

**KALEIDA HEALTH
1199/SEIU UNITED HEALTHCARE WORKERS EAST
COMMUNICATIONS WORKERS OF AMERICA**

2022 CONTRACT NEGOTIATIONS

**Employer Proposal
Date Presented: July 7, 2022**

Letter of Intent

Healthy Work Environment

The Employer and the Unions are committed to creating a healthy work environment, which enables health care workers to provide the highest standard of compassionate patient care. All Kaleida Health employees have the right to work in an environment where they feel valued and respected for who they are and what they do. A healthy work environment fosters innovative, high-quality care, staff engagement, staff retention, less moral distress and lower rates of workplace violence.

The American Academy of Critical Care Nurses (AACN) has developed six (6) standards fundamental to a healthy work environment. The AACN has found these principles enable nurses to provide the highest standard of patient care. The Employer and Unions agree these principles have a broad application for the entire Kaleida workforce. These six (6) standards are essential to excellence in all we do and are fundamental to advancing the health of our community. They are:

- a.) **Skilled Communication:** Skilled communication can save lives. Promoting open and effective conversation among team members optimizes patient outcomes and encourages essential collaboration.
- b.) **True Collaboration:** A team that works together succeeds together. Collaboration among all staff ensures more efficient, effective patient care and a more supportive environment where team members can develop in their roles.
- c.) **Effective Decision Making:** Improving patient care starts with empowering the people who care for those patients. When staff have a seat at the table there is an opportunity to design protocols to benefit both team members and patients. Optimal outcomes and greater job satisfaction are more likely when staff actively influence decisions that impact the quality of patient care.
- d.) **Meaningful Recognition:** A healthy work environment starts with recognizing team members for the value they bring to the organization. Although working in healthcare is rewarding, it is also among the most challenging professions. Having systems in

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place to recognize staff members in a way that is individualized and meaningful can help provide a well-deserved honor and enhance a sense of value, leading to greater fulfillment.

- e.) **Appropriate Staffing:** Appropriate staffing is clearly linked to the health of the work environment. It affects everything, including performance and retention, quality of care, patient outcomes and hospital costs. Healthy work environment standards and evidence-based resources can help start the journey to appropriate staffing, better patient outcomes and a healthy work environment.
- f.) **Authentic Leadership:** A good leader sets the tone for the department. Research shows that healthy work environments are much more likely to have leaders who fully embrace the six Healthy Work Environment standards, creating a culture of compassionate care for team members and patients. Authentic leadership also equips staff with the skills and encouragement they need to grow in their roles. The result is a more knowledgeable, cohesive department that consistently elevates patient care.

The Employer and the Unions agree to the following steps to create and foster a healthy work environment for employees:

1. To engage a subject matter expert to implement the healthy work environment principles.
2. Perform an assessment of current environment and culture utilizing the AACN Healthy Work Environment assessment tool.
3. Review assessment results with team members.
4. Provide education and professional development on Healthy Work Environment standards, utilizing AACN resources.

Adapted from the American Association of Critical Care Nurses (2005); AACN standards for establishing and sustaining healthy work environments: A journey to excellence.

Available at aacn.org.

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