



Dealing with Difficult Coworkers

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OBJECTIVES

- Discuss how difficult co-workers can put a strain on the health care team
- Explores ways to coach and manage difficult co-workers



DID YOU KNOW?

- 2 million US workers are victims of workplace violence (WPV) ... a year
- 75 % are in healthcare and Social Services
- 94 % of leaders had a toxic person at work which correlated with increased patient mortality
- 49% stated intimidation by another practitioner resulted in medication error

JC SENTINEL EVENT ALERT

- Released in 2008
- Behaviors that undermine a culture of safety
- Created new leadership standard that required
 - Code of conduct to define acceptable, disruptive, and inappropriate behaviors
 - Leaders implement process for managing disruptive behaviors

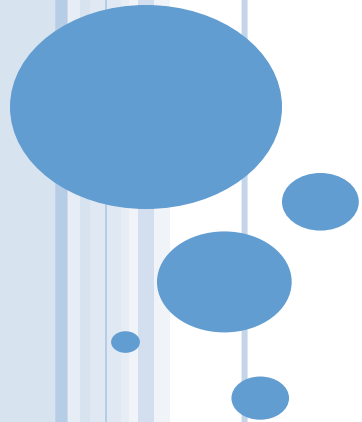


JC SENTINEL EVENT ALERT 2018

- Define workplace violence
- Systems for staff to report workplace violence (WPV)
- Review cases
- Provide follow up
- Develop quality initiatives to ↓ incidences of WPV



DISRUPTIVE BEHAVIOR



DISRUPTIVE BEHAVIOR

- Any behavior that is :
interpersonal ; results in
perceived threat to victims
and/or witnesses; and violates a
reasonable person's standard of
respect



TYPES OF TOXIC BEHAVIORS

Shaming

- Humiliates others
- Sarcastic remarks
- Pot- shots
- Points out mistakes of others

Passive Hostility

- Distrust of others opinions
- Passive aggressive behaviors
- Territorial
- Difficulty accepting feedback
- Unaware behaviors toxic

Team Sabotage

- Monitors team behaviors
- Meddles
- Uses authority to punish others



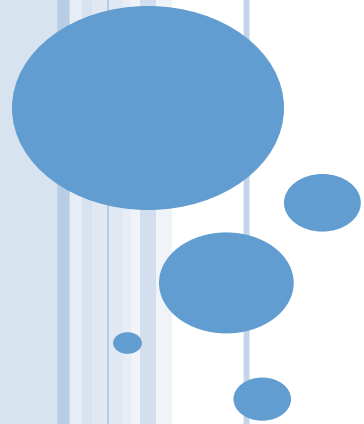
TYPES OF TOXIC EMPLOYEES



TOXIC / DISRUPTIVE EMPLOYEES

- Grueling personalities
- Behaviors impact every team member
- Behaviors impact everyone the contact





BULLYING

BEHAVIORS

Covert

- Excluding others
- Withholding information
- Refusing to help
- Sabotaging
- undermining

Overt

- Yelling
- Criticizing
- Intimidating
- Blaming
- Raising eyebrows



THE BULLYING BOSS

- Ridiculing
- Devaluing in front of others
- Accusing of incompetence
- Blaming
- Failing to give credit



Bullying Is Not

- Setting high expectations
- Holding staff accountable
- Providing feedback
- Has a bad day

Bullying Is

- Setting unequal expectations in same position/ practice level
- Holding staff accountable for performance outside of scope
- Is disrespectful to staff during individual or group interactions
- Consistently engages in behavior that is rude , disrespectful, degrading





**“BULLYING IMPACTS BOTH
DIRECT TARGETS AND
BYSTANDERS WHO WITNESS THE
ASSAULTIVE BEHAVIORS”**

Fink-Samnick 2017



WORKPLACE VIOLENCE

HARASSMENT IN THE WORKPLACE

- Workplace Harassment
 - Quid Pro- Quo
 - Hostile Work environment
- Sexual Harassment
 - Unwelcome sexual advances
 - Requests for sexual favors



WORKPLACE VIOLENCE

- Joint Commission – Sentinel Event Alert in April 2018
 - Every episode of violence or credible threat warrants notification to leadership ,security and as needed law enforcement
 - Incident reports completed and analyzed
 - Zero Tolerance
 - Providing
 - Medical staff policies





PREVALENCE

REMEMBER THESE NUMBERS?



2 million / year
Victims WPV

75% are in
healthcare or SS

94%
leaders had toxic
person

49% stated
intimidation resulted
in med error

2008
80% of doctors
were disrespectful
to staff



\$11581 per
nurse per year
in lost
production

28% of staff
experience bullying
from direct manager

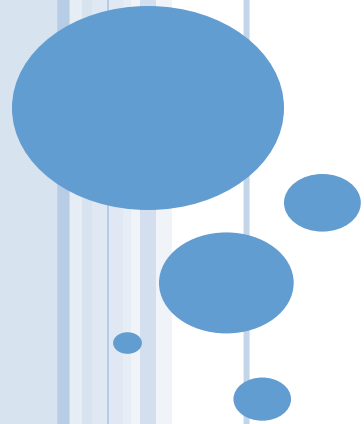


200,000 patients die
each year due to
medical error



Up to 80%
result of
communication





EFFECTS

PATIENT CARE

- Undermines communication



PATIENT CARE

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- Stress has been shown to decrease technical performance of surgeons and other professionals



PATIENT CARE

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- Stress has been shown to decrease technical performance of surgeons and other professionals
- Decreased patient satisfaction



PATIENT CARE

- Undermines communication
- Stress has been shown to decrease technical performance of surgeons and other professionals
- Decreased patient satisfaction
- Errors



CLINICIANS

○ Health issues

- Occupational stress
- Burnout
- Mental Health –
 - Depression
 - Suicide
 - Posttraumatic Stress Disorder
- Decrease self esteem
- Cardiac issues
- Substance abuse



INSTITUTIONS

- Decreased productivity
- Job commitment
- Turnover




INSTITUTIONS

- Absenteeism
- Presenteism
- Legal action





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“Often the right path is the one that may be hardest for you to follow. But the hard path is also the one that will make you grow as a human being”

Karen Mueller Coombs



COACH AND MANAGE

ADDRESS THE ISSUE

- Bring issues to light
- Set and hold clear expectations
- Educate and coach

Doing nothing is something



CULTURE OF SAFETY

- Safety culture
 - is the sum of what an organization **is** and **does** in the pursuit of safety
- Just culture
- Reporting culture
- Learning culture



CULTURE OF SAFETY

- Education staff and Managers
- ALICE® training
- Starting every meeting with “awareness”



BEING IN THE MOMENT

- Self awareness
- Not just turning off technology
- Planning ahead
- Being intentional with what ,how ,and when you say things



AUTHENTIC AND HUMANISTIC

- What is said and how it is said
- Respecting individuality
- Praise
- Coach



CURIOUS V JUDGMENTAL

- Peoples behaviors make sense to them
- Be willing to ask questions and listen actively
- Try to understand their reality



LOOK IN THE MIRROR



- What can I do ?
 - To role model
 - To achieve desired outcome?
 - To provide clarity
- How did I contribute to that ?
- What can I do next time to make it successful?



“Example is not the main thing in influencing others. It is the only thing.”

Albert Schweitzer



ADDITIONAL LEADERSHIP BEHAVIORS

- Courageous Conversations
- Provide timely, clear and specific performance expectations and feedback
- Teach , Coach and mentor
 - At least 50 % of your time should be developing others



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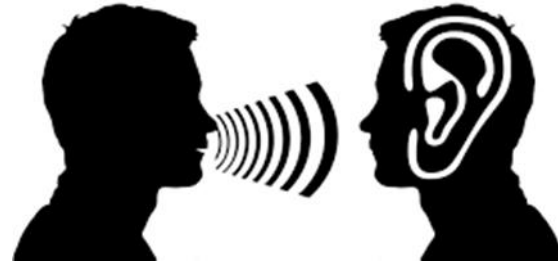


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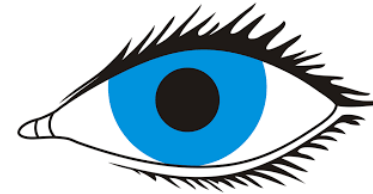
LISTENING MORE EFFECTIVELY

- Acknowledging
- Paraphrasing
- Active Listening



COMMUNICATION SKILLS & BEHAVIORS

- Listening
- Speaking
- Observation
- Questioning



COACHING CONVERSATIONS

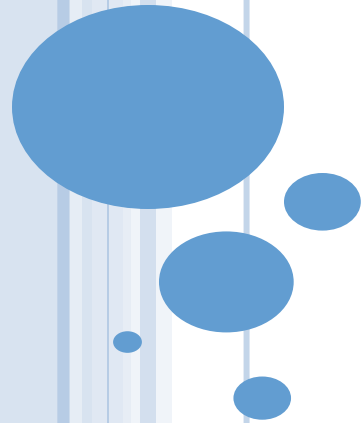
- Be intentional
- Consistently deliver 5:1
- Encourage feedback
- 50% of time should be coaching and mentoring
- 1:1 meetings



OTHER SUGGESTIONS

- EAP for wellness resources
- Event reporter for disruptive behavior
- Prevent hiring





SUMMARY

REMEMBER THESE NUMBERS



2 million / year
Victims WPV

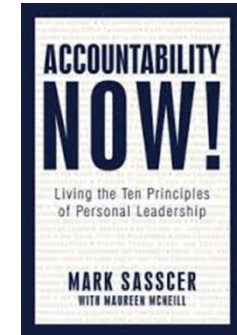
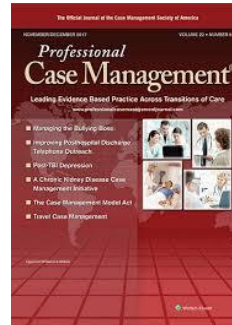
75% are in
healthcare or SS

94%
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person

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ADDRESS THE ISSUES

- Culture of Safety
- Zero tolerance
- Coach and Mentor



The left side of the slide features a series of vertical stripes in various shades of blue and white. To the right of these stripes, there are several light blue circles of different sizes, resembling bubbles, arranged in a vertical line.

LEARN

GROW

SHARE