

Quality Work Environments



Organizational Opportunities

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Overarching Considerations

- Nursing (RNs, RPNs, LPNs and HCAs) makes up the largest proportion of our staff.
- Application for Covenant Health
 - General Hospitals = 824 Acute Care beds
 - Long Term Care Centers = 1386 LTC beds
 - "others" = 100 subacute/palliative/respice
 - Combined Sites



Overarching Considerations

- Fit with Covenant Health Strategic Direction
 - “Build and Engage our Team”
 - Create a fulfilling work environment characterized by respect, compassion, collaboration and integrity
 - Develop and maximize competencies and abilities of our team
 - Ensure a safe work environment for staff, physicians and volunteers



Implications of the Evidence

- Nurse/Manager job satisfaction
- Manager relational leadership practices
- Manager retention
- Improving attractiveness of manager role



Implications of the Evidence

- Mitigating workplace violence
- Emotional Exhaustion
- Empowerment
- Patient Safety Culture
- Nurse Manager Efficacy



Plans to Use the Evidence

- Translation to unstudied sites
- Covenant Health Leadership Program
- Manager/Nurse Information Session
- Employee Engagement congruency
- Occupational Health and Safety
- Just Culture and Quality Improvement