**Effective Workplace Culture Framework**

[Name of Writer]

[Name of Institution]

**Introduction:**

Understanding the fact that workplace culture has a critical impact on the efficiency and reliability of healthcare provided is crucial. This is directly related to the idea that the environment within a healthcare facility defines the level of comfort patients as well as care providers feel. In an evolving atmosphere which also stays grounded and adhered to a certain set of unflinching values, the change automatically coupled with steady firmness gives birth to a balanced environment. This type of workplace culture allows for growth that matches changing societal values but also clings to certain basic rules regarding healthcare provision which makes it reliable and sturdy. It is extremely important that the workplace environment is friendly for its inhabitants within a healthcare provision facility because the degree to how effective the care provision is in achieving its goals depends on how at ease the stakeholders are. (Sagha Zadeh, 2018)

The Effective Workplace Culture Framework, in its essence, employs the same principles in devising a comprehensive design of how the workplace environment in a healthcare facility should be fashioned. (Manley, 2011) There are four phases as part of the research carried out that stands behind the final look of this framework. The first phase outlies carrying out research to analyze the organizational culture from a corporate and managerial point of view. Observing the impact of the consultant nurse in providing quality care defines the first phase. The formation of an International Practice Development Colloqium forms phase two and three. While the second phase drafts the attributes, enabling factors and consequences, the third phase emulates extensive research to outline a meaningful critique of the findings of phase two. A shift from business culture to transformational culture had happened by that time and phase three embraces that premise to challenge the ideas established in phase two. Phase four involves informal critique of the framework as well as its practical use in real life healthcare provision settings.

The final look of the Effective Workplace Culture Framework therefore comes out as a combined result of the scientific work carried out in all four phases. According to the resolutions of this work, this framework is strictly people centered. Instead of focusing on monotonous duties, an effective workplace in a healthcare setting focuses on patients and other stakeholders which definitely involve care providers. The principles of continuous growth being balanced with steady base rules are also implemented. This framework hence successfully provides a very wide space and potential for learning and growth while also keeping the staff and the patients aware and stuck to fundamental policies of healthcare provision. There is also remarkable room for effective leadership qualities to form and flourish.

**Themes and Analysis:**

The first majorly recurring theme in the workplace environment with respect to healthcare is the problem of monotony and dreariness. One of the most common victims of this issue are geriatric nurses. In the global scenario of today, average lifespan is going up which inherently means there is a steady rise in the percentage of senior population in the world. This has been an especially remarkable issue in the global west. As the number of old people continues to grow, the demand for geriatric nurses automatically rises with it. (Harris, 2019) There are more old people in need of assistance and there is an infinitely higher chance of there being a rise in the number of old people with chronic diseases. The demand for geriatric nurses is therefore on a rise while the supply continues to fail in rising to the same standard. Even though the issue is obviously more complicated than an oversimplified generalization, a persistent theme of dull tedium in geriatric nursing is very telling. This issue of a glaring gap between the supply and demand of geriatric nurses has been repeatedly addressed. (Ulusoy, 2018) However, much of it circulates around the fact that monotony and boredom as well as an extremely restricted space for growth are some of the reasons why nurse students do not opt for geriatrics once they graduate. This problem of monotony in geriatric nursing can be helped and resolved through effective implementation of the Effective Workplace Culture Framework.

One of the most important attributes of the healthcare themed workplace as defined by the Effective Workplace Culture Framework is that it has an exceptional room for growth and learning. The framework decrees that the policies of an effective healthcare-related workplace should be centered around the comfort and the emotional as well as corporeal satisfaction of the people involved.

Another recurring theme in healthcare settings, also including geriatric nursing and its various sister fields, is the problem with not having a properly transformational leadership. In the context of nursing in general, it is vital to understand that in the rapidly progressing world of today, nursing and healthcare provision cannot be limited to a rigid, unflinching leadership. Transformational leadership provides nursing care with the hope of working towards achieving the ever-present goal of better care with reduced cost. In the nursing environment of today, transformational leadership unfortunately finds little to no practical footing. The only attention currently given to this concept is in the research driven literature on how healthcare provision can be improved to include the type of leadership that moves the system towards innovation rather than restricting it within the confines of classical policies and methodologies. (Fischer, 2016) Like every other branch of nursing operating today, geriatric nursing also faces an acute lack of transformational leadership. It is quite apparent that the suffocating fence around growth, learning and evolution that nursing students feel with regard to geriatric nursing also relates with the fact that there is no practically transformational leadership in this nursing.

The nursing leaders and managers who successfully lead their staff to greater work-related satisfaction and an overall degree of fulfillment are crucial to the smooth sailing of this profession to greater innovation and progress. It should be vehemently reiterated that transformational leadership leads to greater job satisfaction in nurses. (Boamah, 2018) Leaders who deliberately opt for changing policies with changing times and focus on the quality of care provided while contextually relating with the very specific challenges of that age are the need of the hour. Without the guidance of transformational leadership, nursing cannot fully achieve the economic balance that it has the potential to achieve. The qualities of transformational leadership can be taught and specifically inculcated in the nursing leadership at the vanguard of various sub-professions in nursing and healthcare provision. There are talks and research on forming the leaders of geriatric nursing because there is an acute need for progressive and innovative leadership in geriatrics. (McBride, 2006)

One other theme that can be readily addressed with regards to the Effective Workplace Framework is the fact that nursing fraternities are hesitant in having open communications and the proper sense of teamwork with them. The idea of a transparent management and interprofessional teamwork within the various types of healthcare providers is also unfortunately restricted to research-based literature. Nevertheless, it is an apparent fact that communication and teamwork within the various stakeholders who provide the patients with care is crucial. An introduction of better communication skills and a greater sense of teamwork within nurses and other healthcare practitioners can prove to bring several positive influences on the workplace environment in healthcare settings. There is greater job satisfaction as well as a greater degree of patient safety. The physical wellbeing of nurses is also benefitted through proper teamwork. (Hellyar, 2019) In the current landscape there is reluctance in having an open and equally respectful relationship between several healthcare providers. Amidst physicians and nurses, there is an especially infamous antagonism. Most of this applies to geriatrics as well. Geriatric care is simply one of the several nursing professions where it is not common or endorsed to have completely open communication between healthcare practitioners. Neither is there enough incentive for interprofessional teamwork. Therefore, the implications of implementing this framework with regards to geriatrics are important. (Clark, 2015)

**Recommendations:**

The first recommendation is devising a people-centered policy via the Effective Workplace Culture Framework. If a workplace and its entire structure is based on making and implementing people-focused rules and regulations, the services provided in that workplace automatically becomes something that benefits the service providers as well as the service receivers. Once the focus shifts from completing monotonous tasks, for example those in the geriatric nursing facilities, and instead starts to focus on the actual patients and the quality of care they are to receive; there inherently forms a room for change and constant evolution. Then when a growth curve is attained through successful implementation of the Effective Workplace Framework, a large chunk of the current issues with geriatric nursing can be resolved. There is potential in incentivizing young nurse students to opt for geriatric nursing if they can be correctly convinced that it is, indeed, possible to grow, evolve and learn even in a nursing home for the older citizens. By countering monotony through abolishment of task-centered policy, the Effective Workplace Culture Framework establishes a people-centered policy which can serve to attract a greater number of nurses to geriatrics. It can even lead to a considerable decrease in the gap between supply and demand of geriatric nurses.

 The second recommendation is that the framework should be used in devising and implementing a system with transformational leadership. Through proper and practically feasible implementation of the Effective Workplace Culture Framework, it is automatically understood that the leadership involved in this scenario will be transformational. Establishing and expanding a room for growth and change cannot be done while having the old system intact and having its policies still have an impact. Another bonus advantage of including transformational leadership as part of the Effective Workplace Culture Framework in geriatric nursing is the fact that it can reduce the static outlook of the job. It will henceforth have a convincing case with respect to attracting young nursing students towards geriatrics.

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