Workplace Environment

Student's Name

Institutional Affiliation

4-2 Assignment: Workplace Environment

**Part One: Assessment**

After completing Clark's Healthy Workplace Inventory, the results revealed that my organization is not as healthy as I initially believed. According to the inventory, a score between 70 and 79 signifies a mildly healthy organization; my organization scored 75 (Clark, 2015). I had anticipated a score between 80 and 89 because I perceived the organization as relatively healthy despite some management and work-life balance issues. Therefore, the results were surprising to me. While the organization is somewhat healthy, there is significant room for improvement. The areas where the organization scored poorly included statements 4, 6, 8, and 14, which all pertain to how employees are valued and managed, particularly in meeting individual workforce needs.

My surprise at the organization's score is understandable, given the context. During the onset of the COVID-19 pandemic, the organization was overwhelmed, prioritizing the capacity to provide quality care to as many patients as possible. This led to the reliance on travel nurses and assigning roles to nursing trainees. However, even as the situation stabilized, some workforce needs remained unmet. Many nurses are often asked to make sacrifices to help the organization achieve its goals, which could eventually impact employee morale. To address this, the organization should consider compensating and rewarding employees who go above and beyond, showing they are valued. Additionally, involving employees more in decision-making processes would be beneficial.

Another intriguing aspect of the assessment was the interconnection of the factors being assessed. The inventory revealed that what I had previously considered as singular attributes are, in fact, distinct aspects. For instance, the organization scored poorly on employee engagement, satisfaction, and morale while scoring highly on having a shared vision and mission based on

trust, respect, and collegiality. This indicates that while the organization supports employee growth within their careers, it does not adequately address their individual needs. Overall, the organization is mildly civil, with several well-managed attributes that need improvement, such as involving employees more in decision-making and effectively meeting their needs.

**Part Two: Review**

The theory/concept I selected from the articles is the DESC Model, particularly when combined with Cognitive Rehearsal (CR) (Clark, 2018). I chose this model because of its relevance to my organization. DESC stands for Description of the specific situation, Expressing concern, and Stating other alternatives and Consequences, and it is linked to an evidence-based teamwork system called TeamSTEPPS (Clark, 2018). This system aims to enhance efficiency by linking the competencies of care providers. As mentioned, my organization excels in having a shared vision and mission based on trust, respect, and collegiality. Additionally, it has practical communication skills and channels (Smith et al., 2018). However, leadership within teams remains a concern. Frictions often arise regarding who is more suitable to lead or manage certain aspects of care, which is challenging since each team member plays a crucial role in patient care quality (Smith et al., 2018). Achieving desired outcomes in quality service delivery and positive patient results requires all members to be aligned. The DESC-CR model can help ensure organizational civility and achieve these goals.

Clark (2015) noted that the DESC model can foster civility, while CR can maintain it by creating environments where desired behaviors are established and sustained. In my organization, the DESC model identifies issues, such as leadership in teamwork, and helps find solutions. Thus, the DESC-CR combination can establish effective, lasting solutions to barriers to civility, particularly in work settings. For instance, in our organization, where employees feel

undervalued in their service delivery, the DESC-CR model can propose solutions like appointing

qualified care providers as initiators in each unit or department. These individuals, skilled in

communication and conflict resolution, would ensure that all team members understand their

roles and that issues or stressful situations are reported and addressed promptly. This would

enhance the effectiveness of units, departments, and teams.

**Part Three: Strategies**

The shortcomings identified from the Work Environment Assessment include that

employees do not feel valued, as their needs are not prioritized. Additionally, there is a

perception that leadership does not consider their opinions or positions when making or

implementing decisions. These factors can significantly lower employee morale over time.

I recommend adopting the DESC model combined with Cognitive Rehearsal (CR), or

DESC-CR, to address these issues. This model would help leadership and management identify

why employees feel undervalued and develop lasting solutions. Through the DESC-CR model,

management would become aware that many employees, including myself, do not feel

appreciated or valued, even during challenging times like the COVID-19 pandemic. The model

would also highlight issues within multidisciplinary teams, particularly concerning authority

dynamics.

A practical approach would be to have an initiator or moderator present in all

departments and units. These individuals would ensure that teams work seamlessly and that

employee concerns are addressed promptly. This is crucial because, in a previous discussion

post, I described an incident where a supervisor used their authority to influence juniors to

withhold information from a patient, an act of incivility.

Another effective strategy is implementing the Root Cause Analysis (RCA) model. The RCA model helps identify underlying issues and determine ideal solutions. Once the organization recognizes a decline in employee morale or feelings of undervaluation, the RCA model can explore the reasons behind these sentiments and implement appropriate solutions (Allison & Peters, 2022). This dual approach of DESC-CR and RCA can significantly improve workplace civility and employee satisfaction.

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