

**AN EVIDENCE-BASED ROADMAP TO  
HWES: CLOSING A GAP IN THE  
LITERATURE THROUGH DEVELOPMENT  
OF A TOOLKIT**

Alissa Samoya  
DNP,RN,CPN,CNE

# INTRODUCTION

- Shortage of 250,000 nurses in U.S. by 2030
- Determines availability of providers
- Organizations cannot rely on staffing alone
  - Leaders must understand:
    - ✧ Dynamic needs of workforce
    - ✧ Modifiable working conditions
    - ✧ Leadership qualities



# PROBLEM STATEMENT

- American Association of Critical-Care Nurses (AACN)
  - Standards outline essential elements for healthy work environments (HWEs)
- American Nurses' Credentialing Center (ANCC)
  - Magnet standards outline structures for HWEs
- Registered Nurses' Association of Ontario (RNAO)
  - Best-practice guidelines for HWEs

**There is inadequate research regarding how to implement interventions aimed at improving work environments.**

# PURPOSE

The aim of this pilot study was to evaluate the effectiveness of an evidence-based toolkit aimed at improving the health of nurses' work environments.



# BACKGROUND

- 2001 = AACN formal recognition that HWE are imperative
- 2002 = Robert Wood Johnson Foundation identified 8 recommendations to address nursing shortage, including positive changes to work environment
- 2003 = President of AACN, Connie Barden, challenged all nurses
  - Two strategic platforms were created
  - Six Essential Standards for HWE published

# THEORETICAL FRAMEWORK

## Path-Goal Theory

- Focuses on a leader's ability to influence:
  - Empowerment
  - Motivation
  - Satisfaction
  
- Each employee becomes productive contributor of the unit and/or organization



# CONCEPTUAL FRAMEWORK

## AACN's Six Essential Standards for a HWE

(Based on IOM's core competencies for health professionals)

1. Skilled Communication
2. True Collaboration
3. Effective Decision Making
4. Appropriate Staffing
5. Meaningful Recognition
6. Authentic Leadership



AMERICAN  
ASSOCIATION  
of CRITICAL-CARE  
NURSES

# PROJECT DESIGN



## ➤ Design

- Independent Review of the Literature
  - ✧ Synthesized findings
  - ✧ Created evidence-based toolkit

## ➤ Pilot Implementation

- Surveyed staff with AACN's Work Environment Assessment Tool
- Toolkit used to guide decision making and change implementation
  - ✧ 90-day action plan developed
- Nursing leader rated toolkit with Likert questionnaire

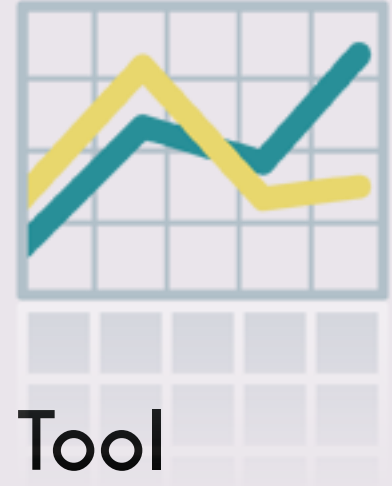


# DATA COLLECTION TOOLS

- Institutional Review Board Approval
  - Vanderbilt University Medical Center
- AACN's Work Environment Assessment Tool
  - Free
  - Ensures Anonymity
  - Web-based
  - Provides measures for national benchmarking
  - Validity, Reliability, & Internal Consistency - Chronbach's alpha .80
- Questionnaire
  - Assess nursing leader's perspective

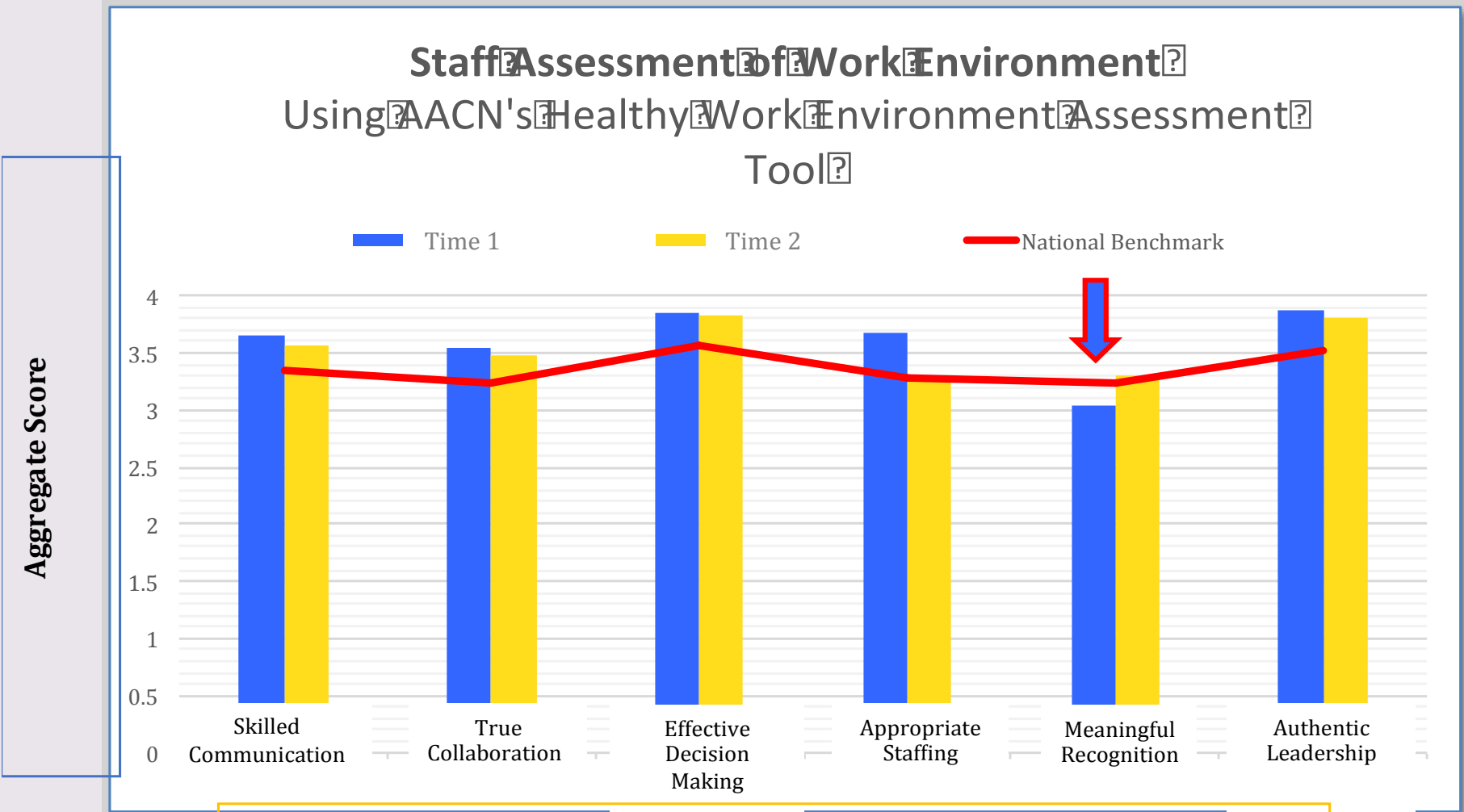


# DATA ANALYSIS



- AACN (2014) Work Environment Assessment Tool
  - Time 1 assessment
  - Time 2 assessment
  - Compared to benchmarks
- Leader Assessment Questionnaire
  - “Good” or “Very Good” = positive evaluation

# TIME 1 AND TIME 2 ASSESSMENTS



**AACN's Essential Standards for a Healthy Work Environment**

# LEADER QUESTIONNAIRE

## Applicability

- Very Good (5)
- Good (1)

## Clarity

- Very Good (4)
- Good (2)

## Usefulness

- Very Good (4)
- Good (2)


# LEADER QUESTIONNAIRE

Very Likely

Use toolkit to guide  
improvement  
efforts

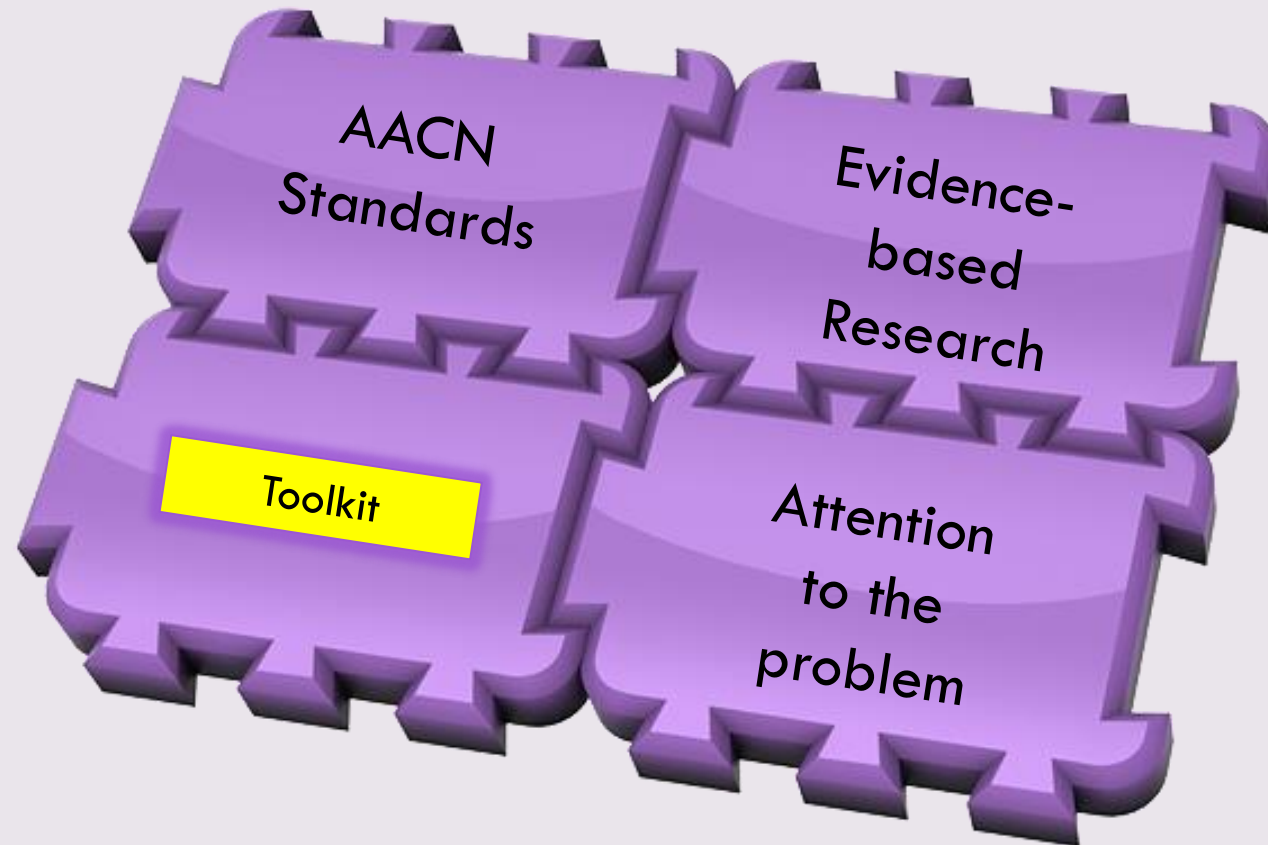
Suggest toolkit as  
resource for other  
nursing leaders

# LEADER QUESTIONNAIRE



“Resources in the toolkit augmented my ability to create a healthier work environment!”

# IMPACT ON NURSING MANAGEMENT



# DISSEMINATION

## ✧ AACN Website



### Healthy Work Environments – Related Resources From Other Organizations

#### > [HWE Toolkit](#)

This evidence-based toolkit was developed by Alissa Samoya, DNP, RN, CPN, based on the *AACN Standards for Establishing and Sustaining Healthy Work Environments: A Journey to Excellence*. It is meant to be used in conjunction with organizational procedures and leaders' knowledge of current practice to improve the work environment of nurses.

## ✧ *Nursing2015 Critical Care*

In press

The logo for "Nursing2015 Critical Care". The word "Nursing" is in a dark blue, sans-serif font. The year "2015" is in a bold, red, sans-serif font. Below "Nursing2015", the words "Critical Care" are written in a very large, bold, dark blue, sans-serif font. A registered trademark symbol (®) is located at the end of "Care".



# REFERENCES

Akerjordet, K., & Severinsson, E. (2008). Emotionally intelligent nurse leadership: A literature review. *Journal of Nursing Management*, 16, 565-577. <http://dx.doi.org/10.1111/j.1365-2834.2008.00893.x>

American Association of Critical-Care Nurses. (2005, May). AACN standards for establishing and sustaining healthy work environments: A journey to excellence. *American Journal of Critical Care*, 14(3), 187-197. Retrieved from <http://ajcc.aacnjournals.org/content/14/3/187.full?sid=c7e02a4b-6abe-4e3e-81d6-0a0a43ef1603>

American Association of Critical-Care Nurses. (2014). AACN's free new healthy work environment assessment tool. Retrieved from <http://www.aacn.org/WD/HWE/Content/hwehome.content?menu=hwe>

# REFERENCES

Committee on Quality of Health Care in America. (2001). *Crossing the quality chasm: A new health system for the 21st century* (ed.). Retrieved from <http://www.nap.edu/catalog/10027.html>

Cummings, G. G., MacGregor, T., Davey, M., Lee, H., Wong, C. A., Lo, E., ... Stafford, E. (2010). Leadership styles and outcome patterns for the nursing workforce and work environment: A systematic review. *International Journal of Nursing Studies*, 47, 363-385.  
<http://dx.doi.org/10.1016/j.ijnurstu.2009.08.006>

Djukic, M., Kovner, C. T., Brewer, C. S., Fatehi, F. K., & Cline, D. D. (2012, October). Work environment factors other than staffing associated with nurses' ratings of patient care quality. *Journal of Nursing Administration*, 42 (Supplement)(10), S17-S25.  
<http://dx.doi.org/10.1097/01.NNA.0000420391.95413.88>

# REFERENCES

House, R. J. (1996, Autumn). Path-Goal Theory of leadership: Lessons, legacy, and a reformulated theory. *Leadership Quarterly*.

Juraschek, S. P., Zhang, X., Ranganathan, V., & Lin, V. W. (2012, May/June). United States registered nurse workforce report card and shortage forecast. *American Journal of Medical Quality*, 27(3), 241-249.

<http://dx.doi.org/10.1177/1062860611416634>

Kramer, M., Schmalenberg, C., & Maguire, P. (2010, Jan/March). Nine structures and leadership practices essential for a magnetic (healthy) work environment. *Nursing Administration Quarterly*, 34(1), 4-17.

<http://dx.doi.org/10.1097/NAQ.0b013e3181c95ef4>

# REFERENCES

Li, Y., & Jones, C. B. (2013). A literature review of nursing turnover costs. *Journal of Nursing Management, 21*, 405-418.  
<http://dx.doi.org/10.1111/j.1365-2834.2012.01411.x>

Miracle, V. A. (2008, February). A closing word: A healthy work environment. *Dimensions of Critical Care Nursing, 27*(1), 42-43. Retrieved from  
<http://www.nursingcenter.com/pdf.asp?AID=760530>

Nursing Solutions, Inc. (2013). 2013 national healthcare and RN retention report. Retrieved from  
<http://www.nsinursingsolutions.com/Files/assets/library/retention-institute/NationalHealthcareRNRetentionReport2013.pdf>

Schmalenberg, C., & Kramer, M. (2008, January/February). Essentials of a productive nurse work environment. *Nursing Research, 57*(1), 2-13.  
<http://dx.doi.org/10.1097/01.NNR.0000280657.04008.2a>

# REFERENCES

Shirey, M. R. (2009, July/September). Authentic leadership, organizational culture, and healthy work environments. *Critical Care Nursing Quarterly*, 32(3), 189-198. <http://dx.doi.org/10.1097/CNQ.0b013e3181ab91db>

Stimpfel, A. W., Rosen, J. E., & McHugh, M. D. (2014, January). Understanding the role of the professional practice environment on quality of care in Magnet and non-Magnet hospitals. *Journal of Nursing Administration*, 44(1), 10-16. <http://dx.doi.org/10.1097/NNA.0000000000000015>

Warshawsky, N. E., & Havens, D. S. (2011, January/February). Global use of the Practice Environment Scale of the Nursing Work Index (PES: NWI). *Nursing Research*, 60(1), 17-31. <http://dx.doi.org/10.1097/NNR.0b013e3181ffa79c>