

# Working In A Healthy Environment

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**Healthy Work Environment  
is described as -  
productive, able to give  
quality care, satisfying and  
able to meet personal  
needs.**

# Attributes of a satisfying and productive work environment from the Perspective of Staff Nurses:

- ❖ Work with other nurses who are clinically competent
- ❖ Collegial nurse-physician and interdisciplinary relationships
- ❖ Autonomy, clinical decision making
- ❖ Supportive nurse managers
- ❖ Control of nursing practice
- ❖ Support for education
- ❖ Perception that staffing is adequate
- ❖ Culture in which concern for patients is paramount

❖ Based on Kramer and Schmalenberg

# Standards of a Healthy Work Environment: Perceptive of American Association of Critical Care Nurses

- ❖ Skilled communication – nurses must be as proficient in communication skills as they are in clinical skills
- ❖ True Collaboration – Nurses must be relentless in pursuing and fostering true collaboration
- ❖ Effective Decision Making – Nurses must be valued and committed partners in making policy, directing, and evaluating clinical care and leading organizational operations

# Standards of a Healthy Work Environment: Perceptive of American Association of Critical Care Nurses:

- ❖ Appropriate staffing – Staffing must ensure effective match between needs and nurses competencies
- ❖ Meaningful Recognition – nurses must be recognized and must recognize others for the value each brings to the work of the organization
- ❖ Authentic Leadership - Nurse leaders must fully embrace the imperative of a healthy work environment, authentically live it and engage others in its achievement

# Skilled Communicators

- ❖ Focus on finding solutions and achieving desirable outcomes
- ❖ Seek to protect and advance collaborative relationships
- ❖ Utilize mutual respect to build consensus
- ❖ Demonstrates congruence between words and actions and holds others accountable for the same. Lead by example
- ❖ Invite and hear all relevant perceptives

# Authentic Leaders

- ❖ Take a stand on issues
- ❖ Inspire
- ❖ Challenge
- ❖ Listen
- ❖ Advise
- ❖ Coach and Mentor
- ❖ Have a positive vision that is shared with all staff
- ❖ Are transparent

# Authentic Leaders

- ❖ Proactive role in creating and sustaining a healthy work environment
- ❖ Establish a high-performing hospital culture for all workers
- ❖ Foster support for excellence in the workplace
- ❖ Protect all staff from becoming victims
- ❖ Encourage open communication



# Authentic Leaders

- ❖ Having an open door policy that allows staff to voice concerns without fear, intimidation, or retaliation
- ❖ Being engaged in daily activities, daily rounding on both patients and staff
- ❖ Strong staff advocate

# Barriers to Healthy Work Environments

- ❖ Horizontal/Lateral Violence
- ❖ Not understanding Generational Differences

# Horizontal Violence

- ❖ Described as aggressive and or destructive behavior towards another person or persons.
- ❖ It is the demeaning and downgrading of others through unkind words and cruel acts that gradually undermine one's confidence and self esteem

# How Prevalent is it?

- ❖ 90% of healthcare workers reported being victims of workplace intimidation
- ❖ 60% of new graduates will leave their first position within 6 months
- ❖ 16% - 24% of nursing turnover can be directly r/t verbal abuse
- ❖ Nurses who experience the highest degree of conflict also report the highest degree of burnout.

# History

- ❖ Has been described in the literature for 25 years
- ❖ Strange, since nursing is viewed as a caring profession
- ❖ Rite of passage, nurses eating their young
- ❖ Over time HV is viewed as normal, that's the way it's always been it becomes the culture on a unit
- ❖ > 75% of nurses believe this is common practice

# Overt Examples

- ❖ **Name calling**
- ❖ **Bickering**
- ❖ **Fault-Finding**
- ❖ **Backstabbing**
- ❖ **Criticism**
- ❖ **Gossip**
- ❖ **Intimidation**
- ❖ **Shouting**
- ❖ **Blaming**
- ❖ **Raising Eyebrows**
- ❖ **Using put-downs, etc**

# Covert Examples

- ❖ **Unfair assignments**
- ❖ **Sarcasm**
- ❖ **Ignoring**
- ❖ **Making faces behind someone's back**
- ❖ **Refusing to help**
- ❖ **Sighing**
- ❖ **Whining**
- ❖ **Refusing to work with someone**
- ❖ **Sabotage**
- ❖ **Isolation**
- ❖ **Exclusion**
- ❖ **Fabrication, etc.**
- ❖ **Social Networking**

# Individual Impact

- ❖ Anger, irritability
- ❖ Decreased self esteem, self doubt
- ❖ Lack of motivation
- ❖ Feelings of failure from being unable to meet personal expectations
- ❖ Strained relationship with partner and friends
- ❖ Depression
- ❖ PTSD – 50% continue to suffer from stress 5 years after the incident
- ❖ Burnout
- ❖ Substance abuse
- ❖ Decreased immune response



# Organizational Impact

- ❖ Increase absenteeism d/t stress related illnesses
- ❖ Reduced productivity
- ❖ Increase turnover
- ❖ Staff dissatisfaction
- ❖ Impact on quality and safety of patient care

# Financial Impact

- ❖ Cost of overtime to fill sick calls and disabilities
- ❖ Increase agency costs
- ❖ Increase cost of orientation
- ❖ Cost of increased mistakes
- ❖ Cost of decrease productivity

**“NO ONE CAN  
MAKE YOU FEEL  
INFERIOR  
WITHOUT YOUR  
CONSENT”**

**ELEANOR ROOSEVELT**

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# Staff's Responsibilities

- ❖ Accept one's fair share of the workload
- ❖ Respect the privacy of others
- ❖ Be cooperative when asked for information or help
- ❖ Be willing to help before it is requested
- ❖ Keep confidences
- ❖ Work cooperatively despite feelings of dislike

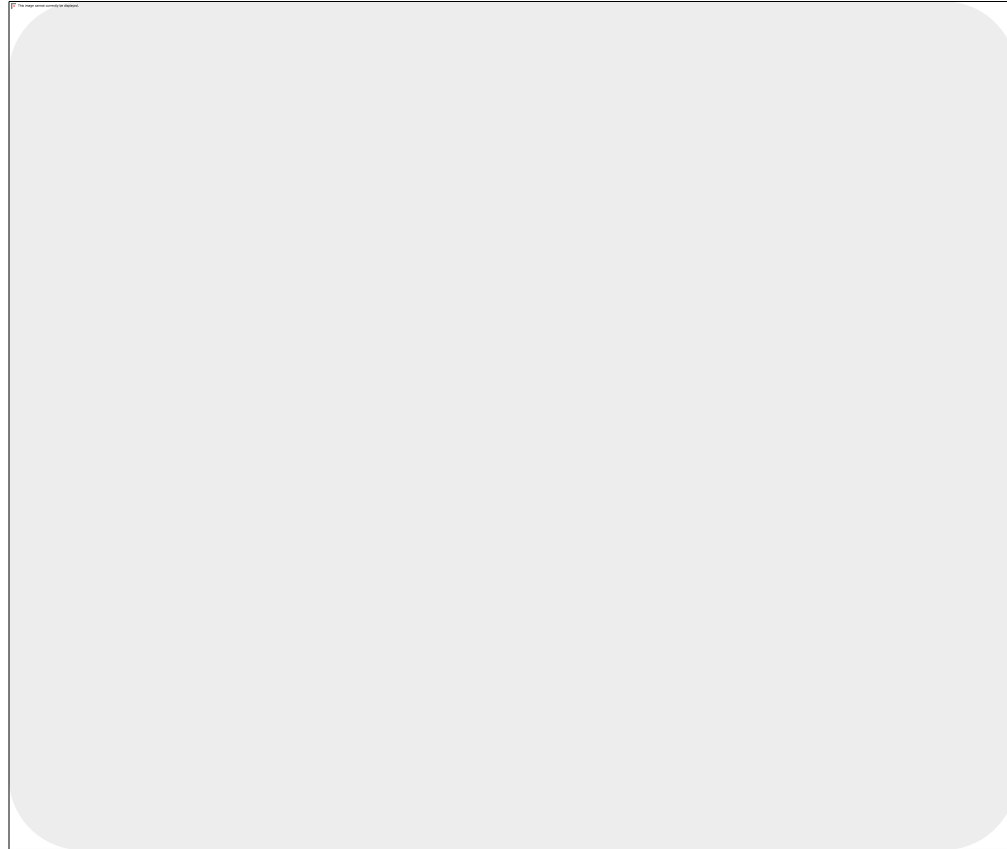
# Staff's Responsibilities

- ❖ Do address coworkers by their first name, ask for help and advice when necessary.
- ❖ Look coworkers in the eye when having a conversation.
- ❖ Don't be too overly inquisitive about each other's lives
- ❖ Do repay debts, favors, and compliments no matter how small

# Staff's Responsibilities

- ❖ Do Not engage in a conversation about a coworker with another coworker
- ❖ Stand up for the "absent member" in a conversation when they are not present.
- ❖ Do Not criticize publicly.
- ❖ Demonstrate care and compassion for your coworkers and reach out to those who are struggling with professional or personal issues.

# Understanding Generations at Work



# What is a Generation?

- ❖ Cohort that shares birth years
- ❖ Shares related significant life events
- ❖ Historical, political and social events influence and shape each generation
- ❖ These events influence attitudes, values and beliefs
- ❖ “Cuspers” are those who are born at the beginning or end of a generational period and can take on attributes of both generations



# Why it is Important?

- ❖ 55% of the nursing workforce is 50 or older
- ❖ 1 million nurses will reach retirement age in the next 10-15 years
- ❖ Current average age of nurses is 47 years old
- ❖ Registered nurses will remain a top occupation until 2022
- ❖ 2012 – 2.71 million nurses needed
- ❖ 2022 – 3.24 million nurses needed an increase of 19%

# Which of the following means the most to you?

- ❖ Elvis joins the Army
- ❖ Jimi Hendrix dies
- ❖ MTV debuts
- ❖ Kurt Cobain dies

# Veterans (1925-1945) 37.3 Million

- ❖ Believe in life time employment
- ❖ Value loyalty
- ❖ Disciplined
- ❖ Teamwork
- ❖ Respect for authority and hierarchy
- ❖ Reward for hard work

# Baby Boomers (1946-1964) 77 million

- ❖ Live to work
- ❖ Individual rights-oriented
- ❖ Strong work ethic
- ❖ Optimistic
- ❖ Loyal
- ❖ Team oriented
- ❖ Personal gratification
- ❖ Early retirement

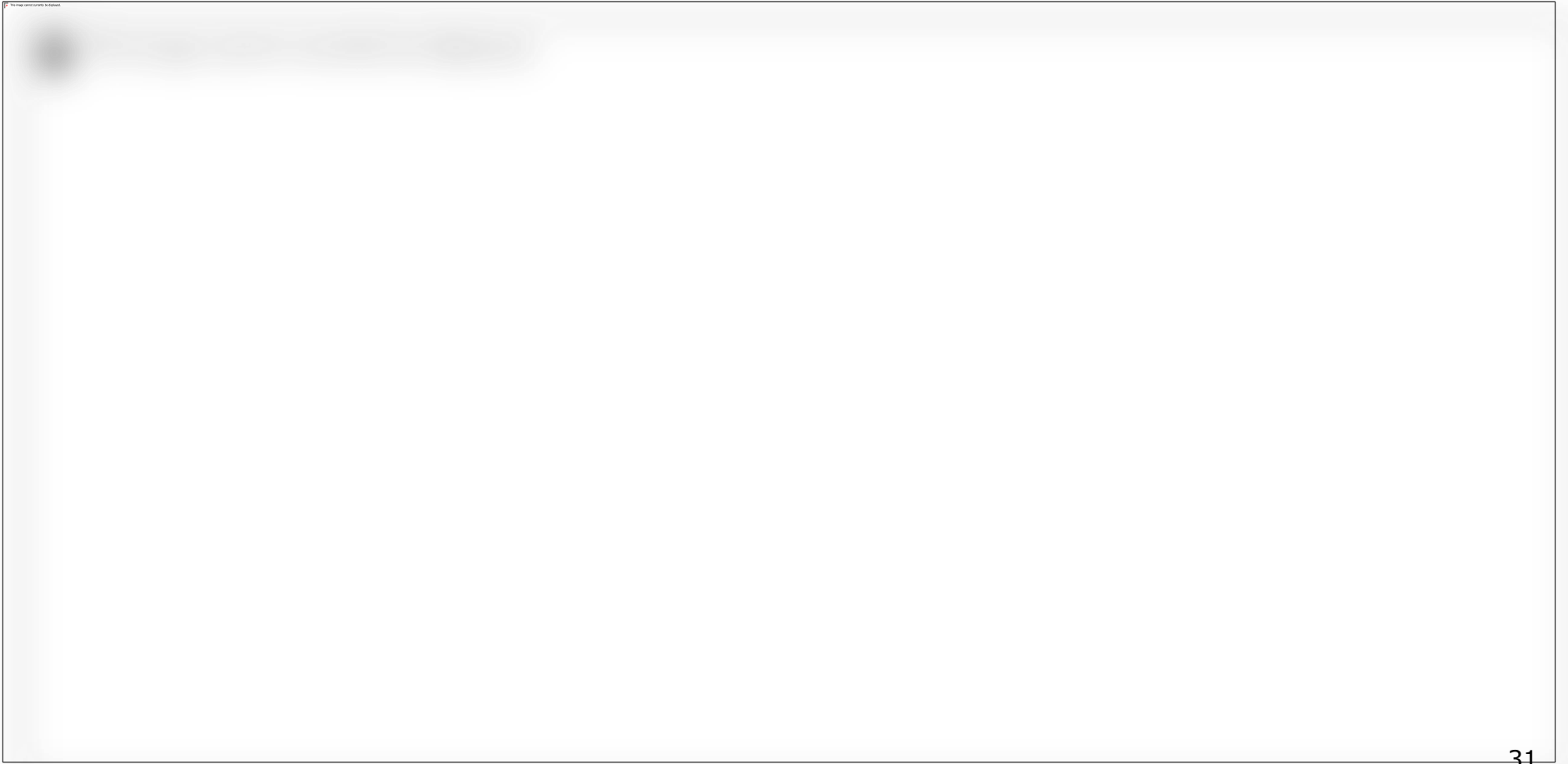
# Generation X (1965-1980) 51 Million

- ❖ Work to live
- ❖ Individualistic
- ❖ Learned how to manage their own time
- ❖ Set their own limits
- ❖ Work without supervision
- ❖ Propensity for outcomes
- ❖ Facts vs. emotions
- ❖ Values work life balance
- ❖ Thrives on change

# Generation Y or Millennial (1981-1999) 75 Million

- ❖ Multitasking
- ❖ Tenacity
- ❖ Entrepreneurial
- ❖ Tolerant
- ❖ Goal oriented
- ❖ Enjoy strong peer relationships
- ❖ Technology dependent
- ❖ Celebrate diversity

# Generations in the Workplace



# Generations in the Workplace

- ❖ DO recognize and accept that generational differences naturally influence our ideas, expectations, values, perceptions and behaviors
- ❖ DO accept that you can learn from others' different life experiences and approaches
- ❖ Do remember that each individual brings something special to the table. Each has a piece of the puzzle



# Generations in the Workplace

- ❖ DON'T "Profile" or Stereotype members of a certain generation
- ❖ DON'T assume that all members of a generation think and behave exactly the same. Everyone is an individual
- ❖ DON'T presume that your time, your ideas, your feelings or your individual goals are more important than those of your colleagues

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**Continually remind yourself  
that increased cooperation  
and collaboration result in  
greater success for  
everyone...**



# Questions, Comments, Scenarios ???



