Learning Outcomes

1. Describe “the healthcare crisis within” of incivility, bullying, and toxic emotional negativity in the workplace and the way it contributes to stress, burnout, and compassion fatigue.

2. Describe the three essential elements needed to move from a culture of accountability to a culture of ownership.

3. Discuss the value of specialty nursing certification in a culture of professional ownership.
Building a Culture of Ownership in Healthcare
The Invisible Architecture of Core Values, Attitude, and Self-Empowerment

Invisible Architecture?

Toxic Emotional Negativity “TEN”
Names Used to Describe Phenomenon

- Lateral Violence
- Bullying
- Aggression
- Intra-sta
- Incivility
- Mahr, 2016
Incivility can take the form of rude and discourteous actions, of gossiping and spreading rumors, and of refusing to assist a coworker. All of these are an affront to the dignity of the coworker and violate professional standards of respect.

ANA Position Statement on Incivility, Bullying, and Workplace Violence (2015)

Many Faces of **TEN**

**Overt (Done Openly)**
- Name-calling
- Fault-Finding
- Criticism
- Intimidation
- Gossip
- Shouting
- Blaming

**Covert (Not Openly Acknowledged)**
- Ignoring
- Refusing to help
- Unfair assignments
- Sabotage
- Exclusion
- Broken Confidences
- Failure to respect privacy

Mahr, 2016

22,000,000 negative workers in the United States
$500,000,000,000 wasted in negative energy and employee disengagement
Theoretical Model of Horizontal Violence (TEN) Process

Key:
- Positive Relationship
- Negative Relationship

Oppression (TEN)
Internalized Dominant Values

Horizontal Violence
Peer Communication
Patient Safety

Mahr, 2016; Purpora, 2010

Danny Meyer, owner of twenty-seven restaurants in New York City, preaches civility and tolerates nothing less. If bad behavior from an employee at any level isn’t corrected quickly, they’re gone. Meyer is convinced that customers can taste incivility. Even exceptional chefs don’t last in Meyer’s restaurants if they’re disrespectful to other employees.

Christine Porath, Professor, McDonough School of Business, Georgetown University

Mastering Civility: A Manifesto for the Workplace

Source: Quartz, September 15, 2017. The silent killer of workplace happiness, productivity, and health is a lack of basic civility

Communication Breakdown:
Leading Cause of Sentinel Events - 2014

1. Human Factors (ex: staff supervision issues)
2. Leadership
3. Communication
Medical Errors: Significant Cause of Death

Medical Errors: 8th leading cause of death

Negative Impact of HV (TEN) on Organizations

- Commitment
- Collegiality
- Support
- Satisfaction
- Learned Behavior

Patient Safety
- Late Interventions
- Incomplete Interventions
- Errors

Cost
- Absenteeism
- Workforce Rehires
- Nursing Shortage

Mahr, 2016; Vessey, 2009; Townsend, 2012; Longo, 2013

Negative Effects of HV (TEN) on Nurses

- Impaired Relationships
- Hypertension
- Depression
- Fatigue
- PTSD
- Panic Attacks
- Diminished Confidence
- Substance Abuse

56-78.5% resign
1 in 3 leave nursing

Mahr, 2016; Vessey, 2009; Townsend, 2012; Longo, 2013
This Is ...

The Healthcare Crisis Within!

Incivility: The Silent Virus

BUILDING A CULTURE OF OWNERSHIP IN HEALTHCARE
The Invisible Architecture of Core Values, Attitude, and Self-Empowerment
Accountability Is Not Enough!

Accountability implies *irresponsibility*
Accountability can be *exhausting*!

Accountability *focuses on rules*, not on values

Accountability is always *after the fact* and often demotivating
Accountability provides an *incentive to cheat*

Accountability *never* takes an organization from *good to great*
... to Ownership!

Ownership IS the secret sauce!
Mission, Vision, and Core Values

CORE VALUES

Be yourself...

un...
Our culture is based on the Christian faith and that staff and physicians are encouraged to pray with patients...

Craig Lindsey, Chief Nursing Officer
Park Ridge Health, North Carolina

Interaction of Personal and Organizational Values
“Culture is a people's adaptation to an environment”

Dr. Jean-Jacques Decoster
Cultural Anthropologist
Workplace culture is important to the job satisfaction of all employees. For all generations, the highest indicator of satisfaction is to feel valued on the job.

Young People: They’re People, Too

How would you describe your culture in just 6 words?

“Cursed with Cancer, Blessed with Friends”
9 year old Hannah Davies
Southwest Airlines Motto
Servant’s Heart, Warrior Spirit, Fun-Loving Attitude

The Real Marine Corps
The Few, the Proud,
the Brave*
* And you’re not one of them

So, what is your 6-Word Culture Story?
No Opting Out

One toxically negative person can drag down morale and productivity of an entire work unit.
Attitude is a choice!
Bring your whole self to work; not only your knowledge and expertise, but also your values. Stay true to who you are and have the courage of your convictions. If you do, you will become an authentic and courageous leader — something intensely needed at this time in healthcare. And you will have the power to change your workplace and the community around you.

Mary Brainerd, President and CEO, HealthPartners

The call to end this silent epidemic in our profession has been heard loud and clear. It is time we turn our caring behaviors more fully toward our colleagues and those we work with and demand a stop to any form of violence that occurs in any setting.

Dr. Cole Edmonson, Chief Nursing Officer
Texas Health Presbyterian Hospital, Dallas, Texas

www.stopbullyingtoolkit.org

How do we create healthier and more positive work environments?

Blueprinting a Culture of Ownership
People will be and do their best with the tools they have.

As a leader, we need to make sure they have the tools!

Three Essential Elements of a Culture of Ownership
1. Be Positive ...

2. Be Self-Empowered ...
   Taking Initiative

3. Stay Fully Engaged ...
... in our profession!

Fully Engaged

- [ ] Establish connections from within and external
- [ ] Increase knowledge and expertise
- [ ] Promote higher engagement

A Leadership Philosophy

Text BOB to 66866
For my Leadership Philosophy and continuing the conversation!
Leadership Job #1
Shifting the shape of your Attitude & Ownership Bell Curve

What is the Value of Nursing Specialty Certification?
Findings:
Studies have found relationships between higher rates of nursing specialty certification and lower rates of total patient falls, pressure injuries, selected hospital-acquired infections, failure to rescue, and death.
Core Action Value 4: Courage

Core Action Value 5: Perseverance
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