


MODELING THE WAY THROUGH HEALTHY WORKPLACE BEHAVIORS

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Objectives

- Gain insight into identifying unhealthy behaviors.
- Learn how to model the way through healthy work place behaviors.
- Learn strategies to assist in turning potentially negative encounters into positive ones.
- Identify ways to establish and maintain a healthy work environment.


Background: TJC in July 2009

- Defined Behaviors that undermine a culture of safety
- Intimidation and Disruptive behaviors:
 - Foster medical errors
 - Contribute to poor patient satisfaction and adverse outcomes
 - Increase the cost of care and cause qualified clinicians to seek new positions in more professional environment



UNHEALTHY BEHAVIORS?

- Silent treatment
- Unwarranted or invalid criticism, monitoring another's work
- Foul language/verbal innuendo
- Gossiping, spreading rumors
- Being condescending or patronizing
- Eye rolling and other body language that is derogatory
- Impatient with questions or refusal to answer.
- Asking personal questions
- Failing to support a co-worker because you do not like them
- Attempt to make a co-worker look bad in front of patients, peers, supervisors.
- Manipulating or intimidating someone into doing something for you.
- Saying something unkind, then pretend you were joking.
- Teasing someone about lack of skill-



"I can't believe you don't know how to do that!"

OUR GOAL: RAISE AWARENESS & EDUCATE

- Survey distributed
- Units @ the bedside in empty room
- Shared Governance Meetings
- Journeys group (New Nurses < 1 year)
- SKITS with presentation of material real time in empty patient rooms/areas
- Included in unit based orientation of new staff
- Ongoing processes to re-evaluate and promote Healthy Work Environment Initiatives

Environment SURVEY

Work Area: _____

How long have you been a nurse: _____

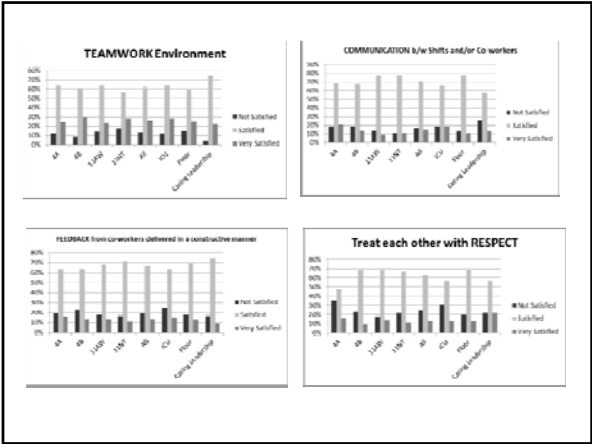
Have you ever been bullied?

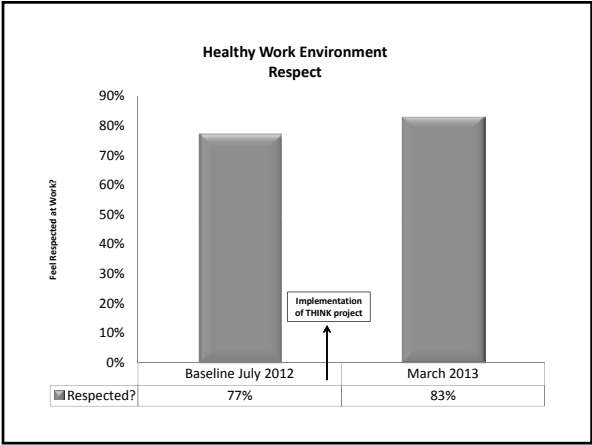
Yes No

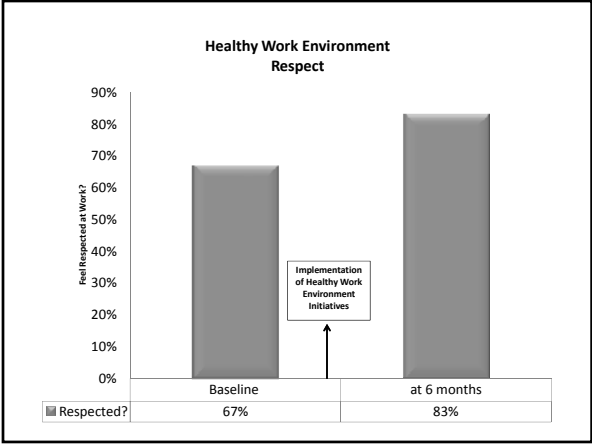
Do you feel respected by your team coworkers?

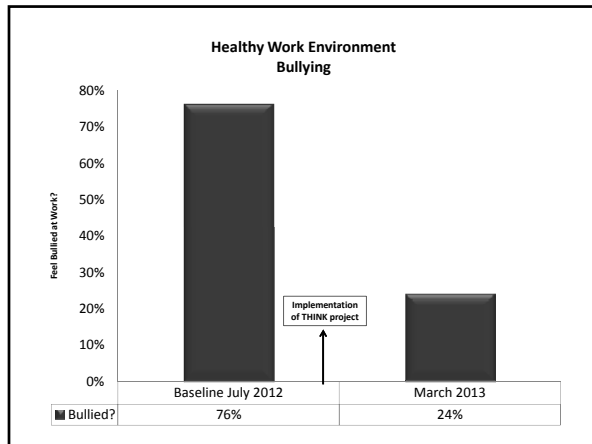
Yes No

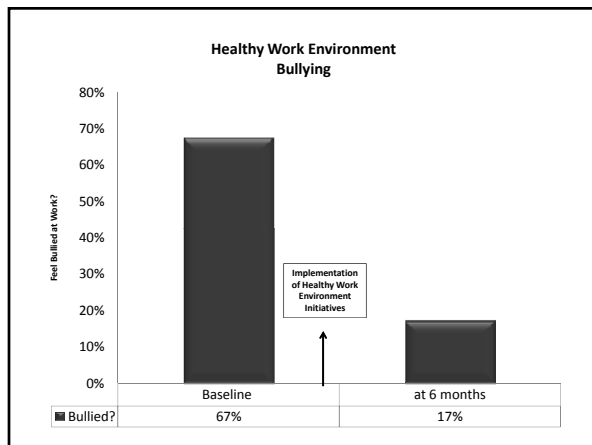
Teamwork Environment	Not Satisfied	Satisfied	Very Satisfied
Communication between colleagues	Not Satisfied	Satisfied	Very Satisfied
Feedback from teams Delivered in a constructive manner	Not Satisfied	Satisfied	Very Satisfied
Treat each other with respect	Not Satisfied	Satisfied	Very Satisfied











Perception Plays a Role

- Who
- What
- Where
- When
- Why

- Examples – It is real, we all are human, natural defense mechanisms

TJC Survey Revealed

50% of nurses reported having been a victim of bullying and/or disruptive behavior at work and more than 90% had witnessed the abusive behavior of others

ROOT CAUSES

- Stress
- Fatigue
- Deficient staffing
- Lack of autonomy
- Lack of control over profession
- Personal stressors
- Difficult patients/families
- Increased workload
- Organizational re-structuring

 The Joint Commission

No one is IMMUNE!!

Where does it happen?

- Med/Surg units - 23%
- ICU's - 18%
- ED - 12%
- Peri-operative areas - 9%
- OB - 7%

Bully Behaviors by Category:

- Senior nurses - 24%
- Charge nurses - 17%
- Nurse managers - 14%
- Physicians - 8%

 The Joint Commission

- 85% Degrading Comments/Insults (Passive Aggressive)
- 73% Yelling
- 62% Afraid to ask questions
- 67% Avoidable deaths attributable to teamwork failures
- 77% Of incidents go unaddressed
- 88,000 Average dollars per RN turnover costs

 The Joint Commission

Who Does it?

Many, Any & All of us

**DO NOT RECOGNIZE THEIR OWN
BEHAVIOR**



How Is Bullying Behavior Communicated?

Some see themselves as smarter, faster or more
skilled than everyone else

Staff to staff during Hand-Off/SHARED
Communication

The targets...

-New staff, especially new nurses
-Float staff, agency/temporary help
-Anyone who are perceived as inexperienced, naïve, unsure



Shark in Dolphin's Clothing

This is the nurse or member of the team who knows everyone, knows all the rumors including management secrets and typically have evolved to a position of power



Supernurse/Team Member

- More experienced, educated, specialized
- Gives air of superiority



Resentful Team Member



- Holds grudges
- Puts staff members against each other

Put down, Gossip, and Rumors Member of the Team

- Hasty to take offense
- Communicates negativity



Backstabbing Team Member



- Creates false friendships
- Two faced

Green with Envy Team Member

- Envious towards others
- Bitter



Cliquish Team Member

- Plays favorites
- Ignores coworkers on purpose
- Excludes others Intentionally



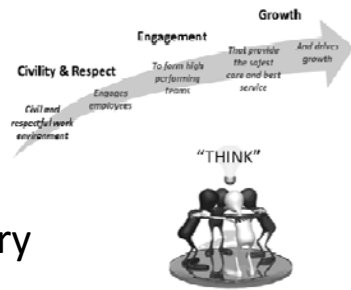
WHO ARE YOU ?



WHAT DO YOU DO?

“THINK about it....”

- True
- Healthy
- Inspiring
- Necessary
- Kind



**The American Association of Critical-Care Nurses
(AACN) Defines
Healthy Work Environment Standards**

- Skilled Communication
- True Collaboration
- Effective Decision Making
- Appropriate Staffing
- Meaningful Recognition
- Authentic Leadership

**Healthy Work Environment
Through Mentoring**

- Nurse Mentoring Program
- Addresses current nursing issues and trends
- Targets newly licensed nurses
- Personal AND professional development
- Fosters a Healthy Work Environment



Who is a Mentor? Who is a Mentee?

Mentor

- Is experienced, high competency
- Guide, expert, counselor, wise teacher, and role model
- Understands need to impart



Mentee

- Could be new staff member
- Could be staff transferring to a different unit or position i.e., charge nurses, nurse managers, educators
- Accepting of knowledge

PSA..."It's Not Cool to EAT YOUR YOUNG Anymore"!!

Benefits of Mentoring

- Opportunity to bond with someone you trust
- Chance to develop your identity as a nurse
- Objective advice and viewpoint
- Networking and career guidance



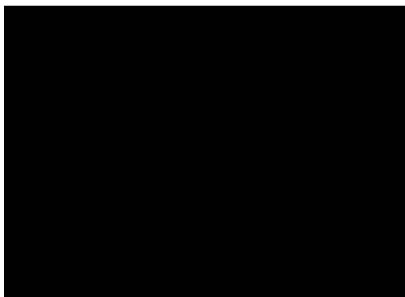
When Can Mentors/Mentees Meet?

- Unit based huddles
- Encourage staff to use down-time in a productive manner!
- Have checklists and all tools readily available

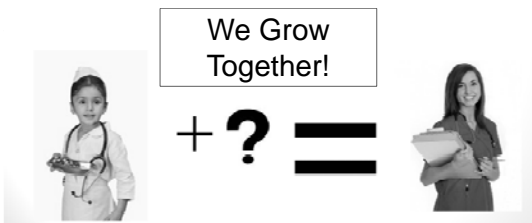
Use "THINK" as a Guide to a Healthy Work Environment!

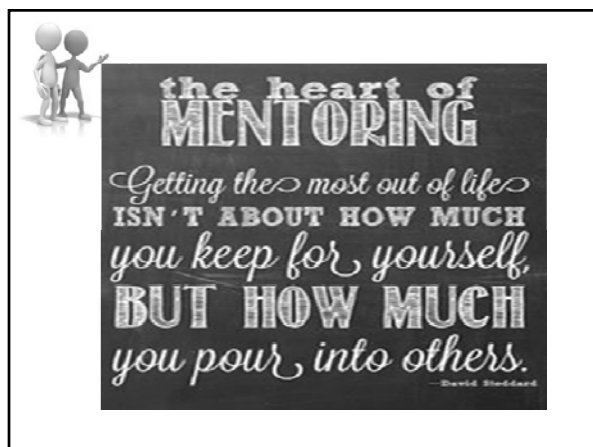


Interview with Tue Vo, a New ICU nurse Discusses his Onboarding Experience



A Healthy Work Environment has Healthy Nurses!!





Consequences of Unhealthy Work Environment

- Those that share gossip/negative stories tend to build a toxic culture that expects negative poor behaviors
- Gossip and rumors devalue and weaken the healthcare team, fosters insecurity and mistrust
- Stories (true or not), connect core values to behaviors



What's the Fix for Negative Workplace Behaviors?

- Identify the Behavior
- Define the expectation of conduct; establish a standard
- Define consequences
- Follow Up and Follow Through



Managing a Healthy Work Environment

- Empower Staff
- Delegate some Decision Making
- Provide Support and Training
- Motivate staff towards Excellence
- Recognize Burnout
- Reduce Stress in the Workplace
- Address Morale



"Using Carefronting and Think"

- Carefronting=Confront with care, use 'THINK' as a guide
- Helpful with conflict resolution
- Use open-ended statements that address negative situations
 - When you....
 - I felt....
 - Because....
 - Was it your intent to....
 - Can we agree that in the future, you will....
 - And we will...



MODEL THE WAY...It Starts with YOU!

- TAKE CHARGE of YOUR Attitude!
- Embrace POSITIVITY!
- Acknowledge Stress
- Avoid Chronic Negativity
- Practice conflict resolution
- COMPROMISE!
- See the Big Picture
- MAKE TIME FOR RELAXATION AND FUN!



Always BEE Your Best Self!

- Be Present in the Moment
- Be an Authentic Listener
- Be Respectable; Empathetic
- Be Accountable
- Be Direct and Truthful
- Be Customer Service Driven
- Be a Champion of a Healthy Work Environment



A Team Commitment

Has Your Team Committed to-

- Accept Responsibility
- Trust & Respect Each Other
- No Bickering, Back-biting and Blaming
- Practice Caring, Committing and Collaborating
- Find Solutions
- Quality Standards
- Forgive & Grow



DO WHAT YOU LOVE, LOVE WHAT YOU DO

- *Nursing is an art: and if it is to be made an art, it requires an exclusive devotion as hard a preparation, as any painter's or sculptor's work; for what is the having to do with dead canvas or dead marble, compared with having to do with the living body, the temple of God's spirit? It is one of the Fine Arts: I had almost said, the finest of Fine Arts.*

• ~Florence Nightingale

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