



# AACN Healthy Work Environment

Central Region Hospital of Central Connecticut  
Critical Care & Respiratory Therapy

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Central Region Nursing Professional Development and Practice Excellence,  
HOCC Respiratory Therapy

# Leadership Strategy to Improve Healthy Work Environment

## AACN Healthy Work Environment Model

- Skilled Communication
- True Collaboration
- Effective Decision Making
- Appropriate Staffing
- Meaningful Recognition
- Authentic Leadership

The planned for this year is to include all team members to participate in team building and wellness activities, assessing our environment for healthy work environment per American Association of Critical Care (AACN) guidelines. The most importantly continuing to partner and communicate amongst our teams to provide the best care to our patients.

### Goals for 2022-2023:

- All of these events are to focus on our teams to support burnout/stress, improve practice environment, and to continue our journey for success in our specialty of critical care.
- Starting in the month of March there will be team building retreat days. The first group has been identified to participate in the event and additional groups will be selected to experience this event as well. The goal of this meeting is to focus on wellness, burnout, and how to better partner in a high stress environment.
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- In March 2022, we will be conducting a healthy work environment survey from AACN to score our department; this is to identify what we are doing well and identify opportunities that we need to focus on for practice/environment improvement.
- In June, once team building retreats and health work environment surveys are completed, we will develop work groups to focus on our work environment and practice improvements to make our Critical Care Unit the best place to work.

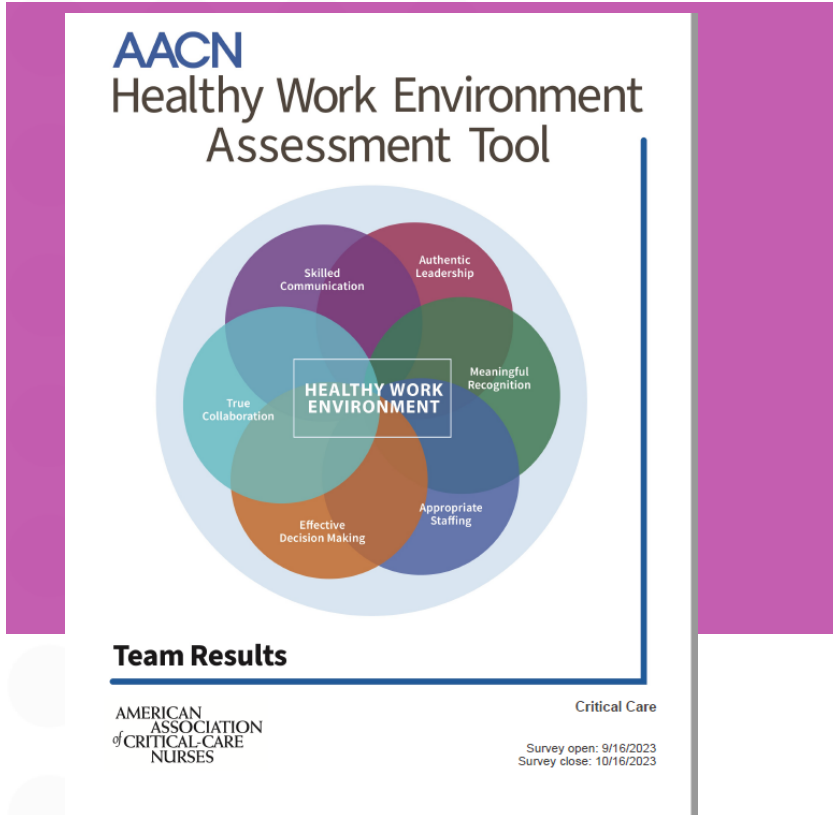


# AACN Healthy Work Environment Survey

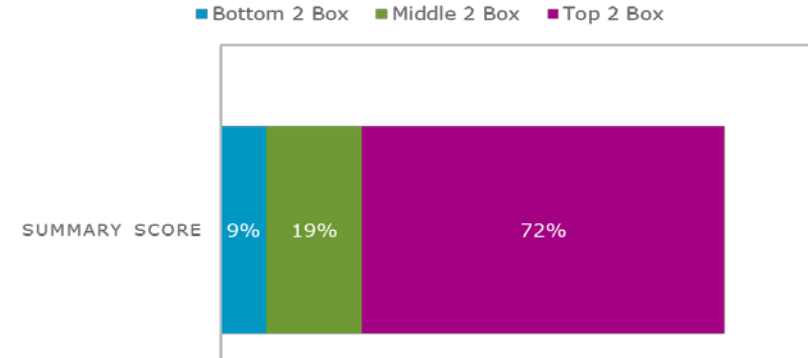
March 2022

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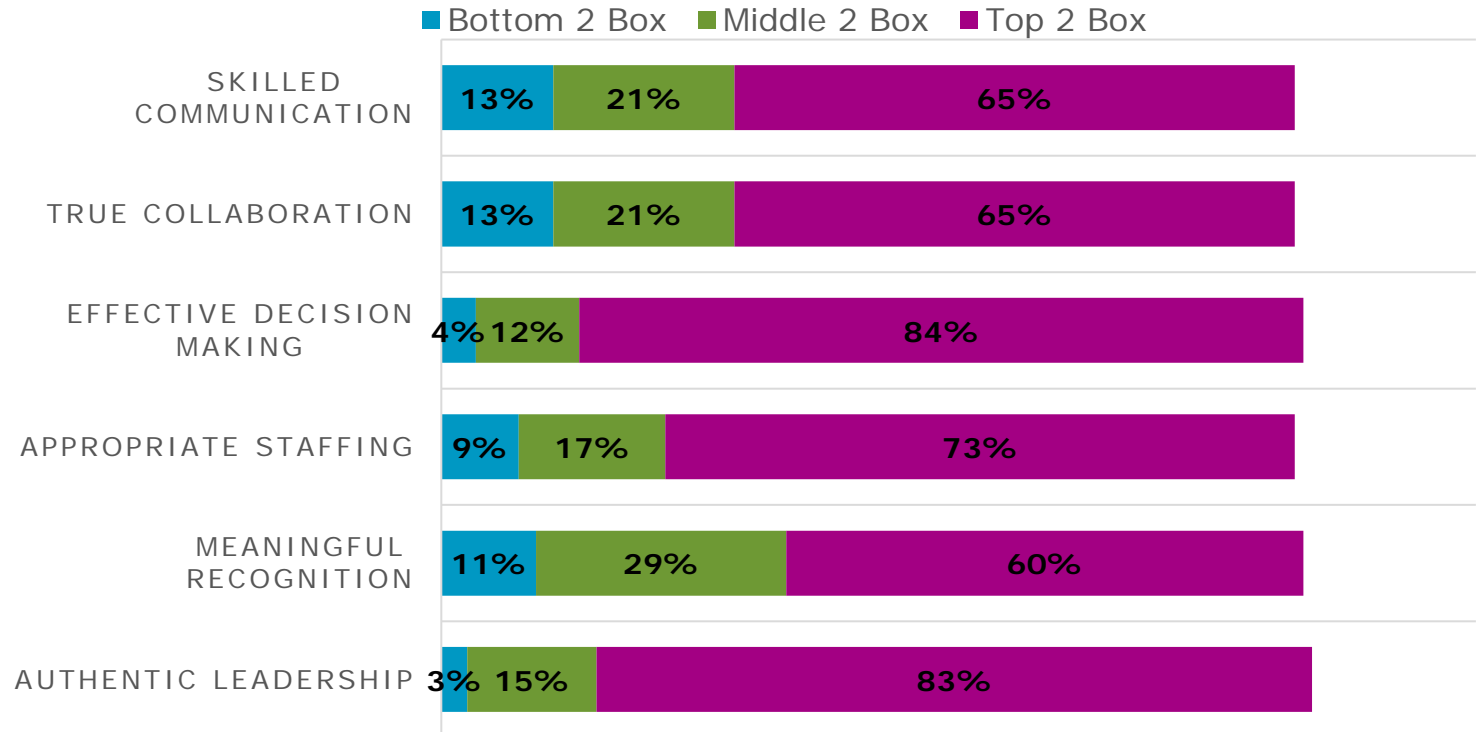
# AACN HWE Survey



## AGGREGATE SCORE



## ASSESSMENT DISTRIBUTION BY STANDARD





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# Critical Care

2021-2023 Strategies to Improve

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# 2021 Goals

## Restructure Staffing Model

- 13 RNs per shift
- 1 Charge/CRL

## ICU Swat Nurse

- Highly skilled ICU nurse 3-5 years experience
- Support higher level of care outside of the ICU settings
- U/S IV skills
- Resource for new staff

## Empowering Developing Nurse Practice

- Unit based champions
  - Skin
  - Regulatory
  - Practice
- CRRT
- U/S IV skills
- Trauma

## Turnover

17.76%

- ❖ Personal
- ❖ Growth/Career Paths
- ❖ Not meeting organization expectations

# 2021 Employee Engagement Goals

## Strengths

### Survey Top 3

- I care for all patients/clients equally even when its difficult **65%**
- The person I report to treats all employees equally regardless of their background **57%**
- In my unit, we discuss ways to prevent errors from happening again **55%**

## Concerns

### Survey Top 3

- My organization supports balancing my work life and personal life **30%**
- There is a climate of trust in my environment **29%**
- Communication between physicians, nurses, and other medical personnel is good in my organization **25%**

# Critical Care

## AACN HWE Categories

- Skilled Communication
- True Collaboration
- Effective Decision Making
- Appropriate Staffing
- Meaningful Recognition
- Authentic Leadership

- **Standard 1: Skilled Communication**
  - Improving Interdisciplinary Rounding
  - Encouraging SBAR use
  - Leader Rounding
  - Focused Huddles
  - LEAN Huddles
- **Standard 2: True Collaboration**
  - Collaboration with interdisciplinary team regarding patient care
  - Partnership with all members of the healthcare team, providers, respiratory, nursing, physical and occupational therapy, and radiology to name a few
- **Standard 3: Effective Decision Making**
  - Utilizing our safety behaviors to make good decisions regarding patient care
  - Discussing the plan of care, making collaborative decisions based on the interdisciplinary teams input to improve outcomes
- **Standard 4: Appropriate Staffing**
  - Staffing in accordance with Evidence Based Practice and 2:1 ratios
  - 1:1 for CRRT patients, cooling patients, patients awaiting organ donation etc
  - Nurse Techs one per pod
- **Standard 5: Meaningful Recognition**
  - Daily recognition at huddle board, weekly update with recognition included in newsletter
  - Recognition at the hospital wide huddle every morning
  - Staff to staff recognition
  - Leader to staff recognition





# Respiratory

2021-2023 Strategies to Improve

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# 2021 Goals

## Market Analysis

- Completed June 20th

## Staffing Model

- 7/8 Days
- 6/7 Evenings
- 6 Nights

## Recognition

- PHIL Award Fall of 2021
  - National Recognition for Respiratory Therapist
  - Award will be given to recipient during Respiratory Week in October

## Productivity

- As of June 28th Productivity 95%
  - Capture 3 charges in BI
  - Captured non productive hours
    - Transport
    - Emergencies
    - Trauma

## Turnover

13.8%  
17 FT Staff  
6 PT Staff  
21 Per diem

❖ Personal  
❖ Pay

# 2021 Employee Engagement Goals

## Strengths

- I can report safety mistakes without fear of punishment **83%**
- I care for all patients/clients equally even when it is difficult **67%**
- All employees have an equal opportunity for career advancement regardless of their background **60%**

## Concerns

- My unit is adequately staffed **67%**
- I have sufficient time to provide the best care/service for our clients/patients **33%**
- Communication between physicians, nurses, and other medical personnel is good in my organization **17%**

# Respiratory

## AACN HWE Categories

- Skilled Communication
- True Collaboration
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- Authentic Leadership

- **Standard 1: Skilled Communication**
  - Improving Interdisciplinary Rounding
  - Encouraging SBAR Use
  - Leader Rounding
  - LEAN Huddles
  - Monthly Staff Meetings
  - Weekly Update Newsletter
- **Standard 2: True Collaboration**
  - Collaboration with interdisciplinary team regarding patient care
  - Collaboration & ongoing Partnership with NICU team to improve patient outcomes & interdisciplinary team relationships.
- **Standard 3: Effective Decision Making**
  - Utilizing our safety behaviors to make good decisions regarding patient care
  - Discussing the plan of care, making collaborative decisions based on the interdisciplinary teams input to improve outcomes
  - AARC'ing up concerns to Supervisor & Manager to put a plan in place as needed.
- **Standard 4: Appropriate Staffing**
  - Adjusted staffing model to reflect growth & expansion
  - ED moved to 1 therapist dedicated to that area due to Trauma III
  - As of August 2023 hired 9 Therapists since May 2023
- **Standard 5: Meaningful Recognition**
  - PHIL Award Implementation started in 2021
  - Recognition at the hospital wide huddle every morning
  - Staff to staff recognition
  - Leader to staff recognition



# Data & Metrics

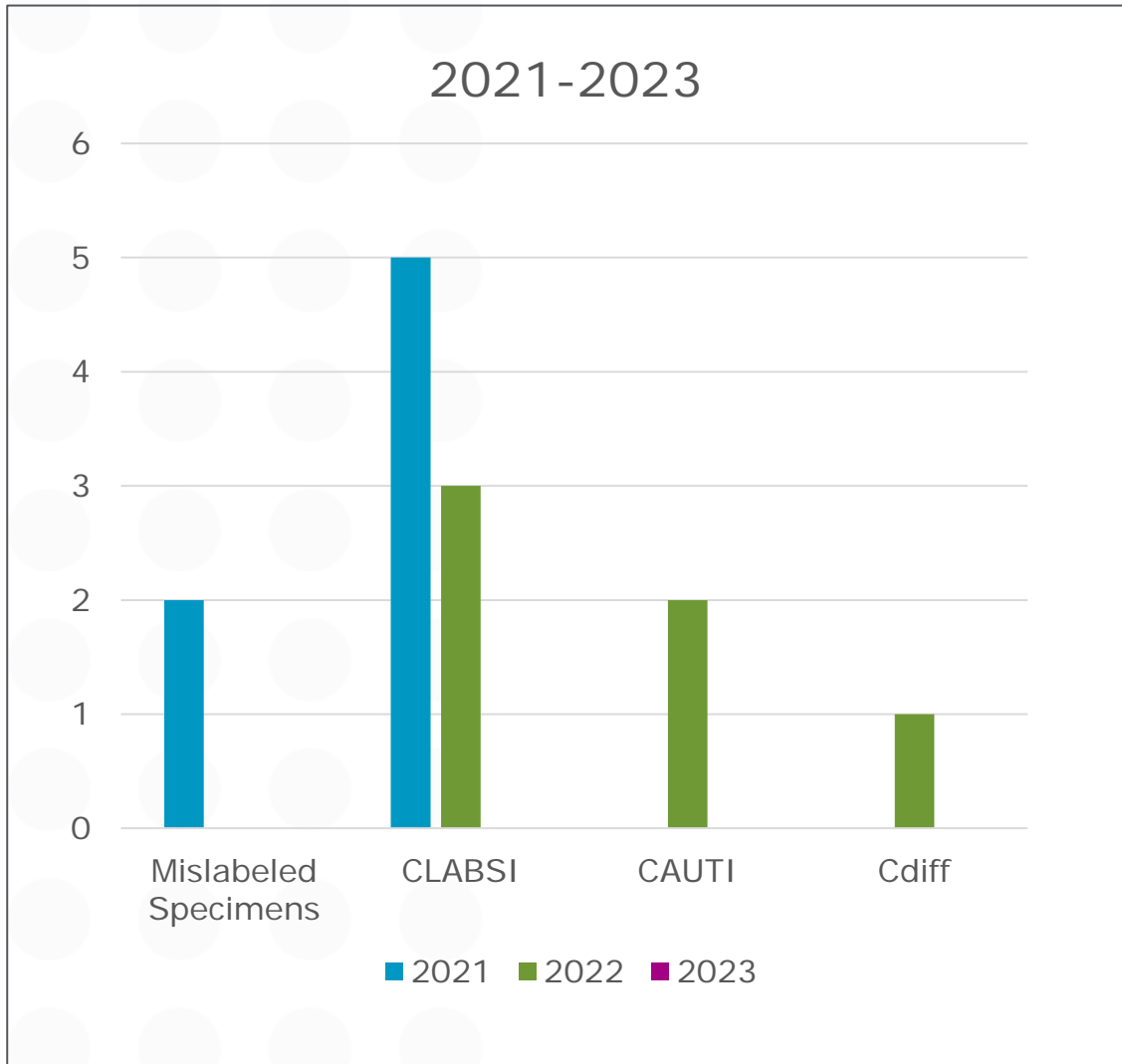
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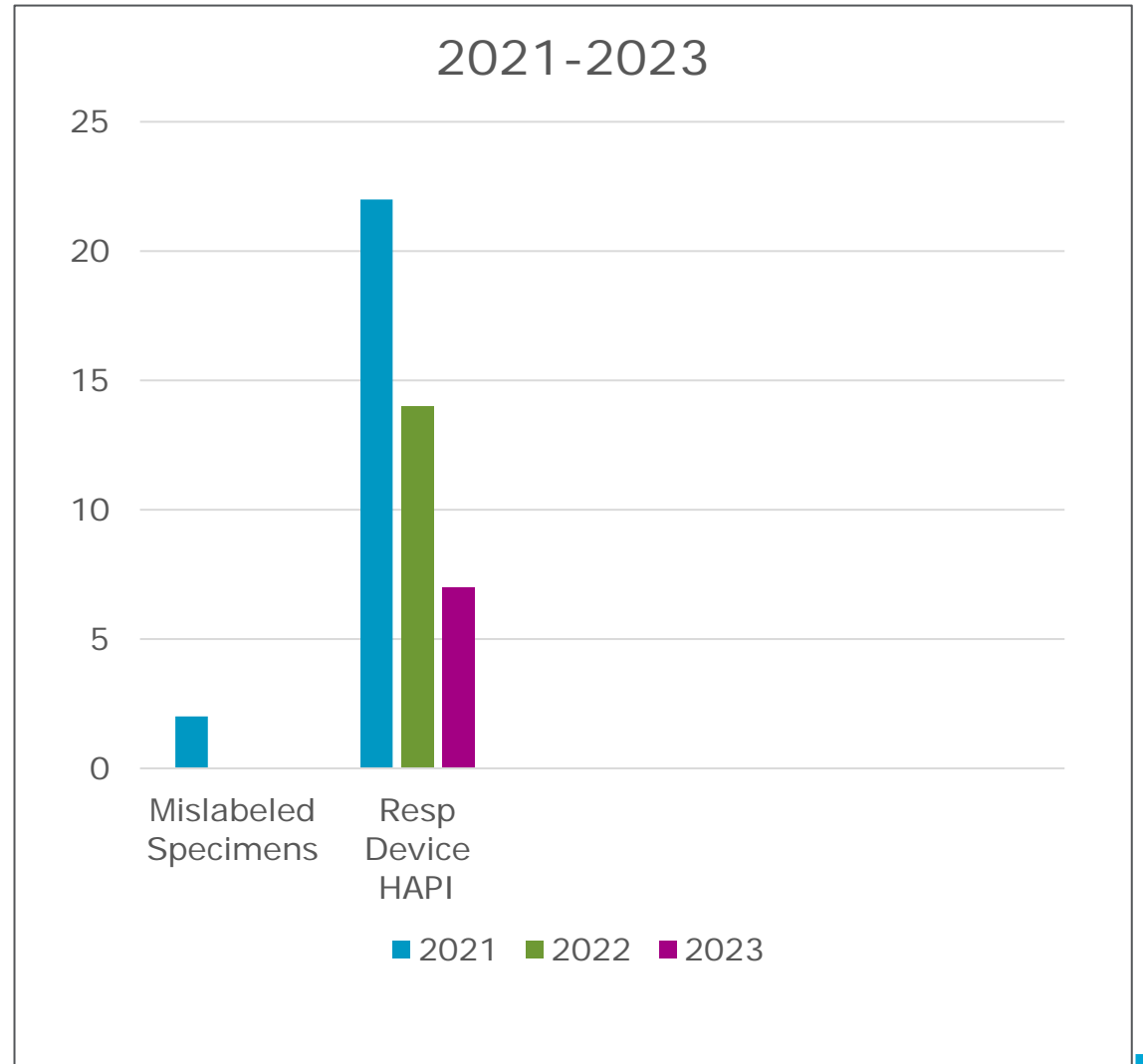
# HAIs

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# Critical Care HAIs



# Respiratory HAIs

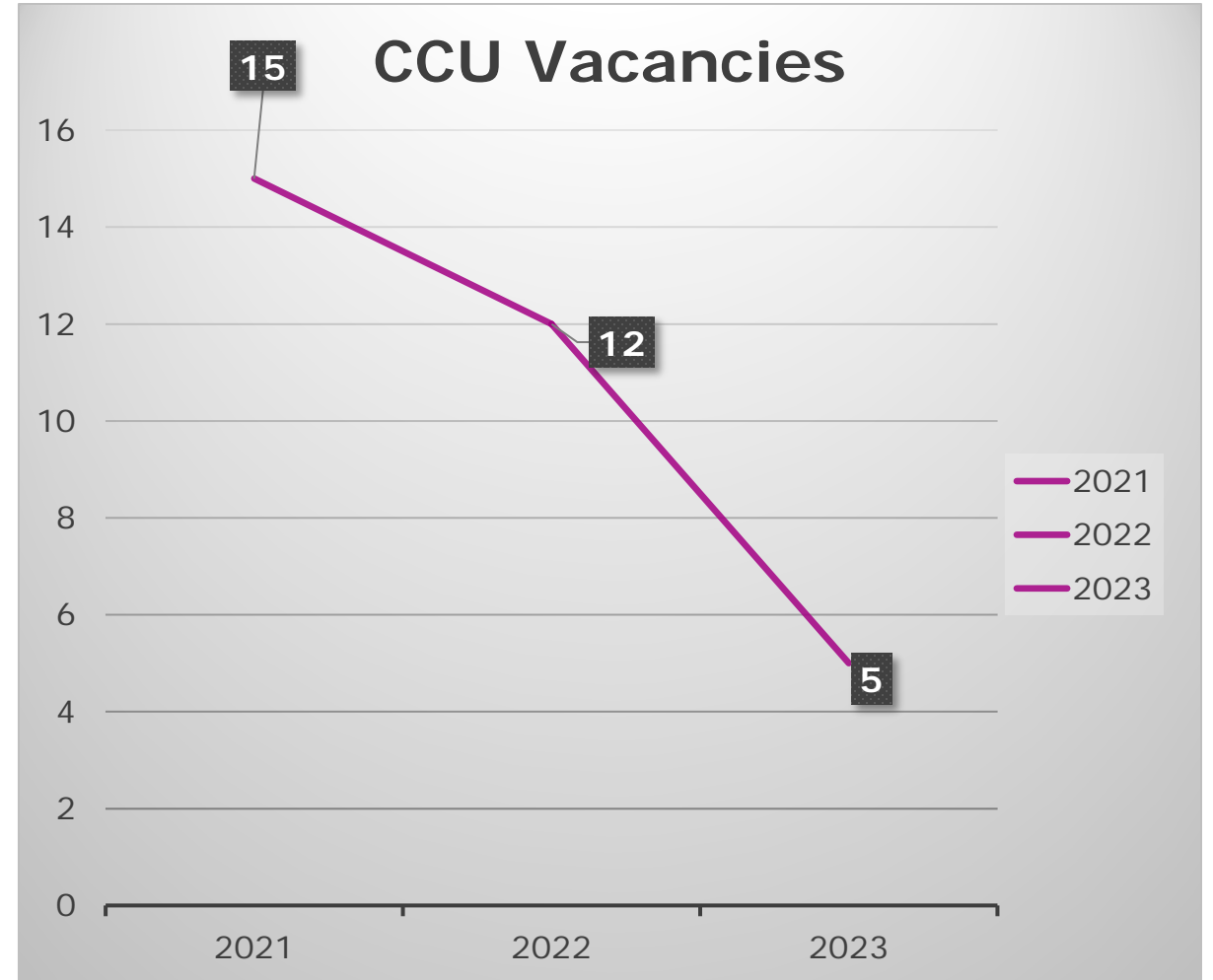
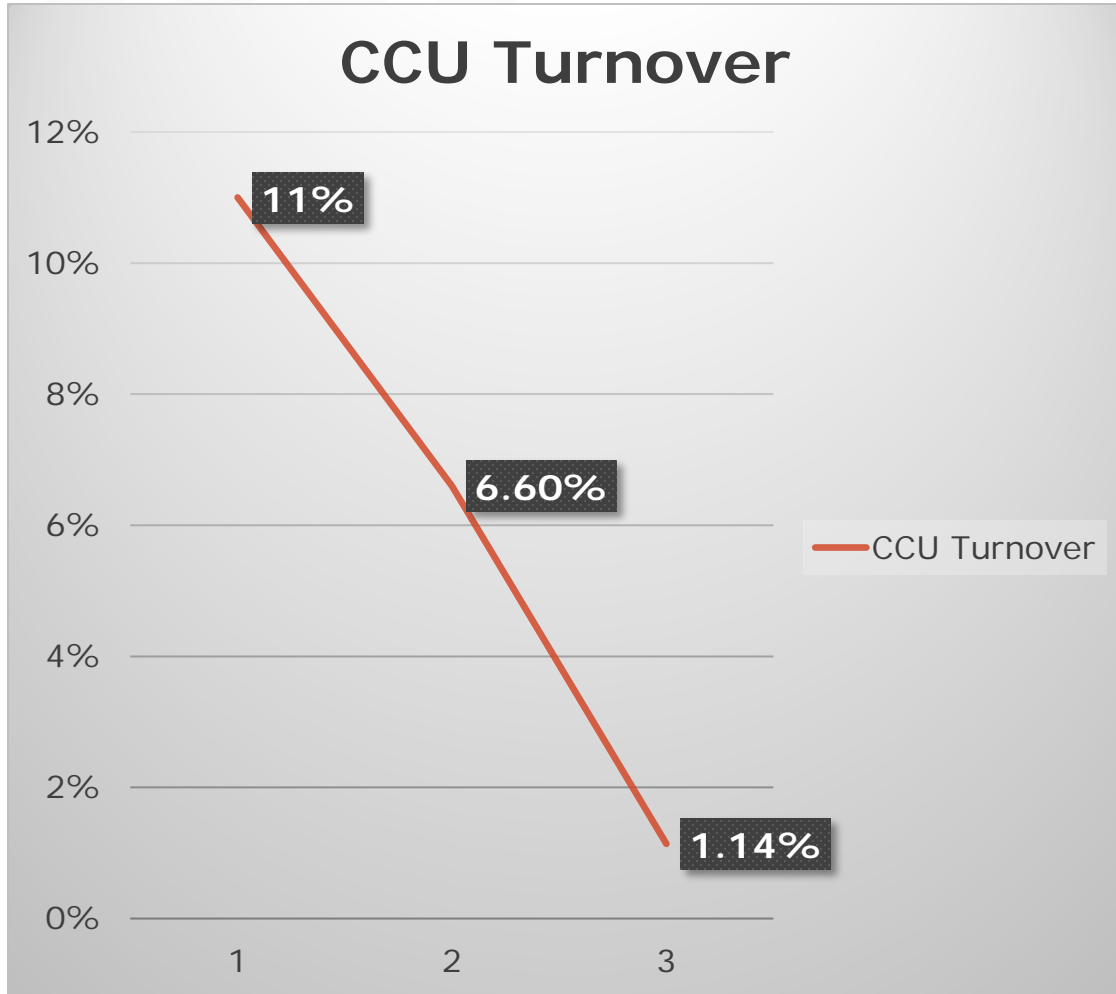




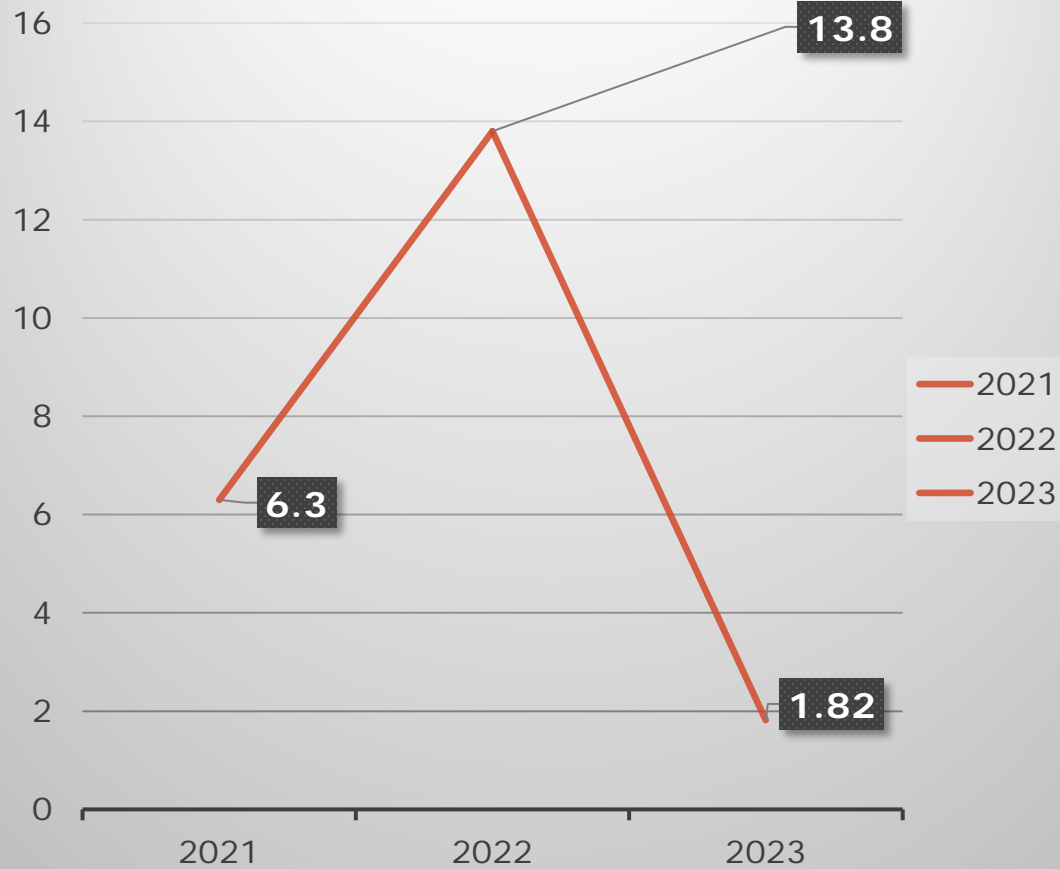
# Recruitment and Retention

2021 - 2023

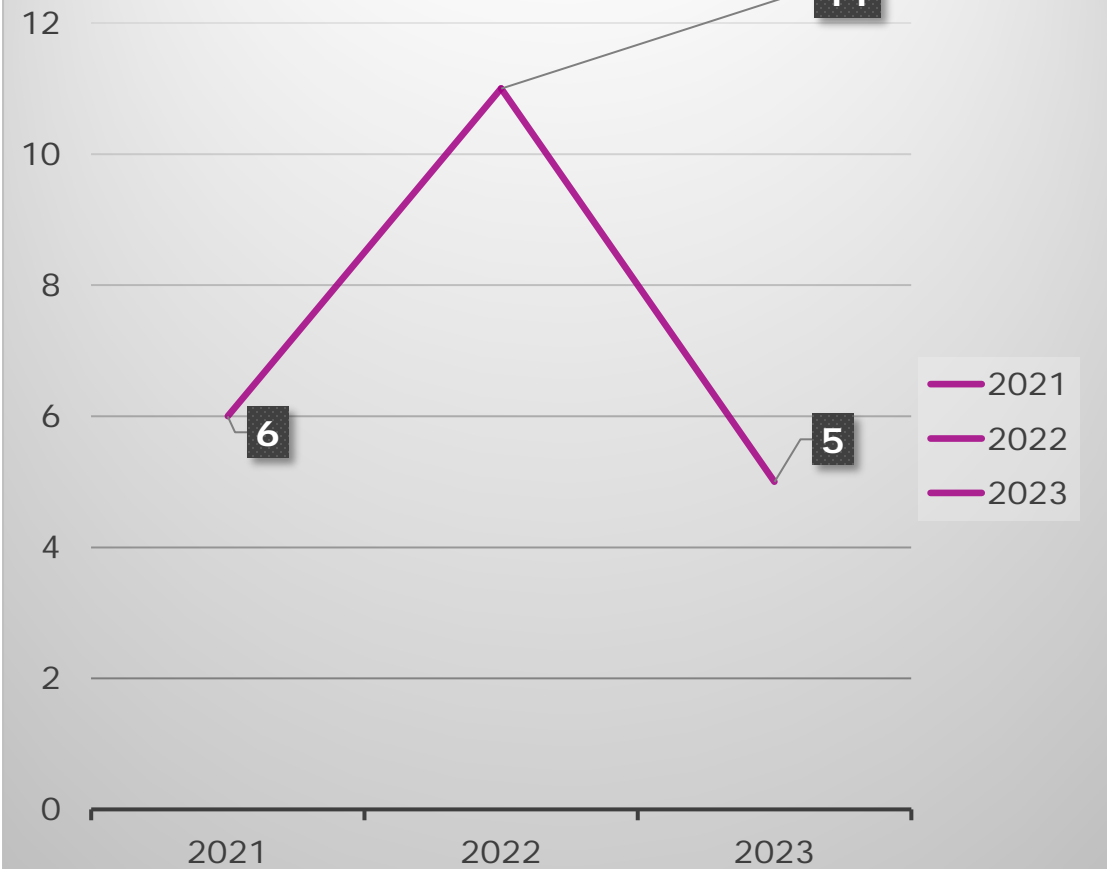




## Respiratory Turnover



## Respiratory Vacancies

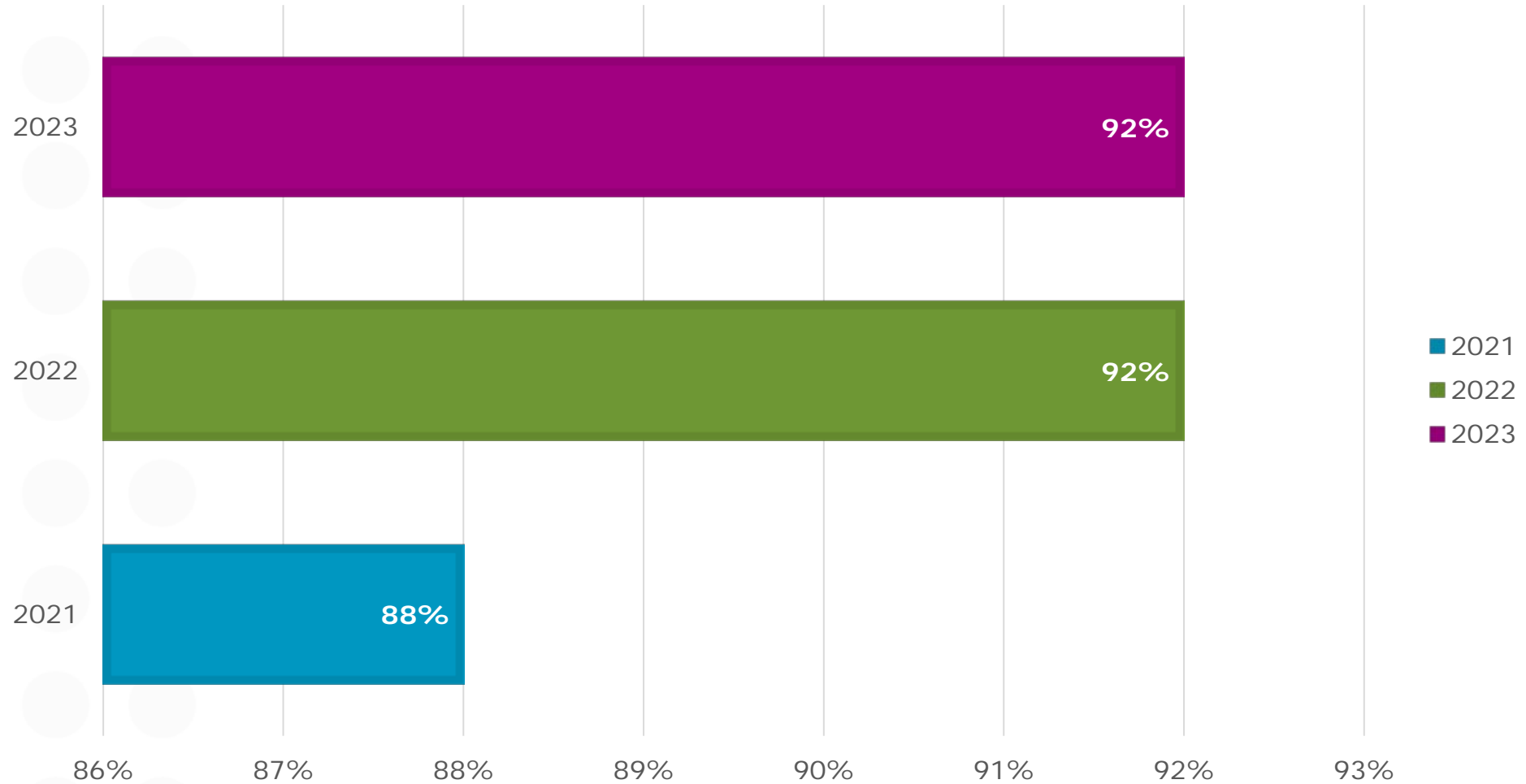




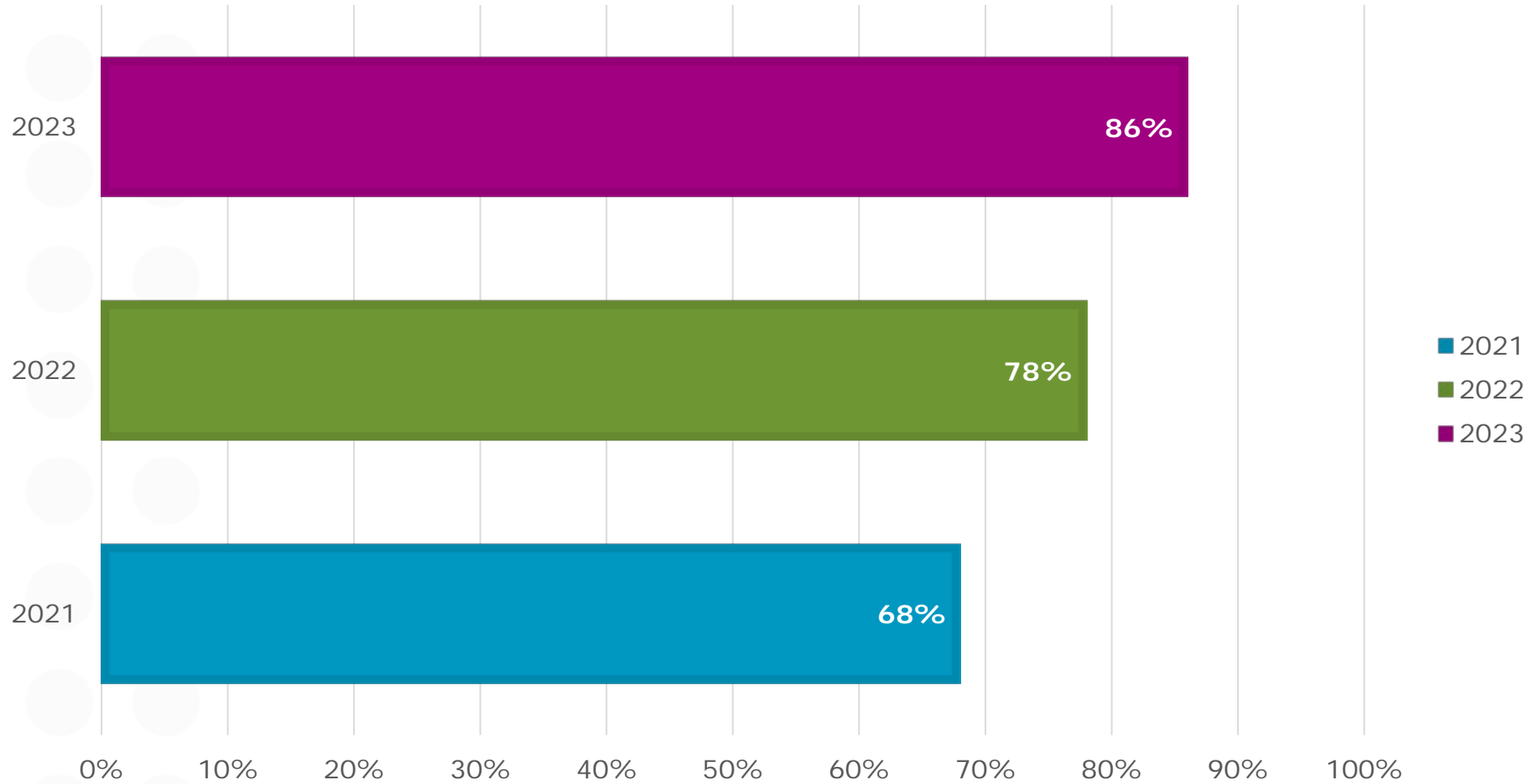
# Employee Engagement

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# Critical Care Employee Engagement 2021-2023



# Respiratory Employee Engagement 2021-2023





# AACN Healthy Work Environment Survey

October 2023

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# AACN HWE Survey

## AACN Healthy Work Environment Assessment Tool

**HEALTHY WORK ENVIRONMENT**

**Team Results**

Critical Care

AMERICAN ASSOCIATION  
of CRITICAL-CARE  
NURSES

Survey open: 9/16/2023  
Survey close: 10/16/2023

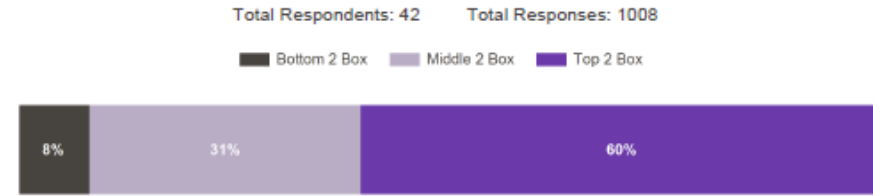
## Aggregate Assessment Distribution

The aggregate distribution of responses for the entire survey, including all six standards.

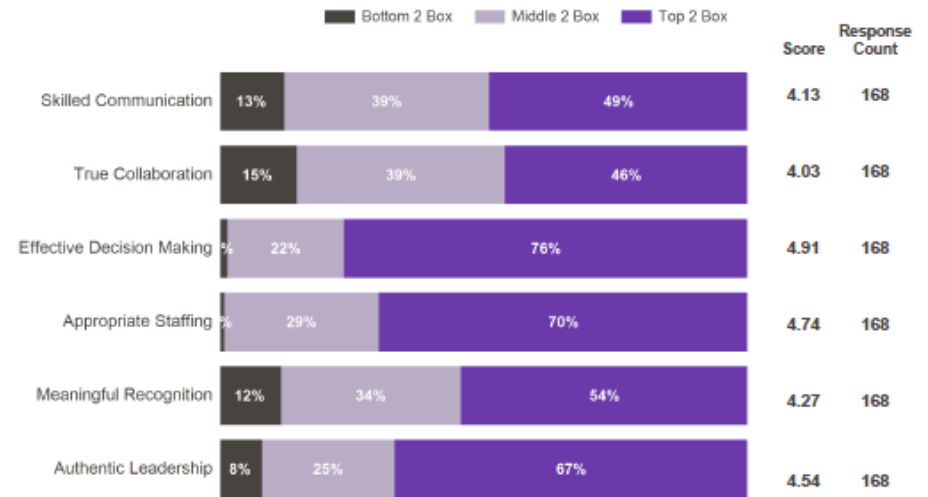
**Aggregate Score 4.44**

The average (mean) score for the entire survey, including all six standards

**Scoring Guidelines:** Less than 3.00 Needs Improvement | 3.00-3.99 Somewhat Healthy | 4.00-4.99 Moderately Healthy | 5.00 or higher Very Healthy

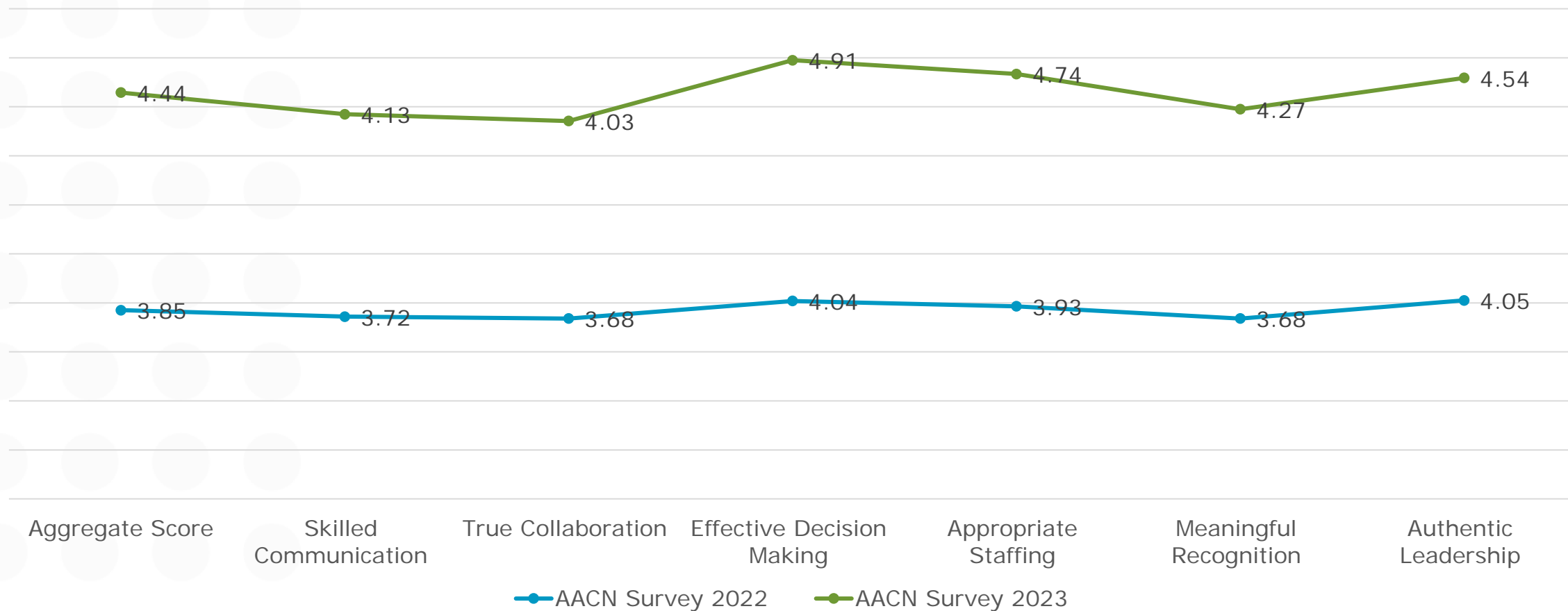


## Assessment Distribution by Standard



# AACN HWE Survey 2022-2023

## AACN Healthy Work Environment Survey





**Hartford HealthCare**

**The Hospital of Central Connecticut**

