Building a Positive and Professional Healthcare Environment:

Addressing and Preventing Unacceptable Behaviours

Welcome to our webinar on addressing and preventing unacceptable behaviours in healthcare. Join presenters Stacey Robinson and David Daley as we explore creating a person-centred, just culture that promotes speaking up and accountability.

Welcome and Introduction

- This webinar forms part of the COMPASS project, which focuses on equipping healthcare managers with the skills to lead change toward adopting person-centred care approaches.

- Specifically, we'll focus on Module 3 of this work package, which addresses the crucial issue of recognising and correcting unacceptable behaviours in healthcare settings.

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Building a Positive and Professional Healthcare Environment:

Addressing and Preventing Unacceptable Behaviours

Learning Objectives

Person-Centered Approach

Understand the importance of putting individuals at the center of care decisions.

Just Culture

Promote an environment that encourages speaking up and accountability.

Addressing Unacceptable Behaviors

Learn to recognize and address negative behaviors in the workplace.

Effective Supervision

Develop strategies for addressing negative behaviors through supervision.

Section 1: Rules, Procedures, and Expectations on Care Standards/Desirable Behaviours:

The Person-Centred Approach

Codes of Conduct

Behaviours of Concern

Definition

Placing the person at the center of care decisions.

The person-centred approach in healthcare emphasises the importance of recognising individuals as the true experts in their own needs and experiences. This method prioritises respect and dignity, ensuring that care is tailored to each individual. Key principles include individualised care, shared decision-making, fostering therapeutic relationships, and adopting a holistic view of the patient's health and wellbeing.

Codes of Conduct

Accountability

Taking responsibility for actions and decisions in healthcare.

Prioritizing Well-being

Focusing on the health and safety of patients and colleagues.
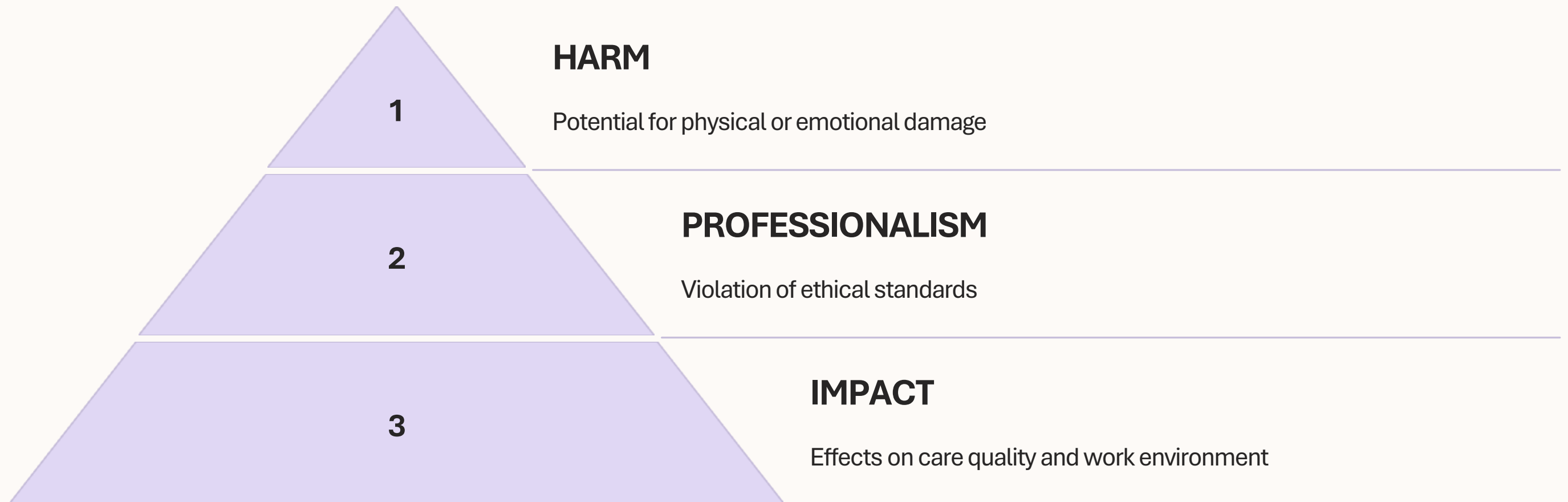
Collaboration

Working effectively with others to provide the best care.

Communication

Ensuring clear and respectful exchange of information.

Behaviors of Concern

HARM

Potential for physical or emotional damage

1

PROFESSIONALISM

Violation of ethical standards

2

IMPACT

Effects on care quality and work environment

3

Behaviours of Concern: Examples

Towards Service Users

- Mistreatment
- Verbal Aggression
- Neglect

Towards Co-workers

- Incivility or Hostility
- Bullying
- Physical Violence

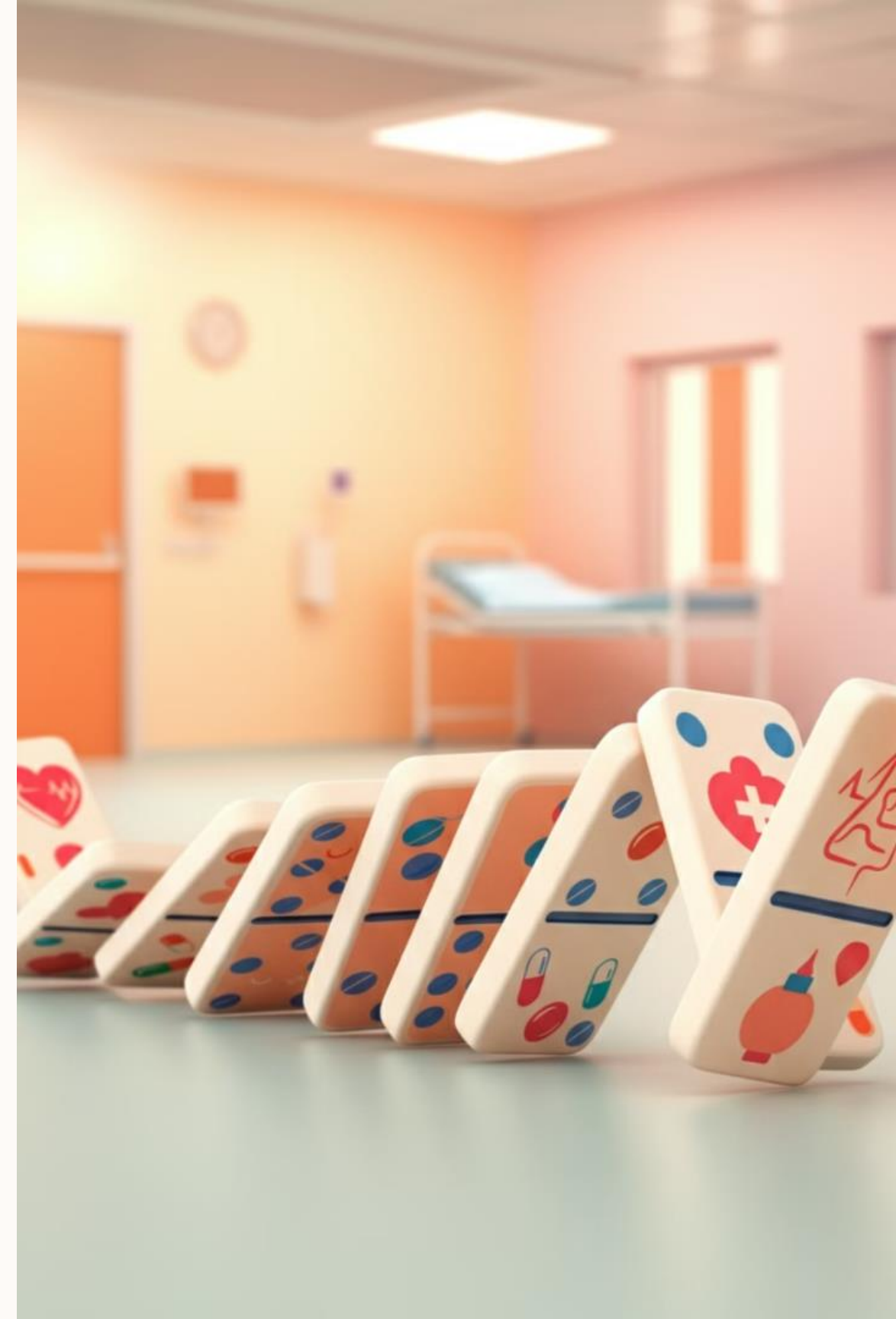# The Domino Effect of Unacceptable Behavior

1 Individual Impact

Affects clinical performance of those witnessing unacceptable behavior.

2 Behavioral Contagion

Increases potential for an upward spiral of unacceptable behavior.

3 Team Performance

Indirectly impacts overall team effectiveness and morale.

Personal Responsibility and Accountability:

The Role of Staff, the Space to Provide Their Opinion, the Role of Leaders

- Challenging Negative Behaviours
- Useful Tips for Addressing Bad Behaviour
- Encourage Speaking Up
- Promote a Just Culture
- Balancing Punishment and Blamelessness
- The Supervisor's Role in Adverse Events
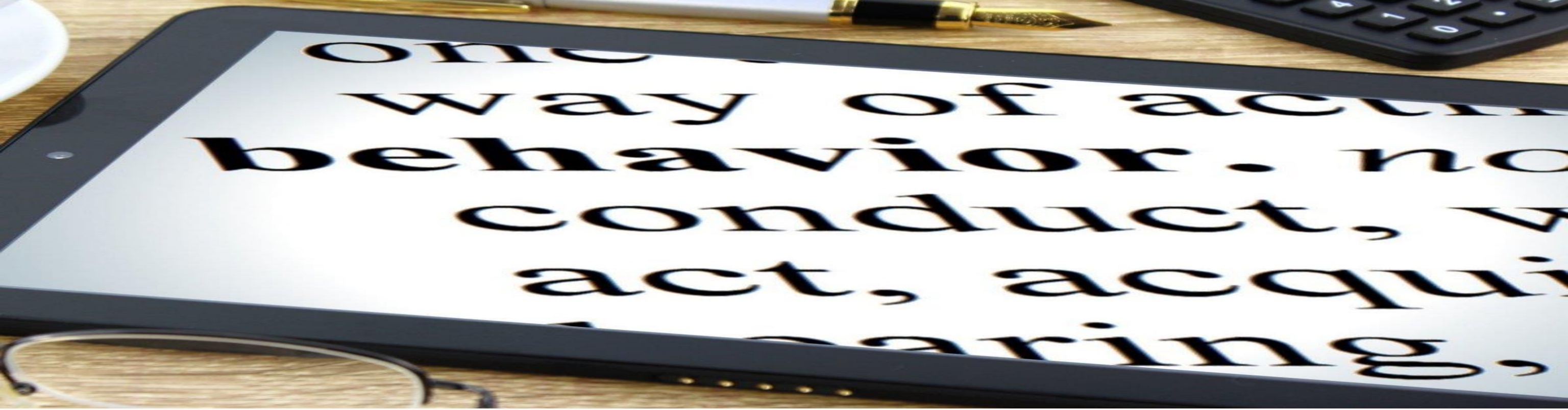
Challenging Negative Behaviors

Immediate Action

Call out negative behaviors as soon as possible.

Clear Communication

Make explicit which behaviors are acceptable or unacceptable.

Prevention

Avoid allowing negative behaviors to become a recurrent practice.

Addressing Bad Behavior: Practical Tips

1   ⟫⟫   **Summarise**

Make a brief, factual summary of what happened.

2   ⟫⟫   ⟫⟫   **Explain Impact**

Describe the negative impact of the behavior.

3   ⟫⟫   ⟫⟫   ⟫⟫   **Suggest Change**

State how you would like to see that behavior modified.

Summary statement: "Addressing negative behaviours with clarity and respect can lead to positive change."

Encouraging Speaking Up

Definition

Raising concerns about risky or unacceptable actions to promote patient safety.

Key Barriers

- Fear of negative consequences

- Perceived lack of efficacy

Importance

Essential for building a just culture and improving patient safety.

Summary Statement:

"Empowering staff to speak up is essential for building a just culture and improving patient safety."

Promoting a Just Culture

A culture balancing learning from mistakes with accountability for reckless behaviour

Key Elements

- Encourages reporting of errors and near misses

- Focuses on system improvements

- Distinguishes between types of behaviour

- Provides support and coaching

Summary Statement:

"A Just Culture promotes a safer and more transparent healthcare environment."

Balancing Punishment and Blamelessness

1

Human Error

Requires corrective action and support.

2

At-risk Behavior

Necessitates coaching and guidance.

3

Reckless Behavior

May warrant disciplinary action.

The Supervisor's Role in Adverse Events
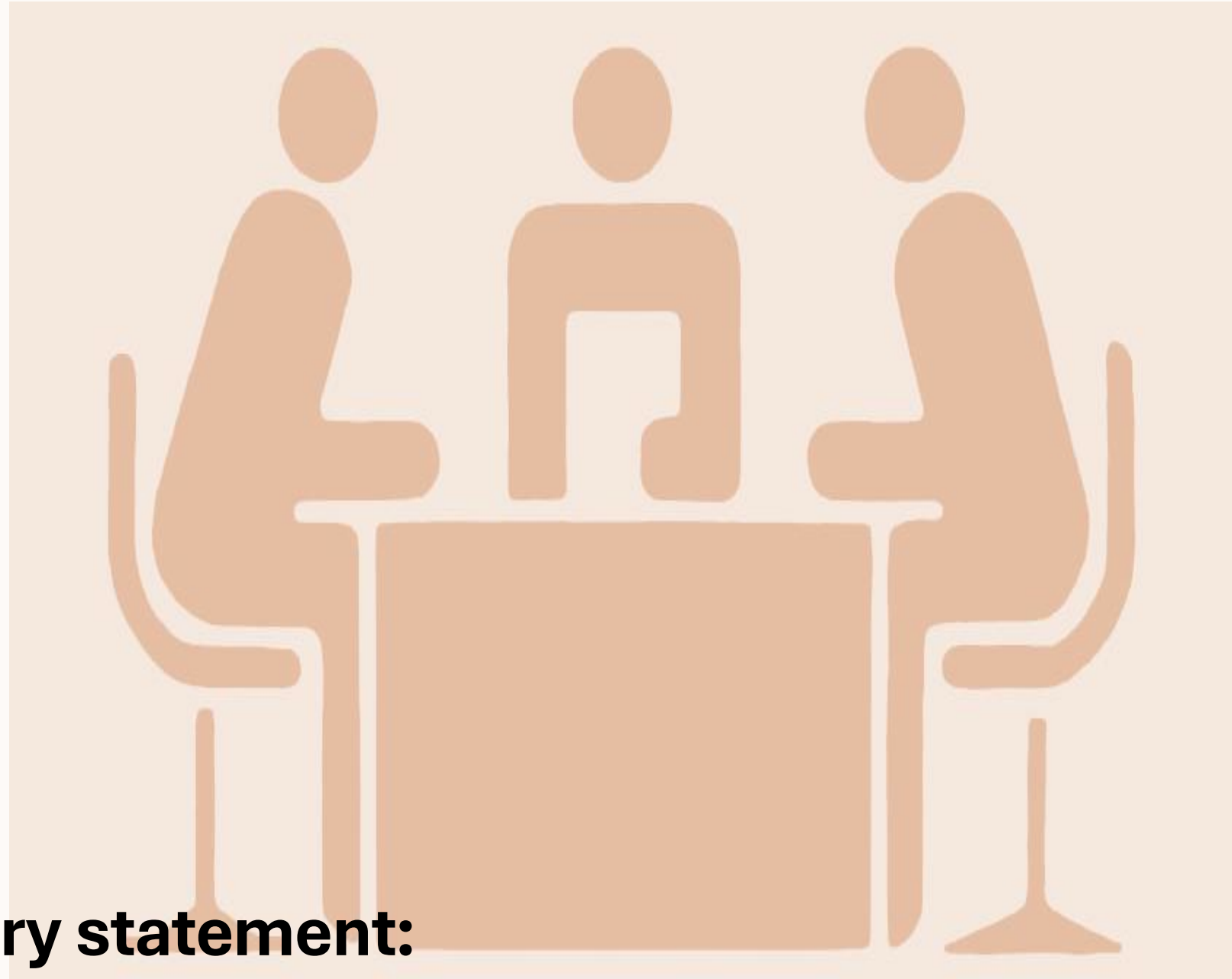
Leadership Failures

Address issues in guidance and direction.

Operational Planning

Ensure proper procedures and resources are in place.

Ethical Considerations

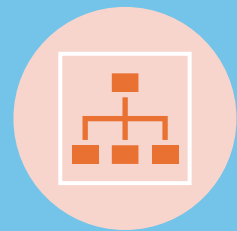Maintain high standards of professional conduct.

Summary statement:

Effective supervision is crucial for promoting a safe and accountable healthcare environment.

Pedagogical Methods of Supervision

What is Supervision?

Functions of Supervision

Supervision in a Learning Organisation

Supervision and Person-Centred Care

Benefits of Supervision

Definition: "A formal relationship that supports growth, learning, and professional development."

Key elements:

- Structured and facilitated process
- Safe, supportive environment
- Focus on reflection and self-awareness
- Promotes critical thinking
- Facilitates the creation of new perspectives

Summary statement:

- "Supervision is an investment in professional growth and improved patient care."

The Three Key Functions of Supervision

Key Elements:

- Support: Provides a safe space for staff to discuss challenges, receive guidance, and address well-being

- Line Management: Ensures staff understand and follow policies and procedures, promoting good standards of work

- Education & Development: Helps staff develop critical thinking, explore learning needs, and identify opportunities for professional growth

Summary Statement:

- **"Effective supervision creates a supportive environment that fosters professional growth and addresses negative behaviours."**

Supervision in a Learning Organisation

○ **Characteristics of a learning organisation**:

- Values continuous improvement

- Encourages reflection and learning from experience

- Promotes knowledge sharing

- Adapts to change

○ **Role of supervision:**

- Apply new knowledge and skills

- Create a culture of trust

- Facilitate reflection and learning

Supervision and Person-Centred Care

○ Key points:

  ▪ Delivering person-centred care requires staff to be treated in a person-centred way.

  ▪ Supervision supports person-centred practice by fostering therapeutic relationships.

  ▪ Person-centred supervision values staff well-being and empowerment.

○ **Summary statement:**

  ▪ **Person-centred supervision empowers staff to provide compassionate, individualised care."**

Benefits of Supervision

Through Supervision, Staff are...

- Supported in implementing reflective practices
- Valued
- Empowered
- Treated in a person-centred way

Summary statement:

- "Supervision creates a positive and supportive environment that fosters professional growth and person-centred care."

Supporting your staff

Conclusion: Webinar Summary

- **Key Takeaways**
  - A person-centred approach is essential for creating a positive healthcare environment.
  - Codes of conduct provide a framework for expected behaviours and professional standards.
  - Unacceptable behaviours can have a domino effect, impacting individuals, teams, and the wider organisation.
  - Early intervention is key to addressing negative behaviours and preventing escalation.
  - Promoting a Just Culture empowers staff to speak up and contribute to patient safety.
  - Supervision supports professional development, staff well-being, and person-centred care.

- **A call to action:**
  - Let's work together to create healthcare workplaces where everyone feels safe, respected, and valued.