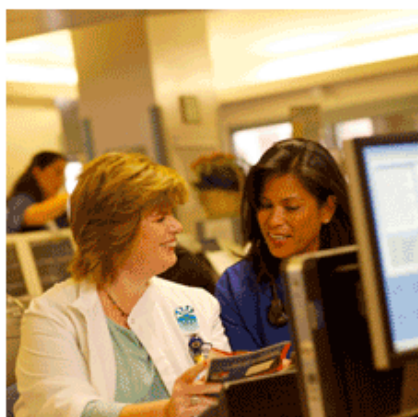# AACN
healthy work environment
ASSESSMENT
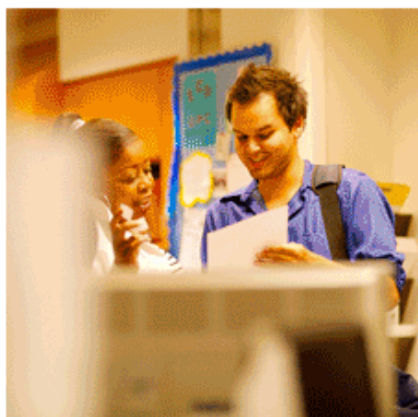
Team Assessment Results

HWE Unit

IT Clinic

V Chang

survey open date: 7/22/2018

survey close date: 7/4/2019

AMERICAN ASSOCIATION *of* CRITICAL-CARE NURSES

GETTING STARTED

A healthy work environment requires ongoing surveillance and focused strategies. The AACN Standards for Establishing and Sustaining Healthy Work Environments: A Journey to Excellence, *2nd edition* provides a framework of evidence-based standards and essential elements that can assist with continual improvement in your workplace, both at the unit and organization levels. The 6 AACN Healthy Work Environment Standards represent evidence-based and relationship centered principles of professional performance. All 6 standards are interconnected and considered essential to achieving and maintaining healthy, fulfilling workplaces and optimal patient outcomes.

You can download this document free of charge.

AACN Healthy Work Environment Standards

Master the Healthy Work Environment Standards

Become well-versed in the *AACN Standards for Establishing and Sustaining Healthy Work Environments*. Read the standards with your scores in mind and flag key areas on which to focus your efforts. Convene an interdisciplinary workgroup or council to stimulate dialogue, review results and implement an action plan.

Host Learning Events

Education and professional development are vital for team members to acquire and strengthen necessary skills that are integral to healthy work environments. Invite local, regional, and national experts to present learning sessions about the standards and the critical importance of healthy work environments. For more information, please e-mail healthy_work_environments@aacn.org.

Start or Join a Reading Club

Many healthcare organizations already have active evidence-focused reading or journal clubs. You can also start your own. Use AACN recommended books, articles, posters and other resources about healthy work environments and the AACN Healthy Work Environment Standards to start a reading club or join an existing one. Examples of evidence-based resources and suggested readings are available in the *AACN Standards for Establishing and Sustaining Health Work Environments: A Journey to Excellence, 2nd edition*.

**Additional Recommended Healthy Work Environment (HWE) Resources**

HWE Resources

AACN Healthy Work Environment Assessment Tool as a Measure of Progress

The AACN Healthy Work Environment Assessment Tool may be used as a metric for gauging success in improving the overall health of the work environment and enculturation of the AACN Healthy Work Environment Standards. You are welcome to continue to use the assessment tool periodically to gauge progress free of charge.

Summary Score

The mean score for the entire survey, including all six standards

Using the scoring guidelines provided below, evaluate the overall score for this assessment.
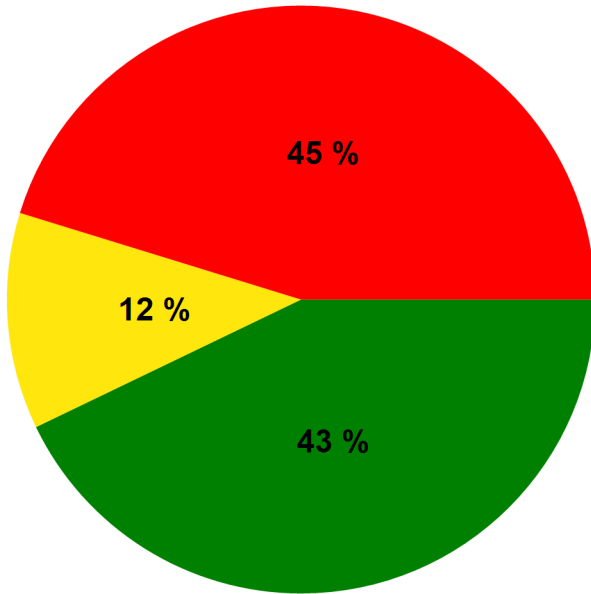
- 🟩 Agreed/Strongly Agree
- 🟨 Neutral
- 🟥 Disagree/Strongly Disagree

	Responses	Percent
Strongly Disagree	27	21.43%
Disagree	30	23.81%
Neutral	15	11.90%
Agree	28	22.22%
Strongly Agree	26	20.63%

Aggregate Score: 2.97

Total Individual Responders: 7

Scoring Guidelines

Please use the following scale to interpret your team's scores for this assessment:

1.00 - 2.99 - Needs Improvement
3.00 - 3.99 - Good
4.00 - 5.00 - Excellent

Overall Standard Score

Assessment Date: Sunday, July 22, 2018

Standard 1 Skilled Communications - Nurses must be as proficient in communication skills as they are in clinical skills.

Scoring Guidelines - Please use the following scale to interpret your team's scores for this assessment:

1.00-2.99 - Needs Improvement   3.00-3.99 - Good   4.00-5.00 - Excellent
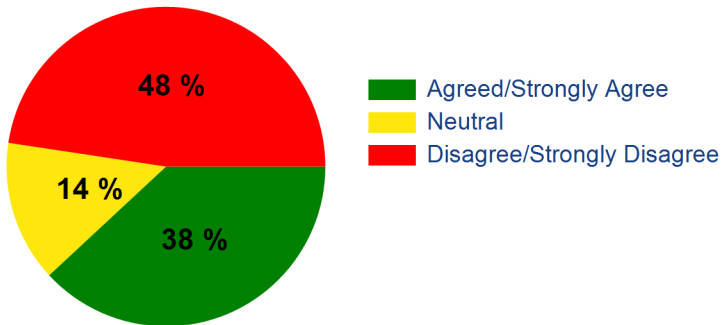
	Responses	Percent
Strongly Disagree	5	23.81%
Disagree	5	23.81%
Neutral	3	14.29%
Agree	5	23.81%
Strongly Agree	3	14.29%

Legend:
- Agreed/Strongly Agree (green)
- Neutral (yellow)
- Disagree/Strongly Disagree (red)

Pie chart: 48% red, 14% yellow, 38% green

Aggregate Score: 2.81

**Total Individual Responders:**   7

Individual Item Scores

Question 1. Administrators, nurse managers, physicians, nurses and other staff maintain frequent communication to prevent each other from being surprised or caught off guard by decisions.

Pie chart: 57% red, 14% yellow, 29% green
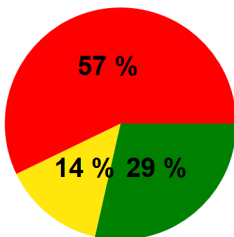
Score: 2.57

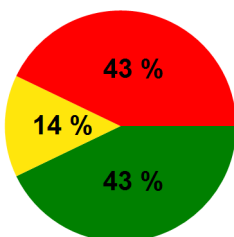|	Responses	Percent
Strongly Disagree	2	28.57%
Disagree	2	28.57%
Neutral	1	14.29%
Agree	1	14.29%
Strongly Agree	1	14.29%

Question 6. Administrators, nurse managers, physicians, nurses, and other staff make sure their actions match their words—they "walk their talk."
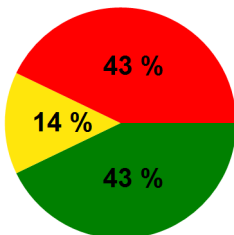
Pie chart: 43% red, 14% yellow, 43% green

Score: 2.86

	Responses	Percent
Strongly Disagree	2	28.57%
Disagree	1	14.29%
Neutral	1	14.29%
Agree	2	28.57%
Strongly Agree	1	14.29%

Question 14. Administrators, nurse managers, physicians, nurses, and other staff have zero-tolerance for disrespect and abuse. If they see or hear someone being disrespectful, they hold them accountable regardless of the person's role or position.

Pie chart: 43% red, 14% yellow, 43% green

Score: 3.00

	Responses	Percent
Strongly Disagree	1	14.29%
Disagree	2	28.57%
Neutral	1	14.29%
Agree	2	28.57%
Strongly Agree	1	14.29%

STANDARD 1: Skilled Communication

Does your skilled communication score indicate opportunity for improvement?

Ineffective communication compromises patient safety. Skilled communication is a proficiency that must be prioritized and developed. Make skilled communication an important component of your programs to insure patient safety. We recommend that you review the Skilled Communication section of the *AACN Standards for Establishing and Sustaining Healthy Work Environments: A Journey to Excellence, 2nd edition*, pages 13-15, [AACN Healthy Work Environment Standards](). Specifically, the Critical Elements section of Skilled Communication offers tangible steps to improve communication.

Is your skilled communication score good or excellent?

Congratulations! There may still be some specific items where your team's score was noticeably lower. We recommend that you explore what might underlie those scores and engage the team in determining how best to address the challenge. Meeting the skilled communication standard is vital given increasing evidence that ineffective communication compromises patient safety.

Focus on Standard 1, Skilled Communication and Its Critical Elements

Most people are not born with skills to effectively communicate when faced with high-stakes conflict. Understandably, there is no single approach to implementing the skilled communication standard. Approach implementation in the way that you think will most benefit your organization. Here are steps that other organizations have taken for you to consider as you start designing your team's development plan.

In addition to becoming well-versed in the *AACN Healthy Work Environment Standards*, drill down into the Skilled Communication Standard, the background, critical elements, references and suggested reading. Critical elements are the blueprint to guide your action steps and stimulate discussion. Some focus on an individual's responsibilities; others on what is required of the organization. Keep this distinction in mind when evaluating your team's strengths and weaknesses. Changing individuals' behavior may call for one set of interventions and changing an organization's behaviors will require a different set.

Read more about skilled communication on pages 13-15 in the [AACN Healthy Work Environment Standards]().

Discuss Skilled Communication and all of the Healthy Work Environment Standards

Join forces with other team leaders to identify what their groups see as barriers to achieving skilled communication. Incorporate the AACN Healthy Work Environment Standards into existing and new meetings. Existing meetings might include patient rounds, clinical practice work groups, performance improvement teams, interdisciplinary patient safety teams, [AACN Beacon Award for Excellence]() and the ANCC Magnet Recognition Program® teams. New meetings will be those where you design and carry out your implementation plan to strengthen communication skills.

Recommended Resources for Skilled Communication

[Skilled Communication Resources]()

Overall Standard Score

Assessment Date: Sunday, July 22, 2018

Standard 2 True Collaboration - Nurses must be relentless in pursuing and fostering true collaboration.

Scoring Guidelines - Please use the following scale to interpret your team's scores for this assessment:

1.00-2.99 - Needs Improvement   3.00-3.99 - Good   4.00-5.00 - Excellent

- Agreed/Strongly Agree
- Neutral
- Disagree/Strongly Disagree
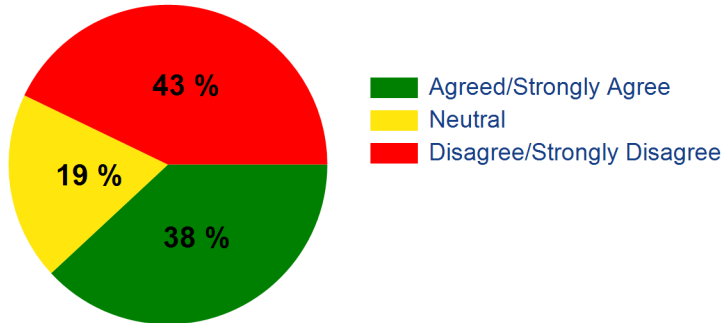
	Responses	Percent
Strongly Disagree	3	14.29%
Disagree	6	28.57%
Neutral	4	19.05%
Agree	5	23.81%
Strongly Agree	3	14.29%

Aggregate Score: 2.95

Total Individual Responders: 7

Individual Item Scores

Question 2. Administrators, nurse managers, and physicians involve nurses and other staff to an appropriate degree when making important decisions.
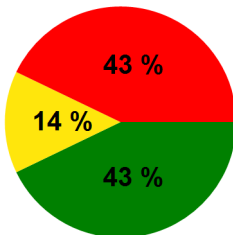
Score: 3.00

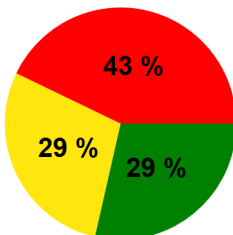|	Responses	Percent
Strongly Disagree	1	14.29%
Disagree	2	28.57%
Neutral	1	14.29%
Agree	2	28.57%
Strongly Agree	1	14.29%

Question 10. Nurses and other staff feel able to influence the policies, procedures, and bureaucracy around them.
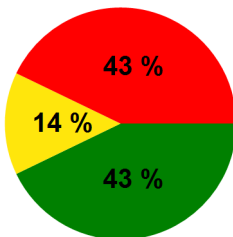
Score: 3.00

	Responses	Percent
Strongly Disagree	1	14.29%
Disagree	2	28.57%
Neutral	1	14.29%
Agree	2	28.57%
Strongly Agree	1	14.29%

Question 15. When administrators, nurse managers, and physicians speak with nurses and other staff, it's not one-way communication or order giving. Instead, they seek input and use it to shape decisions.

Score: 2.86

	Responses	Percent
Strongly Disagree	1	14.29%
Disagree	2	28.57%
Neutral	2	28.57%
Agree	1	14.29%
Strongly Agree	1	14.29%

STANDARD 2: True Collaboration

Does your true collaboration score indicate opportunity for improvement?

True collaboration is not an event. It is a process that requires continuous attention and nurturing. Understandably, there isn't a one-size-fits-all approach to implementing the standard. Approach implementation in the way that you think will most benefit your organization.

True collaboration is sincere, without the lip service that collaboration in healthcare is often given. Collaboration and communication are inextricably linked. Without them, healthy work environments are impossible to achieve and patient safety is compromised. Addressing barriers to collaboration is an important component of your patient safety improvement program.

Is your true collaboration score good or excellent?

Terrific! Look at the items within true collaboration and identity potential areas for growth. We recommend that you explore what might underlie those scores and engage the team in determining how to best address the challenge. Meeting the true collaboration standard is vital given the increasing evidence that without it, patient safety is compromised.

Focus on Standard 2, True Collaboration and Its Critical Elements

In addition to becoming knowledgeable in the *AACN Standards for Healthy Work Environments*, drill down into the true collaboration standard, its background, critical elements, references and suggested reading. Critical elements are the blueprint to guide your action steps and stimulate discussion. Some focus on an individual's responsibilities; others on what is required of the organization. Keep this distinction in mind when evaluating your team's strengths and weaknesses. Changing individuals' behaviors may call for one set of interventions and changing an organization's behaviors will require a different set.

Read more about true collaboration on pages 17-19 in the in the AACN Healthy Work Environment Standards.

Discuss True Collaboration and all of the Healthy Work Environment Standards

Together with other team leaders, identify what their groups see as barriers to achieving true collaboration. Incorporate the *AACN Standards for Healthy Work Environments* into existing and new meetings. Existing meetings might include patient rounds, clinical practice work groups, performance improvement teams, interdisciplinary patient safety teams, AACN Beacon Award for Excellence and the ANCC Magnet Recognition Program® teams. New meetings will be those where you design and carry out your implementation plan to strengthen collaboration skills.

Recommended Resources for True Collaboration

True Collaboration Resources

Overall Standard Score

Assessment Date: Sunday, July 22, 2018

<u>Standard 3 Effective Decision Making</u> - Nurses must be valued and committed partners in making policy, directing and evaluating clinical care and leading organizational operations.

Scoring Guidelines - Please use the following scale to interpret your team's scores for this assessment:

1.00-2.99 - Needs Improvement   3.00-3.99 - Good   4.00-5.00 - Excellent
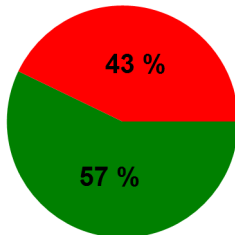
- Agreed/Strongly Agree
- Neutral
- Disagree/Strongly Disagree
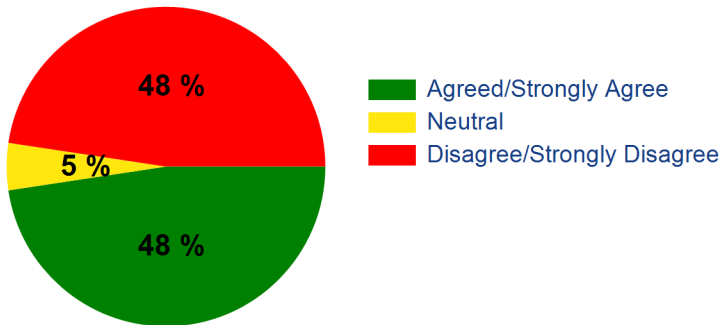
	Responses	Percent
Strongly Disagree	4	19.05%
Disagree	6	28.57%
Neutral	1	4.76%
Agree	6	28.57%
Strongly Agree	4	19.05%

Aggregate Score: 3.00

**Total Individual Responders:** 7

Individual Item Scores

Question 7. Administrators, nurse managers, physicians, nurses, and other staff are consistent in their use of data-driven, logical decision-making processes to make sure their decisions are the highest quality.

Score: 3.29

	Responses	Percent
Strongly Disagree	1	14.29%
Disagree	2	28.57%
Neutral	0	0.00%
Agree	2	28.57%
Strongly Agree	2	28.57%

Question 11. The right departments, professions, and groups are involved in important decisions.
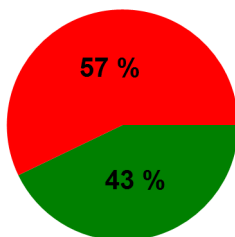
Score: 2.71

	Responses	Percent
Strongly Disagree	2	28.57%
Disagree	2	28.57%
Neutral	0	0.00%
Agree	2	28.57%
Strongly Agree	1	14.29%

Question 16. Administrators, nurse managers, physicians, nurses, and other staff are careful to consider the patient's and family's perspectives whenever they are making important decisions.
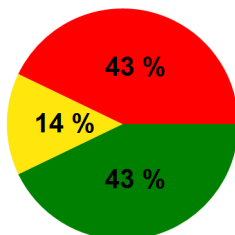
Score: 3.00

	Responses	Percent
Strongly Disagree	1	14.29%
Disagree	2	28.57%
Neutral	1	14.29%
Agree	2	28.57%
Strongly Agree	1	14.29%

STANDARD 3: Effective Decision Making

Does your effective decision making score indicate opportunity for improvement?

Increasing evidence indicates that ineffective decision making diminishes nurse satisfaction and retention while compromising quality of care, patient safety and patient/family satisfaction. Consider the recommendations below as you develop a plan to improve your team's effectiveness in making and implement decisions. Addressing barriers to effective decision making is an important component of your patient safety and process improvement programs.

Is your effective decision making score good or excellent?

Great job! There may be areas within effective decision making where your team's score was noticeably lower. We recommend that you explore what might underlie those scores and engage the team in determining how best to address the challenge. Meeting the effective decision making standard is vital given the increasing evidence that ineffective decision making diminishes nurse satisfaction and retention while compromising patient safety and patient/family satisfaction.

Focus on Standard 3, Effective Decision Making and Its Critical Elements

Nurses who do not have control over their practice become dissatisfied and are at risk for leaving an organization. Healthcare organizations that attract and retain nurses have successfully implemented professional care models in which nurses have the responsibility and related authority for patient care. Alongside are formal operational structures that support autonomous nursing practice.

In addition to a comprehensive understanding of the *AACN Standards for Healthy Work Environments*, it is important to delve into the effective decision making standard, its background, critical elements, references and suggested reading. Critical elements are the blueprint to guide your action steps and stimulate discussion. Some focus on an individual's responsibilities; others on what is required of the organization. Keep this distinction in mind when evaluating your team's strengths and weaknesses. Changing individuals' behaviors may call for one set of interventions and changing an organization's behaviors will require a different set.

Read more about effective decision making on pages 21-23 in the in the AACN Healthy Work Environment Standards.

Discuss Effective Decision-Making and all of the Healthy Work Environment Standards

Join forces with other team leaders to identify what their groups see as barriers to achieving effective decision making. Incorporate the *AACN Healthy Work Environment Standards* into existing and new meetings. Existing meetings might include patient rounds, clinical practice work groups, performance improvement teams, interdisciplinary patient safety teams, AACN Beacon Award for Excellence and the ANCC Magnet Recognition Program® teams. New meetings will be those where you design and carry out your implementation plan to strengthen decision making processes and skills.

Recommended Resources for Effective Decision Making

Effective Decision Making Resources

Overall Standard Score

Assessment Date: Sunday, July 22, 2018

<u>Standard 4 Appropriate Staffing</u> - Staffing must ensure the effective match between patient needs and nurse competencies.

Scoring Guidelines - Please use the following scale to interpret your team's scores for this assessment:

1.00-2.99 - Needs Improvement   3.00-3.99 - Good   4.00-5.00 - Excellent
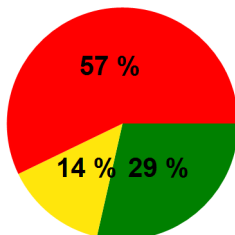

- 🟩 Agreed/Strongly Agree
- 🟨 Neutral
- 🟥 Disagree/Strongly Disagree
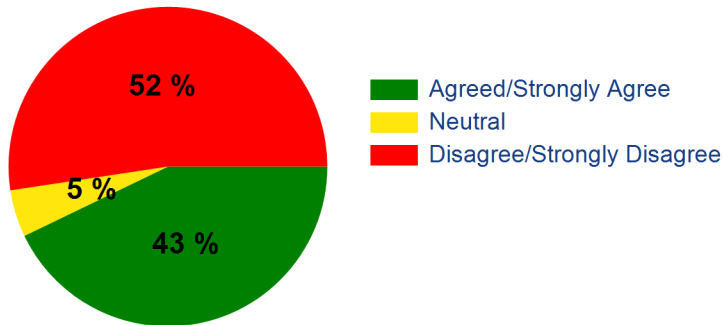
	Responses	Percent
Strongly Disagree	7	33.33%
Disagree	4	19.05%
Neutral	1	4.76%
Agree	3	14.29%
Strongly Agree	6	28.57%

Aggregate Score: **2.86**

Total Individual Responders: **7**

Individual Item Scores

Question 3. Administrators and nurse managers work with nurses and other staff to make sure there are enough staff to maintain patient safety.

Score: 2.43

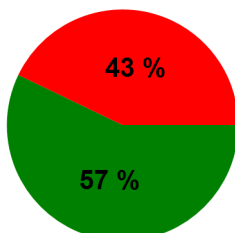|	Responses	Percent
Strongly Disagree	3	42.86%
Disagree	1	14.29%
Neutral	1	14.29%
Agree	1	14.29%
Strongly Agree	1	14.29%

Question 8. Administrators and nurse managers make sure there is the right mix of nurses and other staff to ensure optimal outcomes.
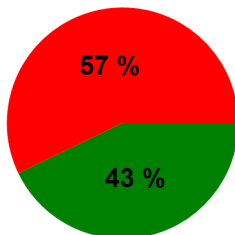
Score: 2.86

	Responses	Percent
Strongly Disagree	2	28.57%
Disagree	2	28.57%
Neutral	0	0.00%
Agree	1	14.29%
Strongly Agree	2	28.57%

Question 12. Support services are provided at a level that allows nurses and other staff to spend their time on the priorities and requirements of patient and family care.

Score: 3.29

	Responses	Percent
Strongly Disagree	2	28.57%
Disagree	1	14.29%
Neutral	0	0.00%
Agree	1	14.29%
Strongly Agree	3	42.86%

STANDARD 4: Appropriate Staffing

Does your appropriate staffing score indicate opportunity for improvement?

Solid evidence confirms that inappropriate staffing compromises patient safety. Nurses identify inappropriate staffing as a major barrier in the provision of quality patient care and a contributor to nurse dissatisfaction and burnout. Consider the recommendations below as you develop a plan to improve your team's effectiveness in appropriate staffing. Addressing obstacles that interfere with appropriate staffing is important for successful patient safety and process improvement programs and meeting staff retention goals.

Is your appropriate staffing score good or excellent?

Congratulations! However, there is always opportunity for growth. There may still be some specific items where your team's score was noticeably lower. We recommend that you explore what might underlie those scores and engage the team in determining how best to address these areas. Meeting the appropriate staffing standard is vital given the compelling evidence that inappropriate staffing compromises patient safety and is a significant contributor to nurse dissatisfaction.

Focus on Standard 4, Appropriate Staffing and Its Critical Elements

Achieving appropriate staffing is a complex process that ensures responding to patient's evolving needs with nurses who have the suitable combination of knowledge, skills and competencies. Although vital to patient safety that healthcare organizations achieve this standard, there is no easy formula for determining appropriate staffing. The condition of high acuity and critically ill patients fluctuates so rapidly that relying on fixed nurse-to-patient staffing ratios alone ignores individualized patient acuity, as well as the unique characteristics of both patient and nurses, which may result in dangerous mismatches and suboptimal patient outcomes.

In addition to becoming well-versed in the *AACN Standards for Healthy Work Environments,* drill down into the appropriate staffing standard, its background, critical elements, references and suggested reading. Critical elements are the blueprint to guide your action steps and stimulate discussion. Some focus on an individual's responsibilities; others on what is required of the organization. Keep this distinction in mind when evaluating your team's strengths and weaknesses. Changing individuals' behaviors may call for one set of interventions and changing an organization's behaviors will require a different set.

Read more about appropriate staffing on pages 25-27 in the in the [AACN Healthy Work Environment Standards](.).

Discuss Appropriate Staffing and all of the Healthy Work Environment Standards

Incorporate the AACN Healthy Work Environment Standards into existing and new meetings. Existing meetings might include patient rounds, clinical practice work groups, performance improvement teams, interdisciplinary patient safety teams, [AACN Beacon Award for Excellence](.) and the ANCC Magnet Recognition Program® teams. New meetings will be those where you design and carry out your implementation plan to strengthen appropriate staffing structures and processes.

Appropriate staffing requires collaboration of both formal and informal leaders to identify the barriers to achieving appropriate staffing. Hone in on staffing challenges unique to your patient population and staffing resources at both the unit and organization levels. Ensure that there is a well-rounded, effective process to assess staffing needs, institute staffing decisions and evaluate the outcomes of the decisions.

Recommended Resources for Appropriate Staffing

[Appropriate Staffing Resources](.)

Overall Standard Score

Assessment Date: Sunday, July 22, 2018

<u>Standard 5 Meaningful Recognition</u> - Nurses must be recognized and must recognize others for the value each brings to the work of the organizations.

Scoring Guidelines - Please use the following scale to interpret your team's scores for this assessment:

1.00-2.99 - Needs Improvement   3.00-3.99 - Good   4.00-5.00 - Excellent
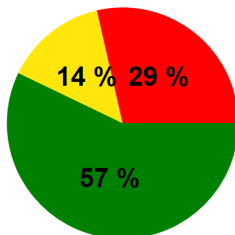

- Agreed/Strongly Agree
- Neutral
- Disagree/Strongly Disagree
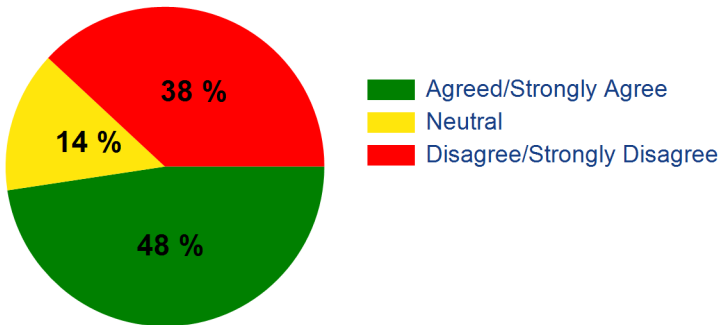
	Responses	Percent
Strongly Disagree	5	23.81%
Disagree	3	14.29%
Neutral	3	14.29%
Agree	5	23.81%
Strongly Agree	5	23.81%

Aggregate Score: **3.10**

**Total Individual Responders:**   **7**

Individual Item Scores

Question 4. The formal reward and recognition systems work to make nurses and other staff feel valued.

Score: 3.43

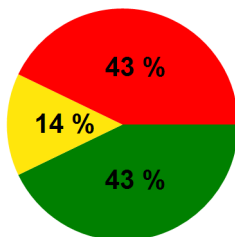|	Responses	Percent
Strongly Disagree	1	14.29%
Disagree	1	14.29%
Neutral	1	14.29%
Agree	2	28.57%
Strongly Agree	2	28.57%

Question 9. Administrators, nurse managers, physicians, nurses, and other staff members speak up and let people know when they've done a good job.
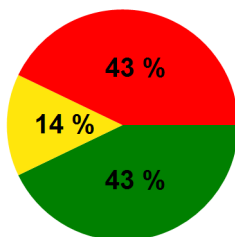
Score: 3.00

	Responses	Percent
Strongly Disagree	2	28.57%
Disagree	1	14.29%
Neutral	1	14.29%
Agree	1	14.29%
Strongly Agree	2	28.57%

Question 17. There are motivating opportunities for personal growth, development, and advancement.

Score: 2.86

	Responses	Percent
Strongly Disagree	2	28.57%
Disagree	1	14.29%
Neutral	1	14.29%
Agree	2	28.57%
Strongly Agree	1	14.29%

STANDARD 5: Meaningful Recognition

Does your meaningful recognition score indicate opportunity for improvement?

Lack of meaningful recognition leads to discontent, poor morale, reduced productivity, and suboptimal care outcomes. Consider the recommendations below as you develop a plan to improve meaningful recognition for your team. Addressing barriers to meaningful recognition should be a key component of staff retention and productivity improvement programs.

Is your meaningful recognition score good or excellent?

Good job! There may still be some specific items where your team's score was noticeably lower. We recommend that you explore what might underlie those scores and engage the team in determining how best to address the challenge. Meeting the meaningful recognition standard is vital since lack of meaningful recognition contributes to discontent, poor morale, reduced productivity and suboptimal care outcomes.

Focus on Standard 5, Meaningful Recognition and Its Critical Elements

In addition to becoming well-versed in the AACN Standards for Establishing Healthy Work Environments, drill down into the standard for meaningful recognition, its background, critical elements, references and suggested reading. Critical elements are the blueprint to guide your action steps and stimulate discussion. Some focus on an individual's responsibilities and others on what is required of the organization. Keep the distinction in mind when evaluating your team's strengths and weaknesses. Changing individuals' behaviors may call for one set of interventions and changing an organization's behavior will require a different set.

Recognition of the value and meaningfulness of one's contribution to an organization's work is a fundamental human need and an essential requisite to personal and professional development. AACN's National Workforce Survey has repeatedly demonstrated since 2006 that recognition from patients/families and peers are extremely meaningful. Furthermore, nurses' consistently report that relationships with their peers is a major influence on their decision to remain in their current positions.

Read more about Meaningful Recognition on pages 29-31 in the in the AACN Healthy Work Environment Standards.

Discuss Meaningful Recognition and all of the Healthy Work Environment Standards

Incorporate the AACN Healthy Work Environment Standards into existing and new meetings. Existing meetings might include patient rounds, clinical practice work groups, performance improvement teams and interdisciplinary patient safety teams. New meetings will be those where you design and carry out your implementation plan to strengthen meaningful recognition at both the unit and organization levels.

The importance of meaningful recognition has been emphasized by excellence programs such as the AACN Beacon Award for Excellence and the ANCC Magnet Recognition Program® and recognition programs such as DAISY Foundation's DAISY Award.

Recommended Resources for Meaningful Recognition

Meaningful Recognition Resources

Overall Standard Score

Assessment Date: Sunday, July 22, 2018

<u>Standard 6 Authentic Leadership</u> - Nurse leaders must fully embrace the imperative of a healthy work environment, authentically live it and engage others in its achievement.

Scoring Guidelines - Please use the following scale to interpret your team's scores for this assessment:

1.00-2.99 - Needs Improvement   3.00-3.99 - Good   4.00-5.00 - Excellent

- 🟩 Agreed/Strongly Agree
- 🟨 Neutral
- 🟥 Disagree/Strongly Disagree
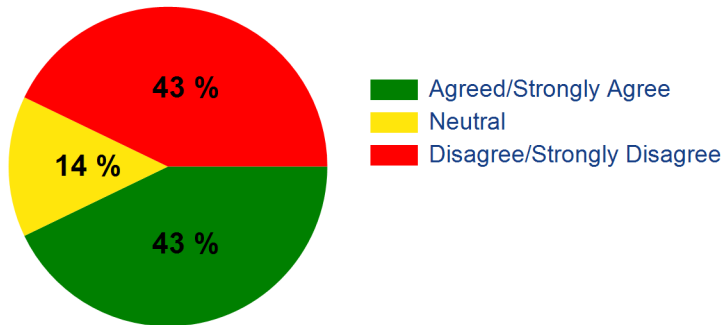
	Responses	Percent
Strongly Disagree	3	14.29%
Disagree	6	28.57%
Neutral	3	14.29%
Agree	4	19.05%
Strongly Agree	5	23.81%

Aggregate Score: 3.10

**Total Individual Responders:** 7

Individual Item Scores

Question 5. Most nurses and other staff here have a positive relationship with their nurse leaders (managers, directors, advanced practice nurses, etc.).
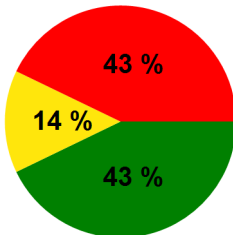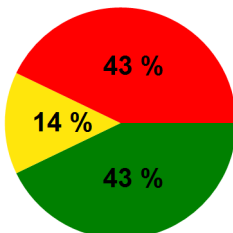

Score: 3.14

	Responses	Percent
Strongly Disagree	1	14.29%
Disagree	2	28.57%
Neutral	1	14.29%
Agree	1	14.29%
Strongly Agree	2	28.57%

Question 13. Nurse leaders (managers, directors, advanced practice nurses, etc.) demonstrate an understanding of the requirements and dynamics at the point of care, and use this knowledge to work for a healthy work environment.
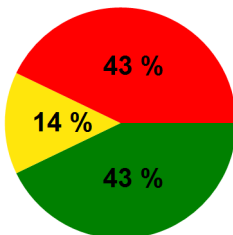
Score: 3.14

	Responses	Percent
Strongly Disagree	1	14.29%
Disagree	2	28.57%
Neutral	1	14.29%
Agree	1	14.29%
Strongly Agree	2	28.57%

Question 18. Nurse leaders (managers, directors, advanced practice nurses, etc.) are given the access and authority required to play a role in making key decisions.

Score: 3.00

	Responses	Percent
Strongly Disagree	1	14.29%
Disagree	2	28.57%
Neutral	1	14.29%
Agree	2	28.57%
Strongly Agree	1	14.29%

STANDARD 6: Authentic Leadership

Does your authentic leadership score indicate opportunity for improvement?

Authentic Leadership is an essential part of job satisfaction for nurses. In its absence, nurses are challenged in making their optimal contribution to patient care. Improving the skills and competence of formal and informal unit and organizational leaders should be an ongoing and significant component of professional development. Consider the recommendations below as you prepare your plan to strengthen authentic leadership skills.

Is your authentic leadership score good or excellent?

Congratulations! There may still be some specific items where your team's score was noticeably lower. We recommend that you explore what might underlie those scores and engage the team in determining how best to address the challenge. Healthy work environments are difficult to establish and impossible to sustain without authentic leadership. Leaders are the living bridge between individual nurses and their organizations.

Focus on Standard 6, Authentic Leadership and Its Critical Elements

In addition to becoming well-versed in the *AACN Standards for Establishing and Sustaining Healthy Work Environments*, drill down into the standard for authentic leadership, its background, critical elements, references and suggested reading. Critical elements are the blueprint to guide your action steps and stimulate discussion. Some elements focus on the leader's responsibilities while others on what is required of the organization. Keep this distinction in mind when evaluating your team's strengths and opportunities for growth. Changing your behaviors and those of other leaders may call for one set of interventions and changing an organization's behaviors will require a different set.

Nurse Leaders create the vision for a healthy work environment. Nurse Leaders serve as role models and must be skilled communicators, team builders, agents for positive change, committed to service, results oriented and role models for collaborative practice. Leaders must understand the dynamics and requirements at the point of care in order to successfully enact the vision of a healthy work environment.

Read more about Authentic Leadership on pages 33-35 in the in the AACN Healthy Work Environment Standards.

Discuss Authentic Leadership and all of the Healthy Work Environment Standards

How are the 6 Healthy Work Environment Standards enculturated within your unit, department, and organization? Collaborate with other leaders, both formal and informal to identify things that foster or may serve as barriers to authentic leadership and a healthy work environment. Who are the leaders that role model authentic leadership and the other healthy work environment standards? Identify these leaders and partner with them to serve as mentors for other leaders.

Establishing the culture is important. Nothing less of a healthy work environment is acceptable. Integrate the tenets of all 6 of the Healthy Work Environment Standards into the organization's structures and processes including unit and department norms, meetings, performance evaluations and overall way of being.

Recommended Resources for Authentic Leadership

Authentic Leadership Resources