Navigating Conflict Towards Interprofessional Collaboration

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Objectives

• Identify sources of organizational toxicity and dysfunction
• Examine the impact of toxic practices
• Analyze leadership characteristics promoting effective communication
• Discuss interprofessional strategies for optimal collaboration
The Price of Incivility


- 48% intentionally decreased their work effort.
- 47% intentionally decreased the time spent at work.
- 38% intentionally decreased the quality of their work.
- 80% lost work time worrying about the incident.
- 63% lost work time avoiding the offender.
- 66% said that their performance declined.
- 78% said that their commitment to the organization declined.
- 12% said that they left their job because of the uncivil treatment.
- 25% admitted to taking their frustration out on customers
Mistreatment in Healthcare

• 10% of victims of workplace violence are in medical settings (Fink-Samnik, 2015)

• 76% of nurses with at least 10 years of experience reported they had experienced some form of workplace assault in 2013 (Fink-Samnik, 2015)

• Patient safety culture (PSC) decreases with workplace negativity (Spence Laschinger, 2014)

• Negative PSC linked to high med errors, work related injury and reluctance to report errors (Spence Laschinger, 2014)
<table>
<thead>
<tr>
<th>Shaming</th>
<th>Passive Hostility</th>
<th>Team Sabotage</th>
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<tbody>
<tr>
<td>Humiliates others</td>
<td>Distrusts opinions of others</td>
<td>Monitors team members’ behaviors</td>
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<tr>
<td>Makes sarcastic remarks</td>
<td>Displays passive aggressive behavior</td>
<td>Meddles in teamwork</td>
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<tr>
<td>Takes pot-shots</td>
<td>Protects own territory</td>
<td>Uses authority to punish others</td>
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<td>Points out the mistakes of others</td>
<td>Has difficulty accepting feedback</td>
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<td>Is clueless that behaviors are toxic</td>
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Contributors to Toxicity

Causes
- Compressed healthcare paradigm
- Practice changes

Results in
- ↓ Professional empowerment
- Fear of losing control - stress

Toxicity
- Dissatisfaction
- Loss of altruism
- ↓ Belief in health system
Leading Through Incivility

Communication is something people do.
- Wilbur Schramm
Communication Process

Sender

Message

Medium

Artifact

Receiver

Feedback

Interpretation
Hawthorne Effect

• Physical and environmental influences attitude
• Increased attention raises productivity
• Relationship with supervisor influences work effectiveness/efficiency

http://rachel.golearn.us/
Open Communication

- Transparency
  - Relationship building
  - Personal
  - Respectful
  - Goal congruency
  - Accept all topics for discussion
Communicating Change

• Strategic focus and process to navigate disruption
• Commitment to change
• Promote collaboration
• Support new behaviors
• Adapt communication system/channels
Lewin’s Change Model

- **Unfreeze**
  - Ensure employees are ready for change

- **Change**
  - Executes intended change

- **Refreeze**
  - Ensures change becomes permanent
Interprofessional Collaboration

http://dental.nyu.edu/aboutus/interprofessional-education.html
“Could a greater miracle take place than for us to look through each other’s eyes for an instant?”

— Henry David Thoreau
Interprofessional Collaboration - Definition

“Effective interprofessional collaboration promotes the active participation of each discipline in patient care, where all disciplines are working together and fully engaging patients and those who support them, and leadership on the team adapts based on patient needs.

Effective interprofessional collaboration enhances patient-and family-centered goals and values, provides mechanisms for continuous communication among caregivers, and optimizes participation in clinical decision-making within and across disciplines. It fosters respect for the disciplinary contributions of all professionals.”
Team Intelligence

“The active capacity of individual members of a team to learn, teach, communicate, reason, and think together, irrespective of position in any hierarchy, in the service of realizing shared goals and a shared mission.”

- Susan Gordon
AORN Position Statement on a Healthy Perioperative Practice Environment

POSITION STATEMENT
AORN is committed to supporting healthy perioperative practice environments. Key components of a healthy perioperative practice environment are

- collaborative practice;
- a communication-rich culture;
- accountability;
- adequate staffing systems;
- expert, credible, and visible nursing leadership;
- shared decision making at all levels;
- encouragement of professional practice; and
- recognition of the value of nurses’ contributions.\(^1\),\(^2\)

RATIONALE
A healthy perioperative practice environment can be defined as a practice setting that is safe, healing, humane, and respectful of the rights, responsibilities, needs, and contributions of all members of the perioperative team.\(^1\) Members of a highly functioning perioperative team communicate, collaborate, and respect each other’s roles and skill sets. A positive practice environment encourages safe patient care practices, promotes optimal patient outcomes, and fosters a desirable workplace.\(^2\)

https://www.aorn.org/aorn-org/guidelines/clinical-resources/position-statements
Core Competencies for ICP

Domain 1
• Values/Ethics for Interprofessional Practice

Domain 2
• Roles/Responsibilities

Domain 3
• Interprofessional Communication

Domain 4
• Teams and Teamwork

Interprofessional Education Collaborative:
http://www.aacn.nche.edu/education-resources/IPECReport.pdf
THROUGH THE EYES OF THE WORKFORCE

Strategy 1: Develop, embody shared core values of mutual respect and civility

Strategy 2: Adopt the explicit aim to eliminate harm to the workforce and to patients

Strategy 3: Commit to creating a HRO, demonstrate highly reliable performance

Strategy 4: Create a learning and improvement system

Strategy 5: Establish data capture, database, performance metrics for accountability, improvement

Strategy 6: Recognize, regularly celebrate the work and accomplishments of the workforce

Strategy 7: Support research exploring health care issues and conditions harming our workforce and our patients

http://www.npsf.org/?page=throughtheeyes
Leader as Team Member

• Place patients first
• Participant in horizontal relationships
• Promoter of creativity
• Acknowledging and rewarding contributions
• Prioritizing problems
Summary

- Conflict is fundamental to human relationships
- Unaddressed toxicity becomes pervasive creating dysfunction
- Effective communication is essential to initiating and sustaining change
- Relational equality encourages engagement in team dynamics
- Interprofessional collaboration transforms work effort into a team activity
- Leaders are part of the team
Thank You
Resources


Resources


