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Hardwiring Excellence: Applying Healthy Work Environment Principles to the Pediatric/NICU Department

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St. Cloud Hospital

St. Cloud, Minnesota



St. Cloud Hospital
CENTRACARE Health System



Hardwiring Excellence: Applying

Healthy Work Environment Principles to the Pediatric/NICU Department

Diane Pelant, BSN, RN, CCRN

Goals

- To improve:
- Trust between members of the care team
 - Communication
 - Employee engagement
 - Patient satisfaction
 - Patient safety
 - Patient clinical outcomes

Six Standards of HWE

- Skilled communication
- True collaboration
- Effective decision making
- Appropriate staffing
- Meaningful recognition
- Authentic leadership

Our Team



"The biggest impact the HWE has made is that our staff are more willing to speak up to offer and receive feedback from one another including providers. It has given us the tools to move forward with difficult situations. Our exceptional staff is now even better!"
Ashley, Staff RN

Fundamental Concepts

- Start small
- Communication is key
- Engage provider stakeholders early
- Focus on situation, issue, or behavior, not the person
- Lead by example

Our Journey

- HWE education for staff and providers
- Beta test site for the AACN HWE unit assessment survey
- HWE standards into everyday language
- Staff-led committees to address top two areas of opportunity
- Staff-led skits at every unit meeting to hardwire HWE principles
- HWE tool used for unit reassessment
- Staff developed a Children's Center Oath

Children's Center Oath

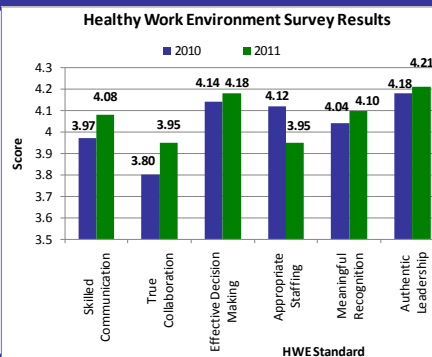
We, the Children's Center team, pledge to build upon our strengths while acknowledging our weaknesses in order to create a healthy work environment, working toward our ultimate goal of delivering optimal patient care for a diverse population of critically ill infants & children.

- In our verbal communications we pledge to:
- Be professional and respectful of our colleagues.
 - Speak directly in a non-intimidating tone, voicing our concerns and opinions.
 - As listeners, we will be attentive and non-interruptive.
 - Respect other's opinions and ideas realizing that there are many different styles of doing things.
 - Be open and honest in our communication styles.
 - Be able to validate and verify information given to us in an unbiased, courteous manner.
 - Speak directly with others to resolve conflicts in a mature, positive professionalization.
 - Be receptive to constructive criticism in order to build upon our knowledge base and leadership skills.
- In our activities, we pledge to:
- Recognize that people are doing their best and that we cannot control the actions of others but can only control our responses.
 - Recognize that we are all working toward the same ultimate goal and that gossip and other harmful behaviors have no place in the Children's Center.
 - We will treat each other equally, recognizing cultural differences.
 - Be patient and flexible with one another.
 - Remember that error and error/care are all on the same team and that we must all be approachable and sensitive to other's strengths and areas of growth.
- In our actions as teachers and role models, we pledge to:
- Recognize our own strengths and areas of growth.
 - Introduce ourselves to new members of the team and identify our roles.
 - Check up on each other throughout our shifts and be respectful and empathetic of each team member.
 - Be active teachers as well as eager and active learners.
 - Will not abuse our resources.
 - Take the time to praise each other when we see it.
 - Treat each other as we ourselves would like to be treated.
 - Meaningful recognition to acknowledge the value and significance of one's contribution to the organization's work.
- We will realize that the only way to achieve our goals is to work as a unified team to promote:
- Appropriate flexibility of staffing that matches the needs of patients.
 - Competent staff that meets the patient's needs and acuity in order to promote optimal patient care.
 - Authentic leaders to have the education, skill, and resources to be successful leaders in order that they can inform and influence nursing and interdisciplinary team practice.

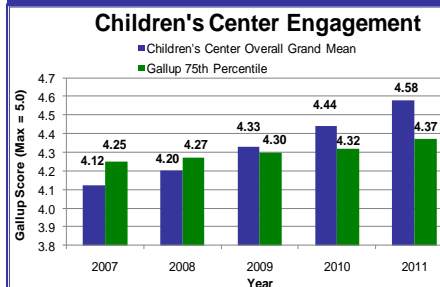
Hardwiring Success

- Incorporate HWE standards into unit discussions and decision making daily
- Identify areas for improvement based on HWE assessment tool results
- Assign responsibilities for implementation
- Act upon issues within sphere of control
- Engage Clinical Practice Council to assure incorporation of HWE principles in policies and procedures
- Engage Patient Satisfaction Committee
- Strong Process Improvement focus on patient safety and quality outcomes
- Allocate resources for staff attendance at committee and educational meetings

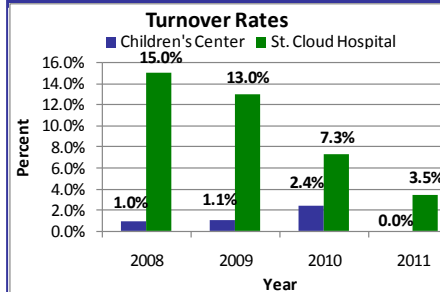
Impact – Environment



Impact – Engagement



Impact - Turnover



Sustainability

- Skilled Communication: Daily huddles at bedside with parents, Multidisciplinary rounds, SBAR reports
- True Collaboration: Education on collaboration, Ethics committee, Pediatric Palliative Care, Unit level decision making process
- Effective Decision making: Participate in unit goal setting, Opinion counts box
- Appropriate Staffing: Acuity-based staffing model, Staff RNs enter acuity of patients
- Meaningful recognition: Mission matters, Drops, Certification Wall of Fame
- Authentic Leadership: Director provides leadership, Encouragement for growth and mentorship, Opportunities for learning



"I truly believe that all of us want a healthy work environment. What is different now, is that we all are working towards that goal!"
Jan, Staff RN

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