

CAMPAIGN BOOKLET

FOR HEALTH EMPLOYERS,
MANAGERS AND PROFESSIONALS



STAND UP FOR
 POSITIVE PRACTICE
ENVIRONMENTS



Endorsed by



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STAND UP FOR
POSITIVE PRACTICE
ENVIRONMENTS

INTRODUCING

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'

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.



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	
1 DRAWING ATTENTION TO THE SCALE OF THE PROBLEM	Title: The global health workforce crisis means... <ul style="list-style-type: none">• Poster
2 UNDERSTANDING POSITIVE PRACTICE ENVIRONMENTS	Title: A Positive Practice Environment is... <ul style="list-style-type: none">• Poster• Fact sheet Title: Health professionals stay when they are... <ul style="list-style-type: none">• Poster
3 DELVING DEEPER INTO SPECIFIC ASPECTS OF POSITIVE PRACTICE ENVIRONMENTS	Title: Effective incentive systems help because... <ul style="list-style-type: none">• Poster• Fact sheet Title: Health professionals need health care information to... <ul style="list-style-type: none">• Poster• Fact sheet
4 ESTABLISHING POSITIVE PRACTICE ENVIRONMENTS IN YOUR WORKPLACE AND NATIONAL HEALTH SECTOR	Title: Turn health care settings into Positive Practice Environments by... <ul style="list-style-type: none">• Poster• Action list
5 ACTIVATING THE CAMPAIGN	<ul style="list-style-type: none">• Press release for local and media engagement• Social media content to spread the word online• Campaign logo to personalize your own materials

Download the toolkit from:
www.positivepracticeenvironments.org

It is available in English, French and Spanish.

The next few pages explain each of these areas further.

1

DRAWING ATTENTION TO THE SCALE OF THE PROBLEM

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.

THE GLOBAL HEALTH WORKFORCE CRISIS MEANS...

...a shortage of 18 million health workers by 2030, leading to poorer health outcomes and health worker well-being.



STAND UP FOR POSITIVE PRACTICE ENVIRONMENTS


QUALITY AND ENABLING WORKPLACES WILL ATTRACT HEALTH PROFESSIONALS AND ENCOURAGE THEM TO STAY.

Logos for fdiC, fip, WHO, World Physiotherapy, WMA, and others.

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THE GLOBAL HEALTH WORKFORCE CRISIS MEANS...

...a shortage of 18 million health workers by 2030, leading to poorer health outcomes and health worker well-being.



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Logos for fdiC, fip, WHO, World Physiotherapy, WMA, and others.

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THE GLOBAL HEALTH WORKFORCE CRISIS MEANS...

Poster

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.

Build understanding of Positive Practice Environments.

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

Achieving Universal Health Coverage (UHC) is one of the targets the nations of the world set when adopting the Sustainable Development Goals in 2015.


UHC enables everyone to access the services that address the most significant causes of disease and death and ensures that the quality of those services is good enough to improve the health of the people who receive them.

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 a shortage 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 other


How to address the global health workforce crisis

However, the poor quality of most healthcare work environments are undermining health service delivery and driving health professionals away from their caregiving role and country.

Unsafe working conditions are a feature of many health systems around the world. Unrealistic workloads, poorly equips Practice Environments 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 ensuring an effective health professional workforce and, ultimately, the overall quality of health care delivery.



STAND UP FOR POSITIVE PRACTICE ENVIRONMENTS



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 & deliver cost-effective, people-centred health care services.

PROFESSIONAL RECOGNITION AND EMPOWERMENT

Empowers health workers to deliver quality care and improve their own health.

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

HEALTHY AND SUPPORTIVE WORK ENVIRONMENTS BENEFIT EVERYONE.



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Poster

A POSITIVE PRACTICE ENVIRONMENT IS...

Fact sheet

HEALTH PROFESSIONALS STAY WHEN THEY ARE...

Poster

**HEALTH PROFESSIONALS
STAY WHEN THEY ARE...**

PROVIDED ADEQUATE RESOURCES
AND INFORMATION TO DO THEIR JOBS PROPERLY

OFFERED WORK-LIFE
BALANCE

EMPOWERED
AND SUPPORTED

MENTORED
AND TRAINED

SAFE AND SECURE

RECOGNIZED
AND REWARDED

TRUSTED
AND RESPECTED

**STAND UP FOR
POSITIVE PRACTICE
ENVIRONMENTS**

HEALTHY AND SUPPORTIVE WORK ENVIRONMENTS ATTRACT
AND RETAIN STAFF, AND LEAD TO BETTER PATIENT OUTCOMES.

fdiC | fip | World Physical Therapy | WAAA | www.positivepracticeenvironments.org
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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.

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 recognised as an urgent issue for health and development worldwide. Health professionals are key to meeting the ambitious targets defined for Universal Health Coverage 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 characterised by heavy workloads; 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.



STAND UP FOR POSITIVE PRACTICE ENVIRONMENTS

fdiC fip WHO World Physiotherapy WMAA

Fact sheet

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, assessing the quality of your practice environments.



STAND UP FOR POSITIVE PRACTICE ENVIRONMENTS

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

fdiC fip WHO World Physiotherapy WMAA

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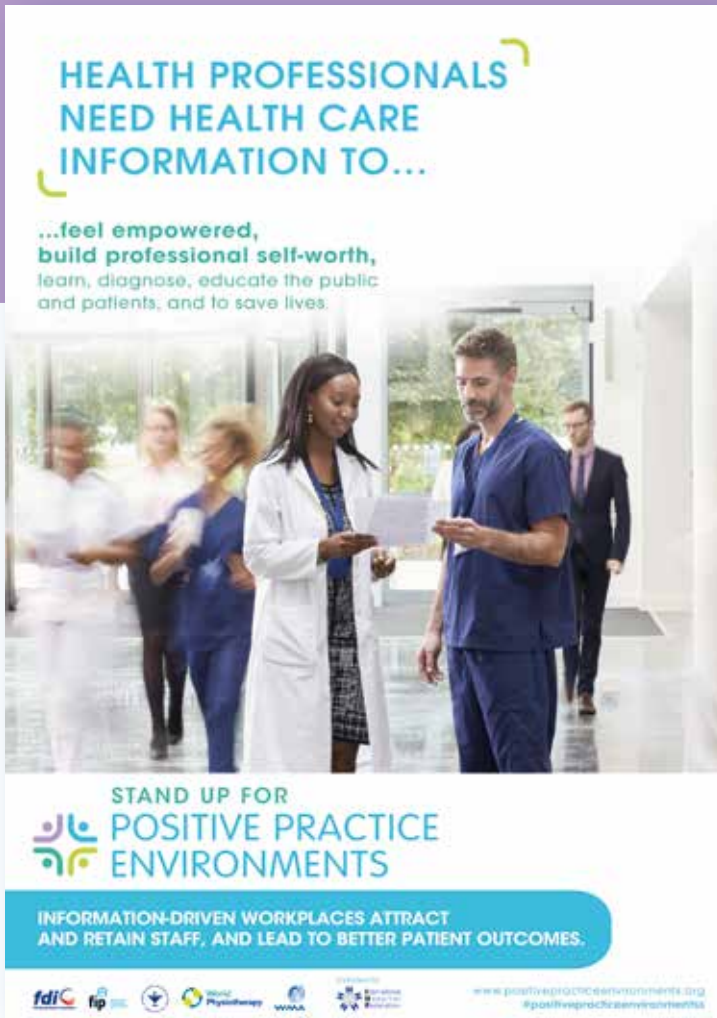
Poster

EFFECTIVE INCENTIVE SYSTEMS HELP BECAUSE...

HEALTH PROFESSIONALS NEED HEALTH CARE INFORMATION TO...

Poster

Fact sheet



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.

Promote information-empowered
Positive Practice Environments.

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.

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 workplaces 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

Coordinated by: 

Action List

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

...assessing the quality of your practice environments; identify any deficiencies and develop strategies to address priority gaps.

TAKE A LOOK AT YOUR HEALTH CARE WORK ENVIRONMENT

To understand its strengths and weaknesses, organizational climate and working conditions.

MAKE THE CASE FOR HEALTHY, SUPPORTIVE WORK ENVIRONMENTS

By promoting their positive impact on staff recruitment/retention, patient outcomes and health sector performance.

ESTABLISH AND APPLY THE PRINCIPLES OF POSITIVE PRACTICE ENVIRONMENTS

Across your health facility by introducing supportive policies.

CELEBRATE SUCCESS

and share best practices to help others improve the way they work - present it, publish it and talk about it.

STAND UP FOR POSITIVE PRACTICE ENVIRONMENTS

IMPROVED WORKING CONDITIONS AND ENVIRONMENTS BENEFIT EVERYONE.



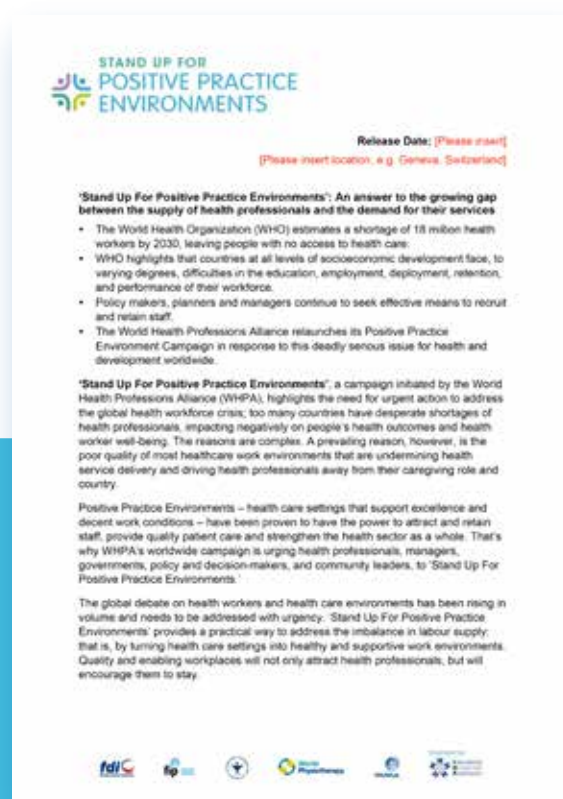
www.positivepracticeenvironments.org
#positivepracticeenvironments

Poster

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

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.

Use them to amplify your campaign efforts.



Press release

Social media files



Social media profile covers



Social media tiles are small bits of interesting content that can accompany social media posts to engage networks and communities quickly.

Campaign Logo



USE THE TOOLKIT TO TAKE ACTION

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.

READY-MADE SOCIAL MEDIA MESSAGES TO GET YOU STARTED

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. ”

“ 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. ”

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

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

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

“ 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. ”

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

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

“ 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



Contact us

if you need any further support or information at:
info@whpa.org

Find us on social media:



www.positivepracticeenvironments.org

#positivepracticeenvironments