Creating a Healthy Work Environment

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SESSION EVALUATIONS

Available 5 minutes before close of session

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STEPS TO COMPLETE YOUR EVALUATION WILL BE SHOWN AT THE CLOSE OF THIS SESSION

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Creating a Healthy Workplace Environment (HWE)

Objectives for today's Session:
• Participant will be able to define a Healthy Work Environment.
• Participant will be able to recognize a correlation between a HWE and:
  • The impact on Patient Care and Outcomes
  • The impact on Employee Retention and Absenteeism
  • The impact on Employee and Agency costs related to health.

Also the Participant will be able to identify 3 Characteristics of Positive Practice Elements within a HWE
Unhealthy

A Healthy Work Environment is one that is:
Safe, Empowering and Satisfying.
• A place of “physical, social and mental well-being”.
• A culture of safety is paramount.
• All leaders, managers, health care workers, ancillary staff, have a part of the responsibility of the patient centered team to perform with a sense of professionalism, transparency, accountability, involvement, efficiency and effectiveness.
• All must be mindful of the health and safety of both the patient and the healthcare worker.
A Healthy Work Environment:

Starts at the Front Door! (HR/Recruitment)

Is a Way of Being! (AACN)

Is critical to the Wellbeing of every Healthcare Provider! (Gov. Ontario, CA)

Everyone is a contributor to creating a great place to work. (HCA Hospital Corp. of America®)

Challenges Effecting the Workplace

1. Social Problems & Stress Due to Financial Crisis
2. Keeping Momentum in tough economic times.
4. Getting all the Stakeholders to work together.
5. Engaging effectively with small to medium side enterprises.
6. Implementing Lessons learned.
7. Improving people’s understanding of Wellbeing at Work (WAW).
Characteristics of an Unhealthy Work Environment

- Poor Communication
- Abusive Behavior - Bullying
- Disrespect
- Resistance to Change
- Lack of Vision or Leadership
- Lack of Trust
- Perceived Pressure
- Conflict with Mission, Vision, Values

HWE influences

The legacy of Florence Nightingale emphasizing the importance of total healing environments for patients has had a momentous impact on the development of the fundamentals values and standards of a Healthy Work Environment.
Standards of a HWE

American Association of Critical Care Nurses (AACN) define the HWE Standards as:

- Skilled Communication
- True Collaboration
- Effective Decision Making
- Appropriate Staffing
- Meaningful Recognition
- Authentic Leadership

These standards are in alignment with the Institute of Medicines Core Competencies.

The Nursing Organizations Alliance

9 “Key” elements that support the development of a Healthy Work Environment:

- A collaborative practice culture
- A communication rich culture
- A culture of accountability
- The presence of an adequate number of qualified nurses
- The presence of expert, competent, credible and visible leadership
- Shared decision making on all levels
- The Encouragement of Professional Practice and continued growth and development
- Recognition of the value of Nursing’s contribution
- Recognition by Nurses for their meaningful contributions to practice.
Positive Practice Environment Factors:

1. Psychological support
2. Organizational culture
3. Clear Leadership and Expectations
4. Civility and Respect
5. Psychological competencies
6. Growth and Development
7. Recognition and Reward
8. Involvement and Influence
9. Workload Management
10. Engagement
11. Balance
12. Psychological Protection
13. Protection of Physical Safety

Why concern ourselves about a Healthy Work Environment?
Annual cost = $576 Billion
(www.prnewswire.com)

- $117 Billion: Wage replacement for absenteeism R/T Workers, Comp. short & long term disability
- $227 Billion: Lost Productivity Absence R/T illness & Presenteeism.
- $232 Billion: Medical & Pharmacy Medical Treatments, Employee Group Health

Business Case

Figure 1.1 The Business Case in a Nutshell

Unhealthy and Unsafe Workplace
Unhealthy personal health practices (e.g., smoking, drinking, overeating, lack of exercise)
Chronic and noncommunicable diseases (e.g., coronary artery disease, hypertension, diabetes, cancer)
Work-related Stress
Accidents and injuries
Workers' Compensation
Short and long-term disability
Health insurance
Increased costs
Decreased productivity
Decreased quality of product or customer service
Fines, imprisonment

Business Failure!
Leadership’s Influence on Outcomes!

Leadership

**Considered to be:**
- the “glue” in a HWE
- the “foundation” of a Health Dynamic
- a Critical Key for a HWE

**Good Leadership produces:**
- 27% reduction in absenteeism r/t illness.
- 40% increase in job satisfaction
- 46% decrease in early retirement and disability pensions
Influencing factors – Employee Engagement

Employee Engagement’s correlation to “9” Performance Outcomes:

2. Profitability
3. Productivity
4. Turnover/Retention
5. Safety Incidents - Employee
6. Absenteeism
7. Patient Safety Incidents (outcomes)
8. Quality defects
9. Shrinkage (theft)

What can we do?
Workplace Health Assessment

Determine the current picture and ways to improve it.

Conduct:

1. Site Visits and Employee Surveys
2. Data Review including:
   - Absenteeism rate and cost
   - Turnover rate
   - Accident/Incident reports
   - # of employee suggestions implemented
   - # of employee promotions in one year
   - EAP costs

Health Assessment

Determine what risks are “present”
- Individual
- Interpersonal
- Organizational
- Environmental

Identify the highest “risk” areas:
- health safety risks present
- number of employees affected
- magnitude of health effects
- economic costs to the organization (direct/indirect)
Health Improvement Plan

1. Create a Health Improvement Plan:
   A. Roadmap for the program
      1. Guidance and coordinated efforts
      2. Communications Tool
   B. Plan must include:
      1. Specific measurable goals that tie in to the overall business strategy, Mission/Vision and goals that link to corporate objectives to achieve corporate buy-in and support.
      2. Tools and Resources
      3. Interventions for implementation including timelines, budget, programs, policies and benefits.
      4. Role and responsibility definition
      5. Evaluation strategy
      6. Pilot studies?

2. Develop a Leader’s knowledge and skill set!!

Making Positive Practice Environments a Reality!

1. Improve Recruitment and Retention.
2. Staff Surveys
3. Ensure Health Professionals voices are heard!
4. Present awards to both organizations and individuals that promote HWE
5. Develop a “Call to Action” for everyone to sign and commit too!
6. Involve all Disciplines
7. Involve corporate level support
8. Leadership support
Leadership

Develop Nursing Leadership using a Learning Domain Framework:

1. The Science – Managing the Business.
2. The Art – Leading People
3. The Leader Within – Creating the leader within yourself.

Leadership is critical to your goals:

1. Transformational Leaders
2. Mentor your leader and future leaders with resources such as an outside consulting group, a mentorship program, management training.

Employee Engagement

Different types of employees require different types of engagement strategies! Know your people!

1. Accountability
2. Change management – select the right leaders!
   (Most critical factor to increase engagement is between a Manager/Assoc.)
3. Collaboration
4. Innovation
5. Communicate individually – connect!
6. Develop employee strengths
7. Create a community of strength advocates!
Results are evident throughout the organization. Employees are more engaged, productive and connected to their Mission and Goals:

- 11% higher revenue/employee
- 28% higher shareholder return
- 18-28% lower medical costs/employee
- 37% higher sales
- 31% higher productivity
- 3X higher creativity


Resources for your Organization

Purpose built to help organizations improve the hiring process. Hire faster with less poor performers and less recruitment costs. [http://www.hirevue.com](http://www.hirevue.com)

_*Start Right... Stay Right*_ is a powerful guidebook for ALL employees, regardless of their level, function, or time on the job. Using a straight-talk, real-world approach, it pinpoints the critical behaviors necessary for individual and organizational success. Great for:

- New-hire orientation programs
- Ongoing employee training
- Leadership development initiatives

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Resources


http://www.cdc.gov/workplacehealthpromotion/ (Toolkit)

Goal = Healthy Workplace Model
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