

# Positive practice environments for health care professionals

## KEY CHARACTERISTICS:

### Professional recognition

- Recognise the full range of competencies provided by health care professionals and provide the autonomy for these competencies to be fully utilized.
- Promote professional autonomy and control over practice and pace of work.
- Recognise and reward employee contribution/performance.
- Regularly assess employee satisfaction and act on outcomes.

### Management Practices

- Commit to equal opportunity and fair treatment.
- Provide adequate and timely compensation commensurate with education, experience and professional responsibilities.
- Maintain effective performance management systems.
- Offer decent and flexible benefit packages.
- Involve employees in planning and decision making affecting their practice, work environment and patient care.
- Encourage open communication, collegiality, team work and supportive relationships.
- Foster a culture of mutual trust, fairness and respect.
- Adopt policies and procedures that positively encourage the reporting of professional misconduct or violation of laws/regulations.
- Provide clear and comprehensive job descriptions/specifications.
- Promote transparency in decision making processes (where applicable).
- Ensure effective grievance/complaints procedures are in place.
- Demonstrate effective management and leadership practices.

### Support structures

- Invest in health and work environments.
- Foster strong employment relationships between and among employer/employee/co-workers/patient.
- Adhere to regulatory frameworks that ensure safe working conditions.
- Provide access to adequate equipment, supplies and support staff.
- Engage employees in continuous assessment and improvement of work design and work organisation.
- Promote healthy work-life balance through policies and programmes that support fair and manageable workloads and job demands/stress, and flexible work arrangements.
- Offer employment security and work predictability.
- Ensure employees practice under an overarching code of ethics.
- Communicate clearly and uphold standards of practice.
- Regularly review scopes of practice and competencies.

### Education

- Support opportunities for professional training, development and career advancement.
- Offer thorough orientation programmes for new hires.
- Foster effective supervisory, mentoring and peer coaching programmes.

### Occupational Health and Safety

- Adhere to safe staffing levels.
- Adopt occupational health, safety and wellness policies and programmes that address workplace hazards, discrimination, physical and psychological violence and issues pertaining to personal security.

## Quality Workplaces for Quality Care



*All health sector stakeholders, be they employer or employee, private or public, governmental or non-governmental, have their respective and specific roles and responsibilities to foster a positive practice environment.*