"The Synergy Campaign"

To decrease workplace bullying and incivility

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Problem/Focus

A 2015 and 2016 Advisory Board employee engagement survey, in a system hospital revealed tolerance for incivility and abusive behaviors that could potentially jeopardize the quality and safety of patient care.

Data

- Only 7.7% of staff indicated they would speak up if they saw something that might negatively affect patient care. 38% felt that if they did speak up it would be held against them.

- In the April 2015 Nursing Interpersonal Perceptions Survey, 61% of staff stated, "During the past five years of their employment, they had a superior or co-worker that was condescending and disrespectful.

  Evidence suggests that the value of a "Just Culture" is not embraced within this hospital system.

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Literature

- The Synergy Campaign will uphold The American Nurses Association (ANA) position that nursing personnel have the right to work in a healthy environment free of abusive behavior, such as bullying and hostility.

  (American Nurses Association, n.d.).

- Bullying is manifested as; verbal abuse, behaviors-physical or nonverbal that are threatening, intimidating, or humiliating. It can include work sabotage, interference with production, exploitation of a vulnerability-physical, social or psychological, or some combination of one or more categories"
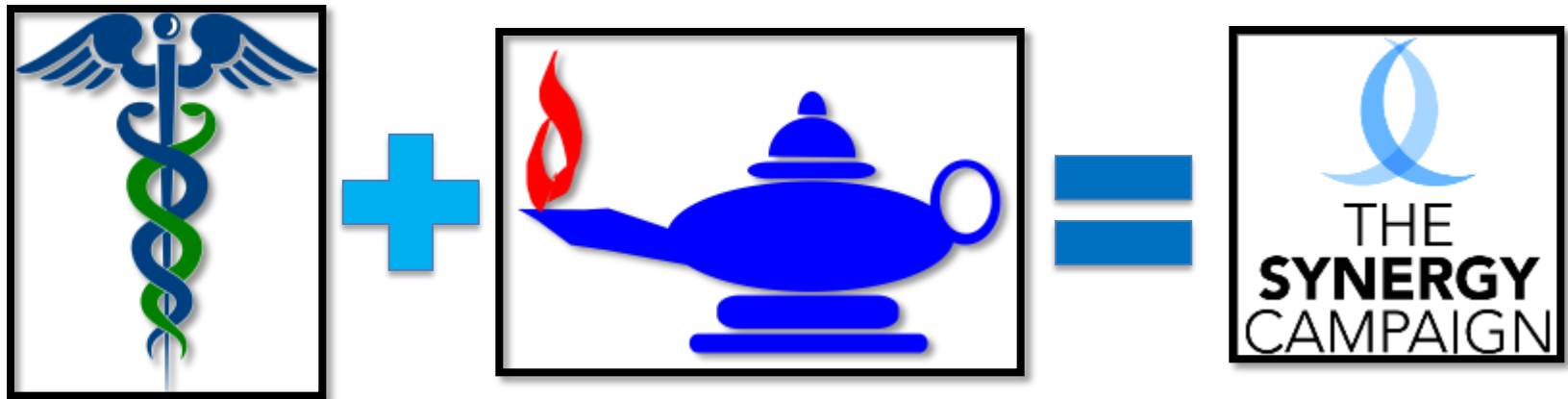
  (Namie & Namie, 2011, p. 11).

Purpose

- The purpose of the Synergy Campaign is to promote the "Just Culture" value in a hospital system by educating, motivating, and empowering staff to end incivility and increase teamwork.

Why Synergy Campaign?

Environmental Context

Need

- Employee Engagement survey continues to see low scores on abusive behavior.

- **In FY17, employee engagement survey will be above the benchmark on abusive behavior.**
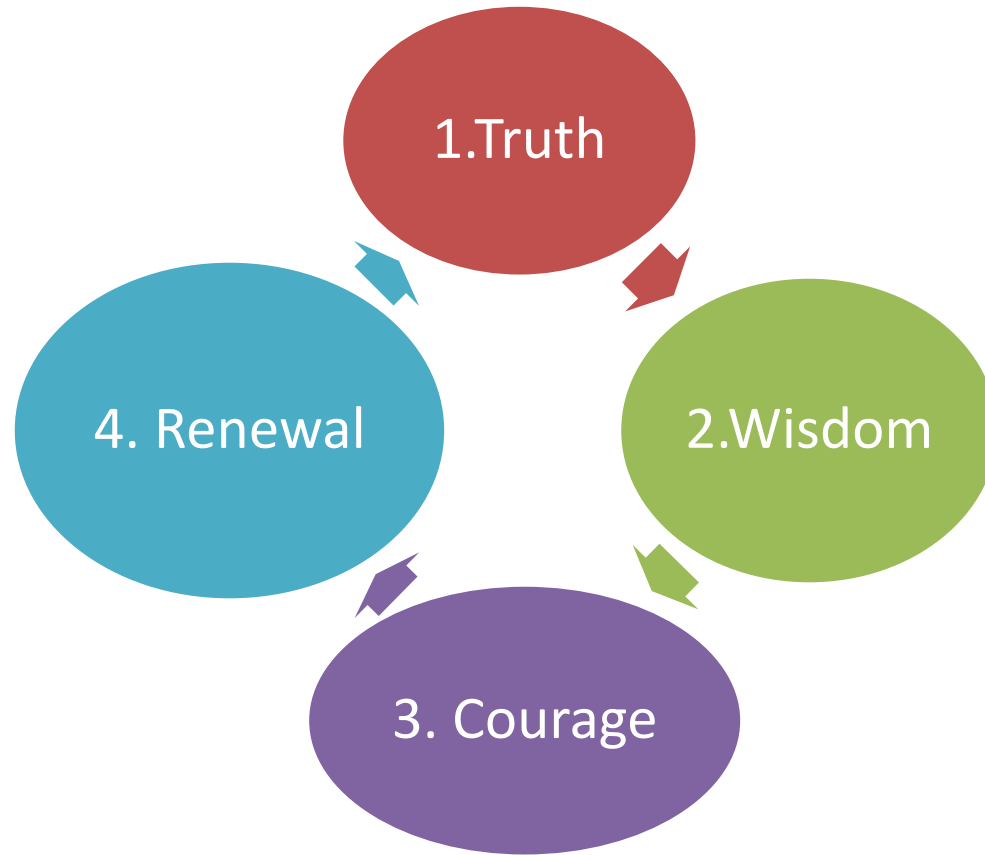
Feasibility

- Supported by the organization and unit level.

- **AVPs, CEO, and CNE**
- **Unit Leadership**
- **Unit Councils**
- **Shared governances organization**

Sustainability

- Process will be incorporated into the environment.

- **The inpatient RN staff has adopted the Synergy Campaign into the culture.**

Implementation Process Analysis

Truth Bucket

- ## Interpersonal perceptions survey

351 staff members completed the survey

✓ Unit specific

✓ Focus groups

✓ Glaring data

28%(97 employees) have thought of leaving their current position because of bullying or other hostile acts.

23% (75 employees) have experienced actual or potential patient safety concerns that were related to bullying or hostile behaviors.

Clark Workplace Civility Index©

To complete the index, consider the 20 statements listed below. Read each statement carefully. Using a scale of 1- 5; (5) always, (4) usually, (3) sometimes, (2) rarely, (1) never, select the response that most accurately represents the frequency of each behavior by asking yourself...
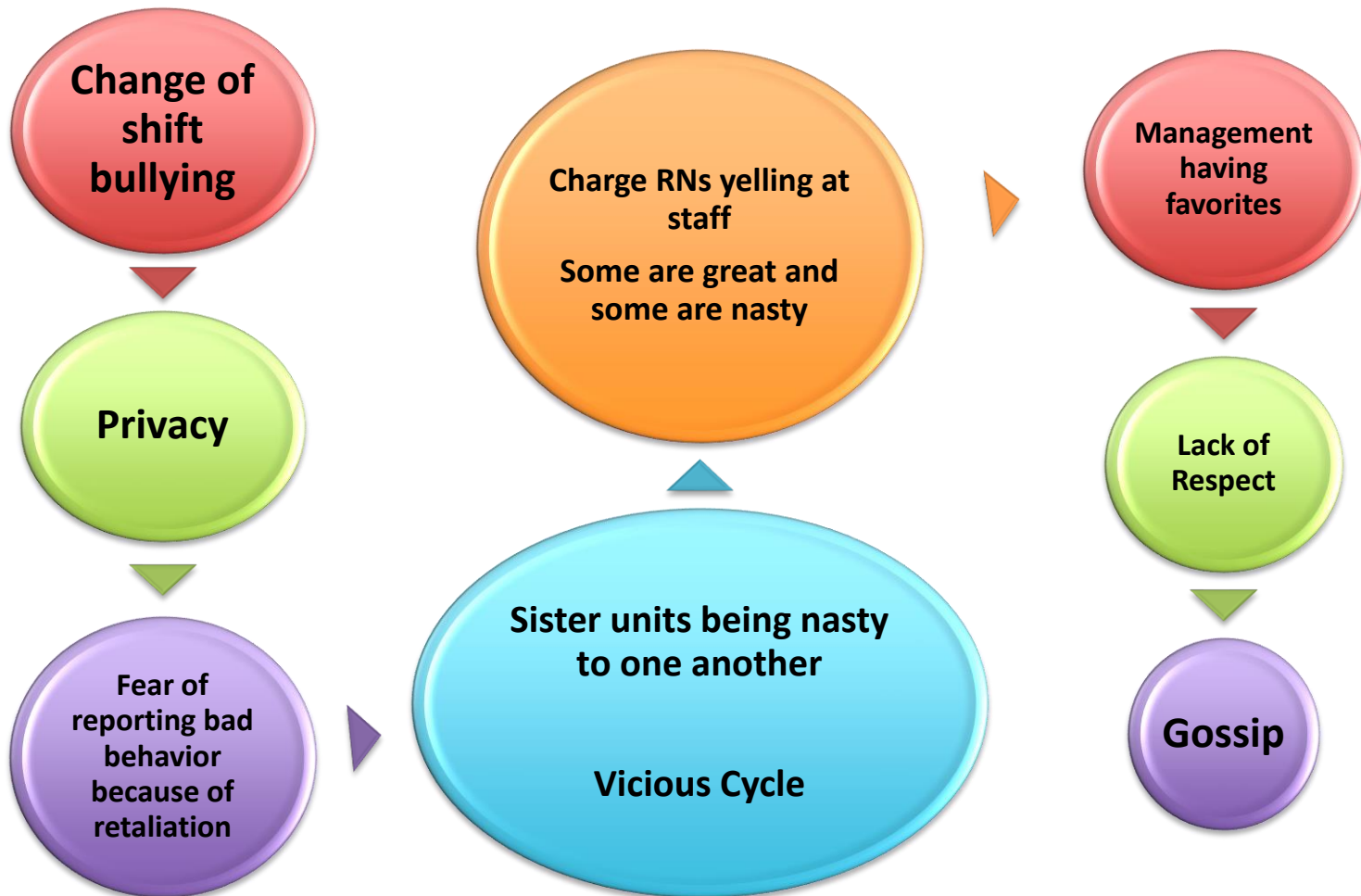
How often do I...

	Always (5)	Usually (4)	Sometimes (3)	Rarely (2)	Never (1)
1. Assume goodwill and think the best of others	○	○	○	○	○
2. Include and welcome new and current colleagues	○	○	○	○	○
3. Communicate respectfully (by e-mail, telephone, face-to-face) and really listen	○	○	○	○	○
4. Avoid gossip and spreading rumors	○	○	○	○	○
5. Keep confidences and respect others' privacy	○	○	○	○	○
6. Encourage, support, and mentor others	○	○	○	○	○
7. Avoid abusing my position or authority	○	○	○	○	○

Out of 375 comments how many were related to the Medical Staff?

Common Themes

Change of shift bullying

Privacy

Fear of reporting bad behavior because of retaliation

Charge RNs yelling at staff

Some are great and some are nasty

Sister units being nasty to one another

Vicious Cycle

Management having favorites

Lack of Respect

Gossip

Wisdom Bucket

- **Development of policies (HR-E 01.50)**
  - ➢ Prohibition on Disruptive Conduct in the Workplace
  - ➢ Bullying or intimidating others to control or gain compliance;

- **Updated Nursing Code of Conduct**

Examples of Unhealthy Behaviors:
  - ➢ Bullying and or incivility
  - ➢ Gossiping
  - ➢ Intimidation
  - ➢ Negative nonverbal behaviors

R U S H   O A K   P A R K   H O S P I T A L

NURSING PROFESSIONAL GOVERNANCE ORGANIZATION
CODE OF CONDUCT

MISSION

The Rush Oak Park Hospital Nursing Professional Governance Organization (NPGO) creates an environment supportive of the RUSH ICARE Values, the Illinois Nurse Practice Act, the Rush Oak Park Nursing Professional Practice Model, the Rush Oak Park Nursing Care Delivery Model, the NPGO Bylaws as well as components that reflect a Healthy Work Environment. This Code is a guideline for professional behavior for the NPGO with relation to fellow nurse colleagues, patients, families and visitors to our campus, members of the interdisciplinary team, students, and our greater community and society as a whole. Our mission is to promote respectful behavior in an environment free from abuse. We work towards collaborative teamwork that is reflective of professional, accountable and expert nursing care.

PRINCIPLES

Professional Role: Our conduct is professional, respectful, honest and full of integrity. We take pride in our professional role and in our institution. Skilled patient care is dependent on the healthy relationships with our colleagues and environment. We embrace change and constantly seek improvement in patient outcomes.

Respect of All Voices: We support an environment where every voice is valued, respected and listened to. Respectful personal expression of diverse opinions is encouraged and never punished.

Supportive of Open Environment: We are approachable and willing to participate in both giving and receiving of feedback. We accept the responsibility to give constructive feedback in a healthy, professional manner, always maintaining the other individual's self-esteem.

Commitment to Teamwork: We support an environment of teamwork and camaraderie. We see every patient as our collective responsibility. We seek to incorporate the patient and family as well as other disciplines into our team.

Authentic Leadership: We demonstrate congruence between words and actions. We lead from where we stand, remaining committed to promoting the health of our patients, their families, our team, our institution and our community as a whole.

The following unhealthy behaviors will not be tolerated:

▸ Bullying and/or incivility
▸ Establishment of cliques designed to exclude staff
▸ Gossiping
▸ Intimidation
▸ Passive aggression
▸ Refusing to give assistance
▸ Verbal and physical aggression
▸ Any negative nonverbal behaviors

By signing this document, I agree to adhere to the NPGO Code of Conduct

_____   _____
SIGNATURE OF EMPLOYEE   DATE

WE ARE NPGO | RUSH OAK PARK HOSPITAL

The Synergy Pledge

As an employee of _____ **Hospital:**

I will encourage a healthy work environment free of abusive behavior i.e. bullying and hostility.

I will support an environment free of abuse and harassment.

I will speak kindly, act sincerely, and chose my words thoughtfully.

I will speak up if I witness any incivility or breech of code of conduct with colleagues, co-workers, students, and others.

By signing this document, I agree to adhere to the The Synergy Pledge

SIGNATURE OF EMPLOYEE _____   DATE _____

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HR-E 01.50
Prohibition on Disruptive Conduct in the Workplace

The University strives to create and promote safe, cooperative and professional work and learning environments in which disruptive conduct is not tolerated.

This Includes

- Intentionally humiliating, berating or demeaning others in private or public settings;

- Using threatening language and/or engaging in aggressive behavior;

- Yelling, using profanity and/or disrespectful language;

- Displaying uncontrolled rage;

- **Bullying or intimidating others to control or gain compliance.**

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Courage Bucket

- **Development of the code word**
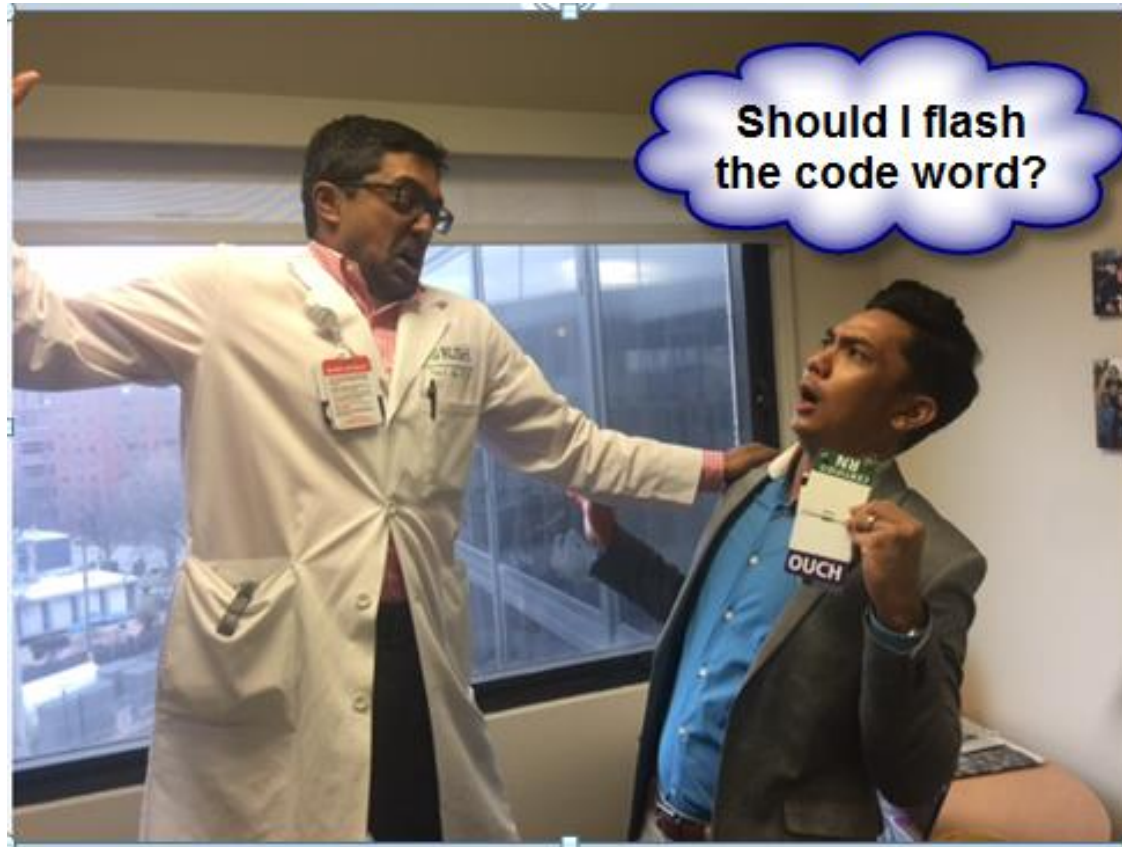
  ➢ Education on how to use the code word

- **Educating staff about the reporting system**

  ➢ Name change

  ➢ How to find
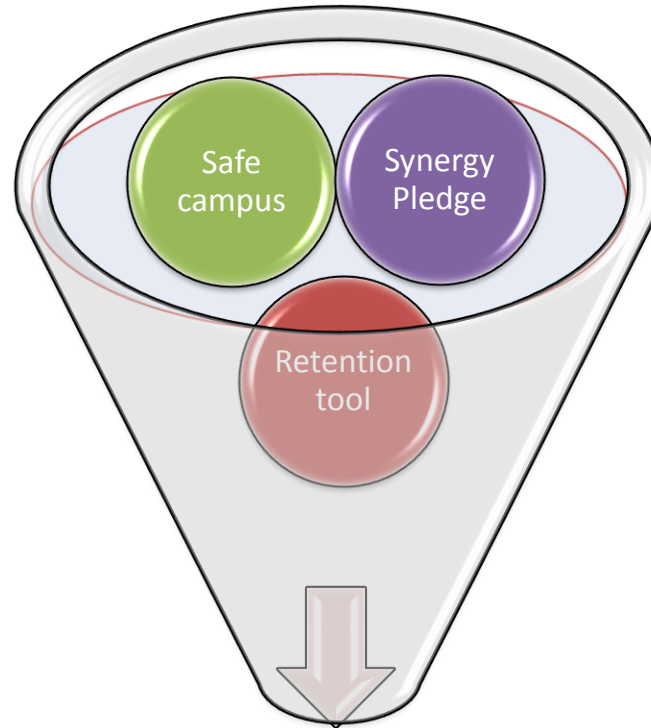
  ➢ Safety in reporting

Ray has the tools to stop abusive behavior

Dr. Kasi appreciates Ray using the Code Word

Renewal Bucket
All incorporated into nurse orientation.

NURSE RETENTION TOOL

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EMPLOYEE	DATE	MANAGER

Why did you start looking for another job?

How do you feel you were treated by your supervisor and coworkers?

How would you describe the morale of your fellow employees?

Did you feel your work was recognized and appreciated?

When first learning your job, did you feel you were given adequate training and assistance?

Was the workload/assignments distributed fairly amongst you and your coworkers?

How would you describe your committee involvement and experiences?

Can you see opportunities for transfer or promotion within our organization?

Were you ever or would you be interested in being trained on/in a different unit/specialty?

What could be done to make this [environment, hospital] a better place to work?

Did you think that the unit culture was one of civility and respect? If not, why?

Did you think that our organizational culture was one of civility and respect? If not, why?

Are you aware of any trends or circumstances that we can look into to help to retain nurses?

ORGANIZATIONAL SATISFACTION RATING

Please rate our organization.
1 = Strongly disagree
5 = Neither agree nor disagree
10 = Strongly agree

WHOLE ORGANIZATION

RATING

SUPERVISOR TREATMENT

RATING

RECOGNITION & APPRECIATION

RATING

FAIR TREATMENT

RATING

OPPORTUNITIES OF PROMOTION & GROWTH

RATING

HOSPITAL CULTURE/ UNIT CULTURE

RATING

WE ARE NPGO

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EMPLOYEE ASSISTANCE PROGRAM

Helps you to cope with disruptive, threatening or dangerous behavior personally or professionally

....

Rush provides a comprehensive Employee, Student, Family Assistance Program (EAP). The Employee Assistance Program (EAP) is a confidential counseling service available to employees and immediate family members. The EAP provides assessment, consultation, referral (when needed), and follow-up for a wide range of interpersonal difficulties which may include: work related problems or conflicts, family/relationship difficulties, psychological issues, substance abuse, legal or financial issues and more.

If you have been involved in a difficult, disruptive or uncomfortable experience you are encourage to use EAP.

If you are concerned about an issue you have or a family member, call EAP and speak with a counselor over the phone or meet with a counselor at a location that is convenient for you or your family member.

To access the EAP, call **(800) 292-2780** or go to **www.ers-eap.com**.

RUSH UNIVERSITY COUNSELING CENTER

The Counseling Center provides professional counseling at no charge year-round for a variety of concerns, ranging from managing stress and anxiety to depression and relationship problems.

To make an appointment, call (312) 942-3687 on weekdays between 9 a.m. and 5 p.m.

Who can use our services:

All students currently enrolled at Rush University and all house staff are eligible to use the Counseling Center. Your spouse or significant other is also eligible as part of a couple.

We hold all discussions and information in the strictest confidence. Center staff members do not maintain electronic medical records of any kind. And no record of contact with the center is accessible to any college or University personnel.

Safe Campus Committee

✪ RUSH

✪ RUSH

PROTECTING YOU:

Important Information about Your Safety and Well-Being at Rush

If you are feeling or a witness to threatening, dangerous or disruptive behavior at Rush, there are a number of ways to report and resolve the situation.

If you feel you are in imminent danger, please call Security immediately at ext. 2-5678.

BEHAVIOR ACTION RESPONSE TEAM (BART)

Rush provides support to protect staff and stop patients or visitors who are disruptive or dangerous

You are experiencing activities, behavior or conduct from patients or visitors who are disruptive to care are dangerous, or criminal.

WHAT TO DO: Call the Behavior Action Response Team (BART) for support. BART is an urgent multidisciplinary conference call convened to address disruptive, dangerous, or criminal behaviors of patients or their visitors.

STEPS TO INITIATE A BART CALL:

- Inform the department manager and/or supervisor of the facts. After business hours or when a department manager is unavailable, please contact the Administrator on Call (AOC) via web pager at 85-7123.

- The AOC will contact the BART team for a conference call.

- On the call, briefly explain the case and the group will determine a plan. Based on plan, a security alert may be assigned and documented in the electronic medical record (EMR).

- The plan will be presented; documented in the progress notes as well as under the Security Alert, when an alert is issued.

During handoffs, including transfers within the Medical Center, the security alert level and the action plan should be communicated.

For more information, search Policy OP-0294 on Inside.Rush.edu.

DISRUPTIVE CONDUCT

Rush will not tolerate employees who are bullies or are threatening in any way

Your ability to learn or perform your job is impacted by disruptive behavior from another member of the Rush community.

Rush strives to create and promote a safe, cooperative and professional environment in which disruptive conduct is not tolerated. Disruptive conduct includes humiliating, berating, demeaning, threatening, bullying, rage, intimidation, gossiping and retaliation.

Please report disruptive conduct — even if you are only an observer and not directly involved.

- To make a report, employees should contact the immediate supervisor or your HR Partner or an Employee Relations consultant. A report concerning students should be made to the appropriate college dean or to the provost. A report concerning students should be made to the appropriate college dean or to the provost.

For more information, search policy E1.50 Prohibition of Disruptive Conduct in the Workplace on Inside.rush.edu. The Policy for Addressing Disruptive Conduct by Medical Staff Members in the Workplace & the Learning Environment is on the Medical Staff Office department site on Inside.rush.edu.

THE RUSH HOTLINE

Something just does not seem right

If something just doesn't seem right and you are concerned, call the Rush hotline.

The Rush Hotline is anonymous and encourages the reporting of issues of concern by employees, patients, and students. The Hotline is maintained 24 hours a day, 7 days a week by specially trained representatives.

All members of the Rush Community are required to report any known or suspected violations of laws or of Rush policies. To make a report to the Rush Hotline:

- Call the Rush Hotline at (877) RUSH-009 or access web reporting at rush.ethicspoint.com.

For more information, go to Inside.rush.edu, search corporate compliance hotline.
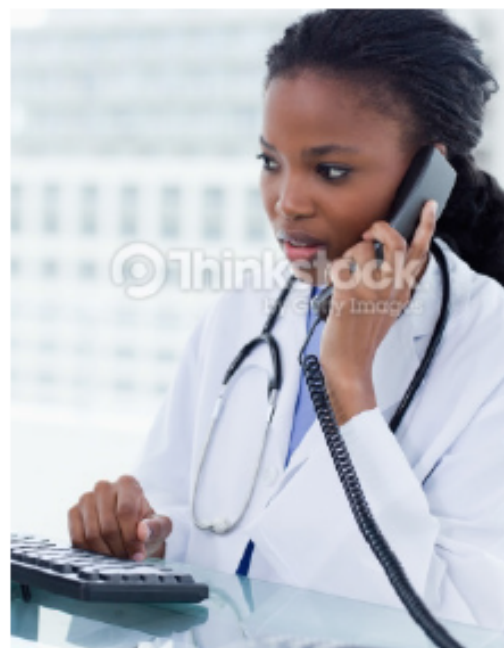
Implementation Process

- Obtained "BUY IN" from the senior leadership

- Shared governance support

- Creating Synergy Committee

- Education material

- Individualized for each department

- Worked with safe campus committee

- Organizational "Buy In"

Implementation Process

Short Term Goal
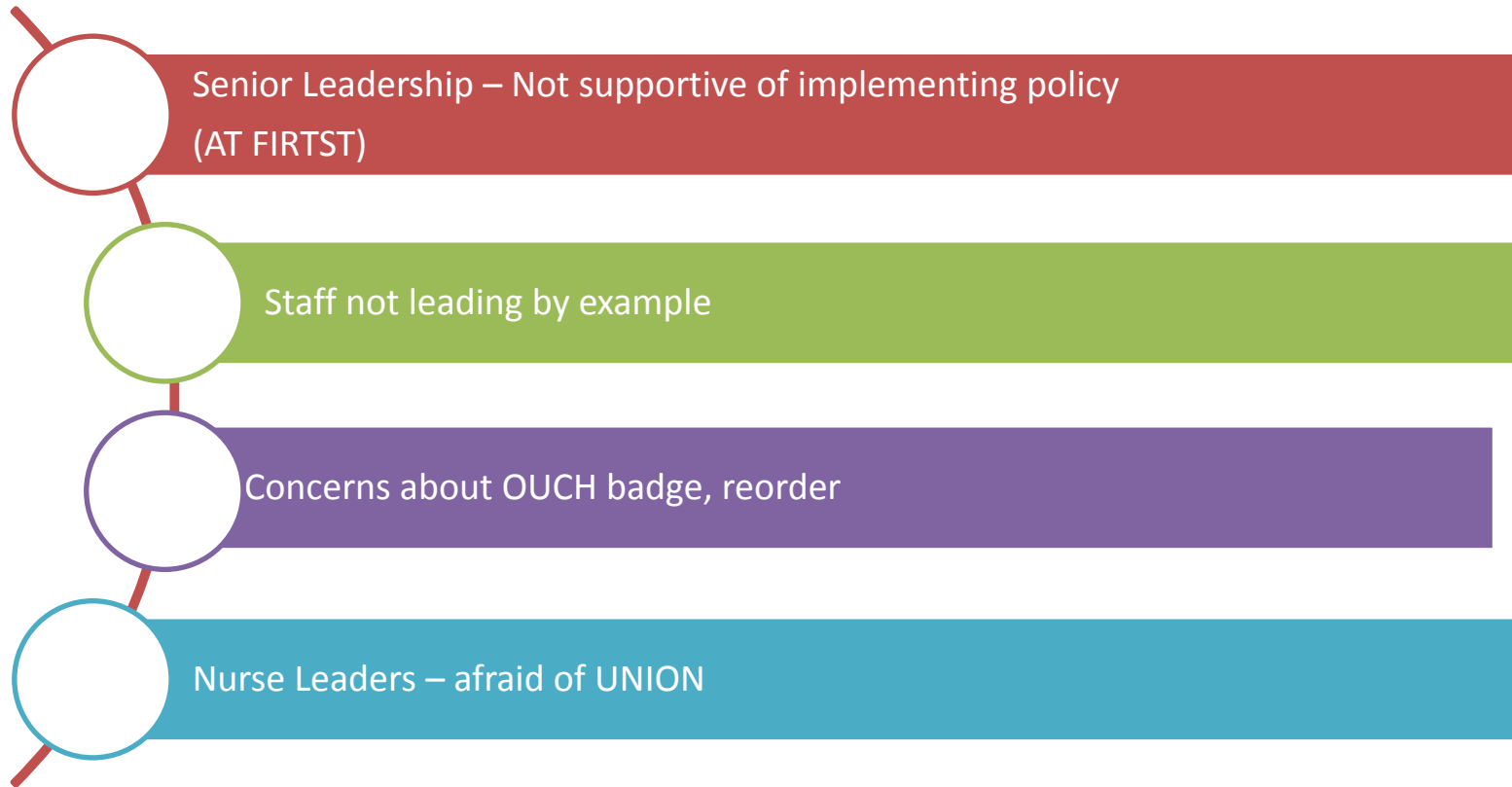
- Staff education via Unit Advisory Committees
- Computer based education
- Grand Rounds
- Unit Huddles
- Charge RN Meetings
- Peer review process

Long Term Goal

- Staff empowered to stop bullying
- Mangers holding employees accountable
- Giving corrective action
- Above the benchmark for Advisory Board Survey

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Obstacles Impacting the Project

Senior Leadership – Not supportive of implementing policy (AT FIRTST)

Staff not leading by example

Concerns about OUCH badge, reorder

Nurse Leaders – afraid of UNION

Outcomes

Employees feel safe to report, leadership listens

- **MBU** – OUCH used with no change, employee resigned
- **Rehab** – reported to leadership with good leadership follow through
- **Transplant unit** – utilized reporting system

Code of Conduct and Polices being enforced

- "Thanks to the Synergy Campaign education I now know I have polices that support me", **RN transplant unit**
- "We are confident the unit will be a better place to work thanks to the Synergy Campaign," **RN Director RUSH**

Above or beating the benchmark

- 2017 employee engagement survey for the first time in 5 years was above the benchmark related to incivility.

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Recommendations

- Standing agenda item at staff meetings

- Increase buy in from CEO

- Yearly education for Nurse Leaders

- Part of new hire orientation for all employees

- Updated code of conduct for all employees

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Thank you Dr. Bolick

Nurses unite: How to fight bullying in the workplace

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Acknowledgements

- Dr. Rosemarie Suhayda PhD RN
- Dr. Pamela Photiadis DNP, RN, CNORDr. Karen Mayer PhD, MHA, RN NEA-BC FACHE
- Dr. Cole Edmonson, DNP, RN, FACHE, NEA-BC, FAAN
- Dr. Beth Bolick, DNP, RN, PPCNP-BC,CPNP-AC, FAAN