

Facilitating Positive Professional Practice Environments



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Objectives

- Discuss the impact a positive professional practice environment on patient and employee outcomes
- Describe knowledge, skills and attitudes needed for Nurse Managers and Leaders to influence the Professional Practice Environment



Clinical Inquiry

- Why do a group of learners from the same educational activity return to clinical areas with very different impacts on practice?
- Is it the culture of a unit or department that affects the application of the learning experience to practice?
- If so, how do we facilitate healthy work environments or positive professional practice environments (PPE)?



Background

- Healthcare is changing with the Affordable Care Act, numerous Institute of Medicine recommendations, Institute for Healthcare Improvement (IHI) recommendations
- U.S. healthcare is # 1 in spending and # 37th in overall performance according to World Health Organization (2013)
- IHI Triple Aim includes:
 - 1) improving the patient care experience (quality & satisfaction),
 - 2) improving the health of populations, and
 - 3) reducing the per capita cost of health care (IHI, 2014)



Background

- Healthcare is challenged to reinvent itself to be quality driven, fiscally sound and evidence based. To accomplish this shift, healthcare needs to be agile and innovative.
- Since healthcare (and nursing care in particular) is emotionally, mentally, spiritually and physically demanding, a positive PPE is essential to recruit and retain the best and brightest caregivers.
- A positive professional practice environment (PPE) is vital to:
 - assure safety of patients and staff,
 - improve professional staff recruitment and retention
 - sustain an organization's financial viability.



Design Approach

Integrative Review of the Literature: 4 goals

- Describe dimensions of professional practice environments;
- Discuss measurement of outcomes achieved in positive/healthy practice environments;
- Explore the knowledge, skills and attitudes necessary for influencing the environment;
- Provide recommendations for nurse manager development



Integrative Review Process

- **Databases:** CINAHL and PubMed searched from 2004-2014, plus hand pick from reference lists
- **Key words:** workplace culture, professional practice environment, healthy work environment, Nurse-Friendly Hospital, and nursing practice climate.
- **Exclusions:** opinion papers; editorial articles; only one aspect (i.e. physical health)
- **Included:** Interventional studies, Literature Reviews, Descriptive studies, Qualitative studies, Education Evaluations, QI, and EBP projects.

Integrative Review

- Informed 4 goals
 - Describe Professional Practice Environment
 - Outcomes seen with positive PPE
 - KSAs to facilitate positive PPE
 - Recommendations for Developing Leaders

Professional Practice Environments

- Physical
- Intellectual/Mental
- Spiritual
- Emotional/Social



Professional Practice Environments

- Negative PPEs lead to ineffective collaboration due to intimidating behavior between interdisciplinary team members (ISMP, 2013) and dangerous communication patterns (AHRQ, 2012).
- Negative PPEs struggle with low staff and patient satisfaction, safety issues, greater preventable errors, increased incivility (or lateral violence) with coworkers and practices inflexible based on “*we have always done it that way*”



Professional Practice Environments

- Keys to positive PPE are: communication, collaboration, decision making and leadership
 - AACN Standards (American Association of Critical Care Nurses)
 - AONE Principles (American Organization of Nurse Executives)
 - Nurse Friendly Hospital Criteria
 - Magnet Model Components
- Data to support need to focus on PPE
 - Agency for Healthcare Research and Quality (AHRQ)
 - Institute for Safe Medication Practices (ISMP)



Outcomes of Positive PPE

- Increased job satisfaction
- Increased trust in management
- Increased group cohesion
- Increased job enjoyment
- Increased flexible/ adaptable culture
- Increased psychologically safe climate
- Decreased absenteeism
- Reduced turnover
- Reduced distress/ emotional exhaustion
- Less incivility



Outcomes of Positive PPE

- Positive PPEs have lower staff turnover, lower absenteeism, fewer preventable errors, higher nurse satisfaction and greater nurse engagement.
- These outcomes reduce the costs of care and improve patient outcomes.
- Nurse Managers are reported as the single greatest influence on a positive professional practice environment (PPE).



How to Facilitate Positive PPE

Literature Interventions

Positive Organizational Scholarship

CREW process

Expanded new graduate program

Teambuilding

Assist with challenges/ barriers

Address incivility

Redesigning the unit as team

Recognition and reward

Access to development activities

Time off unit for projects

Lessening stress- adjust schedules

Being held accountable

Supporting Unit Practice Council

Added nursing positions

Providing education activities

Nurse recruitment strategy

Communication and collaboration

Change management

Involved in Unit level PI projects

Safeguarding breaks

Nurse Friendly Hospital Criteria

Huddles at beginning of shift



How to Facilitate Positive PPE

- Leader development should focus on:
 - Communication
 - Collaboration
 - Decision making
 - Leadership



KSAs to Facilitate Positive PPE

- **Knowledge:** global thinking, national healthcare arena, QI, change from volume to value, finance/budgeting, supporting evidence based practice, change management models,
- **Skill:** coaching, team building, giving feedback, handling problem behavior, relationship building, leading practice based on evidence
- **Attitude:** self-reflection, recognize own behaviors and others, reward and recognition



Recommendations for Development

KEY CONCEPTS:

- How to capitalize on your strengths as a leader
- Communications to build interconnected teams through trust and making decisions
- Facilitating performance within your environment
- Balancing your own energy, tools and talents
- Insight on budgeting, policy/regulatory issues and coaching
- Transformational and innovation leadership
- Emotional and social intelligence
- Creating, leading and sustaining evidence-based practice environments
- Balancing healthcare policy and regulations with patient and employee advocacy
- Thriving in change- employee engagement and the effects of toxic leadership



Recommendations for Development

- Leadership development workshops with content and learning strategies based on evidence can raise the awareness of the leaders' own areas for growth while identifying ways of improving their influence on the PPE.
- Leaders in healthcare environments need to focus on **influencing positive PPE** because the quality, efficiency and accessibility of care is dependent on the processes and structures that the team in the clinical setting develop.



Take Aways

- In order to create a healthcare system with high quality care, high patient satisfaction and lower costs, professional practice environments need to support, engage, recognize and reward innovative best practices.
- Since Nurse Managers are the largest single influence on the PPE, evidence on how to develop this key role is significant.



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