



**Consortium for Congenital Cardiac Care Measurement of Nursing Practice  
Quality Measurement Plan**

<b>Health of the Work Environment</b>	
<b>Measure Description</b>	The total score reported for the health of the work environment, based on the AACN’s Healthy Work Environment (HWE) assessment tool.
<b>Type</b>	<input type="checkbox"/> Outcome <input type="checkbox"/> Process <input type="checkbox"/> Balancing <input checked="" type="checkbox"/> Structure
<b>IOM Domain</b>	<input type="checkbox"/> Safety <input type="checkbox"/> Efficient <input checked="" type="checkbox"/> Effective <input type="checkbox"/> Equitable <input type="checkbox"/> Timely <input type="checkbox"/> Patient Centered
<b>Background/Rationale</b>	The literature demonstrates that the work of pediatric clinicians and administrators is intellectually challenging and increasingly complex. Additionally, human factors, communication, and leadership issues are the root cause of 60% of all sentinel events reported to the Joint Commission. In response, the American Association of Critical Care Nurses (AACN) and American College of Chest Physicians (ACCP) identified essential standards for establishing and sustaining a healthy work environment. In 2009, the AACN launched their Healthy Work Environment (HWE) validated assessment tool in the form of an electronic survey, which provides a quantitative score for the domains of the HWE framework: Skilled Communication, True Collaboration, Effective Decision Making, Appropriate Staffing, Meaningful Recognition and Authentic Leadership. It is critical to maintain a culture of health in the work environment to ensure optimal patient outcomes.
<b>Operational Definitions</b>	<b>Numerator</b> – Total score reported for the health of the work environment <b>Denominator</b> – Maximum possible score for the health of the work environment <b>Inclusion criteria</b> – All clinical and administrative staff working in the unit <b>Exclusion criteria</b> – None
<b>Data Collection &amp; Sampling Method</b>	Data will be reported annually through the AACN’s electronic HWE survey.



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<b>Data Analysis</b>	Data will be aggregated by the AACN and returned to unit-level nurse leaders. Data will be stratified across all 6 domains and by discipline.
<b>Data Display</b>	Data will be displayed both graphically over time and as a table, highlighting the total score and specific domains that perform above and below the expected value.
<b>Target</b>	Internal: Target of scoring in the “good” range or above (3.00 - 5.00), with more frequent survey administration if scores are below 3.00 External: Target of scoring in the “good” range (3.00-3.99)
<b>Sources/References</b>	<ul style="list-style-type: none"> <li>• Joint Commission on Accreditation of Healthcare Organizations. Root causes of medication errors 1995-2003.</li> <li>• Maxfield D, Grenny J, McMillan R, Patterson K, Switzler A. Silence kills: The seven crucial conversations for healthcare. Provo, UT: VitalSmarts, LC; 2005</li> <li>• American Association of Critical Care Nurses. AACN standards for establishing and maintaining healthy work environments. American Association of Critical Care Nurses; 2005.</li> <li>• Grenny, J. Crucial conversations: the most potent force for eliminating disruptive behavior. Physician Executive J. 2009; 35(6):30-3</li> </ul>
<b>Last Updated</b>	January 2016