

PARTICIPANT HANDOUTS

“Lunchtime Learning” Professional Skill Development Distance Learning Series Event #3: Creating a Productive Healthcare Environment: Decreasing Negative Attitudes

Presented by:

Presented by Edward Leigh, MA,
Founder & Director of the Center for Healthcare Communication

Live Broadcast Date/Time:

Wednesday, June 15, 2016
12:00–1:00pm Mountain Time / 1:00–2:00pm Central Time

Series Overview:

Join Community Health Association of Mountain/Plains States (CHAMPS) and Colorado Community Health Network (CCHN) for the [**“Lunchtime Learning” Professional Skill Development Distance Learning Series!**](#) These six one-hour webcasts will take place between April and September of 2016. Participants may attend any selection of events; all are designed to provide professional development and skills improvement as a component of a continuous process of advanced practice transformation, with the goal of positively impacting retention rates at Region VIII health centers. The events are primarily targeted at health center administrative and clinical support staff, although staff members from all levels of the health center are welcome.

Event Overview:

Negative attitudes in the workplace are like computer viruses -- they damage everything in their path. Computers need protection and so do workplaces! Results of negative attitudes are devastating, such as intense conflict, reduced morale and decreased productivity. You will learn practical, research-based ways to turn those negative attitudes into positive mindsets. This session will focus on two key areas: preventing negative attitudes from beginning and sensitively handling negative attitudes among employees once they surface in the workplace. Avoiding and enabling employees with negative attitudes only escalates the situation. Now is the time to manage these attitudes to create high-performing healthcare environments.

Learning Objectives:

Upon completion of this session, participants should be able to:

1. Describe the destructive impact of negative attitudes in the workplace
2. Analyze the primary causes of negative attitudes to avoid behaviors from starting
3. Apply methods of professionally handling negative attitudes

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SERIES TIMELINE

Past Events (Archives Available)

Event #1 – Utilizing Mindfulness to Reduce Stress and Prevent Burnout

Event #2 – Creating a Productive Work Environment: Enhancing Teambuilding

Additional Events

6/15/16, Event #3 – Creating a Productive Work Environment:
Decreasing Negative Attitudes

7/20/16, Event #4 – Creating a Productive Work Environment:
Establishing Boundaries

8/17/16, Event #5 – Caring for Difficult Patients in a Complex Healthcare System

9/21/16, Event #6 – Interpersonal Considerations for Care of Elderly Persons

Visit <http://champsonline.org/events-trainings/distance-learning>
for complete details, including registration for individual events.

CHAMPS ARCHIVES

This event will be archived online and on CD-ROM. The online version will be available within two weeks of the live event, and the CD will be available within two months. CHAMPS will email all identified participants when these resources are ready for distribution. For information about all CHAMPS archives, please visit <http://champsonline.org/events-trainings/distance-learning>.

DESCRIPTION OF CCHN

Colorado Community Health Network (CCHN) is a non-profit organization representing the 20 Colorado Community Health Centers (CHCs) that together are the backbone of the primary health care safety-net in Colorado. CCHN is committed to educating policy makers and stakeholders about the unique needs of CHCs and their partners, providing resources to ensure that CHCs are strong organizations, and supporting CHCs in maintaining the highest quality care. For more information about CCHN, please visit www.cchn.org.

DESCRIPTION OF CHAMPS

Community Health Association of Mountain/Plains States (CHAMPS) is a non-profit organization dedicated to supporting all Region VIII (CO, MT, ND, SD, UT, and WY) federally-funded Community, Migrant, and Homeless Health Centers so they can better serve their patients and communities. Currently, CHAMPS programs and services focus on education and training, collaboration and networking, workforce development, and the collection and dissemination of regional data. For more information about CHAMPS, please visit www.CHAMPSonline.org.

SPEAKER BIOGRAPHY

Edward Leigh focuses on creating high-performing healthcare environments, primarily focusing on effective communication between professionals and with patients. He travels throughout the US presenting high-energy and informative programs for hospitals, healthcare associations, universities, medical practices, long-term care facilities and government organizations. He is the Founder & Director of the Center for Healthcare Communication. He has a master's degree in health education from Kent State University and this year will begin his doctoral studies in the area of patient engagement. He recently completed the soon-to-be-published book, *Engaging Your Patients*. His expertise put him in the national spotlight through interviews on The Today Show, MSNBC News, The Discovery Health Channel and can currently be seen on The Oprah Winfrey Network. Montel Williams and Katie Couric have interviewed him.

Creating a Productive Healthcare Environment

Decreasing Negative Attitudes

Presented by: Edward Leigh, MA



www.CommunicatingWithPatients.com

Wednesday, June 15, 12-1PM Mountain Time

*Lunchtime Learning: Professional Skill Development Distance Learning Series,
Part 3 of 6*

Hosted by:



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COMMUNITY HEALTH NETWORK
Access for All Colorado

www.cchn.org



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Interactive Poll

How often do you experience behaviors in your Community Health Center that could use some "attitude enhancement?"

- Regularly
- Occasionally
- Rarely
- Never



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Interactive Question

How many total people are watching this event at your computer (yourself included)?

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Program Objectives

1. Describe the destructive impact of negative attitudes in the workplace.
2. Analyze the primary causes of negative attitudes to avoid the behaviors from starting.
3. Apply methods of professionally and tactfully handling negative attitudes.

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Interactive Question

According to a Gallup study, how much money is lost each year in the US due to lost productivity associated workplace negativity?

- A. 100 Million
- B. 300 Million
- C. 100 Billion
- D. 300 Billion



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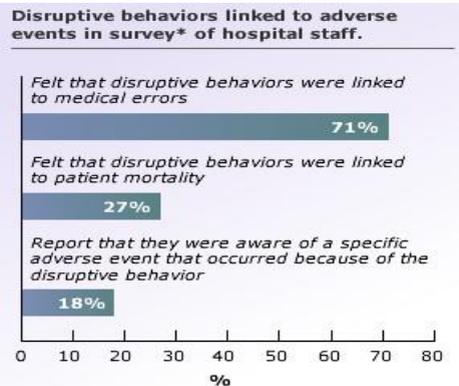
Destructive Impact of Workplace Negativity

A Gallup survey found an estimated **22 million workers** are presently "actively disengaged," or **extremely negative** in their workplace.

This costs the U.S. economy up to **\$300 billion** dollars a year in lost productivity.

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Destructive Impact of Workplace Negativity



*Of 4530 participants: 2846 nurses, 944 physicians, 40 administrative executives, 700 "other."

Source: Rosenstein AH, O'Daniel M. A survey of the impact of disruptive behaviors and communication defects on patient safety. *Jt Comm J Qual Patient Saf.* 2008;34:464-471.

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Destructive Impact of Workplace Negativity

Negative attitudes in a bank environment
could result in errors where customers
lose money.

Negative attitudes in a healthcare environment
could result in errors where patients
may experience serious adverse events.

**It's all about
patient safety!**

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Start at the Top!

Engaged Leaders = Engaged Managers

Engaged Managers = Engaged Employees

Engaged Employees = Engaged Patients

In a healthcare environment, top-performing leaders / managers exhibit the following behaviors:

- Set a positive tone by making themselves visible & accessible
- Look for employees who provide outstanding patient care and recognize this excellent behavior
- Don't avoid employees who are having a bad day, but rather try to help them.

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**Hurting
People
Hurt
People**

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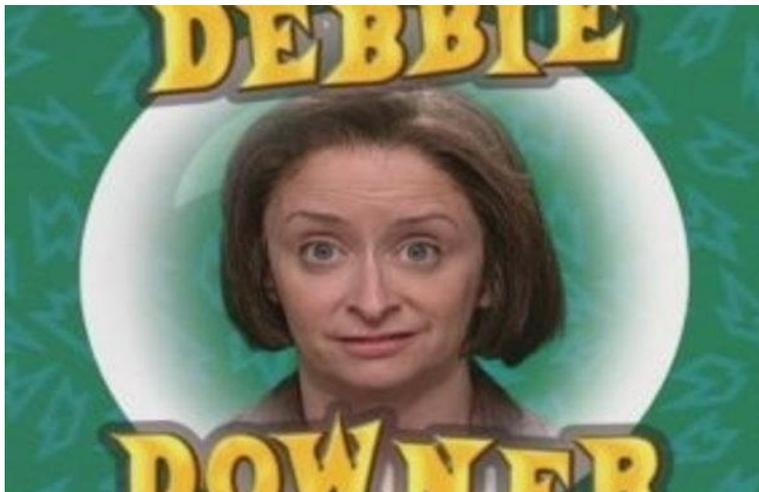
You may not necessarily be able to control another person's behavior,

however,

you can control your reaction.

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Energy Vampires!



Practice Prevention

Shared decision making is vital!

- Are your employees “just” employees? Would they describe themselves as “Just a ...”? The word “just” says it all.
- If an employee has an issue with something, ask, “What are your thoughts to enhance the situation?”
Focus on this statement:

“Don’t complain about something unless you have a possible solution.”

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Practice Prevention

Shared decision making is vital!

Some employees become difficult based on the workplace culture. They feel they have **no control** in activities and when this happens they **act out in a disruptive manner**. It is vital to create a workplace environment that enhances the employee experience.

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Practice Prevention

Shared decision making is vital!

Give people a chance to develop solutions to the problem. In this way, they are more likely to "own" the solution.

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Practice Prevention

Shared decision making is vital!

Unfortunately, in many cases, employees are the last to know about new projects. They feel no ownership and this may cause grumblings. Before starting an initiative, survey employees and get their feedback.

You want people feel a part of the process instead of apart from the process.

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Practice Prevention

Show appreciation

When employees engage in outstanding work, let them know you care. There are many ways to give thanks for outstanding behavior, including a handwritten note or small gift / gift card. Employees who feel appreciated are much less likely to become negative.

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Practice Prevention

Create relationships built on trust and caring behaviors

- People listen to people they trust. Would you take advice from a person you did not trust?
- Employees in the workplace are focused on their responsibilities, but they are still emotional beings. If an employee is going through a rough time outside of the workplace, be there for them. Offer support.

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Practice Prevention

Abundant learning opportunities

People can't effectively do their jobs unless they are properly trained and have continuous reinforcement. An angry employee may state, "No one ever told me about that!" Also, keep in mind, people forget, and for that reason key points must always be reviewed.

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Practice Prevention

Get it in writing!

Be sure there are clearly-written guidelines for employee behavior. If an employee dresses inappropriately in the workplace, how could state you have an issue if there are no written guidelines on appropriate attire? Having clearly-written policies moves the conversation from subjective to objective.

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There's a problem. Now what?

Start Early!

- When an employee begins to exhibit chronically negative behaviors, step in immediately. Do not ignore the behavior. Hoping it will go away on its own is not a helpful strategy.
- Focus on "I" language not "you" language. For example: (Which sounds better?)

"You need to improve your attitude."

vs.

"I am concerned about ..."

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There's a problem. Now what?

Start Early!

Ask to meet the employee privately. At the beginning of the conversation, in a friendly tone, ask the employee how everything is going. This action may immediately tell you the situation. If they say everything is fine, respond by noting certain behaviors. At this point it is not productive to tell the person to simply "stop it." Ask about the issue and how you can be of help. Be a resource not a source of anguish.

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There's a problem. Now what?

- **Do your homework**
 - Before speaking to the employee, get the facts.
 - Think about specific details such what was said and when it occurred. It is vital to know all the facts.
- **Stay neutral**
 - If there are issues between employees, do not take sides. Your role is to gather specific data, not get involved in potential personality clashes.
 - Wear your manager hat not your buddy hat. In some cases, your role is not be everyone's friend; your role is to help employees to do their very best.

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There's a problem. Now what?

Set goals

- When talking to the person about the issues develop a plan with goals.
- Examples:
 - If they are chronically late, maybe a transportation solution could be found?
 - If an employee is unpleasant because they feel their ideas are not being considered, mention how their thoughts could be addressed.

Don't enable

For example, excusing negative behaviors by saying, "Well, she has been having family issues, I'll let it go this time ..."

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There's a problem. Now what?

Focus on the behavior, not the person

- Separate the problem from the person. Emphasize that you have a concern about their behavior not them personally. The behavior is the issue, not the person.
- If this isn't very clear to the employee, they will walk away feeling, "He doesn't like me."

Don't get angry yourself

This type of reaction doesn't help and only escalates the problem. Focus on problem solving, not arguing.

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There's a problem. Now what?

Really listen

- There is one surefire way to prove to the employee you are listening – repeat back their concern.
- After you restate their concern and then add your comments.
- It also works in reverse; ask the employee to rephrase the plan.
- During the conversation, do not constantly look at a clock or your smart phone. You want to give the person your undivided attention.

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Interactive Question

Researchers Rosenstein and O'Daniel surveyed hospital employees regarding disruptive behaviors in the workplace and found what percentage believe that "disruptive behaviors are linked to medical errors?"

- A. 71
- B. 47
- C. 27
- D. 18



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Putting it all Together

- Negative employee behavior will always be part of the workplace environment. However, we can dramatically minimize it through prevention strategies.
- When problems do take place the strategies discussed in this webinar will take you from frazzled to fantastic!

When equipped with the right set of skills, you can move employees with negative behaviors to super performers!

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Happy Healthcare Team!



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Questions



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Thank you!



Edward Leigh, MA
Founder and Director
Center for Healthcare
Communication

Please join us for the next
**Lunchtime Learning
Professional Skill
Development**
webinar on July 20th!

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Thank You For Joining US!

Your opinions are very important to us.

Please complete the Evaluation for this event. Those attending the entire event and completing the Evaluation questions will receive a Certificate of Participation.

Each person should fill out their own Evaluation Survey.

Please refer to the SurveyMonkey link provided under the "Handouts" tab of the online event. The same link was provided in the reminder email sent out in advance of the event, and will be included in a follow-up email to those logging onto the live event. Please pass the link along to others viewing the event around a shared computer.

To learn more about trainings offered by CHAMPS and CCHN, please visit:

- www.CHAMPSonline.org/Events/
- www.CCHN.org/training-and-events



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**Have a
PUGtastic
Day!**

