BUILDING A CULTURE OF RESPECT TO IMPROVE PATIENT SAFETY, MEDICAL TEAM PERFORMANCE AND PATIENT AND STAFF SATISFACTION

AHA Team Training Monthly Webinar
May 8, 2019
RULES OF ENGAGEMENT

• Audio for the webinar can be accessed in two ways:
  • Through the phone (*Please mute your computer speakers)
  • Through your computer
• A Q&A session will be held at the end of the presentation
• Written questions are encouraged throughout the presentation and will be answered during the Q&A session
  • To submit a question, type it into the Chat Area and send it at any time during the presentation
• Pre-conference workshops
  • TeamSTEPPS Next Steps June 11-12
  • Master Training Course June 11-12
  • 4-hour sessions on June 12
    • Driving Change - The Power of Activating and Engaging the Frontline Voice
    • Fostering Resilience to Cultivate Change
    • Lights - Cameras - Activities: TeamSTEPPS via Active and Immersive Learning
  • Learn more and register
CONTACT INFORMATION

Web: www.aha.org/teamtraining
Email: TeamTraining@aha.org
Phone: 312-422-2609
TODAY’S PRESENTERS

Bettina Siewert, MD
Vice Chair for Quality and Safety in Radiology

Suzanne Swedeen, RN, MSN
Quality Improvement Specialist in Radiology
BUILDING A CULTURE OF RESPECT TO IMPROVE PATIENT SAFETY, MEDICAL TEAM PERFORMANCE AND PATIENT AND STAFF SATISFACTION

HARVARD MEDICAL FACULTY PHYSICIANS AT BETH ISRAEL DEACONESS MEDICAL CENTER

and at our affiliates
Beth Israel Lahey Health

HARVARD MEDICAL SCHOOL

AHA Education | AHA Team Training
OUTLINE

• Introduction

• Impact of disrespect in health care

• Understanding disrespectful and respectful behaviors

• Building a culture of respect
  - key behaviors, leadership suggestions, further action items

• Advantages of a culture of respect
DISRESPECT IS ON THE RISE

United States population experiencing disrespect at work weekly (%)

- 1998: 25%
- 2005: 50%
- 2011: 70%


*BIDMC Radiology
SOCIETAL REASONS FOR THE RISE OF DISRESPECT

• ↑ Work load
• Different expectations of behavioral norms
  - ↑ awareness
  - ↑ cultural diversity
• Communication options ↑
  - ↑ social media, ↓ interpersonal skills,

https://www.nytimes.com/2015/06/21/opinion/sunday/is-your-boss-mean.html
DIFFERENT EXPECTATIONS OF BEHAVIORAL NORMS

The Golden Rule
Treat others the way
You would like to be treated

The Platinum Rule
Treat others the way
They would like to be treated
# CHALLENGES OF THE PLATINUM RULE

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Possible Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variability in expectations</td>
<td>- Awareness of personal preference</td>
</tr>
<tr>
<td>Perception</td>
<td>- Establishing trust and communication around respect</td>
</tr>
<tr>
<td>Implementation</td>
<td>- Building a common language</td>
</tr>
</tbody>
</table>
WHOM DO STAFF EXPERIENCE DISRESPECT FROM?

Individuals
- Hierarchical
- Peer to peer
- Patient
- Family

Groups
- Other departments
- Institution
2. IMPACT OF DISRESPECT IN HEALTH CARE

- Staff performance
- Patient outcomes
- Patient safety
- Staff engagement
- Health care costs
DISRESPECT AND STAFF PERFORMANCE

Individuals
• worsening in diagnostic (52%) and procedural (43%) performance

Teams
• weakens collaborative processes: decrease in information sharing and help seeking

Riskin A. Pediatrics 2015;136:487
Riskin A. Pediatrics 2017;139:1
<table>
<thead>
<tr>
<th></th>
<th>Performance</th>
<th>Creativity</th>
<th>Willingness to help</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directly experienced disrespect</td>
<td>↓ 61%</td>
<td>↓ 58%</td>
<td></td>
</tr>
<tr>
<td>Witnessed disrespect</td>
<td>↓ 22%</td>
<td>↓ 28%</td>
<td>↓ 49%</td>
</tr>
</tbody>
</table>
DISRESPECT AND PATIENT SAFETY

- Disrespect tied to 71% of medical errors and 21% of patient deaths¹
- Frequent barrier to safety event reporting²
  - 53% of staff fear disrespect
  - “only” 39% have witnessed disrespect
    -- 67% of this group will not speak up

¹Rosenstein AH. J Qual Pat Saf 2008;34:464
²Siewert B. Radiology 2018:283:693
DISRESPECT AND PATIENT OUTCOMES

66 surgeons; 10,536 procedures

- **Higher perioperative risk patients**
  - \( p < .05 \)

- **Lower perioperative risk patients**
  - \( p = .77 \)

*Wound depicted, same pattern for Urinary, Intraoperative, and Respiratory Occurrences. Analysis controls for # cases sampled.*
DISRESPECT AND STAFF ENGAGEMENT

800 employees in 17 industries

Decrease in performance 66%
- 48% ↓ work effort, 38% ↓ quality of their work

Lost work time 63-80%
• worrying about the incident, avoiding the offender
• Spent less time at work 43%

Commitment to the organization declined 78%
• 12% left their job
• 25% taking their frustration out on customers

Porath C. https://hbr.org/2013/01/the-price-of-incivility
DISRESPECT AND HEALTH CARE COSTS

Decreased performance
• malpractice suits

Loss of work satisfaction

Loss of staff engagement
• absenteeism
• retraining new personnel

$6 billion/year

Porath C. https://hbr.org/2013/01/the-price-of-incivility
3. UNDERSTANDING DISRESPECTFUL AND RESPECTFUL BEHAVIORS
DISRESPECTFUL BEHAVIORS

- Addressing somebody by role or not at all
- Avoiding eye contact, eye rolling, sighing, laughing at somebody in public, other non-verbal signals
- Telling somebody to do something
- Not listening/paying attention, i.e., texting or taking a phone call in the middle of a conversation
- Talking over somebody, sarcasm, ignoring a topic being brought up, not responding to email
- Subtle condescending language - “I know better than you.”
- excluding somebody from discussion/emails/meetings
- blaming somebody in public
- sharing private comments publicly
# RESPECTFUL BEHAVIORS

| • Addressing someone by their name  |
| • Making eye contact             |
| • Giving someone your undivided attention |
| • Including everyone in discussions |
| • Being completely candid        |
| • Seeking someone’s opinion      |
| • Referring to someone’s opinion and expertise |
| • Validating someone’s opinion and ideas |
| • Recommending someone to others |
| • Asking for someone’s help      |

| • Offering a verbal compliment or thank you |
| • Giving public recognition              |
| • Defending someone in front of others   |
| • Sharing one’s limited resources        |
| • Making a personal sacrifice for someone|
| • Showing interest in someone’s work & family |
| • Showing concern for health and well-being |
| • Supporting someone’s work and objectives|
| • Offering assistance to help someone succeed |
| • Empathizing with set-back or loss       |
4. BUILDING A CULTURE OF RESPECT
BUILDING A CULTURE OF RESPECT

Culture¹
“... the characteristic features of everyday existence *shared by people* in a place or time.”

Building consensus
- Clarifying expectations of respectful behaviors
  - participation of all: frontlines to leadership ↑
MAJOR THEMES OF A CULTURE OF RESPECT

Employee survey by email, free text entry for description of disrespectful and respectful behaviors, 204 of 648 Radiology employees (31.5%) participated, 612 behaviors, group discussions to develop consensus

- Acknowledge the individual
- Active listening
- Team approach
- Positive work environment
- Expressing appreciation
ACKNOWLEDGE DISRESPECTFUL BEHAVIORS

- Ignoring somebody (53%)
- Not saying “hello” (31%)
- Not addressing somebody by name (16%)
ACKNOWLEDGE RESPECTFUL BEHAVIORS

• Know names of immediate coworkers
  - introduce yourself and others
  - ask others for their name

• Visibly display
  - your name badge
  - team members names on white boards

• Smile and say hello
  - 10/5 rule

Leadership suggestion
• Know something personal about your staff
ACTIVE LISTENING

DISRESPECTFUL BEHAVIORS

- Not listening to suggestions, no willingness to discuss concerns (67%)
- Not asking for someone’s opinion (14%)
- Not correcting an issue, not being responsive (14%)
FIVE-STAGE MODEL OF LISTENING AND BARRIERS

1. **Receiving**: Give undivided attention
2. **Responding**: Repeat back
3. **Evaluating**: Unconscious bias training
4. **Understanding**: Ask questions for clarification
5. **Remembering**: Summarize

Joseph A. Devito. Listening in interpersonal communication
ACTIVE LISTENING
RESPECTFUL BEHAVIORS

• Giving your undivided attention
  - no phones or laptops at meetings
  - verbal queues, eye contact, shoulders forward

• Acknowledging what was said
  - ask questions, summarize

• Validating and valuing everyone’s ideas and diversity of thought
  - “Good point!”

Leadership suggestion
• Seeking someone’s opinion

Celeste Hadlee. TED talk - conversation

Acknowledging the individual
Active Listening
TEAM APPROACH
DISRESPECTFUL BEHAVIORS

- Lack of mutual support (53%)
  ...outside of job description
- Inequality of team members (22%)
- Being told to do something (14%)
TEAM APPROACH RESPECTFUL BEHAVIORS

• Volunteer to offer support
  …outside of job description
  - “How can I help?”

• Ask for and accept help
  - “May I ask you to help me with X?”

• Give and receive constructive feedback

• Include all members in decisions

Leadership suggestion
• Provide support in times of need
TEAM APPROACH: FURTHER ACTION ITEMS

• Understanding each others workflow
  - interdisciplinary staff meetings
  - morning huddles

• Recruitment focus for 3 team player traits¹
  - humility
  - commitment
  - emotional intelligence

¹Patrick Lencioni. The ideal team player
POSITIVE WORK ENVIRONMENT
DISRESPECTFUL BEHAVIORS

- Blaming other, publicly criticizing, generalizations, assumptions, negativity (52%)
- Yelling, cursing, impoliteness, indiscretion, impatience (25%)
- Lack of collegiality, camaraderie (23%)
POSITIVE WORK ENVIRONMENT
RESPECTFUL BEHAVIORS

• Assuming the best
  - including that people want to treat each other respectfully

• Positive attitude

• Empathy

Leadership suggestion
  • Defending someone in public
Ladder of inference training

- Actions
- Beliefs
- Conclusions
- Assumptions
- Meanings
- Selected data
- Observable data

- Question your assumptions or conclusion
- Seek contrary data

Leadership suggestion
- Gather more information before forming an opinion or making a decision

Chris Argyris, Donald Schoen. Theory in Practice
LACK OF APPRECIATION DISRESPECTFUL BEHAVIORS

- Not recognizing skill, effort, or work load (43%)
- Not saying “Good job” or “Thank you” (30%)
- No recognition, benefits, bonus (27%)
EXpressing Appreciation
Respectful Behaviors

- Words of appreciation
- Assistance and help
- Meeting time with supervisor
- Award
- Tangible goods
WORDS OF APPRECIATION

• Say “Thank you!”, “Excellent job!”
  - timely, public, sincere

• Choose day of the week: “Thank you” – Thursday
  - Email
  - Electronic “Thank you” notes
  - Handwritten “Thank you” notes

Leadership suggestion
- Recommend someone to others

Daniels AC. Bringing out the best in people
THE POWER OF “THANK YOU!”
WHAT MAKES YOU FEEL DISRESPECTED?
LACK OF ...

319 entries by 123 of 204 respondents (51%)
WHAT MAKES YOU FEEL RESPECTED?

- Acknowledge the individual
- Listening
- Team Approach
- Positive work environment
- Appreciation
- Other

293 entries by 114 of 204 respondents (56%)
BUILDING A CULTURE OF RESPECT

Building consensus
  • Clarifying expectations of respectful behaviors
    - participation of all: frontlines to leadership

Consecutive skill building
  • To learn together and build trust
CONSECUTIVE SKILL BUILDING

- Acknowledge the individual
- Active listening
- Team approach
- Positive work environment
- Expressing appreciation
CREATING A CULTURE OF RESPECT

Building consensus
Consecutive skill building

Implementation ↓
• Training leadership
  - all physicians, managers and administrators
  - dedicated workshops

• Frontline staff
  - roll-out over several months
    -- departmental newsletter, staff meetings
    -- one behavior/month
REINFORCING A CULTURE OF RESPECT

Support for addressing individual events
- RespectinRadiology@bidmc.harvard.edu
- Open lines of communication with supervisors

Addressing disruptive behavior
- Professionalism program
- Organizational Institute/Office for Professionalism

Hiring for civility
- Currently a focus in only 11% of US organizations
VIRTUAL DISRESPECT

- Phone manners
  - Not stating name
  - Not saying good-bye

- Email etiquette
  - Not answering emails
  - CC-ing
    - not including everybody in emails
    - including too many on sensitive emails

Acknowledging the individual
Active Listening
Team Approach
Positive Work Environment
Expressing Appreciation

Leadership vulnerability
5. ADVANTAGES OF A CULTURE OF RESPECT
Respectful people are

- perceived as warm \textit{and} competent
- have better outcomes
  - more often sought out for advice
  - seen as leaders
  - performing better

Porath CL. J Appl Psy 2015;100:1527
IMPACT OF RESPECT ON PATIENT OUTCOMES

338 care providers, 878 patients from 9 hospitals who underwent total hip and knee arthroplasty

High degree of relational coordination including

• Degree of mutual respect
• Frequency of communication
• Strength of shared goals

Resulted in

• Reduction in post-operative pain
• Improved post-operative functioning
• Decreased length of stay

Hoffer Gitell J. Medical Care 2000;38:807-19
CONCLUSION

Creating a culture of respect is essential

- improves patient safety, experience and outcomes, staff engagement and healthcare costs
- requires creating a common understanding and mutual trust

“Civility costs nothing and it buys everything.”
M.W. Montagu
Thank You!

• To our Respect Panelists:
  Nahum Cazil, Elizabeth Cretel, Kassylyna Depina, Nicole Ford, Sheldene Hope-Spencer, Joseph Keegan, Alexei Kudla, Erica Millen, Shineka Prince, Kerin-Anne Rogers, Anu Shenoy-Bhangle, Moira Murphy

• The Respect Committee:
  Olga Augustus, Kelly Hart, Ines Cabral-Gonsales, Bernie Kennedy, Tim Parritt, Jim Rawson, Peter Cousins, Suzanne Swedeen & Aideen Snell
QUESTIONS?

- Stay in touch! Email teamtraining@aha.org or visit www.aha.org/teamtraining