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

Diane Pelant
CentraCare Health, pelantd@centracare.com

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St. Cloud Hospital
St. Cloud, Minnesota

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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 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 members, are committed to understanding our environment in order to promote healthy work environments in our organization: In order to do this we must work together. We must practice the behaviors that are required to hardwire our environment: We must participate in our environment. -Acknowledge and recognize strengths, needs, and concerns in all situations. -Speak directly and own mistakes, taking full responsibility. -Speak freely and seek constant feedback. -Seek the support of Family and friends in order to hardwire our environment. -We must adapt to our environment. -Support and encourage colleagues in order to hardwire our environment.

HWE Principles
- In our attitudes, we pledge to:
  - Improve the world of work for nurses.
  - Honor diversity in all interactions and every situation.
  - diagnose and adapt to diverse roles and needs.
  - Be role models for ethical behavior.
  - Support, encourage and respect the unique culture and diversity of each team member.
  - Be flexible and adaptive to change.
  - Be inclusive and participate in and promote ethical decision making.
  - Be ethical in all our interactions.

Impact - Environment

Healthy Work Environment Survey Results
2010 2011

Impact - Engagement

Children's Center Engagement
Children's Center Overall Grand Mean
Gallup 75th Percentile

Impact - Turnover

Turnover Rates
Children's Center St. Cloud Hospital

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

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

References

Diane Pelant @ pelantd@centracare.com 320-255-5782