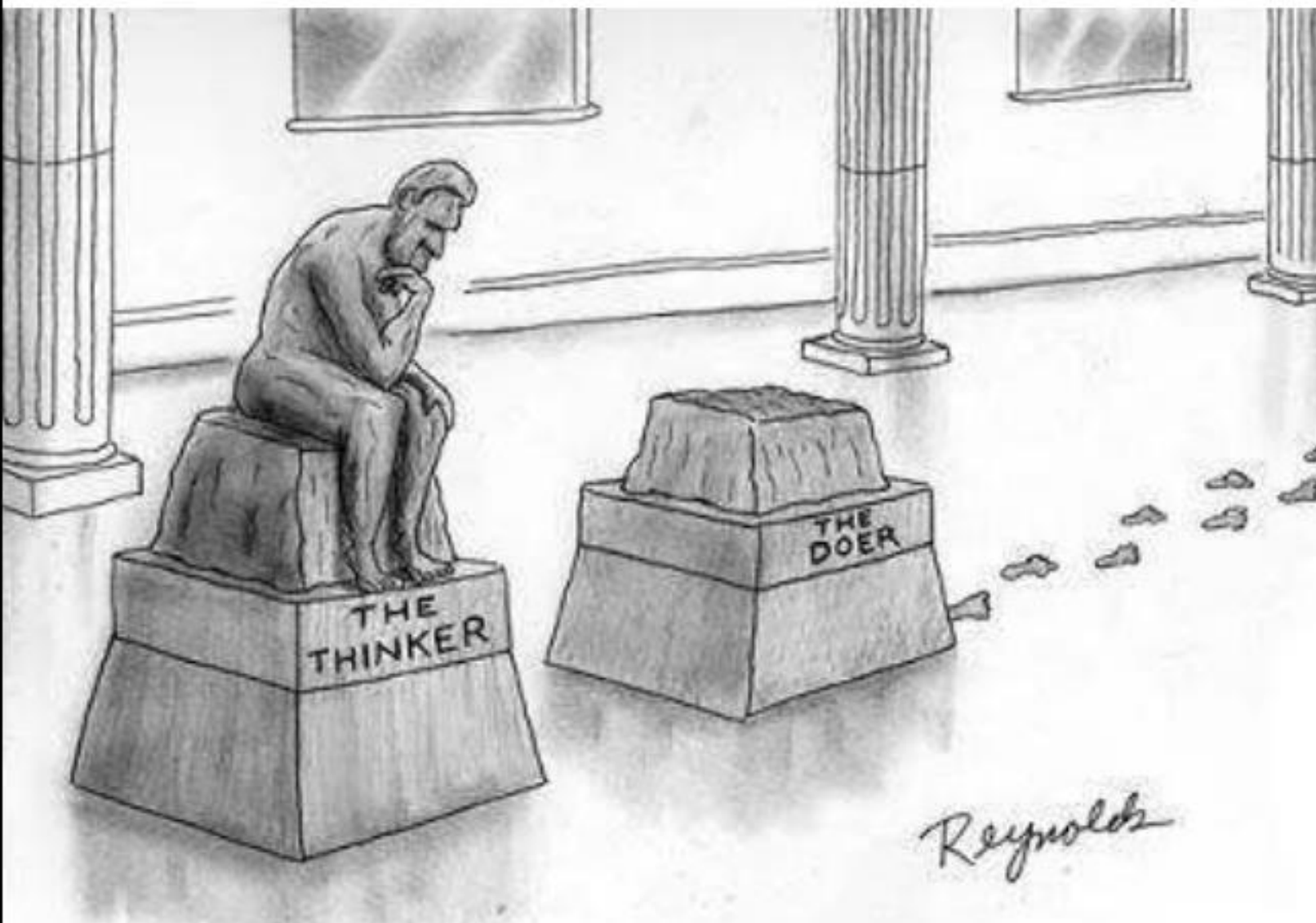
# Learning Outcomes

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- 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

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- 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).
- A growing body of evidence demonstrates that healthy practice environments contribute to both optimal clinical outcomes as well as improved nursing satisfaction, retention and engagement (Aiken, et al., 2011; Bae, 2011; Clavelle, et al., 2013; Djukic, et al., 2012; Goode, et al., 2011; Hess, et al., 2011; Hickson, 2013; Kelly, et al., 2011; McHugh, et al., 2013; Schmalenberg, et al., 2008; Spence, et al., 2003; Trinkoff, et al., 2010; Ulrich, et al., 2014; Upenieks, 2003; & Wakim, 2014).

# Scientific Basis for Healthy Practice Environment

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- Research also demonstrates that unhealthy practice environments contribute to ineffective care delivery, poor quality and unsafe patient care (Makary, et al., 2016; Ulrich, et al., 2014 & Wakim, 2014).
- 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).



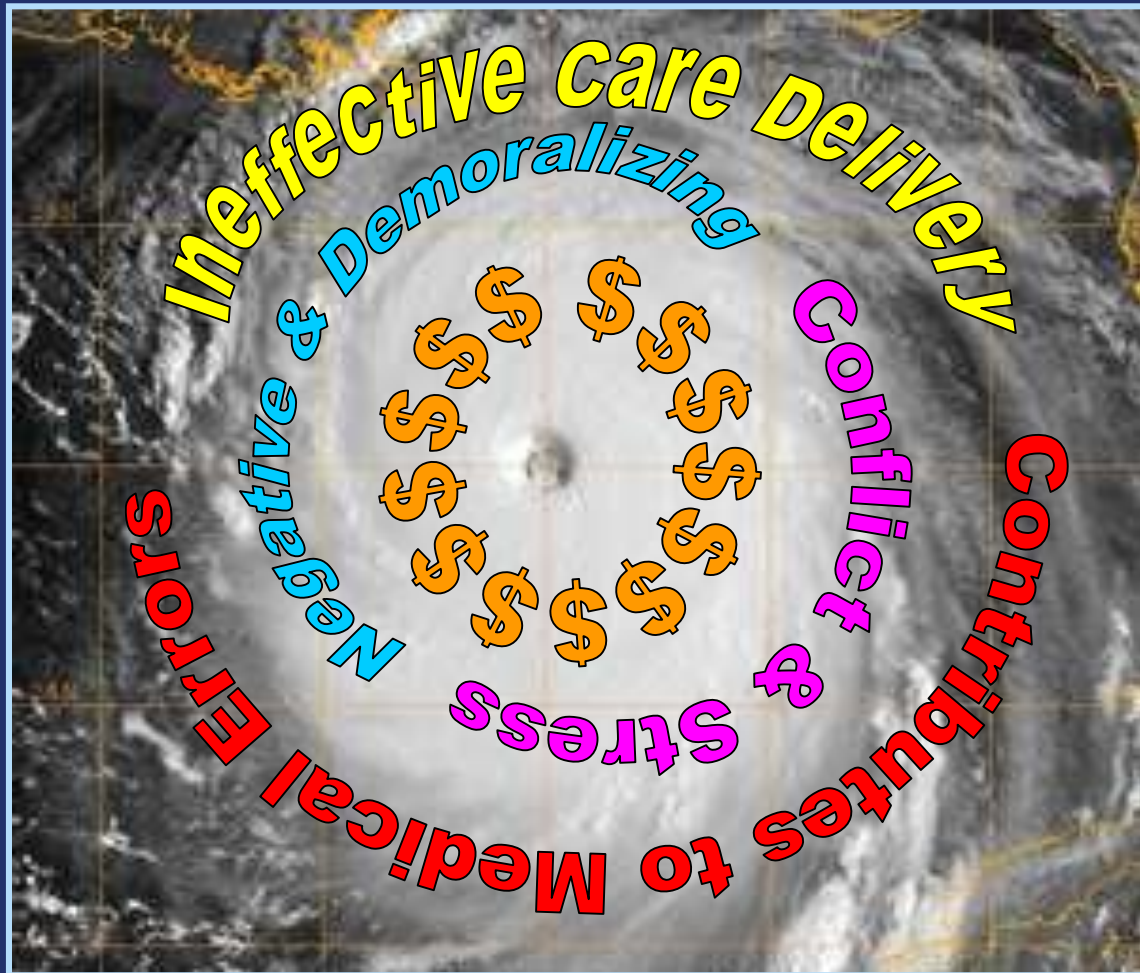
# Healthy Practice Environment Characteristics

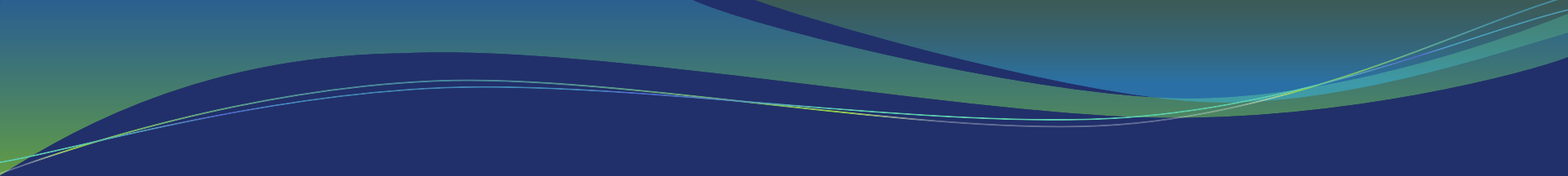
- ✓ Ensures patient safety
- ✓ Enhances staff recruitment & retention
- ✓ Maintains an organization's financial viability
- ✓ Safe, healing & humane
- ✓ Respectful of the rights, responsibilities, needs and contributions of patients, families & health professionals





# Unhealthy Practice Environment Characteristics





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

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*-- Lewis Thomas*

## Healthy Work Environment

Meaningful  
Recognition

Authentic  
Leadership

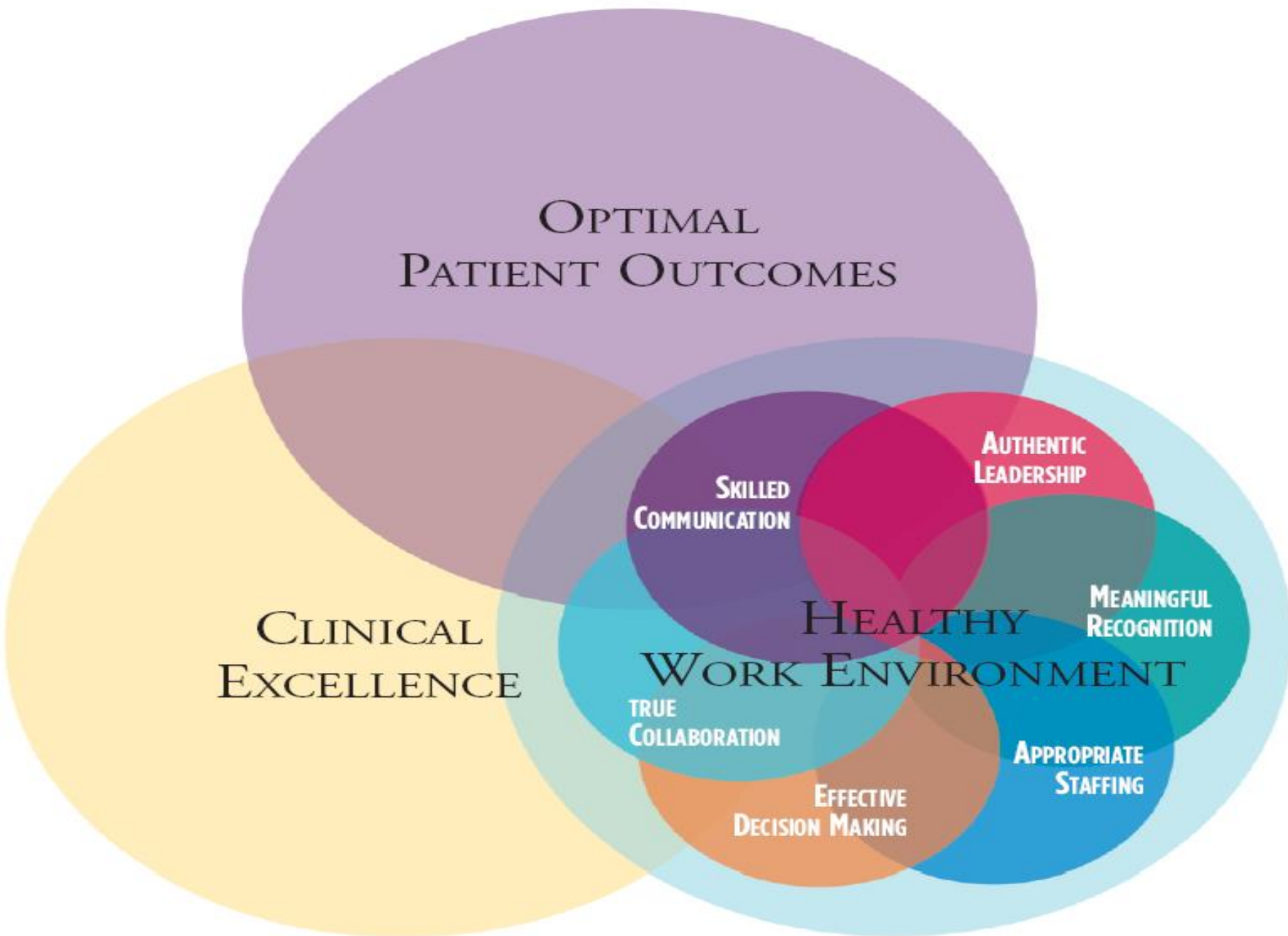
Effective Decision  
Making

Appropriate  
Staffing

Skilled  
Communication

True  
Collaboration

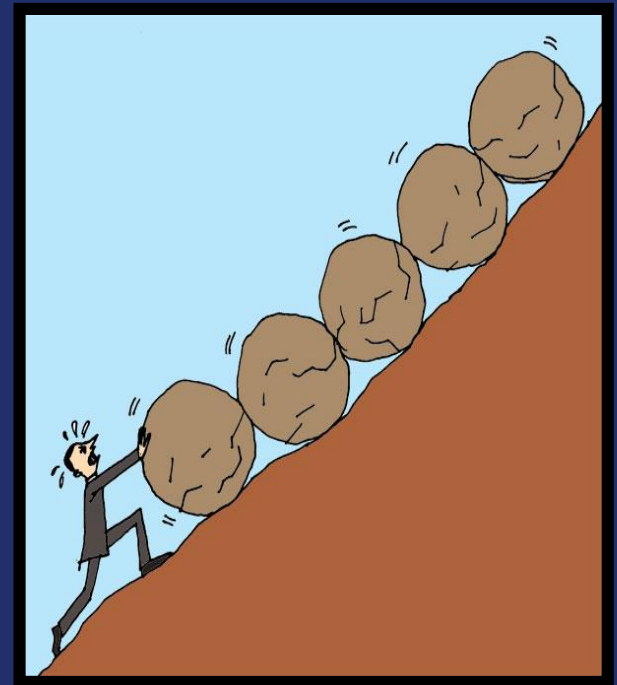




*Adapted from AACN Standards for Establishing and Sustaining Healthy Work Environments*

# 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

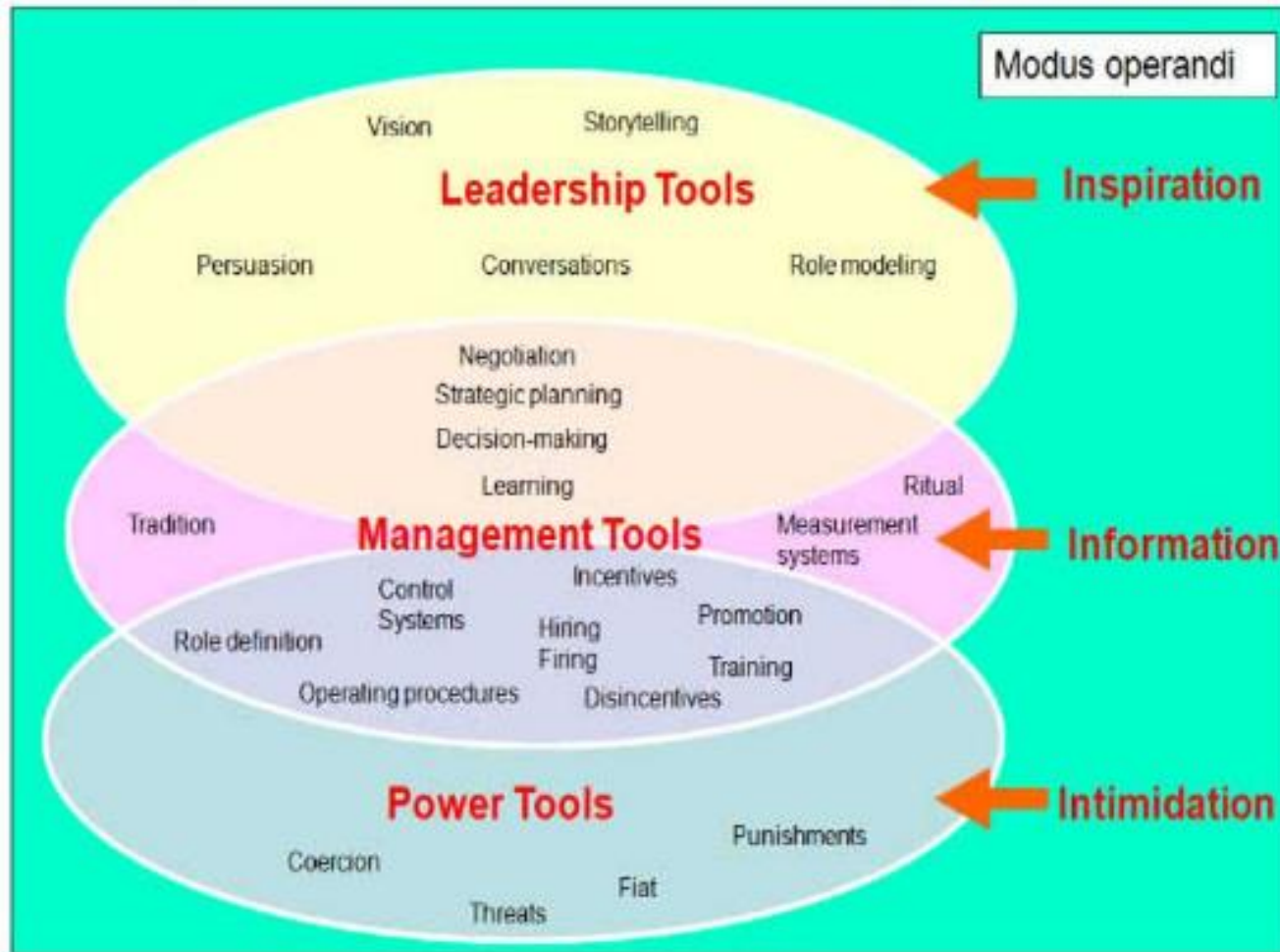


**“One of the most decisive  
functions of leadership  
is the creation, management,  
and when necessary, the  
destruction and rebuilding of culture.”**

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*– Edgar Schein*

# Organizational tools for changing minds



– Steve Denning, contributor to *Forbes*



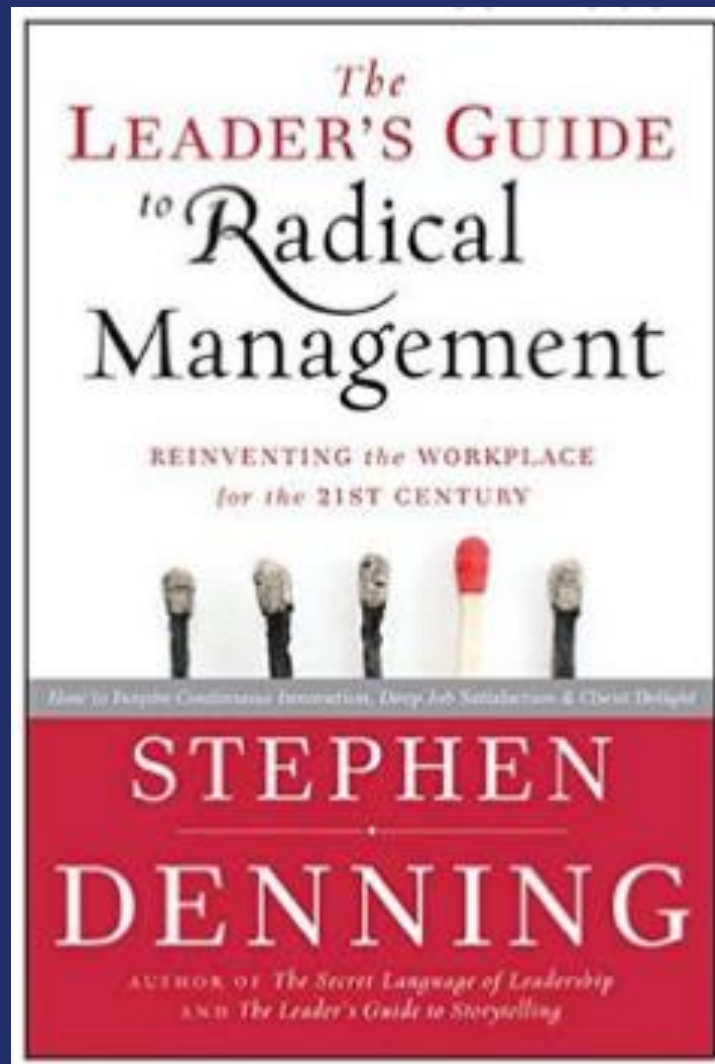
# The Reality & Cold Hard Facts

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- 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



# HWE “Best Practice” Ideas

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- Organizational/System awards recognizing healthy practice environments
  - ANCC Magnet Recognition Program<sup>®</sup>
  - ANCC Pathway to Excellence Program<sup>®</sup>
- Unit/Department awards recognizing healthy practice environment
  - AACN Beacon Award for Excellence<sup>®</sup>
  - ENA Lantern Award<sup>®</sup>

# HWE “Best Practice” Ideas

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- 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**

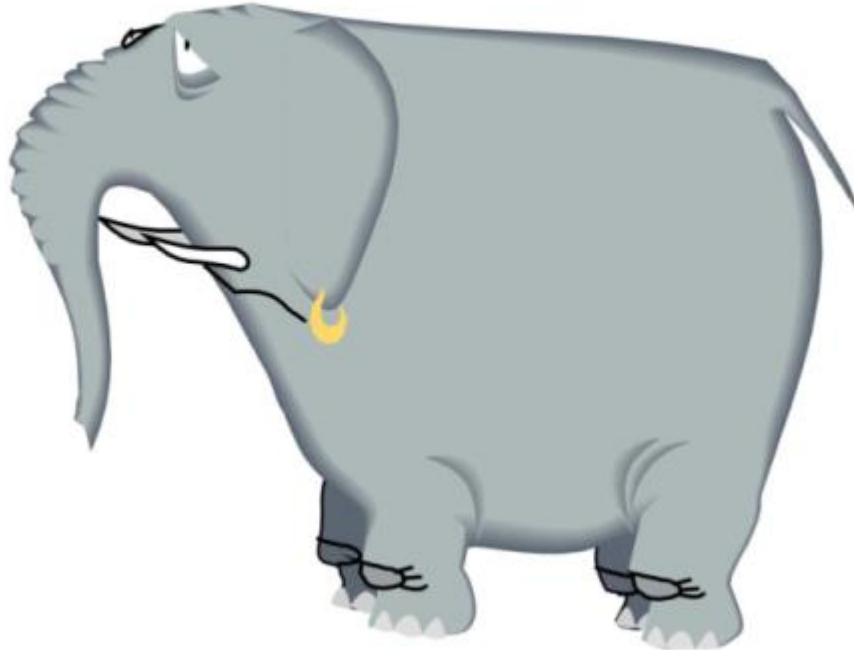
- First things first...assess environment!
  - *AONE Workplace Environment Assessment*
  - *AACN Healthy Work Environment Assessment Tool*



# Breakthrough Strategy #2

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How do you eat an elephant?



**One bite at a time!**

# Breakthrough Strategy #3

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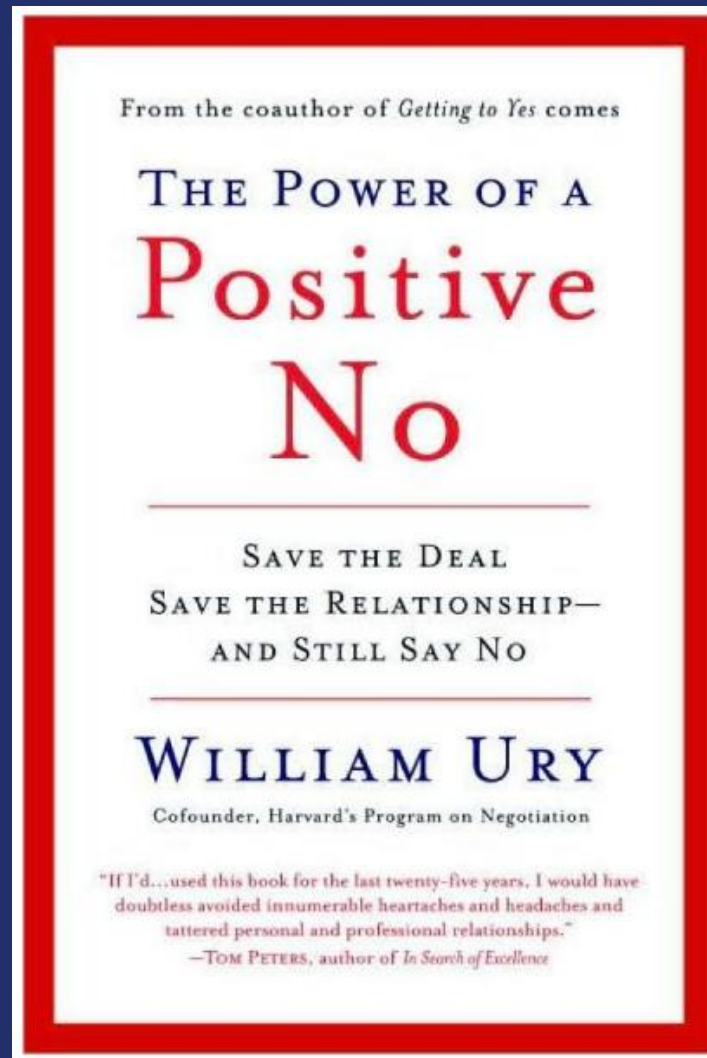
- **Begin with end in mind**
- **Laser-sharp focus**
  - People think focus means saying yes to things you've got to focus on, but that's not what it means at all
  - It means saying "no" to the hundred other good ideas or competing priorities



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



# 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



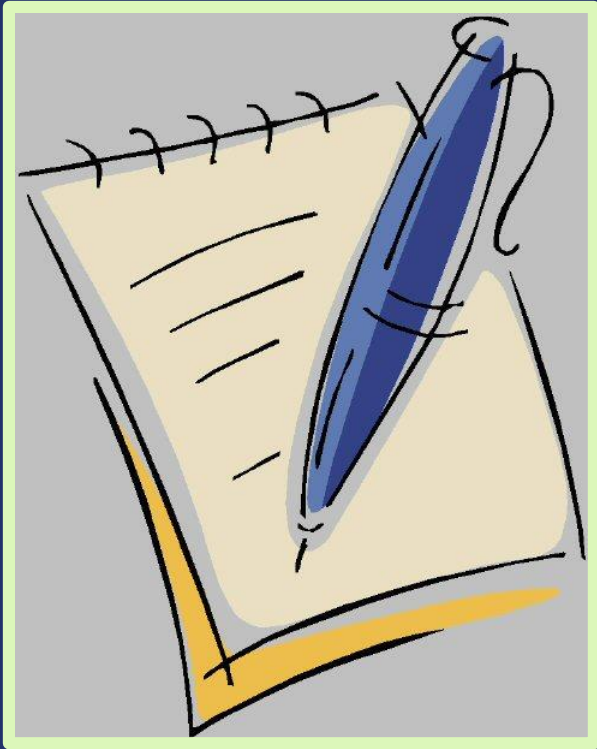


# Breakthrough Strategy #5



# Breakthrough Strategy #6

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- **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

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# Breakthrough Strategy #8

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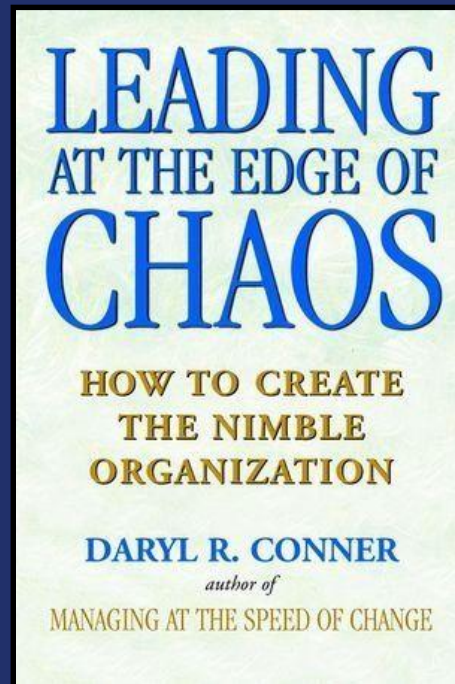
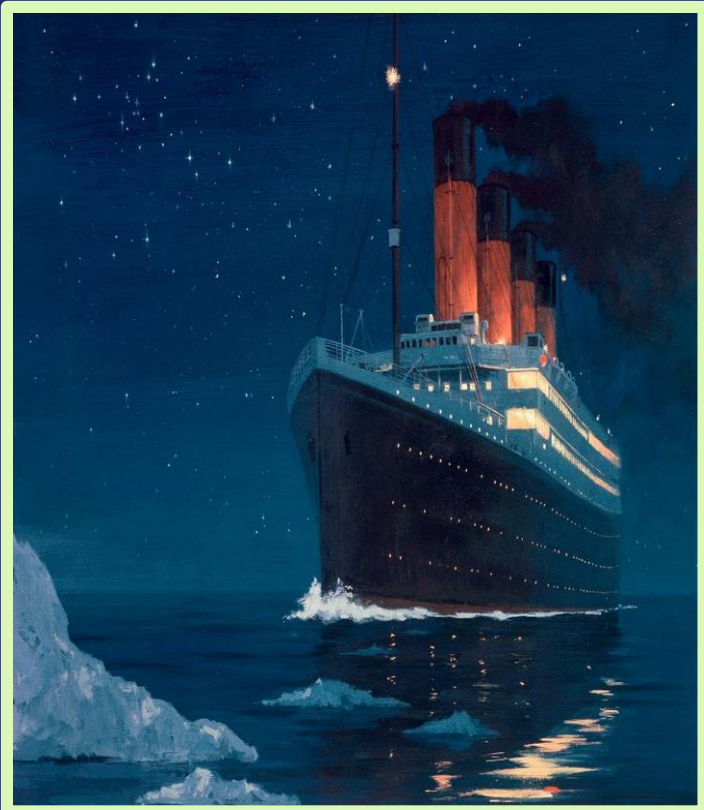
- **Consider upstream efforts**
  - Build partnerships with academia including medical, nursing & allied health education and training





# Breakthrough Strategy #9

- Lead with agility & nimbleness



# Breakthrough Strategy #10

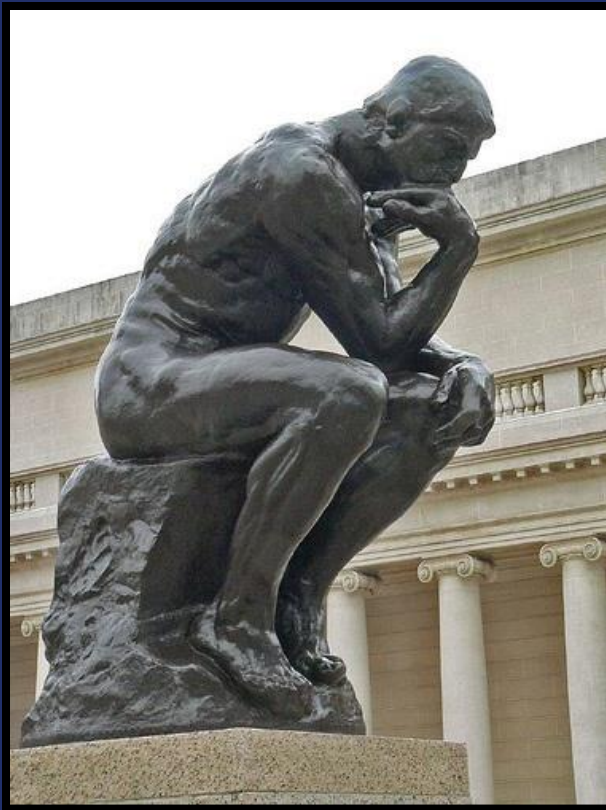
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- Journey vs. destination
- Celebrate successes
- Learn from failures
- When things seem to stall and times appear dim, don't be afraid to put on a costume & sing a silly song 😊



# Our “Call to Action”

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- 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

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- 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.

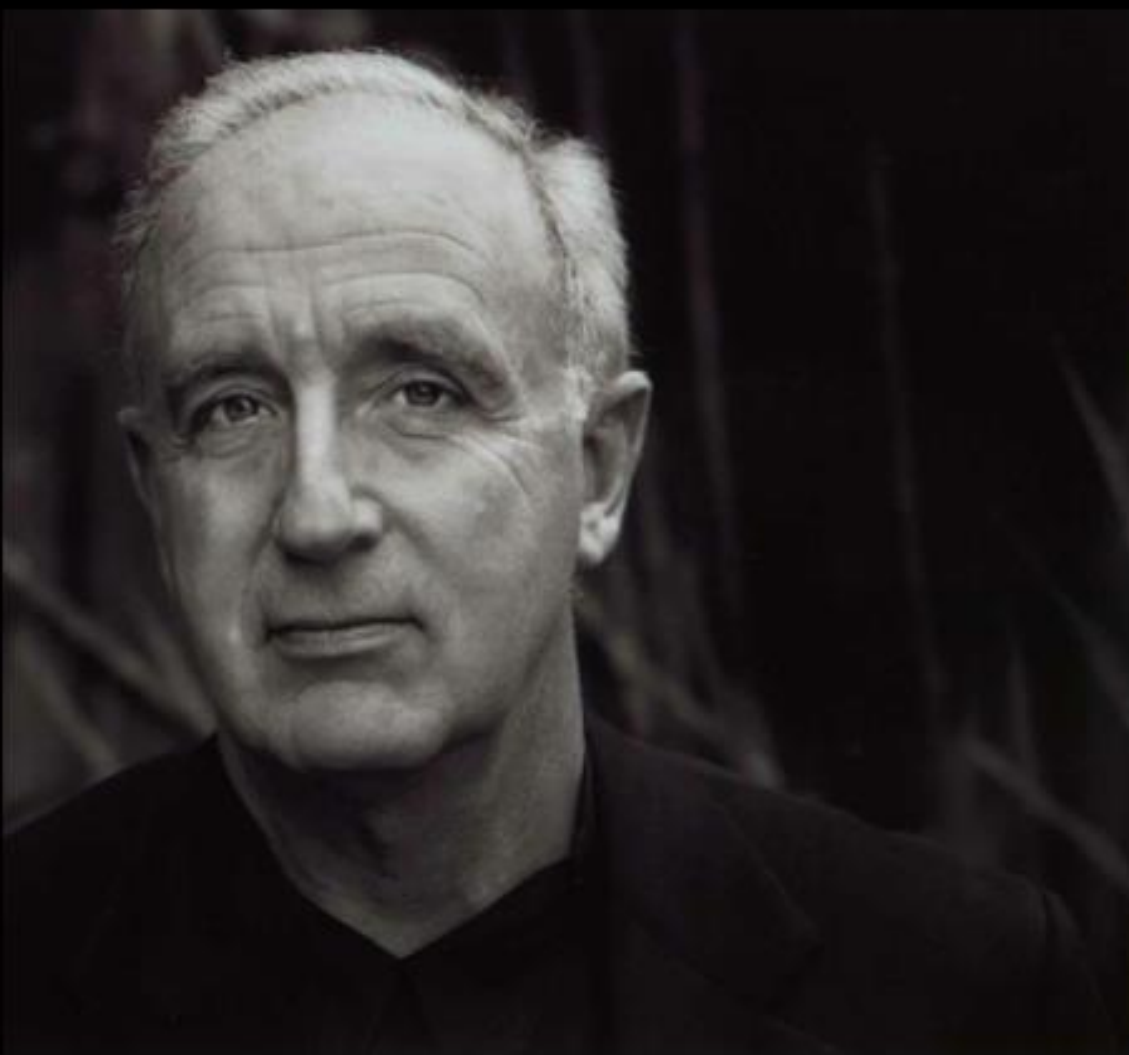
Make that decision primarily for yourself because you can never really live anyone else's life...

**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*

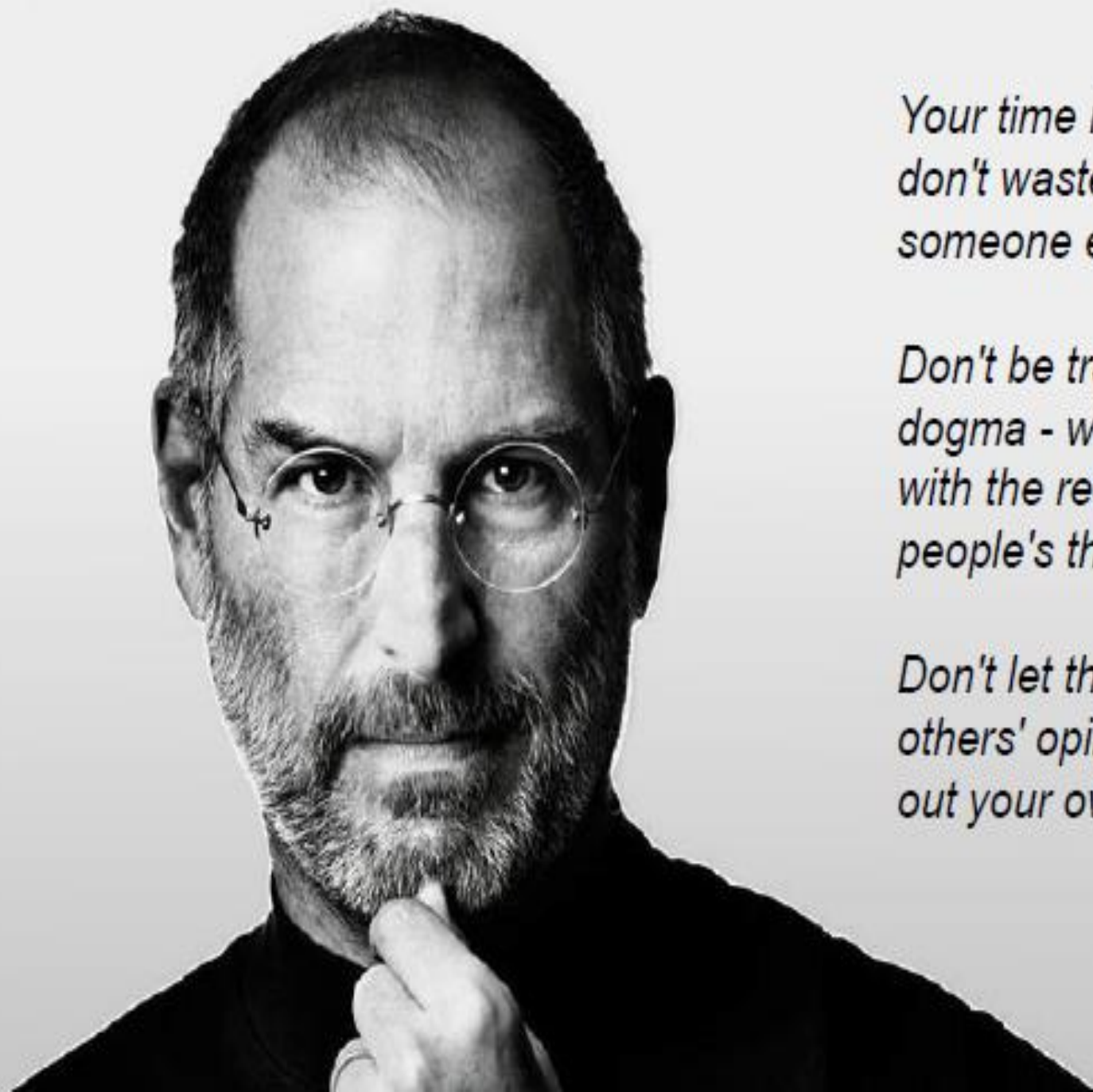
Life is not easy for any of us.  
But what of that?

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.*

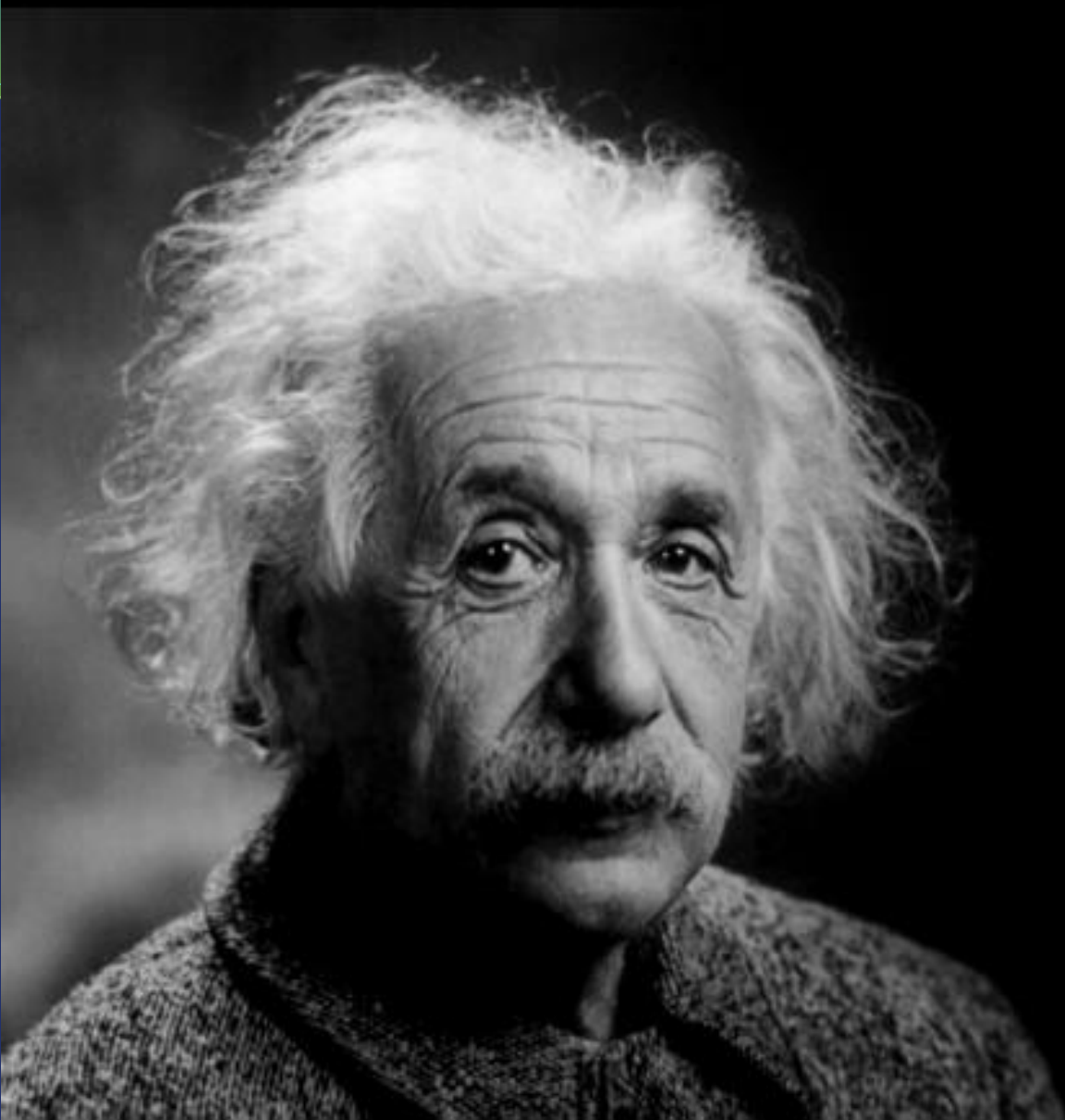
Steve Jobs

*"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."*

Kahil Gibran







*"Peace begins with  
a smile."*

Mother Teresa



*"One can have no greater mastery than mastery of oneself."*

Leonardo DaVinci

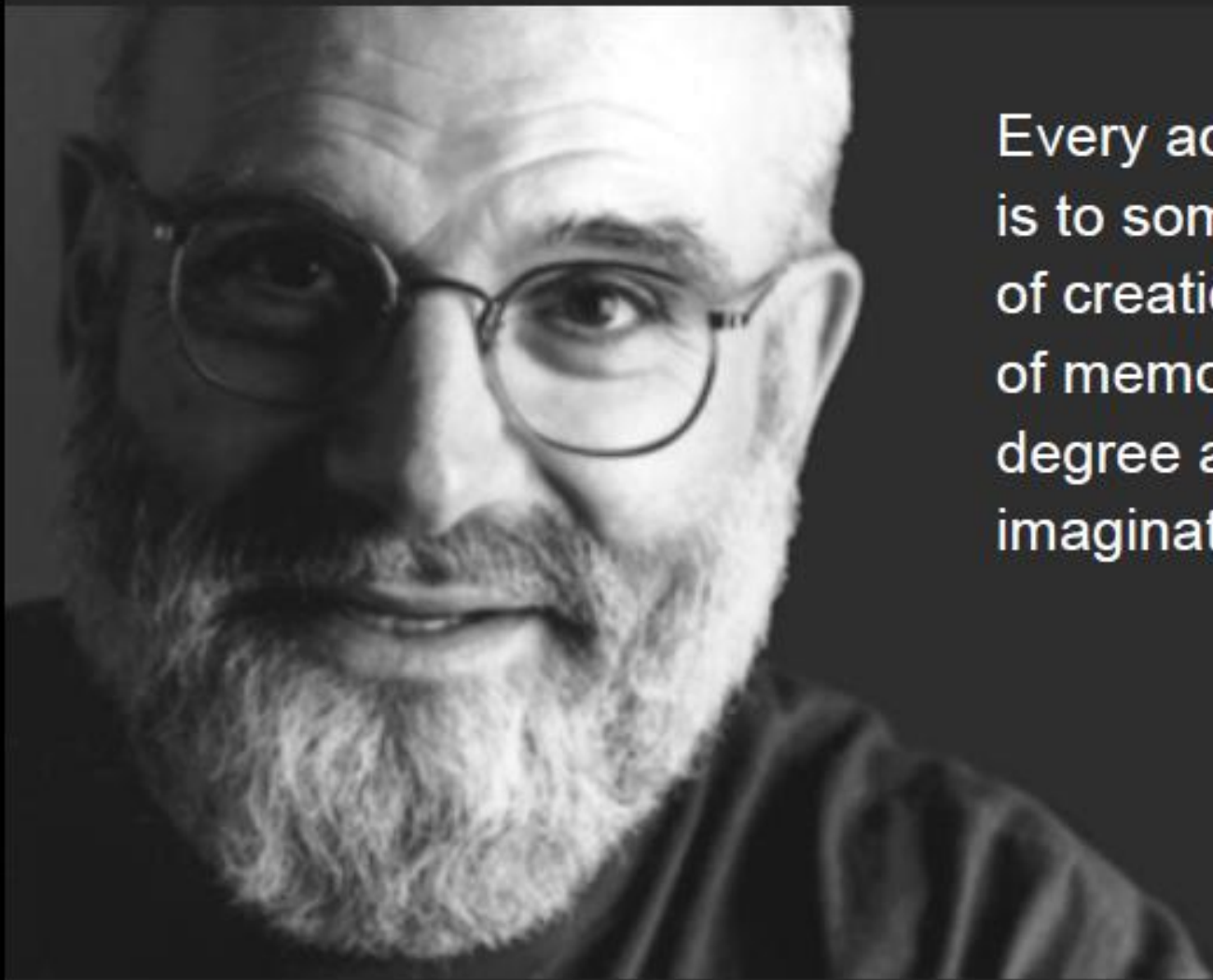
Some people, when they  
enter a room, everyone gets  
happy.

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



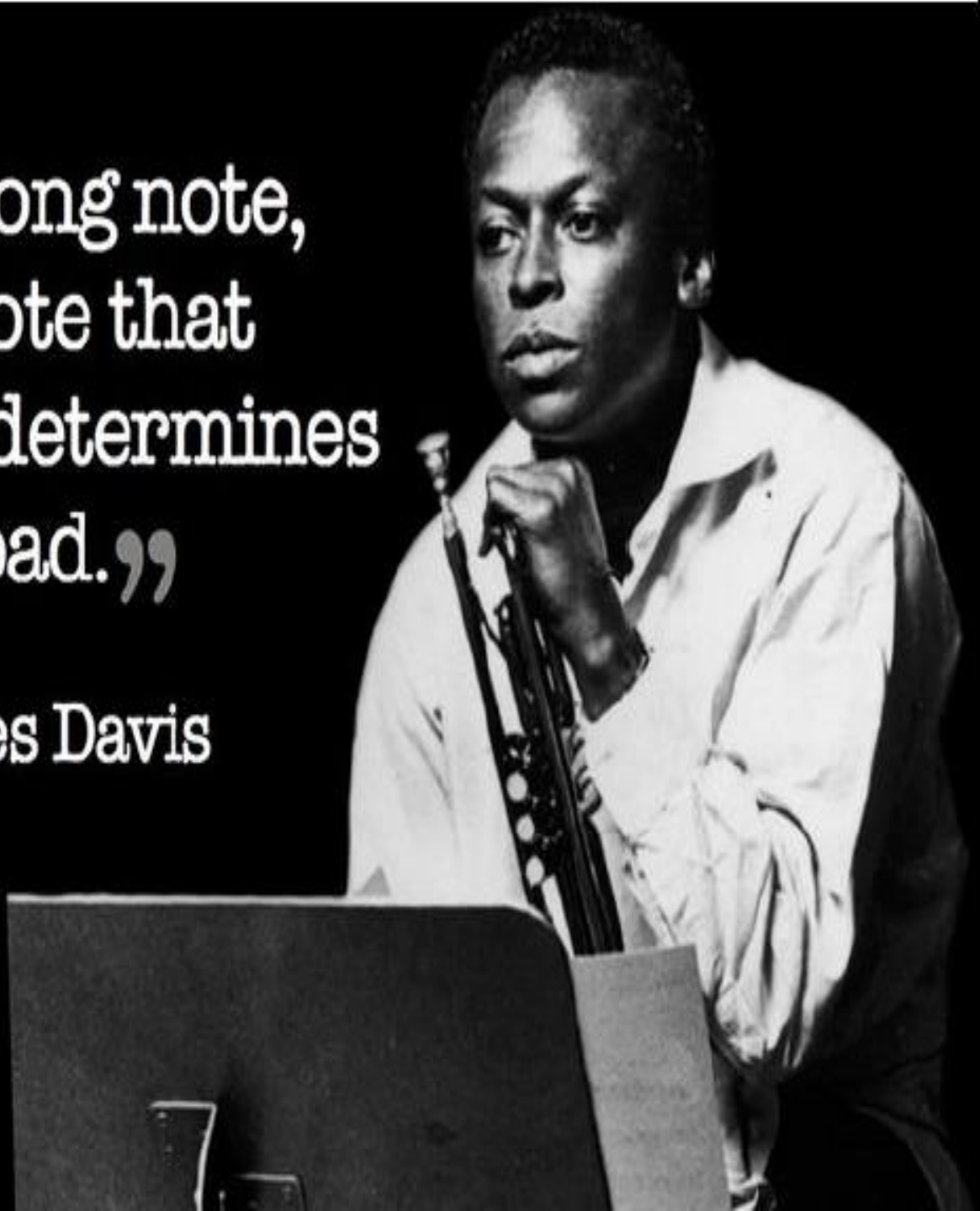
...it is *stories of identity*—narratives that help individuals think about and feel who they are, where they come from, and where they are headed—that constitute the single most powerful weapon in the leader's arsenal.



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*







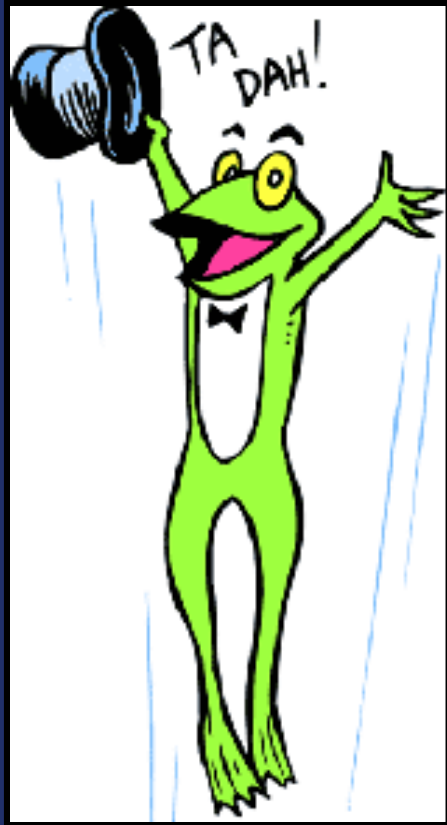
Great things are done  
by a series of small  
things brought  
together.

*Vincent Van Gogh*

# *Your* Billboard

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

Dave Hanson — [Michael.Hanson@providence.org](mailto:Michael.Hanson@providence.org)