



Healthy Work Environments Case Study #3

Institution / Unit: Shriners Hospitals for Children - Galveston, Galveston, Texas / Entire Organization-based

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Summary: Our Division of Patient Care Services at our hospital began looking at the AACN Healthy Work Environment standards in 2005 and decided to focus on communication and collaboration as our priority standards. Two directors attended *Crucial Conversations* training by Vital Smarts and began an implementation plan for training all clinical professional staff at our hospital. Several leaders were identified to become trainers to teach the work force. Directors, supervisors, informal leaders and physicians spent one day with a Vital Smarts consultant to identify outcomes that we wanted to achieve.

Once we agreed upon outcomes we discussed conversations and behaviors that needed to occur to achieve these outcomes. To date we have trained over 170 employees and we are in the process of training 100 more employees in *Crucial Conversations*. We hold monthly small group meetings to continue to learn and practice these skills in our day-to-day life. Staff members hold each other accountable for speaking up and actively engaging in skilled communication. Our desired outcomes are measured quarterly for progress. Our next step is to evaluate where we are with the two standards of communication and collaboration and then focus on two more HWE standards.