

Workplace Violence and Incivility

Healthcare workers have a fivefold risk of experiencing workplace violence when compared to the overall workforce.

The presence of overt and covert workplace violence, bullying, and incivility has a significant impact on both the individual nurse and the overall work environment that includes increased time away from work, higher turnover rates among nurses and other team members, and sub-optimal patient outcomes.

Optimal Staffing

Economic constraints, shortages of qualified staff, shortened lengths of stay, and patient care needs that are increasingly complex, are all factors that contribute to the challenges inherent in creating and sustaining staffing models that promote optimal staffing for safe patient care.

ANA's *Principles for Nurse Staffing* (ANA, 2012a) provides a framework to assist nurses at all levels in evaluating and revising current staffing models to improve the work environment for nurses, and ultimately, to improve outcomes of clinical care.

This framework includes principles related to:

- **Healthcare consumers**
- **Registered nurses and other staff**
- **Organization and workplace culture**
- **The practice environment**
- **Staffing evaluation**

Pathway to Excellence Program

The American Nurses Credentialing Center developed the Pathway to Excellence® Program to recognize healthcare organizations that demonstrate successful implementation of the Pathway to Excellence® structure and process standards that promote a healthy work environment and meet the Pathway Practice Standards:

- 1. Nurses control the practice of nursing**
- 2. The work environment is safe and healthy**
- 3. Systems are in place to address patient care and practice concerns**
- 4. Orientation prepares nurses for the work environment**
- 5. The CNO is qualified and participates in all levels of the organization**
- 6. Professional development is provided and used**
- 7. Equitable compensation is provided**
- 8. Nurses are recognized for achievements**
- 9. A balanced lifestyle is encouraged**
- 10. Collaborative relationships are valued and supported**
- 11. Nurse managers are competent and accountable**
- 12. A quality program and evidence-based practice are used.**

American Association of Critical-Care Nurses Standards

The American Association of Critical-Care Nurses has identified six standards for establishing and maintaining healthy work environments that remain unchanged today:

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 a sense of team and partnership across all disciplines.

Effective Decision-making: Nurses are seen as valued and committed partner in making policy, directing and evaluating clinical care, and leading organizational operations.

Appropriate Staffing: Staffing must ensure the effective match between healthcare consumer needs and nurse 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 achieving it.