Critical Impact: How Work Environments Affect Nurses and Patients

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  - Mastering Precepting
  - Mastering Simulation

Webinar Goals
- Assess your clinical environment against established healthy work environments (HWE) standards
- Initiate conversations with peers
- Begin to implement actions to promote change

Session Topics
- Overview of HWE standards
- Impact of HWE on patient outcomes
- Results: 2013 Critical Care Nurse Work Environment Study
- How you can make a difference
What is a Healthy Work Environment?

Importance of a Healthy Work Environment

The work environment encompasses the interpersonal and physical arena in which we provide patient care.

- Creating a healthy work environment is critical to:
  - Ensure patient safety
  - Improve patient outcomes
  - Enhance job satisfaction and nurse retention
AACN’s Model for Creating a Healthy Work Environment

Polling Question

Are you engaged in creating a healthy work environment?

- Yes, efforts are underway hospital-wide
- Yes, in my unit
- No, we’ve talked about this, but no actions have been taken
- No, we have not discussed this in our unit
- No, I am not aware of the HWE Standards
Health of the Work Environment Impacts
Nurse and Patient Outcomes

Poor work environments have been associated with negative outcomes for nurses...
- Burnout
- Job dissatisfaction

and patients
- Lower-quality care
- Not prepared for discharge
Health of the Work Environment Impacts

**Staffing**

The impact of better staffing on mortality found to be greater in hospitals with the best work environments.

Healthy work environments trump staffing

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Health of the Work Environment Impacts

**Patient Safety**

**Studies have shown:**

1. In surgical oncology patients, as practice environment improved, so did rates of:
   - 30-day mortality
   - Complications
   - Failure to rescue

2. Better practice environments positively and significantly associated with medication error interception

3. Significant association between nurse burnout and occurrence of HAIs
Health of the Work Environment Impacts
Patient Satisfaction

Job satisfaction and nurse burnout have statistically significant effect on patient satisfaction as measured by Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) measures:

- Hospital rating
- Willingness to recommend a hospital

For every 10% of nurses who report job dissatisfaction, patient satisfaction decreases 2%.


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Critical Care Nurse Work Environment Studies
Critical Care Nurse Work Environment Studies

- Led by AACN
- Purposes:
  - Evaluate health of critical care work environments nationally
  - Communicate results and foster engagement
  - Identify trends
- Conducted in 2006, 2008, and 2013
  - 2013 postrecession: conditions different

Key Study Demographics: 2013

Convenience Sample of AACN Members and Constituents

- Average age: 47
- Highest degree: baccalaureate (54%)
- Direct patient care: 72%
- Acute care hospital: 96%
- Certified: 61%

Responses: 8,444
Standard 1: Skilled Communication

**Standard:**
Nurses must be as proficient in communication skills as they are in clinical skills

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**RNs Rate Communication**

<table>
<thead>
<tr>
<th>Group</th>
<th>Excellent</th>
<th>Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>RNs &amp; Other RNs</td>
<td>57%</td>
<td>17%</td>
</tr>
<tr>
<td>Physicians</td>
<td>50%</td>
<td>10%</td>
</tr>
<tr>
<td>Frontline Nurse Managers</td>
<td>41%</td>
<td>11%</td>
</tr>
<tr>
<td>Administrators</td>
<td>20%</td>
<td>4%</td>
</tr>
</tbody>
</table>

RNs and physicians virtually no change from 2008

Down from 2008
Consider Communication

- How would you rate the communication in your unit in general?
- Which individuals communicate best with one another? What can you learn from them?
- What opportunities exist for improving communication in your unit? What one step can you take to address that need?

Standard 2: True Collaboration

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

RN Rate Collaboration

<table>
<thead>
<tr>
<th>Role</th>
<th>Excellent</th>
<th>Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other RNs</td>
<td>21%</td>
<td>56%</td>
</tr>
<tr>
<td>Physicians</td>
<td>11%</td>
<td>49%</td>
</tr>
<tr>
<td>Frontline Nurse Managers</td>
<td>10%</td>
<td>39%</td>
</tr>
<tr>
<td>Administrators</td>
<td>21%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Polling Question

How would you rate the overall collaboration in your unit?

- Excellent
- Good
- Fair
- Poor
Consider Collaboration

- In your unit, which individuals collaborate best? What can you learn from them?
- What opportunities exist for improving collaboration in your unit? What **one step** can you take to address that need?

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**Standard 2: True Collaboration**

**RNs Rate Respect for RNs**

<table>
<thead>
<tr>
<th>Role</th>
<th>Excellent</th>
<th>Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>RNs &amp; u</td>
<td>56%</td>
<td>23%</td>
</tr>
<tr>
<td>Other RNs</td>
<td>50%</td>
<td>11%</td>
</tr>
<tr>
<td>Physicians</td>
<td>43%</td>
<td>15%</td>
</tr>
<tr>
<td>Frontline Nurse Managers</td>
<td>28%</td>
<td>8%</td>
</tr>
<tr>
<td>Administrators</td>
<td></td>
<td></td>
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</tbody>
</table>

Down significantly from 2008
Standard 3: Effective Decision-Making

**Standard:**
Nurses must be valued and committed partners in making policy, directing and evaluating clinical care, and leading organizational operations.

**RNs Rate Inclusion in Decision-Making**

**Work Unit Data – Change from 2008**

- “RNs are valued and committed partners.”
- “RNs have opportunities to influence decisions that affect quality of patient care.”
- “Patients and families are involved in decision-making.”

Decreased, contrary to IOM* Future of Nursing report recommendations.

*Institute of Medicine

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Consider Decision-Making

- How effective is decision-making in your unit?
- Are RNs involved in decision-making?
- What **one step** can you take to improve decision-making in your unit?

Standard 4: Appropriate Staffing

**Standard:**
Staffing must ensure the effective match between patient needs and nurse competencies

Most challenging and lowest-rated standard
Standard 4: Appropriate Staffing

Time With Appropriate Staffing

Percentage of time units have right number of RN staff with right knowledge and skills

- **50%-75%** of time
  - 23% of respondents
- **<50%** of time
  - 30% of respondents

What Type of Work Gets Done?

Percentage of time RNs complete activity (typical shift)

- **Discharge prep**
  - 100% of time
- **Care plans**
  - 75%-99% of time
- **Teaching**
  - 75%-99% of time
- **Comforting/talking**
  - 75%-99% of time
- **Oral care**
  - 75%-99% of time
- **Skin care**
  - 75%-99% of time
- **Direct care**
  - 75%-99% of time

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Consider Staffing

- What percentage of time is your unit staffed appropriately? How can you improve upon that figure?
- Do critical thinking and planning activities receive the amount of time they deserve?
- What one step can you take to ensure that activities most appropriate for RNs are performed by RNs?

Standard 5: Meaningful Recognition

Standard:
Nurses must be recognized and must recognize others for the value each brings to the work of the organization
RNs Rate Sources of Recognition Most Meaningful To Them

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
<th>Change from 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients &amp; Families</td>
<td>51%</td>
<td></td>
</tr>
<tr>
<td>Other RNs</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Frontline Nurse Mgrs</td>
<td>12%</td>
<td>Up from 2008</td>
</tr>
<tr>
<td>Admins &amp; Executives</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Physicians</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Other Colleagues</td>
<td>3%</td>
<td></td>
</tr>
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Why we do the work that we do

Dear Nurse Lucy,

Thank you for letting me to see my wonderful grandpa. That day I was so happy that you let me see my grandpa because he’s special to me and I would love to thank you for letting me see him. I would be crying if that other nurse wouldn’t let me see him but thanks to you, you have saved the day. Thank you for letting my whole family in his room. Thank you.

Thank you,
Cassandra

PS: You’re a good nurse!
Consider Recognition

- What type of recognition is most meaningful to you? Is this preference known to others?
- What type of recognition is most meaningful to RNs in your unit?
- What one step can you take to facilitate giving and getting meaningful recognition?

Standard 6: Authentic Leadership

**Standard:**

*Nurse leaders must fully embrace the imperative of a healthy work environment, authentically live it, and engage others in its achievement.*
Standard 6: Authentic Leadership

RNs Rate Nurse Leaders’ Support for HWE

Formal & Informal Nurse Leaders in the Work Unit

- **Embrace HWE**
  - Strongly agree: 16%
  - Agree: 43%

- **Engage others to achieve HWE**
  - Strongly agree: 13%
  - Agree: 42%

Down from 2008
Support & education for formal/informal nurse leaders also down

Consider Leadership

- Do your leaders support a healthy work environment?
  - If yes, how can you help them foster a healthy work environment?
  - If no, what **one step** can you take to encourage their support?
Certification and Job Satisfaction

Organizational Support for Certification

- Pays initial exam fee: 62%
- Recognizes nurses who achieve certification: 57%
- Salary difference for certification: 27%
- Pays recertification fee: 23%
- Bonus for initial certification: 21%

Significantly increased from 2008

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RNs Rate Satisfaction with Career and Position

RNs satisfied with...

- Being an RN (62%)
- Current Position (26%)

Decline in health of the work environment = Decline in satisfaction with current position

Polling Question

Which of the HWE standards can you begin to address in your unit now?

- Skilled communication
- True collaboration
- Effective decision-making
- Appropriate staffing
- Meaningful recognition
- Authentic leadership
Change Must Occur from Bedside to Boardroom

Start now:

1. **Raise interest** in HWE—share the survey findings with colleagues
2. **Assess** the health of your work unit with the
   AACN Healthy Work Environment Assessment Tool
3. **Engage others** in the discussion. Collaborate Relentlessly
4. **Identify** key areas in need of improvement in your unit
5. **Attend** upcoming webinars in HWE miniseries
   (each on specific aspect of HWE)
6. Join the Webinar Series Learn Network online discussion forum
   to continue the conversation

Attend Upcoming Webinars in HWE Miniseries

Learn specific actions you can take to improve
your work environment in these areas:

- Moral Distress: August
- Personal Resiliency
- Communication and Collaboration
- Staffing

Dates to come
Act Boldly. You Can Make a Difference

Improve Nurse and Patient Outcomes—Access These Resources Now

Select Tools & Resources on the HWE webinar information page at www.aacn.org for:

- AACN Standards for Establishing and Sustaining Healthy Work Environments
- Critical Care Nurse Work Environments 2013 Survey
- AACN HWE Assessment Tool