Quality Workplaces for Quality Care

Call to Action:
Positive Practice Environments for a real and lasting impact on patients and health professionals

Today's global health workforce crisis is deadly serious. Too many countries have desperate shortages of health care professionals, impacting negatively on patient outcomes and health worker well being. The reasons are complex - but outstanding is the poor quality of most healthcare work environments that are undermining performance and driving health professionals away.

There is another option. Positive practice environments are health care settings that support excellence and decent work. They have the power to attract and retain staff, improve patient satisfaction, safety and outcomes, and deliver cost-effective services.

We urge all health sector actors – health care professionals, managers, patients, policy makers, and community leaders – to join in commitment and action to create quality workplaces for quality care. Individuals can make a difference locally and together create positive change for regional and international policy and practices.

How you can contribute	Checklist for a positive practice environment
1. Take a look at the health care work environment. Using the PPE checklist, understand the strengths and weaknesses of the workplace, its organizational climate and work environment.	**Professional recognition** √ Recognise health care professional competencies √ Promote professional autonomy and control √ Reward contribution & performance √ Measure employee satisfaction and act on outcomes.
2. Make the case for healthy, supportive work environments, through evidence of their positive impact on staff recruitment/retention, patient outcomes and health sector performance. Present it, publish it and talk about it to	**Management Practices** √ Commit to equal opportunity & fair treatment √ Provide adequate and timely compensation √ Maintain effective performance management systems √ Offer decent and flexible benefit packages √ Involve employees in planning and decision-making

everyone.	√ Encourage open communication and team work
3. Provide more evidence on PPEs. Consider a catalogue of good practices in human resources management, occupational health and safety, professional development, etc.	√ Foster a culture of mutual trust, fairness and respect
	√ Adopt policies to positively encourage reporting of professional misconduct
	√ Provide clear, comprehensive job descriptions
	√ Ensure effective grievance procedures are in place
4. Drive a sustained trend in establishing and applying the principles of positive practice environments across your health facility and national health sector, establishing positive models and introducing supportive policies.	**Support structures**
	√ Invest sufficiently in health and work environments
	√ Foster strong employment relationships
	√ Apply regulatory frameworks for safe workplaces
	√ Provide adequate equipment, supplies & support staff
	√ Engage employees in continuous assessment
	√ Promote healthy work-life balance
	√ Offer employment security and work predictability
5. Join with others, raising awareness and building alliances to make a change, make a difference.	√ Ensure practice under an overarching code of ethics
	√ Communicate and uphold standards of practice
	√ Review scopes of practice and competencies
6. Celebrate success in support of effective strategies that promote sustainable health systems.	**Education**
	√ Support opportunities for professional development
	√ Offer thorough orientation programmes
	√ Foster effective supervisory/mentoring/coaching
7. Sign on to the checklist for a positive practice environment in your setting, community, country.	**Occupational Health and Safety**
	√ Adhere to safe staffing levels
	√ Adopt occupational safety and wellness policies

To learn more about the campaign, please contact icn@icn.ch