INTRODUCING ‘STAND UP FOR POSITIVE PRACTICE ENVIRONMENTS’

EXPLAINS THE AIMS OF THE CAMPAIGN
How it applies to all those connected to the health sector 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 influence positive action.

EXAMPLES OF POSITIVE ACTION AND OUTCOMES

SHARES HIGHLIGHTS
From our previous campaign around Positive Practice Environments.

STAND UP FOR POSITIVE PRACTICE ENVIRONMENTS

Endorsed by

fdi
fip
World Physiotherapy
WMA
Hospital Association

[Heart icons with medical symbols]
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**

Our national member organizations have an important role to play in amplifying our messages and sharing the information with their members, networks, governments, policy and decision-makers, and local communities. After all, you know better than anyone what’s going on in your local health care settings, and we rely on your actions to make a difference. ‘Stand Up For Positive Practice Environments’ may already align with your existing campaigns around health workforce issues, and can become a part of your existing efforts.

Please use this toolkit to help drive the campaign to create quality workplaces for quality care, and share your positive examples with us to further strengthen the case for Positive Practice Environments on a global platform.

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.
## CAMPAIGN TOOLKIT

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.

**A POSITIVE PRACTICE ENVIRONMENT IS…**

...a health care setting that supports excellence, and decent work conditions, and has the power to attract and retain staff, provide quality care and deliver cost-effective, people-centred health care services.

**BACKGROUND CONTEXT**

About the global health workforce crisis

Improving Universal Health Coverage (UHC) is one of the priorities articulated in the World Health Organization’s World Health Report 2005.

WHO’s efforts to strengthen the services that address the most significant causes of disease and premature death in all countries have contributed to improving the health of the people who live there.

However, there is a growing gap between the supply of health professionals – the people who work in the medical profession and provide health care treatment and advice – and the demand for their services. The World Health Organization estimates that there will be a shortfall of 18 million health workers by 2030, leaving people with no access to health care. It also reports that countries at all levels of socioeconomic development face, to varying degrees, difficulties in the education, employment, deployment, retention, and performance of their workforce – while faced with the increasing burden of noncommunicable diseases, among others.

How to address the global health workforce crisis

However, the poor quality of most health care work environments often lead health workers to disengage from their caregiving role and country.

Unsafe working conditions are a feature of many health systems around the world. Unrealistic workloads, poorly equipped facilities, compromised personal safety and unfair compensation feature among the many factors affecting the work, life and practice of today’s health professionals. Such environments weaken an employer’s ability to offer enabling workplaces, and make it more difficult to attract, motivate and retain staff. These factors, when appropriately resourced, go a long way in creating an effective health professional workforce and, ultimately, the overall quality of health care delivery.

BUILDING UNDERSTANDING OF POSITIVE PRACTICE ENVIRONMENTS

**Fact sheet**

**Poster**

**A POSITIVE PRACTICE ENVIRONMENT IS…**
"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.

EFFECTIVE INCENTIVE SYSTEMS HELP BECAUSE…

...they improve performance, and enable and encourage health professionals to stay in their jobs, in their profession and in their countries.

BACKGROUND CONTEXT

About the global health workforce crisis

The World Health Organization estimates a shortage of more than 18 million health workers by 2030. The growing gap between the supply of health professionals and the demand for their services is an urgent issue for health and development worldwide. The World Health Organization and the Sustainable Development Goals.

What is driving health professionals away?

Imbalances in labour supply stem from a number of causes. These include: poor human resource planning and management; unsatisfactory working conditions; lack of professional autonomy; unsafe workplaces; and unfair pay.

It is within this context that policy and decision-makers, planners, researchers and managers have turned their attention to identifying evidence-based mechanisms that will be effective in improving the recruitment and retention of health professionals.

Encourage evidence-based incentive systems.

EFFECTIVE INCENTIVE SYSTEMS HELP BECAUSE…

...they improve performance, and enable and encourage health professionals to stay in their jobs, in their profession and in their countries.

SUPPORTIVE POLICIES ATTRACT AND RETAIN STAFF, AND LEAD TO BETTER PATIENT OUTCOMES.

www.positivepracticeenvironments.org
@positivepracticeenvironmentstweets
Health care information

Health professionals need health care information to learn, diagnose, educate the public and patients, and to save lives. They have a responsibility to keep themselves informed and up to date where adequate, relevant and reliable information is available. Where such information is not available, it is the responsibility of health managers, governments and the international community to provide it. 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.
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 campaign booklet for health employers, managers and professionals, which is a tailored version of this one, a press release to engage the media, and social media content to help spread the word online. The campaign logo is also freely available to use and personalize your own materials around health workforce issues and Positive Practice Environments.

Use them to amplify your campaign efforts.
Social media tiles are small bits of interesting content that can accompany social media posts to engage networks and communities quickly.
USE THE TOOLKIT TO TAKE ACTION

All our member organizations, wherever they are in the world, and whatever challenges they might face from a country and professions’ perspective, are working toward the same goal:
To represent the interests of health professionals by advocating for them and their crucial role, which translates into better health worker well-being and patient outcomes.

‘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 so that we can support each other and raise our collective voice – a voice that urges health professionals, managers, governments and community leaders to ‘Stand Up For Positive Practice Environments’.

CONFERENCES

Awareness-building:
Chair sessions, give keynote speeches and present on Positive Practice Environments in national meetings and forums.

Case studies:
Collect and share positive examples of Positive Practice Environments. Present it, publish it and talk about it.

Toolkit:
Whenever you go to conferences, display and distribute the campaign materials.

HEALTH CARE SETTINGS

Awareness-building:
Run workshops and give talks to educate health managers and professionals on the benefits of Positive Practice Environments and how to implement them.

Campaign:
Encourage health professionals to put up posters in health facilities around the country.

Toolkit:
Disseminate the campaign toolkit – electronically and through other member touchpoints – and encourage health managers and professionals to use it to make the case for healthy, supportive work environments.
**GOVERNMENT AND DECISION-MAKERS**

**Awareness-building:**
Sensitize governments in favour of Positive Practice Environments through relevant meetings and forums, and include sessions on Positive Practice Environments at national and regional levels.

**Changes in policy:**
Advocate with government and other key decision makers to mainstream Positive Practice Environments issues in its operations, and to introduce Positive Practice Environments in national policy.

**Talk, talk, talk:**
Continued open dialogue, and by pushing Positive Practice Environments consistently, will help make it a priority on the political agenda.

**THE MEDIA**

**Amplify your efforts:**
Localize the press release by adding information about your health care sector and its workforce issues, and source quotes from high profile spokespeople and advocates of Positive Practice Environments.

**Circulate the press release as broadly as you can.**

**Target newspapers, magazines, websites, news channels and radio shows.**
If you have access to free airtime on TV or radio, harness it for Positive Practice Environments. For example, use it for Q&A sessions around Positive Practice Environments.

**YOUNG MEMBERS OF SOCIETY**

**Do you have a young members group as part of your Association?**
If the answer is yes...

**Agents of change:**
They can act as agents of positive change at local, national and international levels.

**Create opportunities for them to participate in your Positive Practice Environments activities.**

**Toolkit:**
Encourage them to share the information and campaign toolkit with their networks.

**ASSOCIATION PUBLICATIONS AND COMMUNICATIONS**

**Articles on Positive Practice Environments:**
Publish articles around Positive Practice Environments in your magazines and publications.

**Case studies:**
Collect and write positive stories about Positive Practice Environments.

**Tools:**
Use all the tools you have at your disposal, such as blogs and newsletters, to help spread the message as far and wide as you can.
Podcasts and Webcasts

Pod and webcasts are a great tool for learning, and can help motivate and inspire action.

A podcast is an on-demand audio show. The recording is usually a conversation between a host and guest speaker, a panel discussion, or an individual sharing his or her views, and are listened to on a computer or portable digital devices.

A webcast is a conference or presentation that is distributed over the Internet. Participants can watch it live, or download a recording afterwards. They can also actively participate by sending questions to the speaker.

Awareness-building:
Create a series of dynamic pod or webcasts, each one looking at different aspects of Positive Practice Environments.

Content:
Tailor content to your health care sector. Example content, includes: explaining Positive Practice Environments, looking at evidence-based incentive systems, promoting information-empowered Positive Practice Environments, providing guidance on how to implement Positive Practice Environments, putting the spotlight on non-communicable diseases and the importance of Positive Practice Environments to diagnose and treat them, etc.

Toolkit:
Use these forums to drive participants to the campaign toolkit. Webcasts are usually supported with downloadable handout documents, therefore, present a great opportunity to distribute the materials.

Surveys and Consultations

Approach your members:
Pose questions to your member base to understand their health care work environments and greatest concerns.

Collect experiences:
Build case studies of Positive Practice Environments highlighting best practice examples.

Take action:
Use the responses and case studies to make the case to government for Positive Practice Environments. The findings can also be integrated into many of the ideas covered in this section. For example, they can be included in your publications, built into the press release and shared in your pod or webcasts.

Find the Best Performers

Awards scheme:
Launch a Positive Practice Environments best practice award scheme, or link it to an existing scheme you might have.

Criteria:
The award scheme can have various categories, or one overall category that recognizes an individual or health care facility for their outstanding efforts in driving the Positive Practice Environments campaign forward.

Tell everyone:
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. #positivepractiseenvironments can change that. Find out how #StandUpForpositivepractiseenvironments
www.positivepractiseenvironments.org

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

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

Make a commitment to #StandUpForpositivepractiseenvironments and help turn health care settings into healthy and supportive work environments. #positivepractiseenvironments
www.positivepractiseenvironments.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. 
#positivepracticeenvironments www.positivepracticeenvironments.org

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.
- The Campaign has resulted in collaboration of different groups of health professionals and improved communication between them.
- The Campaign reminds health workers that they are part of the solution and that some solutions do not necessarily require funds but a change of attitude.
- In Uganda and Zambia, the Campaign led to encouraging changes in policy and practice.
- 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.
- 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.
- A hospital award was created to encourage additional units and individuals to participate in the Campaign. This was well received by its recipients.
- 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