CAMPAIGN BOOKLET

FOR HEALTH EMPLOYERS, MANAGERS AND PROFESSIONALS

www.positivepracticeenvironments.org
#positivepracticeenvironments

STAND UP FOR
POSITIVE PRACTICE ENVIRONMENTS
INTRODUCING ‘STAND UP FOR POSITIVE PRACTICE ENVIRONMENTS’

EXPLAINS THE AIMS OF THE CAMPAIGN
How it applies to health employers, managers and professionals and how you can get involved to make a difference.

CAMPAIGN TOOLKIT

EXPLAINS THE TOOLKIT
Shows the materials and provides a clear framework on how they work together to build understanding, awareness and support of Positive Practice Environments.

USE THE TOOLKIT TO TAKE ACTION

PROVIDES IDEAS
How you can use, share, build on and disseminate the campaign materials to help turn your health care settings into Positive Practice Environments.

EXAMPLES OF POSITIVE ACTION AND OUTCOMES

SHARES HIGHLIGHTS
From our previous campaign around Positive Practice Environments.
The World Health Organization estimates a shortage of 18 million health workers by 2030, leading to poorer health outcomes and health worker well-being. The reasons are complex. A prevailing reason, however, is the poor quality of most healthcare work environments that are undermining health service delivery and driving health professionals away from their caregiving role and country.

Collectively, we need to change this.

INTRODUCING ‘STAND UP FOR POSITIVE PRACTICE ENVIRONMENTS’

a campaign initiated by the World Health Professions Alliance, and endorsed by the International Hospital Federation, aims to improve the quality of healthcare workplaces by:

- Raising awareness of Positive Practice Environments - health care settings that support excellence and decent work conditions.
- Identifying good practice.
- Providing a number of tools, including posters and fact sheets detailing evidence-based checklists, which can be used to establish Positive Practice Environments.
- Urging action from health professionals, managers, governments, policy and decision-makers, and community leaders.

Positive Practice Environments have been proven to attract and retain staff, improve patients’ satisfaction, safety and health outcomes, and deliver cost-effective, people-centred health care services.

‘Stand Up For Positive Practice Environments’ provides a practical way to address the imbalance in labour supply; that is, by turning health care settings into healthy and supportive work environments. Quality and enabling workplaces will not only attract health professionals, but will encourage them to stay.
Making a difference locally and creating positive change in regional and international health public policy is a collective effort – one that relies on the experience and commitment of all those connected to the health sector.

‘Stand Up For Positive Practice Environments’ urges everyone to take positive action for a common goal: improved working conditions and environments for everyone, which lead to better patient outcomes.

- **Health employers and managers** including Human Resources departments are encouraged to drive Positive Practice Environments forward and apply the principles to their health care settings.
- **Health professionals** are reminded that they are part of the solution and can collaborate and campaign for change.
- **Governments and policy leaders** are urged to prioritize the Positive Practice Environments campaign and its goals.

### How you can get involved

You have an important role to play and it doesn’t matter whether you are a health employer, manager or professional – what matters is that together you are the solution. You know better than anyone what’s going on in your local health care settings, and your actions can make a big impact. That’s why we are encouraging you to ‘Stand Up For Positive Practice Environments’.

Please use this toolkit to help turn your health care settings into Positive Practice Environments, and share your positive action with us so we can use our global platform to inspire others.

**Email us at:** info@whpa.org

### About WHPA

‘Stand Up For Positive Practice Environments’ is an initiative of the World Health Professions Alliance (WHPA). The WHPA speaks for more than 34 million health care professionals worldwide, assembling essential knowledge and experience from the key health care professions in more than 130 countries.

The WHPA was formed in 1999 and now brings together the global organizations representing the world’s dentists, nurses, pharmacists, physical therapists and physicians. We work to facilitate collaboration among the health professions and major stakeholders such as governments and international organizations, including the World Health Organization. By working in collaboration, instead of along parallel tracks, patients and health care systems benefit.

### About IHF

The International Hospital Federation (IHF) is an international not for profit, non-governmental membership organisation. Our vision is a world of healthy communities served by well-managed hospitals and healthcare services, in which all individuals can reach their highest potential for good health.

IHF members are hospitals and healthcare organisations worldwide, who have direct involvement in the provision of care. We provide our members with a platform for the exchange of knowledge, unique opportunities for global collaborations with different actors in the health sector and access to a vast network of hospitals for the sharing of best practices to the most commonly challenges faced by hospitals.
The toolkit includes a variety of materials that have been organized into a simple framework for ease of understanding and use.

### CAMPAIGN TOOLS

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Download the toolkit from: [www.positivepracticeenvironments.org](http://www.positivepracticeenvironments.org)

It is available in English, French and Spanish.

The next few pages explain each of these areas further.
Today’s global health workforce crisis is deadly serious. Too many countries have desperate shortages of health professionals, leaving people with no access to health care.

Raise awareness about the urgency of the issue.
A Positive Practice Environment has the power to attract and retain staff, provide quality patient care and strengthen the health sector as a whole.

There are key elements in the workplace that have a direct positive impact on health outcomes and health worker well-being. These evidence-based characteristics include:

- **Professional Recognition and Empowerment:** Improves performance and builds professional self-worth.
- **Management Practices and Incentives:** Enables and encourages health workers to stay in their jobs, in their profession and in their countries.
- **Occupational Health and Safety:** Keeps employees safe so they remain healthy, motivated and productive.
- **Education and Information:** Provides opportunities to learn, develop, progress and save lives.
Stand Up For Positive Practice Environments provides a practical way to address the imbalance in labour supply: that is, by turning health care settings into healthy and supportive work environments. Quality and enabling workplaces will not only attract health professionals, but will encourage them to stay.
Incentive systems

Incentives are an important means of attracting, retaining, motivating, satisfying and improving the performance of employees. Retention issues are not exclusively due to financial compensation of health workers; there is evidence that a range of incentives is important if workers’ motivation, behavior and performance are to be influenced. While some countries have implemented comprehensive incentive schemes to support the effective recruitment and retention of health professionals, others lag behind and must drastically improve their efforts.

Encourage evidence-based incentive systems.

**Incentive systems**

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Health professionals need health care information to...

...feel empowered, build professional self-worth, learn, diagnose, educate the public and patients, and to save lives.

BACKGROUND CONTEXT

What do we mean by health care information?

Health care information, in this context, is defined as clinical reference and learning materials critical for the delivery of safe, appropriate and effective health care.

Health professionals need health care information to provide quality diagnosis and treatment. It is critical to provide the best possible care, especially in high-risk scenarios, where even minor errors can result in significant outcomes for patients. Health care information facilitates the provision of accurate, timely and comprehensive information necessary for quality care.

Health professionals are responsible to pass on health and medical information to their patients and the public, in order to educate and empower individuals to make well-informed choices about their health outcomes.

How does health care information affect motivation?

Lack of tools to deliver health care – whether drugs, equipment or information – disempowers health professionals and severely reduces their sense of professional worth, pride and job satisfaction.

Health professionals are key if we are to meet the national targets defined for Universal Health Coverage by 2030, the Sustainable Development Goals, and in building resilient and people-centred health systems. Improving health workforce resilience and the health-related targets.

However, the World Health Organization estimates a shortfall of 18 million health workers by 2030 because the poor quality of health care work environments are undermining health service delivery and taking them even further.
ESTABLISHING POSITIVE PRACTICE ENVIRONMENTS IN YOUR WORKPLACE AND NATIONAL HEALTH SECTOR

Individuals can make a difference locally by taking a look at their health care work environments – its strengths and weaknesses, organizational climate and working conditions.

Using the evidence-based checklist provided, they can make the case for healthy, supportive work environments and promote their positive impact on staff recruitment/retention, patient outcomes and health sector performance. Collectively, we can influence health public policy and practices at a local, regional and international level.

Join in commitment and action to create quality workplaces for quality care.
Raise awareness of the campaign and drive it forward using these additional tools. There’s a press release to engage local communities and the media, as well as social media content to help spread the word online. The campaign logo is also freely available to use and personalize your own materials around Positive Practice Environments.
Social media tiles are small bits of interesting content that can accompany social media posts to engage networks and communities quickly.

Campaign Logo
Health employers, managers and professionals, wherever they are in the world, and whatever challenges they might face, are all working toward the same goal: To provide the most effective care for patients which improves health outcomes and saves lives.

‘Stand Up For Positive Practice Environments’ supports and shares this goal.

Although by no means an exhaustive list, this section provides suggestions on how you might use, share, build on and disseminate the campaign materials to help turn your health care settings into Positive Practice Environments.

GET INFORMED

1. Read the toolkit to build your own understanding of Positive Practice Environments.

2. Share the campaign toolkit with co-managers and co-workers to raise awareness of Positive Practice Environments in your health facility.

3. Start to build alliances to make a change – to make a difference.

GET A REAL VIEW OF WHAT’S HAPPENING IN YOUR HEALTH FACILITY

1. Take a look at your health care work environment to understand its strengths and weaknesses, organizational climate and working conditions.

2. Health employers and managers should encourage health professionals to share their workplace experiences and greatest concerns.

3. It is especially important health professionals speak out when their ability to perform their job is compromised, and safe and quality care cannot be provided as a result.

GET YOUR MESSAGE OUT THERE

1. Put up the campaign posters to drive awareness of Positive Practice Environments.

2. Adapt the press release by adding information about your health facility and how you are joining in commitment and action to Stand Up For Positive Practice Environments, and send it out to local news sources.

3. Use all the tools you have at your disposal, such as blogs and newsletters, to help promote different aspects of Positive Practice Environments – especially those that are a priority for you – and spread the word as broadly as you can.
GET ACTIVE ON SOCIAL MEDIA

Social media platforms are a great way to connect with people. Use them to raise awareness, spark conversations and to lead the conversation to positive action. In short, use them to Stand Up For Positive Practice Environments.

1. Show your support by using the campaign profile covers on your social media pages.
2. The social media tiles can accompany your social media posts. We have also provided some ready-made messages to help inspire you. Speak in your own voice to connect with your networks. Where you can, make it personal by sharing experiences that aid understanding of the issue.
3. Tag your posts using the official campaign hashtags so others can find and join the conversation. #PositivePracticeEnvironments #StandUpForPositivePracticeEnvironments

GET GOVERNMENTS TO POSITIVE PRACTICE ENVIRONMENTS

1. Health employers and managers should sensitize governments in favour of Positive Practice Environments through relevant meetings and forums.
2. Advocate with government and other key decision makers to increase allocations to health, which can be used towards Positive Practice Environments. Health professionals can share their workplace experiences to help build the case.
3. Continued open dialogue, and by pushing Positive Practice Environments consistently, will help make it priority on the political agenda.

GET SUPPORT FROM YOUR NATIONAL ASSOCIATION

1. Your national association may already be involved in promoting the campaign and its goals.
2. Share your workplace experiences with your national association and see if they have any local, regional or national case studies of Positive Practice Environments to help further strengthen your case for a healthy, supportive work environment.
3. Furthermore, participate in your national association’s Positive Practice Environments activities and act as agents of positive change in your country.

GET THE BEST POSSIBLE OUTCOMES TOGETHER

1. Collaborate across departments and establish and apply the principles of Positive Practice Environments in your health facility by introducing supportive policies.
2. Launch a Positive Practice Environment best practice award scheme that recognizes an individual or health care department for their outstanding efforts in adopting and driving the Positive Practice Environments campaign forward.
3. Celebrate success and share best practice examples to help others improve the way they work – present it, publish it and talk about it.
Social media platforms are a great way to connect with people far and wide.
Use them to raise awareness, spark conversations and to lead the conversation to positive action.
In short, use them to ‘Stand Up For Positive Practice Environments’.

**Advocate:**
Show your support by using the campaign profile covers on your social media pages.

**Content:**
The social media tiles can accompany your social media posts. We have also provided some ready-made messages to help inspire you. Speak in your own voice to connect with your networks. Where you can, make it personal by sharing experiences that aid understanding of the issue.

**Tag your posts:**
Use the official campaign hashtags so others can find and join the conversation.
#positivepracticeenvironments #StandUpForpositivepracticeenvironments
The World Health Organization estimates a shortage of 18 million health workers by 2030. #positivepracticeenvironments can change that. Find out how #StandUpForpositivepracticeenvironments www.positivepracticeenvironments.org

Strengthen practice environments and promote positive environments to support and retain health care professionals. Download this toolkit to find out how you can #StandUpForpositivepracticeenvironments #positivepracticeenvironments www.positivepracticeenvironments.org

There will be a shortage of 18 million health workers by 2030, leaving people with no access to health care. Let’s #StandUpForpositivepracticeenvironments. Quality workplaces will not only attract health professionals, but will encourage them to stay. #positivepracticeenvironments www.positivepracticeenvironments.org

Make a commitment to #StandUpForpositivepracticeenvironments and help turn health care settings into healthy and supportive work environments. #positivepracticeenvironments www.positivepracticeenvironments.org
#StandUpForpositivepracticeenvironments because improved working conditions and environments lead to better patient outcomes.
#positivepracticeenvironments
www.positivepracticeenvironments.org

Poor quality healthcare work environments are bad for patients, bad for health professionals, bad for everyone. We need everyone’s commitment to
#StandUpForpositivepracticeenvironments.
#positivepracticeenvironments www.positivepracticeenvironments.org

#StandUpForpositivepracticeenvironments
They have the power to attract and retain staff, provide quality patient care and strengthen the health sector as a whole. Learn more with the campaign toolkit: www.positivepracticeenvironments.org #positivepracticeenvironments

Health professionals need enabling environments and performance support to provide quality care. The World Health Professions Alliance is urging health professionals, managers, governments and community leaders to
#StandUpForpositivepracticeenvironments.
#positivepracticeenvironments
www.positivepracticeenvironments.org

Non-communicable diseases (NCDs) kill millions of people each year. Positive Practice Environments help detect, screen and treat NCDs effectively. We need #positivepracticeenvironments to save lives.
#StandUpForpositivepracticeenvironments
www.positivepracticeenvironments.org
EXAMPLES OF POSITIVE ACTION AND OUTCOMES

A Positive Practice Environment toolkit was first introduced by WHPA a few years back. It focused on supporting three pilot countries: Morocco, Uganda and Zambia. A lot of the learnings from that pilot have been incorporated into this new campaign, which urges EVERYONE, EVERYWHERE, to drive the campaign forward.

Below are some highlights from the evaluation report compiled at the time.

The Campaign has put the needs of health workers at the centre of all our efforts.

In Uganda and Zambia, the Campaign led to encouraging changes in policy and practice.

The Campaign has resulted in collaboration of different groups of health professionals and improved communication between them.

The Campaign created awareness among key stakeholders, particularly the Ministry of Health, about the campaign and its goals.

Awareness was created about Positive Practice Environments being a priority for health professionals.

A hospital award was created to encourage additional units and individuals to participate in the Campaign. This was well received by its recipients.

Articles on Positive Practice Environments were included in the Uganda Nurses and Midwives Union newsletter.

There was media coverage, particularly at the time the first workshop was launched.

In one facility, 20 midwives were deployed following sensitization of top management.

Positive Practice Environments was included in the advocacy agenda of the Churches Health Association of Zambia, an organization highly influential in health advocacy.

The Campaign materials were disseminated widely, including to president Museveni and his wife.

Key Campaign partners continue to speak about Positive Practice Environments when holding meetings with the Ministry of Health and others.

We hope our global platform and campaign helps to bring all relevant stakeholders together in commitment and action. It is essential if we are to succeed in creating sustainable health systems both now and for the future.

Otmar Kloiber, Secretary General, World Medical Association and 2020 WHPA Chair