Habitats for Healing:
Sustain-able Environments for Healthcare’s Endangered Species

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Content Outline

• Habitats for Healing: Coining the term “Habitats for Healing” - Language creates reality and experience

• Tending the Garden of Body, Mind and Spirit: Language creates reality and experience. What is a person? A body? Where is mind? Spirit?

• Initial Context for Habitats for Healing: The Nursing Shortage
• Since 1998 there’s been a growing shortage of nurses, causing 93 percent of hospital-based registered nurses to report a lack of sufficient time and staff to maintain patient safety, detect complications early, and collaborate with other health care team members.”

• The Nursing Shortage: Consequences
  o Danger to patients and to nurses...
  o Lower numbers of RN’s correlate with worse outcomes, including higher rates of “failure to rescue,” and more complications for patients
  o Lower numbers of RN’s correlate with an increase in needle stick injuries to RNs
  o Higher RN staffing ratios can lower mortality rates by up to 14%; increase nurse retention by increasing nurse satisfaction and decreasing nurse burnout (Aiken, 2010)
  o Emotional costs to both
    Aiken, et.al. 2010. Implications of the California Nurse Staffing Mandate for Other States. Health Services Research online http://www3.interscience.wiley.com/cgi-bin/fulltext/123346354/HTMLSTART

• The Nursing Shortage: Consequences
  “Dryness and coldness together make hardness of heart and drying up destroys our creative powers, marking the end of all good works and the beginnings of laziness and carelessness.”
  ~Hildegard of Bingen

• “Every study and poll that has asked nurses about their jobs has found significant elements of discontent with their specific work environments. To ignore this is to relegate nursing to continual upheaval and distress.”
  Berliner and Ginzberg, JAMA, 288(21), December, 2002

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- Solutions tried and failed...
  - Business and economic models that see nurses as numbers, roles and functions
  - Funding to increase student enrollments
  - Incentive plans
    - Signing bonuses
    - Tuition reimbursement
    - Relocation fees
- “The overall situation will not improve if employees leave organizations as fast as new workers are hired. **Retention is just as important as recruitment.**” ~American Hospital Association. *Commission on Workforce for Hospitals and Health Systems* (2002), p.27

- Nurse Turnover
  - Turnover rates nationally are about 18.5%
  - Median turnover rate for first year nurses is 27.1%
  - Median turnover rate for new grads in second year is as high as 57%.

- Nurse Turnover Costs
  - Between $62,000 and $88,000 per vacancy created
  - In hospital of 100 RNs, 18.5 nurses (or more, including new grads) will leave, at a cost of from $1,147,000 to $1,628,000.
  - In a hospital employing 500 nurses, the cost rises to over $8,000,000 annually.

- Additional Nurse Turnover Costs: Decreased morale, increased unit instability and increased burden on remaining staff, leading to increased risk of additional turnover, increased danger to remaining staff and patients.

- Solutions tried and failed: “These measures are not projected to succeed in the long run because they fail to address nurses’ underlying dissatisfaction with their struggle to achieve the work of nursing in a **hostile environment.**” ~Robinson, 2001, *Magnet Nursing Services Recognition: Transforming the Critical Care Environment,* AACN Advanced Critical Care. 12(3):411-423,

Clearly, a different approach is required...

- The Nursing Shortage: An Ecological Approach

- Solutions: An Ecological Approach Starts with different assumptions
  - Not an isolated problem to be solved, but
  - a symptom of deeper dis-ease, and
  - an “early warning system” about a toxic environment
  - a symptom of an unhealthy environment that cannot sustain healing.
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- “Hospital work is special. People enter health careers to make a difference in the lives of others. But hospital work is also demanding, hard and exacting, requiring skill, focus and attention to detail. As the demands on each caregiver and support worker have increased, the work has become less meaningful and more tedious. This loss of meaning is one of the important underlying reasons hospitals are having difficulty attracting and keeping sufficient workers.” ~ Report of the American Hospital Association Commission on Workforce and Health Systems. P. 13

- An Ecological Approach: Basic Assumptions
  - Nurses are an endangered species
  - Nurse caring/healing is a precious resource in need of conservation

  “The US Department of the Interior spends millions of dollars to protect our nation’s endangered species. It writes long lists of plants and animals whose populations are dangerously low and hires scientists to figure out ways to increase their numbers. Too bad they haven’t turned their attention to nurses. In the fragile ecosystem of medical care, nurses are the ones who create the protective environment essential to wellbeing. We cannot function without them... [and yet] society expends greater resources and energy on the protection of birds and flowers than on protecting the viability of the nursing profession.”
  ~ Michael Greenberg, MD  Amednews.com, 1/28/02

- An Ecological Approach starts with different assumptions, and asks different questions. The starting question becomes NOT how can we get more nurses into an environment which is toxic to them, but rather, how can we create an environment that can sustain nurses within the system so that they can continue to offer the precious resources of caring, healing and tending the gardens of body, mind and spirit? Or, how do we create Habitats for Healing?

Habitats for Healing: Sustaining nurses and putting patients in the best condition for Nature to act upon them.

- Habitats for Healing: Optimal healing environments in which the nursing staff, other professional staff and colleagues thrive and patients and families receive quality, whole person care that facilitates both healing and curing.

- Habitats for Healing: Environments that support a context of caring, for the purpose of healing, which may include curing. ~ Quinn, JF, 2002. Revisioning the nursing shortage: A call to caring for healing the healthcare system. Frontiers of Health Services Management

- Environments that support...
  Example: Magnet Hospital characteristics:
  - Strong, high level nursing leadership
  - Decentralized departmental structures
  - Participatory management styles
  - Professional models of care
  - Nurse autonomy
  - Nurse as expert and teachers
  - Collegial nurse-physician relationships
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- A context of **Caring**,
  - Effects of Caring on Nurses: Kristen Swanson (1999) summarized the findings of 30 qualitative studies that described outcomes of caring and non-caring relationships in nursing.
  - Effects of NON - Caring on Nurses
    - Decreased well being
    - Hardened
    - Oblivious, apathetic, robot-like
    - Depressed, frightened
    - Worn down
  
  - Effects of Caring on Nurses
    - Increased well being
    - Feeling important, accomplished, integrated, whole, integrity preserved
    - Enhanced self-esteem
    - Enhanced intuition, empathy, clinical judgment
    - More connected to patients and to colleagues

- For the purpose of **Healing**
  - *Healing*: From Haelan - to be or become whole; The manifestation of the *Haelan Effect*, the innate tendency in the direction of wholeness, integration and transcendence – what Nature is doing when “Nature alone cures/heals.”
  - The *emergence* of right relationship at or among any one or more levels/dimensions of the bodymindspirit.

- Right relationship, at any level/in any dimension of bodymindspirit:
  - increases coherence of the whole
  - decreases disorder in the whole
  - maximizes energy available to the whole to do the work of the system
  - maximizes freedom, choice and the capacity of the whole to creatively unfold

- Which may include **curing**: The elimination of the signs and symptoms of disease

- Curing and Healing Compared
  - **Curing**:
    - always contains healing
    - may or may not be possible
    - follows a usual or predictable path
    - death is a treatment failure
  
  - **Healing**:
    - may occur without curing
    - is *always* possible
    - is always creative and unpredictable in both process and outcome
    - death is an opportunity for more healing, even “the ultimate healing”

- **Habitats for Healing**: *Sustaining nurses and putting patients in the best condition for Nature to act upon them.*
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Sustain-able Environments for Healthcare’s Endangered Species

• Habitats for Healing Essential Elements: Nightingale Culture
  ▪ the exact value of particular [medical] remedies and modes of treatment is by no
    means ascertained, while there is universal experience as to the extreme
    importance of careful nursing in determining the issue of the disease.
  ▪ Nature alone heals, so goal is to put the patient in the best condition for Nature
    to act on him.
  ▪ Nursing is sacred, holy work, aligning the nurse with the divine spirit of love.
    “Strive to awaken the divine spirit of love in yourself, to awaken it in doing your
    present work, however you may have erred in the past.”
    ~Florence Nightingale

• Habitats for Healing Essential Elements: Staff selection/performance
  ▪ By self/peer selection
  ▪ Practice in holistic/integral, caring/healing framework(s) or willing and even
    excited to learn
  ▪ Mix of roles and preparation based on institutional availability/preferences.
  ▪ Capacity to cultivate caring/healing relationships with self and others
  ▪ Performance evaluations include these and other capacities identified in the
    essential elements
  ▪ Invite new graduates for clinical residencies

• Habitats for Healing Essential Elements: Practice
  ▪ Relationship Centered and Holistic/Integral in focus
  ▪ Explicit acknowledgement and support for spirituality of staff and patients
  ▪ Guided by Nursing Theory/Nursing Science and Evidence from multiple ways of
    knowing
  ▪ Integrates caring/healing (CAM) modalities into standard care
  ▪ Encourages nurse creativity & artistry
  ▪ Innovations in scheduling to allow continuity of care
  ▪ Zero tolerance for disruptive or uncivil behavior
  ▪ Habitats for Healing: Integrates CAM
    Integrates caring/healing (CAM) modalities into standard care: Bringing
    complementary and alternative therapies off the margins and into the center
    of the hospital
  • CAM use in US - CAM Therapies Included in the 2007 NHIS**
    ▪ Acupuncture*
    ▪ Ayurveda*
    ▪ Biofeedback*
    ▪ Chelation therapy*
    ▪ Chiropractic or osteopathic manipulation*
    ▪ Deep breathing exercises
    ▪ Diet-based therapies
    ▪ Energy healing therapy/Reiki*
    ▪ Guided imagery
    ▪ Homeopathic treatment
    ▪ Hypnosis*
    ▪ Massage*
    ▪ Meditation
    ▪ Movement therapies
Habitats for Healing:
Sustain-able Environments for Healthcare’s Endangered Species

- Natural products (nonvitamin and nonmineral, such as herbs and other products from plants, enzymes, etc.)
- Naturopathy*
- Progressive relaxation
- Qi gong
- Tai chi
- Traditional healers*
- Yoga


- Why Patients Use CAM:
  - A Holistic Philosophy, as demonstrated by the response that: “The health of my body, mind and spirit are related and whoever cares for my health should take that into account.”~ Astin, J. 1998. Why patients Use Alternative Medicine: Results of a National Survey. JAMA, 279(19):1548-1553
  - Because CAM offers a pathway into the domain of spirit which is perceived to be lacking in our existing health care system.
  - Because they are looking for healing in a system which offers only curing.

- Centers for Integrative Health, etc:
  - Separated from main hospital
  - Variety of practitioners
  - Money spent in meetings to decide who is included, how credentialed, etc.
  - Money spent in building, furnishing and maintaining additional structures.
  - Don’t change the sick-cure paradigm
  - Don’t impact the hospital environment as a whole
  - Siphons off dollars that could be invested in nursing
  - Undermine nurses who could be offering these modalities at the bedside

- CAM Therapies/Healing modalities that, with training, nurses can/do provide
  - Acupuncture (Acupressure)
  - Biofeedback
  - Deep breathing exercises
  - Diet-based therapies
  - Energy healing therapy/Reiki
  - Guided imagery
  - Homeopathic treatment
  - Hypnosis
  - Massage
  - Meditation
  - Movement therapies
  - Natural products (nonvitamin and nonmineral, such as herbs and other products from plants, enzymes, etc.)
  - Progressive relaxation
  - Qi gong
  - Tai chi
  - Traditional healers
  - Yoga (instruction)

- Habitats for Healing Essential Elements: Education

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- Culture/environment of intellectual curiosity and inquiry as a “Learning Healthcare system” (IOM)
- Ongoing opportunities for staff development to include growth and development of the self as healer
- Senior staff serve as mentors for other unit personnel and for staff in other units in the system
- Where feasible, Habitat for Healing Units are also Dedicated Education Units (DEU) for local nursing education programs, with embedded faculty available to unit staff as well as students

**Habitats for Healing Essential Elements: Research**
- Habitats for Healing as “Learning Healthcare”* Units, applying and generating clinical knowledge related to nursing practice within nursing’s metaparadigm and using multiple ways of knowing
- Maintains an environment that is open to and encouraging of intellectual curiosity, inquiry and clinical imagination and creativity
- Collects evaluation data to assess impact and economic payoff

**Habitats for Healing Evaluation Research**
- Numbers of patients who choose this unit when offered as option;
- Morbidity and mortality statistics for this unit compared to others of comparable care;
- Patient and family satisfaction;
- Nurse retention and satisfaction;
- Physician satisfaction
- Dollars saved by reducing turnover
- Dollars saved by reducing incidence of iatrogenic events

**Habitats for Healing Clinical Research**
- Research on the impact of the healing relationship in nursing
- Research on healing modalities using the continuum of research methods/designs, including qualitative methods and emerging models incorporating tailored or individualized interventions

- Solving the nursing shortage
  - We cannot buy nurses anymore than we can buy butterflies. If we want more butterflies, we need to build more gardens. If we want more nurses, we need to create habitats that can sustain them.
- And facilitating healing
  - When we create Habitats for Healing that can sustain nurses and staff, we put patients in the best condition for their innate healing capacity, the Haelan Effect, to emerge, in safe, sacred space.

**Habitats for Healing Outside of the Acute Care Setting**
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• Community Based Habitats for Healing: Holistic/Caring Centered Nurses helping people in community-based settings to maintain health and prevent illness by
  o improving health literacy
  o Cultivating/facilitating the conditions for health
  o Assisting, when necessary, in the removal of the obstacles to healing

• Community Based Habitats for Healing
  More than 50 percent of nurses already work outside the hospital settings. Consider the potential for Holistic/Caring Centered nurses to:
  ▪ Re-imagine some of those settings as Habitats for Healing
  ▪ Partner with existing community agencies, including AHECs, NMHCs, to create local, community Habitats for Healing
  ▪ Become entrepreneurial in exploring funding sources and creating free standing Habitats for Healing in communities

• Nurses: Leaders for True Healthcare Reform
  The true healing healthcare system has not yet been fully imagined, let alone implemented.
  ▪ Who will imagine it?
  ▪ Who will create it?
  ▪ Who will be the leaders?
  ▪ If not now, when? If not us, who?

• Nursing Leadership from Bedside to Boardroom: Opinion Leaders’ Perceptions; A Joint Robert Wood Johnson Foundation - Gallup Study, January, 2010:
  ▪ Nursing’s mandate to step up to leadership in Healthcare Reform
    “Nurses are highly trusted sources of health care information, but as we look to reform our health system, our nation is not taking advantage of all that nurses have to offer...This survey shows that opinion leaders recognize that we are squandering opportunities to learn from nurses and implement their ideas. We must build on the widespread trust of nurses’ expertise as an essential component in leading and implementing reform.”  ~Risa Lavizzo-Mourey, M.D. M.B.A., president and CEO, Robert

  “It is obvious that nurses have the experience, knowledge and skills necessary to improve health care delivery and the health of individuals. Every day, I see nurses exercise their clinical judgment and leadership skills to make important and much-needed changes that increase access to and improve the quality and affordability of health care. Therefore, it is essential that we do more to support nurses in taking on leadership positions and ensure that they have a place and a voice at decision-making tables.”  ~ Reed V. Tuckson, M.D., F.A.C.P., executive vice president and chief of medical affairs for UnitedHealth Group.  http://www.rwjf.org/pr/product.jsp?id=54488


  In 2008, The Robert Wood Johnson Foundation (RWJF) and the IOM launched a two-year initiative to respond to the need to assess and transform the nursing profession. The IOM appointed the Committee on the RWJF Initiative on the Future of Nursing, at the IOM, with the purpose of producing a report that would make
recommendations for an action-oriented blueprint for the future of nursing. Through its deliberations, the committee developed four key messages:

- Nurses should practice to the full extent of their education and training.
- Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression.
- Nurses should be full partners, with physicians and other health care professionals, in redesigning health care in the United States.
- Effective workforce planning and policy making require better data collection and information infrastructure.

The United States has the opportunity to transform its health care system, and nurses can and should play a fundamental role in this transformation.

- Nurses – the *Imaginal Cells* of a transformed healthcare system, a transformed world!