Pathways to Well-Being for Virginia Nurses

A VHHA & VNA/VNF Well-Being Toolkit

October 2026

VHHA
VIRGINIA HOSPITAL & HEALTHCARE ASSOCIATION

Virginia Nurses Association | Foundation



Introduction

Nurses routinely face stressful, emotionally challenging, and often traumatic situations while caring for patients. Nationally and here in Virginia, many tools and practices have been developed to support nurse well-being, but they are not always shared broadly or consistently across organizations. In response, VHHA and VNA/VNF have jointly developed a Nurse Well-Being Toolkit and Framework as part of a collaborative initiative to elevate awareness of effective, approachable practices and highlight additional ways hospitals can strengthen their well-being efforts.

Nurses are the largest healthcare profession in the United States and have consistently been ranked as the nation's most trusted profession, earning the top spot in Gallup's annual Honesty and Ethics survey for more than two decades. Nurses are at the heart of patient care, but the demands of caring for others, coupled with the complex ethical and emotional challenges they face, can contribute to burnout and moral distress. Supporting nurse well-being requires an ongoing commitment to self-care, psychological safety, and organizational strategies that foster a healthy, supportive work environment.

With rising rates of burnout and workplace violence, it is essential that hospitals foster a culture where nurse well-being is a core organizational priority. Many hospitals have already begun to think creatively about how to better support their teams, and often the most meaningful ideas come directly from clinical staff. Engaging nurses in the development of well-being strategies ensures that programs are nurse-driven, relevant, and responsive to real clinical needs rather than top-down or prescriptive.

This toolkit offers a curated sampling of strategies designed to support nurse well-being across a variety of domains, from general wellness to workplace violence prevention and response. It is intended to provide a broad range of options that can be adapted and implemented in hospitals of any size. Recognizing that resources vary, the toolkit includes both no- or low-cost approaches as well as more robust strategies that require deeper financial and organizational investment, demonstrating that meaningful support for nurses is possible at every level. The toolkit also highlights the importance of engaging nurses in the design and implementation of well-being initiatives, recognizing that programs

developed with direct input from clinical nurses are more likely to address their needs, foster trust, and achieve lasting impact.

Nurse Well-Being Programs Designed by Nurses

Engaging clinical nurses in designing well-being programs is essential because the people closest to the work understand better than anyone what truly supports and strains their well-being. Clinical nurses experience daily workflow pressures, emotional demands, safety risks, and organizational barriers that leaders may not fully see. When they help design solutions, programs are far more likely to be practical, relevant, and aligned with real clinical needs. Engagement also builds ownership and trust: nurses, like other professionals, are more likely to use and champion initiatives they helped create because other nurses have insights into the issues they face. Involving clinical staff strengthens psychological safety by signaling that their voices matter and that leadership is committed to addressing the conditions that affect their biopsychosocial and professional health. Additionally, co- design helps prevent well-intentioned initiatives from inadvertently adding workload or making assumptions about pain points, ensuring well-being efforts truly support, not burden, the workforce. Ultimately, engaging clinical nurses leads to more effective programs, stronger adoption, and a culture where well-being is a shared responsibility rather than an individual task

Nurses can be effectively engaged in well-being initiatives by involving them consistently and meaningfully across multiple channels, ensuring their insights shape programs from development through implementation. Virginia's hospitals have engaged clinical nurses in developing well-being programs in many ways, including: gathering their perspectives through IRB-approved surveys, focus groups, open-ended questionnaires, annual well-being assessments, and retreat feedback loops, as well as incorporating their input through shared governance councils, professional practice councils, staffing committees, and unit-level practice committees and taskforces. Clinical nurses have helped design and refine interventions by participating in pilot testing, workflow design, escalation protocol development, patient selection criteria, and workplace violence strategies, including those described in this toolkit. Engagement also occurs through peer-led roles such as Stress First Aid facilitators, Well- being Navigators, and Wellness Champions, as well as through reflective practices like Schwartz Center Rounds, feedback after Code Lavender activations, and leader-requested team interventions. Continuous interaction through rounding, structured feedback sessions, and huddle participation allows nurses to share real-time insights about staffing realities, patient needs, and operational barriers, creating an ongoing feedback loop that helps ensure well-being initiatives remain responsive, practical, and aligned with the realities of clinical care.

> *"Ongoing feedback from clinical teams is used to refine the program and ensure it supports—not adds to—clinical workload."*

Continuing to Advance Nurse Well-Being: Identifying and Addressing the Gaps

Although hospitals have made significant progress in implementing well-being strategies, gaps remain that continue to impact nurse well-being. To better understand these challenges, we asked nursing leaders to identify the areas where additional focus and support are still needed. Their insights were then grouped into seven key categories (outlined below) that require ongoing attention, resources, and leadership commitment to meaningfully advance nurse well-being moving forward.

Areas for continued focus

1. **Staffing, Workload, and Operational Capacity**
2. **Workflow Redesign & Documentation Burden**
3. **Psychological Safety, Peer Support & Stigma Reduction**
4. **Workplace Violence Prevention & Reporting Safety**
5. **Mental Health, Counseling, and Financial Wellness Resources**
6. **Culture, Engagement & Resource Utilization**
7. **Data, Dashboards & Proactive Stress Monitoring**

1 Staffing, Workload, and Operational Capacity

While technology-enabled solutions like virtual nursing are showing promising outcomes, some of the gaps/opportunities hospitals noted in this category included: Staffing shortages and workload burden, additional virtual resources needed to reduce workload, specialty nurse shortages, retention and engagement, additional float pools and flexible staffing models, s urge capacity planning, predictive analytics for staffing, expanded technician/support staff coverage during peak census, centralized staffing challenges/opportunities, huddle visibility not translating into real-time workload relief and alarm management improvements.

2 Workflow Redesign & Documentation Burden

Inefficient processes, excessive documentation, and productivity pressures continue to affect nurse well-being. Addressing operational inefficiencies and systemic workflow redesign remain areas of opportunity.

3 Psychological Safety, Peer Support & Stigma Reduction

Suggested areas of focus by nursing leaders included cumulative and chronic moral distress, the need for longitudinal (not crisis-based) burnout support, leadership development in psychological safety, need for more peer support (e.g., Stress First Aid and Well-being Navigators), addressing stigma around asking for help and cultural barriers to sharing experiences, and addressing structural issues for long term support.

4 Workplace Violence Prevention & Reporting Safety

Workplace violence in nursing requires sustained focus and commitment, as significant barriers continue to limit reporting, particularly among marginalized groups. Efforts should prioritize making reporting easier, safer, and non- punitive; using data to drive meaningful system and workforce improvements; and strengthening workplace safety through enhanced screening and security measures.

5 Mental Health, Counseling, and Financial Wellness Resources

Nurses can be better supported in areas that directly impact both retention and long-term well - being by expanding financial wellness and retirement planning education, increasing access to mental health and counseling resources, and providing tools that address chronic, ongoing stress.

6 Culture, Engagement & Resource Utilization

Well-being must be embedded into the culture so that staff not only know what resources exist but also feel comfortable accessing them. This requires normalizing well-being as a routine part of organizational life, increasing awareness and use of supports such as lavender rooms, and fostering a sustained culture of openness and help-seeking across all teams.

7 Data, Dashboards & Proactive Stress Monitoring

There is a need for stronger data infrastructure and better use of technology to inform organizational priorities, guide interventions, and evaluate outcomes. Building real-time dashboards to identify stress signals, developing predictive analytics to anticipate staffing surges and burnout risk, and improving the ability to track and respond to workforce well- being trends would significantly enhance how organizations support their nursing teams.

Table of Contents

Mental Health & Well-being **7**
Nurse Wellness Retreats 8
Integrating the Employee Assistance Program (EAP) into Company Culture 10
Occupational Health and Wellness Teams 11
Frontline Nursing Podcast 14
Quarterly Nurse Coaching Sessions 15
Nurse Connect Program 16
Team Well-being Advocate (TWA) Training Program 18
Wisdom and Well-Being Program 19

Workplace Violence Prevention & Support **20**
Nursing Strategy for Managing Difficult Patient Scenarios 21
Workplace Violence Intervention Strategy- SAFETY 22
Workplace Violence Prevention & Support Bundle Program 23
Behavioral Health Security Specialist Program 24
H.E.A.L. Session: Harmful Event and Learning 25

Traumatic/Stressful Events (e.g. death of a patient) **26**
Traumatic Event Reporting Protocol (TERP) 27
Post Death Care Team (PDCT) Protocol 28

General Wellness **30**
Hospice Team Peer Support Group 31
Lavender Room 32

Workload/Job Efficiency **34**
Virtual Nursing 35
Nurse Staffing Committee Framework & Toolkit 36
Centralized Staffing Office 37
Centralized Telemetry Monitoring Program 38
Virtual Safety Assistant Program 39
The System Bed Huddle 40
Hercules Repositioners 41

Work-Life Integration **42**
Holistic Well-Being Initiatives 43

National Nurse Well-Being Resources **44**
Impact Wellbeing Guide: Taking Action to Improve Healthcare Worker Wellbeing 45
ANCC Pathway to Excellence Program 46
Healthy Nurse, Healthy Nation, Stress First Aid Model 47
Nurse Burnout Prevention Program 48
Nurse Well-Being: Building Peer and Leadership Support Program 49
AHA Suicide Prevention Guide 50
AHNE Clean Workplace Environments Guide 51
Health Care Without Harm 52

About This Initiative **53**

Contribute To This Toolkit **53**

Section 01

Mental Health & Well-being

In this section

Nurse Wellness Retreats 8

Integrating the Employee Assistance Program (EAP) into Company Culture 10

Occupational Health and Wellness Teams 11

Frontline Nursing Podcast 14

Quarterly Nurse Coaching Sessions 15

Nurse Connect Program 16

Team Well-being Advocate (TWA) Training Program 18

Wisdom and Well-Being Program 19

Nurse Wellness Retreats

Hospital: Sentara Martha Jefferson Hospital

Overview

Sentara Martha Jefferson Hospital (SMJH) implemented structured, interdisciplinary, hospital-sponsored employee wellness retreats to promote nurse well-being, professional connection, and perceived organizational support. These retreats are embedded within hospital operations and aligned with broader clinician well-being infrastructure, including Stress First Aid (SFA), unit-based massage therapy, mindfulness sessions, and peer support programming.

The retreat model is grounded in contemplative practice frameworks and adapted for actively practicing nurses and clinical healthcare professionals. Unlike one-time morale events, this is a structured, evaluated, system-supported intervention integrated into our operational well-being strategy.

Full-day retreats are held off campus and occur quarterly. Nurses and interdisciplinary staff are approved by leadership to attend using six hours of designated mental health leave. Participants also receive continuing nursing education (CNE) contact hours.

Each retreat includes eight structured components:

- Mindfulness practice
  Gentle movement (yoga or tai chi)
- Mindful eating
- Reflective journaling
- Narrative storytelling and peer listening
- Stress First Aid overview
- Gratitude practice
  Closing communal ritual

Chair massage is available throughout the day. Retreats are facilitated by an interdisciplinary team including nurse leaders, chaplains, EAP counselors, and contemplative practice facilitators.

Cost to Implement

Requires System-Wide Investment

Initial implementation was supported through hospital foundation sponsorship and philanthropy. The program is now partially integrated into operational wellness planning and supported through Caregiver & Wellness Center budgeting with leadership endorsement.

How is the impact measured?

Impact is measured using a mixed-methods evaluation approach (IRB-approved Study):

Quantitative Measures:

- Pre-retreat, post-retreat, 3-month follow-up surveys
- Adapted State-Trait Anxiety measures
- Professional Quality of Life Scale domains
- Institutional support and engagement measures
- Self-care behavior frequency tracking

Key findings:

- Increased intention to continue well-being practices (Mean 4.67/5)
- Strong recommendation intent (Mean 4.95/5)
- Improved mindfulness and journaling practices
- Enhanced perceived institutional support

Qualitative Measures:

- Thematic analysis of open-ended reflections on stress, meaning, and connection.
- Attendance metrics and participation rates are tracked longitudinally.

Integrating the Employee Assistance Program (EAP) into Company Culture

Hospital: VHC Health

Overview

VHC Health actively promotes its Employee Assistance Program (EAP) during new-hire health screenings, annual reviews, and any visit employees make to Employee Health for additional services. The EAP is also highlighted during the organization's biweekly new-hire orientation, and informational materials are posted throughout the hospital to ensure ongoing visibility.

The EAP is a confidential, employer-sponsored resource that provides employees with access to mental health counseling, stress management support, crisis intervention, and referrals for personal, emotional, or work-related concerns. By offering these services at no cost to staff and ensuring easy access, VHC Health reinforces that seeking support is both encouraged and normalized.

Through consistent communication and promotion of the EAP, VHC Health has helped reduce stigma around mental health and fostered a culture in which staff feel more comfortable reaching out for assistance when they need it.

Cost to Implement?

Requires System-Wide Investment

This is budgeted into our benefits department - every employee has access to EAP

How is the impact measured?

Employee Health monitors the use of the EAP in terms of number of visits utilized and the cost put towards the EAP. We also survey employees during their annual reviews if they have found mental health resources provided have been helpful

Occupational Health and Wellness Teams

Hospital: Carilion Clinic

Overview

Below is a highlight of our programs and services through our Occupational Health and Wellness Teams which include Employee/Physician Wellbeing, EAP, Chaplaincy, and Occupational/Employee Health. This approach allows us to provide a holistic approach to our Nurse Wellbeing.

New Nurse Hire Events:

Provide an overview of Wellness at Work programs and a chance to participate in AcuWellness (auricular acupuncture/acupressure) for all new nurses during the nurse residency program. New Hire Breakfast is held quarterly for all new hires where Wellness at Work staff present wellness resources and provide question/answer time with new staff.

Code Lavender: A highly successful service is Code Lavender, a rapid-response emotional and spiritual support intervention for clinical staff experiencing distress or crisis. Code Lavender provides immediate support through chaplaincy presence, debriefing space away from the event, stress-relieving items (tea, aromatherapy towels, snacks), and structured follow-up with leadership.

Code Lavender can be activated when a nurse or team experiences an emotionally distressing situation (e.g., patient death, traumatic event, moral distress). Chaplaincy responds within 30 minutes, relocates the caregiver to a quiet space, facilitates debriefing, and connects the staff member with additional resources as needed. The caregiver's supervisor is alerted for follow-up support

AcuWellness (auricular acupuncture/acupressure) has been an impactful in-the-moment intervention used following challenging events, secondary trauma, moral distress, or workflow stressors.

AcuWellness may be requested by unit leaders after:

- Challenging patient or secondary trauma events
- Moral distress events
- Implementation of new processes causing stress
- Recognition events
- Team-impacting personal events

Well-being Navigators: The Well-being Navigator is housed at the CRMH campus and is dedicated to assisting staff with understanding and utilizing their wellness and well-being resources. This staff member regularly rounds on clinical units and partners with chaplaincy and EAP staff to provide another layer of prevention and support. She is also trained in AcuWellness and regularly provides auricular acupuncture and acupressure to staff in response to challenging events. (We also have a Well-being Navigator dedicated to physician residents/fellows).

These programs are supported by a broader ecosystem of wellness initiatives including Stress First Aid, Schwartz Center Rounds, EAP services, TRUST Team support, and Wellness at Work Champions.

The Well-being Navigator regularly rounds on units, partners with chaplaincy and EAP, and is trained to provide AcuWellness directly on-site They can also be requested by leaders to assist as needed.

Facility Dogs: Carilion now has two facility dogs – one at Tanglewood Peds and one at CRMH. The CRMH dog (“Meadow”) is unique in that she is entirely dedicated to staff care and support. Unlike traditional therapy or facility dogs who are focused on patient care.
Facility Dogs: Meadow’s role is to accompany Chaplains, EAP consultants, and our Well-being Navigator in interactions with staff.

Wellness at Work Champions serve as program advocates in the workplace and encourage others to get involved. They spread the word about wellness opportunities and drive engagement by letting others know where to join, how to participate and why it’s important. Champions act as the go-to experts about the Wellness at Work program and Personify Health platform, answer questions and offer tips that encourage fellow members to get and stay active.

Wellness at Work Champions play a key role in making our wellbeing program a success. They set the tone for a positive experience and collect feedback that can help improve the program. A strong team of Champions will increase participation and the overall health and wellbeing of our organization. Champions have a unique opportunity to get involved and make a difference in the lives of their friends and coworkers.
Implementation elsewhere:
• Train chaplains, behavioral health staff, or peer supporters in rapid-response emotional first aid.
• Develop a clear activation process (single phone number or paging system).
• Train select staff in NADA auricular acupuncture/acupressure protocols.
• Designate a Well-being Navigator or similar role to proactively round and connect staff to resources.
• Integrate peer support models like Stress First Aid and Schwartz Rounds
The key is layered support: immediate crisis response + proactive rounding + accessible counseling + peer processing forums.

Cost to Implement?

Team Member Cost/Optional Cost

Many of these services are structured as internal, operational supports (e.g., in-house EAP, chaplaincy, security, Well-being Navigator role). These initiatives are budgeted operational expenses within departments such as Human Resources, Chaplaincy, and Occupational Health and Wellness. Our digital platform, Personify Health, is funded through employee benefits/wellness program budgets. Other systems seeking to replicate this could:

- Embed wellness roles within existing FTEs (Wellness at Work Champions).
- Utilize charitable foundation support for start-up costs (e.g., facility dogs, acupuncture training).
- Leverage benefits budgets for digital wellness platforms.
- Partner with volunteer programs (e.g., therapy dogs).

How is the impact measured?

Impact is measured through:

- Utilization rates (Code Lavender activations, AcuWellness sessions, EAP visits)
- Staff enrollment and engagement with digital platforms (Personify Health participation)
- Attendance at Schwartz Rounds
- Employee engagement survey scores
- Nurse retention and turnover rates
- Post-event feedback and qualitative testimonials
- Workplace violence reporting trends and perceived safety improvements

Organizations implementing similar programs should track both quantitative utilization data and qualitative feedback.



Frontline Nursing Podcast

Hospital: Centra Health

Overview

In themed podcast sessions, clinical nurses from across the organization are interviewed and share their real-life experiences. During the podcast they provide supportive measures to aid nurses in dealing with difficult situations and how to seek help if needed. These podcasts are available to all nurses across the organization to listen at their leisure. There are pre- and post- brief surveys to gain the nurses' perception of the impact of the podcast. The nurses can also obtain CEs for listening to the podcasts.

Cost to Implement?

No Cost

How is the impact measured?

Pre- and post-surveys for listeners indicate knowledge gained.



Quarterly Nurse Coaching Sessions

Hospital: Wythe County Community Hospital

Overview

Wythe County Community Hospital hosts a Nurse Coach and motivational speaker on a quarterly basis to engage both staff and leadership. Known for delivering uplifting messages and practical guidance, she provides inspiration and emotional support across the organization. The hospital maintains a standing contract with her and schedules regular visits that are widely promoted to encourage broad participation.

In addition to her scheduled presentations, the Nurse Coach conducts rounds on the units and offers opportunities for one-on-one sessions, giving team members personalized time to reflect, recharge, and discuss strategies for well-being.

Cost to Implement?

Requires System-Wide Investment

How is the impact measured?

Staff participation and satisfaction.

Nurse Connect Program

Hospital: Sentara Health (System)

Nurse Connect is a new enhancement to our existing 24/7 Virtual Nurse program that provides clinical nurses with on-demand access to experienced virtual RNs for real-time clinical support using the current secure Epic tasking workflow.

Nurse Connect is designed to:
• Strengthen nurse confidence at the bedside
• Support early escalation of care
• Enhance patient safety and clinical decision-making
• Provide consistent access to experienced RN support via the virtual nurse program without changing existing workflows

Examples of support available through Nurse Connect include:
• ADT processes
• Assessments
• Delegation guidance
• LDA assistance
• Medication-related support
• Policy review

The Virtual RN Nurse Connect Program was implemented in direct response to the increasing emotional demands and workplace stress experienced by clinical nurses. Recognizing the importance of psychological safety and professional support, this program provides a dedicated avenue for nurses to share concerns, ask questions, and feel heard in real time.

Clinical leaders are frequently engaged in active patient care responsibilities, which can make them less immediately accessible for non-urgent staff concerns. As a result, clinical nurses may hesitate to interrupt or add to leadership workload with their own challenges. The Nurse Connect Program is designed to alleviate this barrier by offering on-demand, virtual access to experienced registered nurses who can provide guidance, reassurance, escalation support, and professional collaboration.

Cost to Implement

No additional cost to implement with existing virtual nurse platform

How is the impact measured?

- Mentor utilization by shift and Pods (Hospital group)
- Nurse satisfaction and confidence scores
- Patient safety indicators (e.g., rapid responses, falls, medication errors)
- 1st year RN retention
- Utilizing pre-implementation survey as well as quarterly surveys to gauge the clinical RN satisfaction and improved overall well-being after implementation



Team Well-being Advocate (TWA) Training Program

Hospital: UVA Health

Overview: UVA Health's Office of Team Well-being trains nursing and care team staff to serve as Team Well-being Advocates who are peer supporters embedded directly within their units. TWAs are Team Members who volunteer to build skills in recognizing and responding to colleague distress, creating a culture of peer-to-peer support that extends the reach of formal well-being resources into everyday clinical environments. Training is grounded in the Stress First Aid (SFA) framework and equips TWAs with practical tools for supporting colleagues across the Stress Continuum, from everyday workplace stress to more significant stress injuries. Core content includes the Stress First Aid, the OSCAR communication tool for peer conversations, and the 3-D Strategy (Discover, Discuss, Do Something) for identifying and addressing team well-being concerns. TWAs also develop fluency in recognizing signs of moral distress and connecting colleagues to appropriate resources, including the Office of Team Well-being and EAP services. Upon completing training, TWAs serve as accessible, trusted points of contact on their units, offering a first layer of peer support and helping reduce the stigma around seeking help.

Cost to Implement?

Budgeted Within Department

Training is coordinated through the Wisdom & Well-being Program (see next) and delivered using existing staff and programmatic resources committed to professional development.

How is the impact measured?

Impact is assessed through TWA participation rates, unit engagement with well-being resources, and qualitative feedback from trained advocates and their colleagues. Impact is also measured through employee engagement surveys and the use of the Wisdom & Well-being Quick Check that is a 22-question survey using the mini-Z and environmental assessment questions.

Wisdom and Well-Being Program

Hospital: UVA Health

Overview:

The Wisdom & Well-being Program is a system-supported initiative designed to strengthen the professional sustainability of nursing staff through the identification and resolution of unnecessary stressors. The program draws on the Wisdom and Well-being framework to help nurses cultivate self-awareness, reconnect with meaning in their work, and develop practical strategies for managing the demands of clinical practice. Programming is delivered through a combination of structured learning opportunities, reflective practice, and ongoing touchpoints including Weekly Wisdom emails that offer brief, accessible well-being content to staff across units. Larger program elements incorporate the Stress Continuum model through micro-learnings or workshops to help the workforce recognize where they and their colleagues fall on the spectrum from healthy stress to stress injury, and to normalize proactive self-care and peer support as professional responsibilities. The program is intentionally layered, designed to complement unit-level initiatives like the Team Well-being Advocate program, Stress First Aid training, and formal coaching support. Together, these elements create a connected well-being ecosystem that supports nurses and Team Members throughout the organization.

Link for more information: https://www.medicalcenter.virginia.edu/wwp/

Cost to Implement?

Requires System-Wide Investment

Budgeted expense to fund time of the department

How is the impact measured?

Program impact is evaluated through staff participation and engagement and longitudinal data from the Wisdom & Well-being Quick Check that measures how nurses utilize well-being resources over time. Reach is also tracked through Weekly Wisdom email engagement and bi-weekly participation Team Well-being Advocate check-ins.

Section 02

Workplace Violence Prevention & Support

In this section

Nursing Strategy for Managing Difficult Patient Scenarios 21

Workplace Violence Intervention Strategy- SAFETY 22

Workplace Violence Prevention & Support Bundle Program 23

Behavioral Health Security Specialist Program 24

H.E.A.L. Session: Harmful Event and Learning Hospital 25

Nursing Strategy for Managing Difficult Patient Scenarios

Hospital: VHC Health

Overview

VHC Health employs a multipronged approach to workplace violence prevention and staff safety. The organization has implemented several strategies, including badge-activated duress buttons, regular security rounding throughout the hospital, and dedicated workplace-violence-prevention education incorporated into both new graduate nurse orientation and hospital-wide orientation. VHC Health has also recently introduced the use of body-worn cameras for Public Safety Officers and offers MOAB (Management of Aggressive Behavior) de-escalation training to select employee groups. In addition, the organization is developing a VHC-specific de-escalation training program tailored for clinical staff.

Within orientation settings, VHC Health emphasizes a clear message: employee safety comes first. With the rollout of the new de-escalation training, the organization anticipates that staff will feel increasingly confident in managing challenging patient situations and maintaining a safe care environment.

Link: https://moabtraining.com/

Cost to Implement?

Budgeted Within Department

Includes dedicated time for nursing leaders conducting trainings.

How is the impact measured?

WPV reported incidents are tracked and followed up by employee health, and reported out in several hospital wide committees, including to the WPV committee, Environment of Care committee, and CNO/CMO.

Workplace Violence Intervention Strategy- SAFETY

Hospital: Centra Health

Overview

In response to rising workplace violence Centra Health has focused on removing barriers to healing by normalizing reporting, strengthening internal support systems, and collaborating closely with community partners such as the Commonwealth Attorney's Office. These efforts have informed the development of SAFETY, a program designed to support individuals who have experienced workplace violence and to ensure they are not left to navigate the aftermath alone.

As part of this work, Centra Health has created practical resources to guide both staff and community partners. These include written guides for working with local agencies, scripts for WPV response simulations and educational sessions, facilitator guidelines, and white papers intended for use in discussions with legislators and Commonwealth Attorneys.

Cost to Implement?

No Cost

Centra Health is working on applying to a grant to help fund media for the simulations.

How is the impact measured?

While the goal is always to reduce the number of workplace violence events, it is important to address gaps in reporting and to use available data in meaningful ways. The organization is committed not only to tracking incidents but to transforming that information into actionable insights that inform policy, support legislative advocacy, and promote long-term healing for team members who have been affected.

Workplace Violence Prevention & Support Bundle Program

Hospital: Augusta Health

Overview

Augusta Health has implemented a multidisciplinary, layered approach to preventing workplace violence (WPV) and supporting team members who experience it. This comprehensive program is designed to both reduce the occurrence of WPV and ensure that nurses and other staff receive timely, structured support when incidents do occur.

- **Multidisciplinary Oversight:** A dedicated, cross-functional team—led by the Vice President of Professional Services—oversees the program's development, growth, and continuous improvement across the organization.
- **Risk Identification and Prevention:** Augusta Health has implemented the m-DASA screening tool in multiple care settings to proactively identify patients at risk for violent behavior. Screening results are paired with targeted interventions aimed at preventing WPV before it occurs.
- **Resource Activation and Support Planning:** When additional support is needed, a specialized team collaborates to develop a tailored plan for both the patient and the care team. All staff members are empowered to request additional resources at any time, reinforcing a culture of safety and shared responsibility.
- **Structured Response to WPV Events:** In the event of a WPV incident, Augusta Health follows a clear escalation pathway that guides leaders in responding effectively and supporting affected team members. This includes immediate safety measures, emotional support, and follow-up actions to prevent recurrence.

Cost to Implement?

Low-Cost

How is the impact measured?

Retention

Culture of Safety

Behavioral Health Security Specialist Program

Hospital: Carilion Clinic

Overview

Through its Behavioral Health Security Specialist program, specially trained security professionals are embedded within care teams to focus on relationship building, verbal de-escalation, and proactive intervention rather than traditional enforcement. By working alongside nurses and other clinical staff, these specialists help identify and de-escalate potentially volatile situations before they result in violence or the need for restraints, allowing nurses to focus on providing care while knowing they have skilled support readily available. The program has contributed to a 70% reduction in staff injuries, an 80% decrease in security and police calls, and a 69% reduction in workers' compensation claims across Carilion's Roanoke and New River Valley facilities. Beyond improving physical safety, this model can strengthen nurses' sense of security and support in the workplace, reduce the stress associated with managing escalating patient behaviors, and reinforce that preventing workplace violence is an organizational responsibility rather than a burden nurses must carry alone. By creating a safer and more supportive practice environment, the program demonstrates how investments in workplace violence prevention can be an important component of a broader strategy to protect nurse well-being and sustain the nursing workforce.

Cost to Implement?

Budgeted Within Department (cost for new position)

How is the impact measured?

The impact is measured through the incident reporting and the number of calls into our dispatch center.

H.E.A.L. Session: Harmful Event and Learning

Hospital: Inova Health System

Overview

H.E.A.L. Session (Harmful Event and Learning) is a structured, supportive discussion held following an incident of workplace violence in the hospital setting. The session brings together staff and other appropriate team members to review what occurred, including what went well, what could have been handled differently, and what lessons can be applied to strengthen future prevention and response efforts. Using a no-blame, systems-focused approach, H.E.A.L. Sessions create a psychologically safe environment where employees can speak openly about contributing factors, communication, security measures, response protocols, and opportunities for improvement without fear of judgment or individual fault. Equally important, the process recognizes the emotional and psychological impact workplace violence can have on employees and provides an opportunity to connect those affected with available mental health, peer support, employee assistance, and other well-being resources. By combining post-event learning with meaningful support for staff, H.E.A.L. Sessions help hospitals strengthen reporting and prevention practices, identify system-level improvements, promote psychological safety, and foster a culture in which employees feel both safe and supported following a workplace violence event.

Cost to Implement?

Requires System-Wide Investment

How is the impact measured?

The impact is measured through the incident reporting and the number of calls into our dispatch center.

Section 03

Traumatic/Stressful Events (e.g. death of a patient)

In this section

Traumatic Event Reporting Protocol (TERP) 27

Post Death Care Team (PDCT) Protocol 28

Traumatic Event Reporting Protocol (TERP)

Hospital: VHC Health

Overview

VHC Health utilizes the Traumatic Event Response Process (TERP), a structured support model activated when leaders identify incidents in which staff may benefit from additional emotional or psychological support. TERP is designed to bring peers together shortly after a difficult or distressing event to review what occurred, share reactions, and process the experience in a supportive environment.

As part of the TERP approach, VHC Health provides access to a licensed counselor who helps guide the discussion and offers strategies to strengthen resilience, coping, and emotional well-being. This structured, peer-centered model ensures that team members are not left to navigate traumatic events alone and reinforces a culture of psychological safety and mutual support.

Cost to implement?

Budgeted Within Department

It is budgeted within our benefits department as part of our EAP

How is the impact measured?

Currently working on developing a confidential way to survey participants after each TERP.

Post Death Care Team (PDCT) Protocol

Hospital: Sentara Martha Jefferson Hospital

Overview

Sentara Martha Jefferson Hospital has adopted the Post-Death Care Team (PDCT) Protocol, a structured, in-the-moment peer-support intervention activated immediately following a patient death (Otis et al., 2025). This approach serves as a key strategy for promoting nurse well-being by providing timely emotional and operational support to clinical teams.

The PDCT protocol offers rapid, unit-based assistance for nurses and interprofessional team members after a patient death. It recognizes that patient losses, particularly those that are unexpected, traumatic, or morally distressing, can contribute to cumulative grief, moral distress, compassion fatigue, and burnout.

By shifting from informal or inconsistent responses to a standardized, system-supported practice embedded directly into workflow, the protocol ensures that staff receive consistent support. When a patient dies, a designated responder, such as a Patient Care Supervisor, chaplain, or trained peer supporter, is notified. The team may participate in a brief “Pause” to honor the patient, followed by a short huddle to assess staff needs and connect them with additional resources, including chaplaincy, peer support models such as Stress First Aid, or Employee Assistance Program services.

Successful implementation requires leadership endorsement, staff training, a clear activation process, and integration into existing workflows. The model is low-cost, scalable, and adaptable for hospitals of varying sizes.

Source

Otis, Esther BSN, RN, IBCLC; Reid, Kathryn B. PhD, RN, FNP-C, CNL; Sink, Lauren K. MSN, RN-BC, CNE; Scherle, Patricia A. DNP, MHA, RN, NEA-BC; Greene-Morris, Johnsa MBA, MHCM, BSN, RN, NEA-BC. Supporting Nurses When a Patient Dies. AJN, American Journal of Nursing 125(7):p 44-49, July 2025. | DOI: 10.1097/AJN.0000000000000110

Cost to Implement

Low Cost

Operationally supported within existing leadership and professional development budgets; supplemented in part by broader clinician well-being initiatives. Primarily staff education and coordination time; no external vendors required.

How is the impact measured?

Measured through nurse perception surveys, qualitative feedback, protocol adherence tracking, and engagement indicators. Published findings demonstrate improved perceptions of leadership support and post-death emotional care (Otis et al., 2025).

The protocol itself was informed by direct nurse feedback about unmet needs following patient deaths.



Section 04

General Wellness

In this section

Hospice Team Peer Support Group 31

Lavender Room 32

Hospice Team Peer Support Group

Hospital: Mary Washington Healthcare

Overview

Mary Washington Healthcare's Hospice team has implemented a peer-to-peer support group that meets weekly to debrief challenging cases and help reduce moral distress. The need for this group was identified by a team member and subsequently brought to life by clinical staff, reflecting a strong culture of collaboration and psychological safety within the hospice team.

Cost to Implement?

No Cost

How is the impact measured?

Contributes to overall retention and staff satisfaction scores



Lavender Room

Hospital: Ballad Health

Overview

Ballad Health created a Lavender Room within the hospital for team members that includes wellness-focused activities, digital nature displays, chaise-style seating for rest, and massage chairs in select locations. Every clinical team member's badge provides access to the room through electronic keypad entry.

The concept of Lavender Rooms stems from the broader *Code Lavender* movement, a caregiver-support model originally developed as a rapid-response approach to address acute emotional, mental, or spiritual distress among healthcare workers. Lavender Rooms evolved as dedicated restorative spaces designed to complement these interventions, offering quiet, calming environments where staff can decompress, reflect, and recover from the stressors of clinical work. These rooms are often equipped with soothing sensory elements—such as soft lighting, nature imagery, aromatherapy, and comfortable furnishings—to promote mindfulness and emotional reset.

Cost to Implement?

Requires System-Wide Investment

Foundation supported the room creation within the hospital.

How is the impact measured?

Assessment of room access is the indicator of use. Looking for ways to further increase utilization.

Augusta Health uses a similar model and has transformed a respite room into a Lavender Room as well as five additional spaces to create additional access and better serve clinical rooms. Their hospital foundation also supported the creation of these spaces.

Section 05

Workload/Job Efficiency

In this section

Virtual Nursing 35

Nurse Staffing Committee Framework & Toolkit 36

Centralized Staffing Office 37

Centralized Telemetry Monitoring Program 38

Virtual Safety Assistant Program 39

The System Bed Huddle 40

Hercules Repositioners 41

Virtual Nursing

Hospital: Mary Washington Healthcare

Overview

Mary Washington Healthcare has implemented a Virtual Nursing model focused on admissions, discharges, and patient education. The organization's goal has been to build a flexible program in which virtual nursing shifts align with fluctuations in admission and discharge volume, ensuring clinical staff feel supported and engaged in the virtual nursing strategy.

The Virtual Nursing program has helped reduce the administrative burden on clinical nurses, allowing them to devote more time to direct patient care and clinical priorities.

Cost to Implement?

Requires System-Wide Investment

How is the impact measured?

Virtual Nursing has impacted nurse retention, improved quality metrics, nurse satisfaction, and patient experience metrics.



Nurse Staffing Committee Framework & Toolkit

Overview

VHHA and VNA collaboratively developed a framework for implementing nurse staffing committees within Virginia's hospitals. The framework and other tools to support hospitals in developing staffing committees are available on the VHHA website linked below.

Nurse Staffing Committees foster greater collaboration between hospital leadership and clinical nurses regarding the unique needs of their facility. This can empower leadership and clinical nurses to create innovative solutions to improve quality and safety in care delivery and develop new models of care. Nurse staffing committees often serve as a forum for discussions around recruitment and retention efforts, outcomes data around patient safety and HCAHPS, workload and staffing (trends, priorities, barriers, opportunities, solutions and strategies).

Link: https://www.vhha.com/qp-nurse-staffing-committee-toolkit/

Cost to Implement

Budgeted within Department

How is the impact measured?

While measurement is conducted at the hospital level, the toolkit includes a sample QI Audit Tool for Nurse Staffing Committees that can be used.

Centralized Staffing Office

Hospital: Riverside Health

Overview

Riverside Health is in the planning phase (as of May 2026) of establishing a Centralized Staffing Office designed to promote nurse well-being by improving staffing equity, transparency, and workload balance across departments. The initiative aims to reduce unit-level staffing stress, minimize last-minute adjustments, and strengthen safe staffing practices through coordinated, system-wide oversight.

During this planning period, leadership is assessing current staffing workflows, overtime patterns, float utilization, and escalation processes. The proposed model would leverage real-time census and acuity data to proactively allocate resources across units. By shifting daily staffing coordination to a centralized team, charge nurses and managers would be able to devote more attention to patient care and team support.

Organizations seeking to adopt a similar approach should begin with a comprehensive staffing gap analysis, engage clinical nurses in designing new workflows, and identify technology platforms that enable centralized visibility and decision-making.

Cost to Implement?

Requires System-Wide Investment

Anticipated to be a budgeted operational expense within nursing operations, supported by projected labor efficiency improvements.

How is the impact measured?

Once implemented, impact will be evaluated through:
- Reduction in overtime and premium labor utilization
- Improved staffing balance across units
- Nurse engagement survey results
- Retention and vacancy trends
- Reduction in staffing-related escalations

Centralized Telemetry Monitoring Program

Hospital: Riverside Health

Overview

Riverside Health established a Centralized Telemetry Monitoring Program that enables trained telemetry technicians to remotely monitor cardiac rhythms, reducing the cognitive workload on clinical nurses across its facilities and enhancing patient safety.

Telemetry monitoring is conducted within a centralized hub, where technicians provide continuous observation and rapidly communicate rhythm changes to clinical teams. This approach allows nurses to concentrate more fully on direct patient care rather than continuous monitor surveillance.

Implementing a similar program in other organizations would require investment in monitoring infrastructure, development of standardized escalation protocols, and strong collaboration between nursing and telemetry teams.

Cost to Implement?

Requires System-Wide Investment

Moderate-to-high startup costs for monitoring technology and staffing; long-term savings achieved through improved efficiency and reduced adverse events. Capital investment supported through quality and safety initiatives, with ongoing operational expenses included in nursing budgets.

How is the impact measured?

- Reduced alarm fatigue among nurses
- Response time to rhythm changes
- Nurse satisfaction and workload surveys
- Improved patient safety metrics
- Decreased missed telemetry events

Virtual Safety Assistant Program

Hospital: Riverside Health

Overview

Riverside Health implemented a Virtual Safety Assistant Program using AvaSure technology to enhance patient safety while supporting nurse well-being by reducing the constant observational demands placed on clinical staff. The program enables remote monitoring of high-risk patients, helping to decrease workload strain and minimize interruptions for nurses.

Through centralized remote observation, trained safety assistants monitor patients via the AvaSure platform and communicate directly with clinical teams when intervention is required. This model allows nurses to focus on clinical care while maintaining continuous observation for patients at risk of falls, elopement, or other safety concerns.

Successful implementation in other settings would require establishing clear inclusion criteria, standardized escalation protocols, appropriate technology infrastructure, and strong collaboration between nursing leadership and clinical staff throughout the rollout process.

Cost to Implement?

Requires System-Wide Investment

Budgeted through nursing innovation and patient safety initiatives, supported by operational efficiencies and reduced labor costs related to one-to-one observation.

How is the impact measured?

- Reduction in patient falls and safety events
- Decreased use of in-person sitters
- Nurse workload and satisfaction survey feedback
- Improved resource utilization metrics
- Patient safety outcome trends

The System Bed Huddle

Hospital: Riverside Health

Overview

The System Bed Huddle is a daily, cross-facility coordination meeting designed to improve operational efficiency and reduce nurse stress related to patient flow and staffing. By reviewing bed capacity, staffing challenges, discharges, and inter-facility patient transfers in a collaborative forum, nurses and leadership can proactively address bottlenecks and workload surges, minimizing last-minute staffing crises and overwork.

During the huddle, representatives from acute care facilities, care management, environmental services, home health, and transfer centers share current and projected bed availability, staffing limitations, expected discharges, and transfer capacity. Action items are identified collaboratively, including shifting resources, adjusting staffing, or coordinating patient transfers. Other hospitals can implement this by establishing a daily structured meeting with clear roles, an agenda focusing on capacity, staffing, and discharge barriers, and a communication platform to share updates in real time.

Cost to Implement?

Low-Cost

Budgeted as part of operational leadership and nursing management responsibilities.

How is the impact measured?

- Reduced last-minute staffing crises or floating
- Decreased delays in patient placement and transfers
- Improved patient throughput metrics
- Fewer discharge barriers impacting unit workload

Hercules Repositioners

Hospital: Augusta Health

Overview

Hercules Repositioners are devices mounted on existing bedframes that allow patients to be repositioned ("boosted") at the touch of a button.

In 2023, Augusta Health participated in a study using the Hercules system within its Hospice House. The study showed a significant increase in nurses' intent to remain at the bedside, as the device reduced the amount of physical labor required for repositioning. It also revealed that traditional repositioning took approximately eight minutes per boost, while the Hercules device returned roughly one hour to a nurse's 12-hour shift.

Over the past three years, Augusta Health, supported by generous community donors, has invested in deploying 86 Hercules devices across the Hospice House, ICU, medical units, skilled nursing, and progressive care. Additional installations are planned for 2026.

Since implementing these devices, Augusta Health has observed reduced turnover and improvements in several quality measures.

Cost to Implement?

Requires System-Wide Investment

Augusta Health has been able to secure foundation support through donors to support.

How is the impact measured?

- Hospital Acquired Pressure Injury Reduction
- Workplace Injury Reduction related to bed mobility repositioning
- Increased Team Member Retention

Section 06

Work-Life Integration

In this section

Holistic Well-Being Initiatives 43

Holistic Well-Being Initiatives

Hospital: Bon Secours Richmond Health System



Overview:

With a focus on holistic well-being and better work-life integration, we have implemented the following:

- Flexible leader scheduling with a focus on well-being of leaders that incorporates an extra day off or remote workday
- The BeWell platform, a resource for mental health and physical health where associates gain points to do things like meditate, step challenges, weight/diet control, stress management
- This has been incredibly successful where associates feel rewarded for participating
- Quarterly leadership well-being retreats at each facility to focus on a different topic of well-being support
- Leadership book clubs
- Andgo technology-based scheduling platform that is easy to navigate and streamlines filling open shifts without message overload to associates
- Focus on taking well-deserved meal breaks to decompress

Cost to Implement

No Cost

How is the impact measured?

- Associate experience survey
- Nurse satisfaction survey
- Participation in BeWell platform
- Monitoring reports on meal-breaks
- Preference setting for Andgo scheduling platform

Section 07

National Nurse Well-Being Resources

In this section

Impact Wellbeing Guide: Taking Action to Improve Healthcare Worker Wellbeing 45

ANCC Pathway to Excellence Program 46

Healthy Nurse, Healthy Nation, Stress First Aid Model 47

Nurse Burnout Prevention Program 48

Nurse Well-Being: Building Peer and Leadership Support Program 49

AHA Suicide Prevention Guide 50

AHNE Clean Workplace Environments Guide 51

Health Care Without Harm 52

Impact Wellbeing Guide: Taking Action to Improve Healthcare Worker Wellbeing

Created by: NIOSH and the Dr. Lorna Breen Heroe's Foundation

Overview:

To help hospital leaders make meaningful changes to improve professional wellbeing, NIOSH and the Dr. Lorna Breen Heroes' Foundation designed the *Impact Wellbeing* Guide: Taking Action to Improve Healthcare Worker Wellbeing. The Guide is designed to help hospital leaders and executives accelerate or supplement professional wellbeing work in their hospitals at the operational level.

Link for more information: **https://www.cdc.gov/niosh/healthcare/impactwellbeingguide/index.html**

ANCC Pathway to Excellence Program

Created by: The American Nurses Credentialing Center (ANCC)

Overview:

The American Nurses Credentialing Center (ANCC) Pathway to Excellence Program recognizes a health care organization's commitment to creating a positive practice environment that empowers and engages staff.

By investing in the optimum workplace for nurses, organizations demonstrate a culture of sustained excellence, resulting in the successful recruitment of top candidates and staff retention through high job satisfaction. Nurses are even empowered in the Pathway to Excellence application process itself; since clinical staff must validate that their experience with the organization meets the Pathway Standards – before designation can be achieved.

Link to ANCC Pathway to Excellence Program:

https://www.nursingworld.org/organizational-programs/pathway/

Link to ANCC Well-Being Excellence Credential: https://www.nursingworld.org/organizational-programs/well-being-excellence/

Healthy Nurse, Healthy Nation, Stress First Aid Model

Created by: American Nurses Foundation

Overview:

A free wellness program designed for nurses

As part of its mission to improve health outcomes for both patients and the nurses who care for them, the American Nurses Foundation developed **Nurse Well-Being: Building Peer and Leadership Support**, a program within the **Healthy Nurse, Healthy Nation®** initiative. Created by nurses for nurses, the program provides evidence-based tools and resources to help nurses recognize, manage, and recover from stress. Central to the program is the **Stress First Aid (SFA) Model**, an evidence-based peer support framework originally designed for high-risk professions such as the military, fire and rescue services, and law enforcement, and adapted specifically for nursing. The program equips individual nurses, nurse leaders, and healthcare organizations with practical strategies to address burnout, reduce disengagement, strengthen peer support, and foster a shared understanding of stress and well-being. By focusing on six key domains, mental health, physical activity, nutrition, rest, quality of life, and safety, Healthy Nurse, Healthy Nation® promotes a holistic approach to nurse well-being and helps create healthier, more resilient nursing workforces.

Link for more information: https://www.nursingworld.org/foundation/programs/nurse-wellbeing/

Cost to Implement

Free

The American Nurses Foundation developed the pilot program in four health care organizations including: Atrium Health Wake Forest Baptist, Winston-Salem, NC BayCare Health, Tampa FL Indiana University Health, Bloomington, IN USA Health University Hospital, Mobile, AL

The American Nurses Foundation tested program implementation in five health care organizations including: Christian Health, Wyckoff, NJ Providence Centralia Hospital, Centralia, WA Southwestern Vermont Medical Center (with Dartmouth Health), Bennington, VT Weisbrod Health, Eads, CO Wesley Pines Retirement Community (with Fayetteville State University), Lumberton, NC

Nurse Burnout Prevention Program

Created by: American Nurses Association (ANA), in partnership with Joy Metrics

Overview

The Nurse Burnout Prevention Program is a video-based micro-learning program designed to help nurses recognize, prevent, and recover from burnout. It offers short, flexible modules that can be completed at the learner's convenience and provides more than 137 Continuing Nursing Education (CNE) contact hours. The program incorporates gamification elements to sustain engagement and includes PulseCheck, a frequent survey tool that captures real-time data on burnout risk and workforce engagement.

Cost to Implement

The program is provided at no cost to individual nurses who are ANA members. Organizational pricing is not publicly disclosed and is typically arranged through a partnership or subscription model with Joy Metrics, depending on the size and configuration of deployment.

Impact Measurement and Demonstrated Impact

Impact is measured through participation and engagement metrics, CNE completion, and PulseCheck survey data, which tracks burnout risk and engagement trends over time. More than 10,000 nurses have participated in the program, collectively earning over 22,000 CNE contact hours. Participant feedback indicates improved awareness of burnout, practical stress-management insights, and strong satisfaction with the micro-learning format.

Sources

American Nurses Association. Nurse Burnout Prevention Program. https://www.nursingworld.org/membership/member-benefits/se-healthcare-burnout-prevention-program

American Nurses Association Member Benefits: Joy Metrics Burnout Prevention Program. https://www.nursingworld.org

Nurse Well-Being: Building Peer and Leadership Support Program

Created by: American Nurses Foundation (part of Healthy Nurse, Healthy Nation)

The American Nurses Foundation's *Nurse Well-Being: Building Peer and Leadership Support* program was developed by nurses for nurses to offer evidence-based tools and resources to improve their recovery from stress reactions. Adapted from the Stress First Aid model, it creates a shared language around stress and burnout to lessen the stigma nurses may encounter when in need of help.

The full program curriculum (four modules), implementation guide, and training resources are available for free to all nurses (with CNE available).

Link for more information: https://www.nursingworld.org/foundation/programs/nurse-wellbeing/

AHA Suicide Prevention Guide

Created by: the American Hospital Association

Overview

Health care workers selflessly care for others every day. And sometimes they are the ones who need care and support from their leaders and peers to get through the tough days. Hospitals and health systems are committed to supporting the mental well-being of their workforces by reducing the stigma of seeking behavioral health care, improving access to services and reducing job stressors. AHA is pleased to offer resources that make it easier for hospitals and health systems to discover proven strategies and deploy best practices that improve the mental health and well-being of their staff and breathe new life into America's most trusted professionals.

Link for more information: https://www.aha.org/suicideprevention/health-care-workforce

Cost to Implement

This resource is free and publicly available

AHNE Clean Workplace Environments Guide

Created by: The Alliance of Nurses for Healthy Environments (ANHE)

Overview

The Alliance of Nurses for Healthy Environments (ANHE) is the leading global nursing organization focused on the intersection of human health and planetary health. ANHE champions nurses as critical to promoting and protecting human health from environmental harm associated with degradation and disruption of Earth's natural systems, especially for populations that are disproportionately exposed and overburdened. ANHE leads in engaging, educating, and mobilizing nurses in support of environmental health equity and justice.

MISSION

Support nurses in promoting planetary health and equity globally by educating and leading the nursing profession, advancing research, incorporating planet-safe practice, and influencing policy.

VISION

Nurses around the world ensure the environmental health of all people, advance environmental justice, and heal our communities and Earth for present and future generations.

Link to more information: https://envirn.org/

Health Care Without Harm

Created by: Health Care Without Harm

Access tools and resources specifically designed to help the health care sector and communities become more environmentally sustainable.

Health Care Without Harm was founded on the basis of environmental health and justice. Every person deserves the right to live in a healthy environment. We have spent decades innovating, piloting, and implementing health care systems change efforts and partnerships in the health care sector to activate all of its assets – economic, political, moral, and clinical – in service of environmental health and justice.

Link for more information: https://us.noharm.org/our-approach

About This Initiative

This toolkit represents a collaborative effort by VHHA, VNA, and VNF to bring together resources that support nurse well-being. It includes a variety of programs and adaptable tools designed for use across multiple care settings. The materials are organized into several categories, each focused on strengthening and sustaining the well-being of nurses.

Many thanks to the Well-Being Task Force, which began meeting in Fall 2025 and developed the initial version of this toolkit, as well as to all contributors who helped shape its contents.

Contribute To This Toolkit

VHHA & VNA/VNF will continue to accept contributions to this toolkit on an on-going basis. Organizations or individuals who wish to share a program, practice, or resource may submit it for consideration using our program submission form.

VHHA
VIRGINIA HOSPITAL & HEALTHCARE ASSOCIATION

Virginia Nurses Association | Foundation