

TURN HEALTH CARE SETTINGS INTO POSITIVE PRACTICE ENVIRONMENTS BY...

...using our evidence-based checklist to assess the quality of your practice environments, identify any deficiencies and develop strategies to address priority gaps.

BACKGROUND CONTEXT

About the global health workforce crisis

Today's global health workforce crisis is deadly serious.

The World Health Organization estimates a shortage of 18 million health workers by 2030. Too many countries, in particular in the African and Asian regions, have desperate shortages of health professionals, impacting negatively on the health outcomes of people and health worker well-being. The reasons are complex. An outstanding reason is the poor quality of most healthcare work environments that are undermining health service delivery and driving health professionals away from their care giving role and/or country.

A solution to the global health workforce crisis

Positive Practice Environments are health care settings that support excellence and decent work conditions. They have the power to attract and retain staff, improve patients' satisfaction, safety and health outcomes, and deliver cost-effective, people-centred health care services.

Health professionals are key to meeting the ambitious targets defined for Universal Health Coverage and the Sustainable Development Goals. All health sector actors – health professionals, managers, patients, policy and decision-makers, and community leaders – are encouraged to join in commitment and action to create enabling work-places to provide quality of care. Individuals can make a difference locally and together create positive change in regional and international policy and practices.



STAND UP FOR
POSITIVE PRACTICE
ENVIRONMENTS



Endorsed by



CHECKLIST FOR POSITIVE PRACTICE ENVIRONMENTS

Professional Recognition and Empowerment.

To improve performance and build professional self-worth.

- Recognise the full range of competencies and skill-mix provided by health professionals and empower them for these competencies to be fully utilised.
- Promote professional autonomy and control over practice and pace of work.
- Recognise and reward employee contribution and performance.
- Regularly assess employee satisfaction.
- Act to empower health professionals to work within their knowledge and capacity to address the gaps left by workforce shortages.
- Encourage interprofessional collaborative practices to deliver the highest quality of care across settings.



MANAGEMENT PRACTICES AND INCENTIVES

To enable and encourage health workers to stay in their jobs, in their profession and in their countries.

- 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 incentives and benefit packages.
- Involve employees in planning, governance and decision-making affecting their practice, work environment and patient care.
- Engage employees in continuous assessment and improvement of work design and work organisation.
- Encourage open communication, collegiality, teamwork and supportive relationships in health care settings and the community.
- Foster a culture of mutual trust, fairness and respect.
- Adopt policies and procedures that positively encourage the reporting of professional misconduct (such as harassment, violence, discrimination; and others), of inadequate processes within the health-care system 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.
- Foster strong employment relationships between and among employer/employee/co-workers/patient.

OCCUPATIONAL HEALTH AND SAFETY

To keep employees safe so they remain healthy, motivated and productive.

- 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.
- Invest in health and work environments.
- Adhere to regulatory frameworks that ensure safe working conditions.
- Provide access to adequate equipment, supplies and support staff.
- Promote healthy work-life balance through policies and programmes that support fair and manageable workloads and job demands/stress, and flexible work arrangements.
- Promote awareness regarding cultural adaptability within staff and among employer/employee/co-workers/patient to foster a better working environment and outcome.
- 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 AND INFORMATION

To provide opportunities to learn, develop, progress and save lives.

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



STAND UP FOR POSITIVE PRACTICE ENVIRONMENTS

Take a look at your health care work environment. Using the PPE checklist, understand the strengths and weaknesses of the workplace, its organisational climate and working conditions. **Make the case** with managers, other health professionals, patients, 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. Establish and **apply the principles of Positive Practice Environments**

across your health facility and national health sector, establishing and promoting positive models and introducing supportive policies. Celebrate success in support of effective strategies that promote resilient and sustainable health systems.

STAND UP FOR POSITIVE PRACTICE ENVIRONMENTS

TAKE A LOOK AT YOUR HEALTH CARE WORK ENVIRONMENT

Using the Positive Practice Environments checklist, understand the strengths and weaknesses of the workplace, its organisational climate and working conditions.



APPLY THE PRINCIPLES OF POSITIVE PRACTICE ENVIRONMENTS

Across your health facility and national health sector, establishing and promoting positive models and introducing supportive policies.

MAKE THE CASE

With managers, other health professionals, patients, 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.

CELEBRATE SUCCESS

in support of effective strategies that promote resilient and sustainable health systems.

Join with others, raise awareness and build alliances to make a change and to make a difference.

Provide more evidence on Positive Practice Environments. Consider a catalogue of good practices in human resources management, occupational health and safety, professional development, etc.

Share your positive action with us so we can inspire others.
Email us at: info@whpa.org



**Let's join in commitment
and action to create quality
workplaces for quality care.**

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