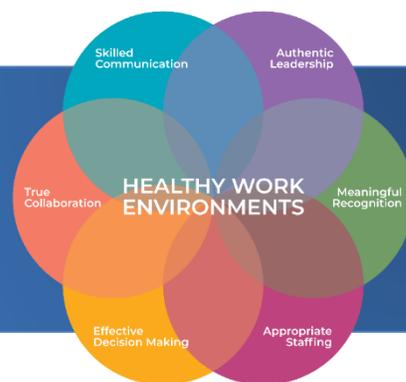# HWE Resources

General information

Resources

[Healthy Work Environment Standards](#)
The AACN Standards for Establishing and Sustaining Healthy Work Environments describe the ingredients for success—skilled communication, true collaboration, effective decision-making, appropriate staffing, meaningful recognition, and authentic leadership.

[Healthy Work Environment Assessment Tool Survey Tool](#)
The Healthy Work Environment Assessment Tool (HWEAT) helps hospital units and teams assess and measure progress in establishing and sustaining an HWE.
Note: This is a free tool; AACN membership is not required.

[Healthy Work Environment](#)
Explore CE activities from AACN's National Teaching Institute & Critical Care Exposition (NTI).

[Healthy Work Environment](#)
Explore HWE content in the AACN Critical Care Webinar Series.

[Creating Healthy Work Environments: An Evidence-Based Toolkit for Nurses, 2nd edition](#)
This toolkit is an evidence-based guide for nurses and other healthcare professionals who are on a journey to implement the AACN HWE Standards.

[Healthy Work Environment Pocket Card](#)
This laminated pocket reference card provides quick and convenient details to understand, adopt, and implement AACN's HWE standards.

Publications

Journal articles

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The Six HWE Standards

Skilled Communication

Resources

Skilled Communication
Nurses must be as proficient in communication skills as they are in clinical skills.

SBAR Tool: Situation-Background-Assessment-Recommendation
Institute for Healthcare Improvement

Team Strategies & Tools to Enhance Performance & Patient Safety (TeamSTEPPS)
Agency for Healthcare Research and Quality

Silence Kills: The Seven Crucial Conversations for Healthcare
Crucial Learning

Clinical Scene Investigator (CSI) Academy Projects
AACN CSI Academy is a hospital-based, experiential nurse leadership and innovation training program designed to empower direct care nurses as clinician leaders and change agents whose initiatives measurably improve patient, staffing and fiscal outcomes.

- Power to the Preceptors
  Seattle Veterans Affairs Medical Center (Seattle, Washington)
  March 25, 2025

- Just Role With It
  Seattle Veterans Affairs Medical Center (Seattle, Washington)
  March 25, 2025

- Safety First, Baby First!
  University of Washington Medical Center (Seattle, Washington)
  March 25, 2025

- Step'N It Up
  Seattle Veterans Affairs Medical Center (Seattle, Washington)
  March 25, 2025

- [Let's Get Kraken](#)
  Providence Swedish Medical Center (Seattle, Washington)
  March 25, 2025

- [Let's Grow Together: Collaborating for Better Outcomes](#)
  Virginia Mason Franciscan Health St. Anthony Hospital (Seattle, Washington)
  March 25, 2025

- [Beyond the Brain: Be Great, Communicate!](#)
  Providence Sacred Heart Medical Center (Spokane, Washington)
  February 11, 2025

- [Three P's - Productive (In)Patient Procedures: Homework Before Handoff](#)
  Providence Holy Family Hospital (Spokane, Washington)
  February 11, 2025

- [Slip, Slip, No Way!](#)
  Methodist Texsan (San Antonio, Texas)
  January 30, 2025

- [Let's Taco Bout' M-R-C-N](#)
  Methodist Texsan (San Antonio, Texas)
  January 30, 2025

- [Not Always as Advertised: Crew's Clues](#)
  Nemours Children's Hospital (Wilmington, Delaware)
  January 23, 2025

- [2B Roundtable: Don't Be Square, Heart the Rounds](#)
  Nemours Children's Hospital (Wilmington, Delaware)
  January 23, 2025

- [Increasing Committee Involvement to Improve Communication Between Nurses and Nursing Leadership in an Emergency Department](#)
  Nemours Children's Hospital (Wilmington, Delaware)
  January 23, 2025

- [Conversation is Critical: Let's Get to the Point!](#)
  ChristianaCare (Newark, Delaware)
  January 23, 2025

- [So Fresh and So CLEAN: Improving Handoff Through Collaboration](#)
  Oregon Health and Science University (Portland, Oregon)
  November 20, 2024

- [PAWS for Feedback: Creating a Culture of Safety One Patient at a Time](#)
  Doernbecher Children's Hospital (Portland, Oregon)
  November 20, 2024

- [DISCover a New Way of Caring](#)
  University Hospitals Rainbow Babies & Children's Hospital (Cleveland, Ohio)
  November 6, 2024

- [Dripping with Information](#)
  University Hospitals of Cleveland (Cleveland, Ohio)
  November 6, 2024

- [Opening Our Hearts One Step at a Time: Debriefing With TEAMSTEPPS](#)
  Cedars-Sinai Medical Center (Los Angeles, California)
  October 16, 2024

- [Let's wORC It Out!](#)
  Methodist Hospital (San Antonio, Texas)
  March 8, 2023

Publications

Journal articles

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Journal column

Delgado S. (2025). Holding space for a healthy work environment. *Nursing Management, 56*(4), 52–54.

Video

American Association of Critical-Care Nurses. (2023, March 15). *Healthy work environments - Skilled communication.* [Video]. YouTube.

True Collaboration

Resources

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

The Beacon Award for Excellence
For patients and their families, the Beacon Award signifies exceptional care in a unit that puts patients first. For nurses, this award can mean a positive and supportive work environment with greater collaboration, higher morale and lower turnover.

Clinical Scene Investigator (CSI) Academy Projects

AACN CSI Academy is a hospital-based, experiential nurse leadership and innovation training program designed to empower direct care nurses as clinician leaders and change agents whose initiatives measurably improve patient, staffing and fiscal outcomes.

- [Just Role With It](#)
  Seattle Veterans Affairs Medical Center (Seattle, Washington)
  March 25, 2025

- [No One Cares Alone](#)
  Seattle Children's Hospital (Seattle, Washington)
  March 25, 2025

- [Up, Up, And Away…With Mechanical Ventilation](#)
  Seattle Veterans Affairs Medical Center (Seattle, Washington)
  March 25, 2025

- [No Hive Left "B" Hind](#)
  Providence Swedish Medical Center (Seattle, Washington)
  March 25, 2025

- [Putting The "A" Game Back in Team](#)
  Providence Swedish Medical Center (Seattle, Washington)
  March 25, 2025

- [Take the Trauma Out of Trauma](#)
  Providence Holy Family Hospital (Spokane, Washington)
  February 11, 2025

- [Roll Over Patients Not Nurses](#)
  Providence Sacred Heart Medical Center (Spokane, Washington)
  February 11, 2025

- [Don't Drop It Like It's Hot](#)
  Methodist Texsan (San Antonio, Texas)
  January 30, 2025

- [That's One Small Turn for Man, One Less PI for Mankind](#)
  Methodist Hospital (San Antonio, Texas)
  January 30, 2025

- [It's a DOBUTAful Day to Save Lives](#)
  Methodist Hospital (San Antonio, Texas)
  January 30, 2025

- [Eliminating Delays for Happy Days: Improving Nurse Work Flow and Patient Outcomes through Change in Medication Administration Times](#)
  Bayhealth Hospital (Milford, Delaware)
  January 23, 2025

- [PICU Starting Lineup](#)
  Nemours Children's Hospital (Wilmington, Delaware)
  January 23, 2025

- [Brushing Up on the Root of Healthcare](#)
  Bayhealth Hospital (Milford, Delaware)
  January 23, 2025

- [See, I See You](#)
  Nemours Children's Hospital (Wilmington, Delaware)
  January 23, 2025

- [More Than A Memory](#)
  Bayhealth Hospital (Milford, Delaware)
  January 23, 2025

- [Keep the BLANCH](#)
  Bayhealth Hospital (Milford, Delaware)
  January 23, 2025

- [Oh, the Places You Will Go With Your Dynamic Duos](#)
  ChristianaCare- Wilmington Hospital (Wilmington, Delaware)
  January 23, 2025

- [tRash talkiNg: RN-Driven Waste Reduction](#)
  Oregon Health and Science University (Portland, Oregon)
  November 20, 2024

- [T.A.L.K. S.H.O.P. "Teamwork Accelerating Learning & Knowledge through the Support & Helping of Peers"](#)
  Oregon Health and Science University (Portland, Oregon)
  November 20, 2024

- [Respect Rx Remedy: Dosage of Decency – Decreasing Bullying & Incivility](#)
  Providence St. Vincent Medical Center (Portland, Oregon)
  November 20, 2024

- [Your Voice is V.I.T.A.L.!](#)
  University Hospitals Geauga Medical Center (Chardon, Ohio)
  November 6, 2024

- [Get EM UP: Early Mobility, Unleashing Potential](#)
  Cedars-Sinai Medical Center (Los Angeles, California)
  October 16, 2024

- [Flash Mobility](#)
  Cedars-Sinai Medical Center (Los Angeles, California)
  October 16, 2024

- [True Collaboration: Operation Collaboration](#)
  Los Angeles General Medical Center (Los Angeles, California)
  October 16, 2024

- [Strike the Light](#)
  Los Angeles General Medical Center (Los Angeles, California)
  October 16, 2024

- [It's the Little Things That Matter: Improving Collaboration Between RNs and Physicians in the NICU](#)
  Los Angeles General Medical Center (Los Angeles, California)
  October 16, 2024

- [Team Go! Improve the Flow: Interprofessional Collaboration to Improve Communication in the Emergency Department](#)
  Los Angeles General Medical Center (Los Angeles, California)
  October 16, 2024

- [Hit a Handoff Homerun: Cover All the Bases](#)
  Cedars Sinai Medical Center (Los Angeles California)
  June 6, 2023

Publications

Journal articles

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Nurse story

Sedita, A. (2025, December 25). *[Fostering teamwork through a buddy system](#).* American Association of Critical-Care Nurses.

American Association of Critical-Care Nurses. (2023, March 15). *Healthy work environments - True collaboration.* [Video]. YouTube.

Effective Decision Making

Resources

[Effective Decision Making](#)
Nurses must be valued and committed partners in making policy, directing and evaluating clinical care, and leading organizational operations.

[The Effective Decision](#)
Read this Harvard Business Review article to learn the steps and specifications for an effective decision.

Clinical Scene Investigator (CSI) Academy Projects
AACN CSI Academy is a hospital-based, experiential nurse leadership and innovation training program designed to empower direct care nurses as clinician leaders and change agents whose initiatives measurably improve patient, staffing and fiscal outcomes.

- [Don't Miss a Beat if Your Patient's Too Sweet](#)
  North Shore University Hospital (Manhasset, New York)
  March 16, 2022

Publications

Journal articles

Farus-Brown, S., Fineout-Overholt, E., Hays, D., Zonsius, M. C., & Milner, K. A. (2025). [Critical appraisal of evidence: Synthesis and recommendations](#). *The American Journal of Nursing*, *125*(1), 38–43.

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Appropriate Staffing

Resources

AACN Standards for Appropriate Staffing in Adult Critical Care
These seven standards are designed to be broad enough to apply to a wide range of adult critical care settings, while also offering specific actions that support nurses and units in addressing nurse burnout, moral distress and the nurse shortage as a whole.

AACN Standards for Appropriate Staffing in Adult Progressive Care
These seven standards are recommended to improve some of the many processes that affect appropriate progressive care nurse staffing.

Appropriate Staffing
Staffing must ensure the effective match between patient needs and nurse competencies.

[AACN Resources for Staffing in Acute & Critical Care](#)
It will take a collaborative effort to change the staffing paradigm in our country to one that values nurse staffing as an investment in patient safety and better outcomes rather than an expense. See examples of innovative staffing strategies from our community.

[Nurse Staffing Task Force Imperatives, Recommendations and Actions](#)
The Partners for Nurse Staffing envisioned the combined work of the Nurse Staffing Think Tank and Task Force to generate progress towards a sustainable nursing workforce. Supporting the health of our nursing workforce requires recognizing their unique contributions to ensure quality care to the communities they serve.

[Nursing Solutions, Inc. National Health Care Retention & RN Staffing Report](#)
A comprehensive survey on healthcare turnover, retention initiatives, vacancy rates, recruitment metrics, and staffing strategies.

Clinical Scene Investigator (CSI) Academy Projects
AACN CSI Academy is a hospital-based, experiential nurse leadership and innovation training program designed to empower direct care nurses as clinician leaders and change agents whose initiatives measurably improve patient, staffing and fiscal outcomes.

- [Make It Your Hobby, To Check on the Lobby](#)
  Providence Sacred Heart Medical Center (Spokane, Washington)
  February 11, 2025

- [Safety in Numbers](#)
  University Hospitals St. John Medical Center (Westlake, Ohio)
  November 6, 2024

- [Own It!](#)
  Methodist Hospital (San Antonio, Texas)
  March 8, 2023

- [Extinguish the Burnout](#)
  Methodist Hospital (San Antonio, Texas)
  March 8, 2023

Publications

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Johnson, R. (2024, April 23). *Understanding delegation and why It matters.* American Association of Critical-Care Nurses.

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Meaningful Recognition

Resources

[Meaningful Recognition]()
Nurses must be recognized and must recognize others for the value each brings to the work of the organization.

[Board Certification]()
Achieving board certification demonstrates to patients, employers and the public that a nurse's knowledge reflects national standards and a deep commitment to patient safety.

[The Beacon Award for Excellence]()
For patients and their families, the Beacon Award signifies exceptional care in a unit that puts patients first. For nurses, this award can mean a positive and supportive work environment with greater collaboration, higher morale and lower turnover.

[ANCC Magnet Recognition Program]()
American Nurses Credentialing Center

[The DAISY Award]()
The DAISY Foundation

[Gratitude Practice for Nurses]()
American Nurses Foundation and the Greater Good Science Center at the University of California, Berkeley

[The Pivotal Role of Meaningful Recognition Today in a Healthy Work Environment]()
Relias webinar

Clinical Scene Investigator (CSI) Academy Projects
AACN CSI Academy is a hospital-based, experiential nurse leadership and innovation training program designed to empower direct care nurses as clinician leaders and change agents whose initiatives measurably improve patient, staffing and fiscal outcomes.

- [Rhythm Beyond the Beat: Shout Out Success, Shut Out Distress]()
  Providence Sacred Heart Medical Center (Spokane, Washington)
  February 11, 2025

- [Gratitude is the Attitude](#)
  Nemours Children's Health (Wilmington, Delaware)
  January 23, 2025

- [Can't Spell PCU without U](#)
  Bayhealth Hospital (Dover, Delaware)
  January 23, 2025

- [Recognize the Hive and Thrive](#)
  Oregon Health and Science University (Portland, Oregon)
  November 20, 2024

- [Cultivating Gratitude: Thanking iN Real Time](#)
  Oregon Health and Science University (Portland, Oregon)
  November 20, 2024

- [Co-Worker Kudos: Improving Meaningful Recognition Among Staff and Increasing RN Retention](#)
  UH Beachwood Medical Center (Beachwood, Ohio)
  November 6, 2024

- [Spread Kindness Not Germs](#)
  University Hospitals Tripoint Medical Center (Concord, Ohio)
  November 6, 2024

- [Making FETCH Happen: Increasing Meaningful Recognition by "Fostering An Environment That Creates Harmony"](#)
  Los Angeles General Medical Center (Los Angeles, California)
  October 16, 2024

- [Say It Out Loud! Team Trust Using Teamwork, Resources, Unity, Staffing and Timing to Create a Happy and Safe Workplace](#)
  Los Angeles General Medical Center (Los Angeles, California)
  October 16, 2024

- [The Snuggle Is Real; Don't Let Burnout Be How You Feel](#)
  Los Angeles General Medical Center (Los Angeles, California)
  October 16, 2024

- [Rising The Phoenix of 4C: Call of The Phoenix](#)
  Los Angeles General Medical Center (Los Angeles, California)
  October 16, 2024

- [Recognizing Our Best Bees](#)
  Los Angeles General Medical Center (Los Angeles, California)
  October 16, 2024

- [Thank You for Being You](#)
  Los Angeles General Medical Center (Los Angeles, California)
  October 16, 2024

- [A Culture of Nurture: Transforming Nursing Through Meaningful Recognition](#)
  Cedars-Sinai Medical Center (Los Angeles, California)
  October 16, 2024

- [Care is Critical to Us](#)
  South Shore University Hospital (Bay Shore, New York)
  July 18, 2024

- [Nurses Are the Star of Your Open Heart!](#)
  Los Angeles General Medical Center, Los Angeles, California
  June 6, 2023

- [Creating a Healthy Work Environment: Caring is Critical to Us!](#)
  University of Alabama at Birmingham Hospital (Birmingham, Alabama)
  March 16, 2022

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Journal columns

Blake N. (2023). [Why meaningful recognition and gratitude are important in addressing staffing shortages](#). *AACN Advanced Critical Care*, *34*(2), 145–147.

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Nurse story

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American Association of Critical-Care Nurses. (2023, March 15). *Healthy work environments - Meaningful recognition*. [Video]. YouTube.

Authentic Leadership

Resources

Authentic Leadership
Nurse leaders must fully embrace the imperative of a healthy work environment, authentically live it, and engage others in its achievement.

Fundamental Skills for Nurse Managers
For nurses new to their leadership role, considering advancement or wishing to align their managerial skills with today's leadership demands, this online course provides the critical skills, knowledge, and confidence necessary to succeed.

Nursing Leadership Workforce Compendium
American Organization for Nursing Leadership

Clinical Scene Investigator (CSI) Academy Projects

AACN CSI Academy is a hospital-based, experiential nurse leadership and innovation training program designed to empower direct care nurses as clinician leaders and change agents whose initiatives measurably improve patient, staffing and fiscal outcomes.

- [Stand Up to Violence: Let's Get Our Ducks in a Row](#)
  Oregon Health and Science University (Portland, Oregon)
  November 20, 2024

Publications

Journal articles

Alhalal, E., Alharbi, J. F., Alharbi, S. T., Alotaibi, S. S., Albagami, N. S., Alruwaili, S. M., & Alshammari, S. A. (2024). [Impact of authentic leadership on nurses' well-being and quality of care in the acute care settings](#). *Journal of Nursing Scholarship: An Official Publication of Sigma Theta Tau International Honor Society of Nursing*, *56*(5), 718–728.

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