

Building a Better Healthcare Culture

Harrison Reed, MMSc, PA-C

Assistant Professor

**The George Washington University
School of Medicine and Health Sciences**




No Disclosures





Objectives:

- **Describe workplace toxicity**
- **Examine its effects**
- **Explore strategies to improve it**

A close-up photograph of several interlocking metal gears. The gears are made of a light-colored metal, possibly aluminum or steel, and are arranged in a complex, overlapping pattern. The lighting is dramatic, with strong highlights on the teeth of the gears and deep shadows in the spaces between them, creating a sense of mechanical complexity and precision. The background is dark, making the metallic surfaces stand out.

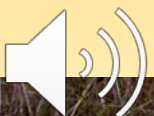
The Mechanics of Toxic Behavior



Toxicity can be overt



- **Insults/Degrading Comments**
- **Yelling**
- **Malicious Rumors**
- **Refusing to work/speak w/ colleagues**
- **Sexual Harassment**



Toxicity can be subtle

- **Passive aggression**
- **Degrading the care/work of others**
- **Degrading patients' appearance, weight, health**
- **Coded sexism/racism**



Sexual Harassment of PAs, NPs, and Nurses

Source: Medscape Survey 2018

Experienced Sexual

Abuse/Harassment/Misconduct: 11%

Witnessed Sexual

Abuse/Harassment/Misconduct: 14%



Sexual Harassment of PAs: The Perpetrators

Physicians: 49%

Nurses: 9%

PAs: 7%

Other: 35%



The ACHE Data

Eh?

98 %

Annually

30 %

Weekly

10 %

Daily

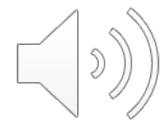




**Only
1%-10%**

are actually jerks







Help me.





The Power of “Bad”



The Power Gradient



The Power Gradient

Risk factor for resident bullying:

(JAMA, 2019)

- Non-English native language
- Foreign medical graduate
- Foreign residency



The Power Gradient

Termination:
Nurses: 61%
Physicians: 22%



The Fallout

Patients

Clinicians

Institutions



The Clinician



Clinicians Suffer

- **Anxiety/depression**
- **Emotional distress and burnout**
- **Increased use of sedatives/sleep aids**



These could lead to far greater consequences



Witnesses Suffer

- Intent to leave**
- Psychological distress**
- Job dissatisfaction**



The Organization



Employees say:

- **60-80% lost time**
- **70% reduced performance**
- **50% avoided work**
- **12% quit**



The Cost:

- **\$11,600/nurse/year**
- **Quit: 1.5 to 2.5 x salary**
- **\$1,000,000/hospital/year**



**Is a jerk
worth
that
much?**



Burnout, job satisfaction, and stress levels of PAs

Bettie Coplan, MPAS, PA-C; Timothy C. McCall, PhD; Noël Smith, MA; Vivienne L. Gellert; Alison C. Essary, DHSc, PA-C

PAs Quit Toxic Workplaces

(n = 7,815)

Once: 30%

More than Once: 12%

Planning to quit: 13%

= 55%

**COMING
SOON!**

JAAPA



Top Reasons PA Quit Jobs- 2019

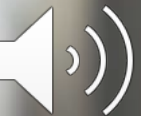
(n = 1,261)

- 1. Better Work/Life Balance- 16.8%**
- 2. Moved- 16.7%**
- 3. Toxic/Abusive environment- 13.6%**





The Patient



- 
- **Poor clinical communication**
 - **Increased medication errors**
 - **Reluctance to report/fix errors**
 - **Decreased procedural skills**



Effects of Hospital Care Environment on Patient Mortality and Nurse Outcomes

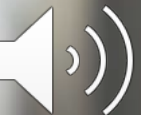
Linda H. Aiken, PhD, RN, FAAN, Sean P. Clarke, PhD, RN, FAAN, Douglas M. Sloane, PhD, Eileen T. Lake, PhD, RN, and Timothy Cheney

Director (Dr Aiken), Associate Director (Dr Clarke), Research Professor (Dr Sloane), Assistant Professor (Dr Lake), Senior Analyst (Mr Cheney), Center for Health Outcomes and Policy Research, University of Pennsylvania School of Nursing, Philadelphia, Pennsylvania

**But Harrison,
that's
correlation, not
causation.**



14%

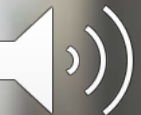


The Impact of Rudeness on Medical Team Performance: A Randomized Trial

Arieh Riskin, MD, MHA^{a,b}, Amir Erez, PhD^c, Trevor A. Foulk, BBA^c, Amir Kugelman, MD^b, Ayala Gover, MD^d, Irit Shoris, RN, BA^b, Kinneret S. Riskin^e, Peter A. Bamberger, PhD^a



No real babies were harmed in the making of this slide.



Exposure to incivility hinders clinical performance in a simulated operative crisis

Daniel Katz,¹ Kimberly Blasius,² Robert Isaak,² Jonathan Lipps,³ Michael Kushelev,³ Andrew Goldberg,¹ Jarrett Fastman,¹ Benjamin Marsh,¹ Samuel DeMaria¹

Control Group

91%

Treatment Group

64%

***Rude actors were not permitted to use inappropriate language, be physically intimidating, or scream**



Building a Better Culture



Be a hero.





**Enforce
institutional
policies**





Medscape Survey (2018)
**Did your workplace
conduct an internal
investigation of your
claim?**

Yes: 26%

No: 74%



50 mL Single-dose

**8.4% Sodium
Bicarbonate
Inj., USP**

Rx only

50 mEq (1 mEq/mL)
4.2 grams (84 mg/mL)

HOSPIRA, INC., LAKE FOREST, IL 60045 USA

Each mL contains
mOsmol/L
contains
unused
intravenous
nonpyrogenic
and undiluted
contains preservative

**Don't be
a buffer.**



Embrace Diversity Be Inclusive




**It is far more important
to avoid jerks than to
find superstars.**



**We should shift from
“productivity” to
“personality”**



A decorative border with a repeating floral and scrollwork pattern in black ink on a light brown background. The pattern consists of stylized flowers and swirling lines that form a continuous border around the central text.

WELCOME



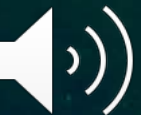
Destigmatize Mental Health



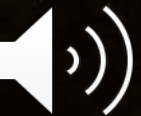
A positive workplace culture requires more than the absence of negativity.



- 
- **Culture affects everything**
 - **We can't ignore or enable toxic behavior**
 - **We need more research in the area of healthcare culture**



1. Johnson C. Bad blood: doctor-nurse behavior problems impact patient care. *Physician Exec*. 2009;35(6):6–11.
2. Cook JK, Green M, Topp RV. Exploring the impact of physician verbal abuse on perioperative nurses. *AORN J* 2001; 74: 317-20, 322-7, 329-31.
3. Villafranca A, Hamlin C, Parveen D, Jacobsohn E. Bullying and incivility in the operating room: survey responses from 7,465 clinicians. *Anesthesiology* 2016: A3109 (abstract).
4. Mullan CP, Shapiro J, McMahon GT. Interns' experiences of disruptive behavior in an academic medical center. *J Grad Med Education* 2013; 5: 25-30.
5. Goettler CE, Butler TS, Shackelford P, Rotondo MF. Physician behavior: not ready for "Never" land. *Am Surg* 2011; 77: 1600-5.
6. Mullan CP, Shapiro J, McMahon GT. Interns' experiences of disruptive behavior in an academic medical center. *J Grad Med Educ* 2013; 5: 25-30.
7. Vartia M. Consequences of workplace bullying with respect to the well-being of its targets and the observers of bullying. *Scand J Work Environ Health* 2001; 27: 63-9.
8. Laschinger HK, Grau AL, Finegan J, Wilk P. New graduate nurses' experiences of bullying and burnout in hospital settings. *J Adv Nurs* 2010; 66: 2732-42.
9. Quine L. Workplace bullying in nurses. *J Health Psychol* 2001; 6: 73-84.



10. Lewis PS, Malecha A. The impact of workplace incivility on the work environment, manager skill, and productivity. *J Nurs Adm* 2011; 41: 41-7.
11. Rawson JV, Thompson N, Sostre G, Deitte L. The cost of disruptive and unprofessional behaviors in health care. *Acad Radiol* 2013; 20: 1074-6.
12. Hogh A, Hoel H, Carneiro IG. Bullying and employee turnover among healthcare workers: a three-wave prospective study. *J Nurs Manag* 2011; 19: 742-51
13. The Joint Commission. Sentinel Event Alert, Issue 40: Behaviors that undermine a culture of safety - 2008.
URL: https://www.jointcommission.org/sentinel_event_alert_issue_40_behaviors_that_undermine_a_culture_of_safety/
14. Rosenstein AH, Naylor B. Incidence and impact of physician and nurse disruptive behaviors in emergency department. *J Emerg Med*. 2012;43(1):139–48.
15. Wright W, Khatri N. Bullying among nursing staff: relationship with psychological/behavioral responses of nurses and medical errors. *Health Care Manage Rev* 2015; 40: 139-47.
16. Institute For Safe Medication Practices. Results from ISMP Survey on Workplace Intimidation - 2004. Available from URL: <https://ismp.org/Survey/surveyresults/Survey0311.asp>
17. Riskin A, Erez A, Foulk TA, et al. The impact of rudeness on medical team performance: a randomized trial. *Pediatrics* 2015; 136: 487-95.
18. Aiken LH, Clarke SP, Sloane DM, Lake ET, Cheney T. Effects of hospital care environment on patient mortality and nurse outcomes. *J Nurs Adm*. 2008 May;38(5):223-9.



Thank You!

@HarrisonReedPA

HarrisonReedPA@gmail.com

