Creating a Healthy Workforce by Implementing a Unit-based Intervention to Address Bullying & Incivility
Background

New graduate RN turnover with first year of practice
- As high as 50% in first 6 months
- 2012-2014

RN Residency program initiated summer 2015
- Small group facilitator sessions
- Issue of incivility and possible bullying began to surface

Polled all BSWH CNOs
- “Do you feel that bullying and lateral violence is an issue in your organization and if so, do you have defined strategies to address?”
- 100% answered YES it is an issue and NO there are no defined strategies
Action

- Executive leadership team sought help from an international expert
- Gap analysis conducted
- Healthy Workforce Intervention executed
Healthy Workforce Intervention

- Strengthen Organization
- Equip Front-line Leaders
- Empower Employees
Strengthen Organization

• Established Healthy Workforce Committee
• Augmented current curriculum
• Adapted policies and created processes
• Strengthened relationships between leaders and HR
• Heightened awareness through education and training
Strengthening Organizational Structure
Six (6) units selected for deep dive unit-based interventions

Education, training, and coaching on essential skills to address incidents of disruptive behaviors

Identified leaders as Healthy Workforce Champions
Equipping Front Line Leaders
Empower Employees

• Involved Shared Governance Committees
• Rolled out four (4) nurse led initiatives
• Involved employees in creating unit-based behavioral expectations
Empowering Employees
Outcomes - Quantitative

• NDNQI Improvements
• People Survey Scores increased by 3.6%
• Decreased incidents of disruptive behaviors by 41%
• Turnover in new grads decreased to 10%
### Interprofessional Roll-Up

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>3.98</td>
<td>4.22</td>
<td>4.25</td>
</tr>
<tr>
<td>STICU</td>
<td>3.83</td>
<td>3.88</td>
<td>4.0</td>
</tr>
<tr>
<td>6N</td>
<td>3.82</td>
<td>3.89</td>
<td>3.97</td>
</tr>
<tr>
<td>PACU</td>
<td>3.96</td>
<td>3.97</td>
<td>4.07</td>
</tr>
</tbody>
</table>

- **Overall**: 3.98, 4.22, 4.25
- **STICU**: 3.83, 3.88, 4.0
- **6N**: 3.82, 3.89, 3.97
- **PACU**: 3.96, 3.97, 4.07
Outcomes - Qualitative

• “We don’t play that game here anymore.”

• Sacred Spaces

• Healthy workforce culture expanding beyond nursing
Employee comments

- It showed me some behaviors that I need to change in myself
- Addressing bullying and hopefully stopping bullying on my unit
- Speak up when I see bullying make my clinic a better place to work
- This should be mandatory!!
- Be more aware of my behaviors
- This was so educational. Helped me find tools to become a better manager
- I'm extremely excited that there is even somewhere we could learn and help creative and positive work environment
- Think before speaking and apologize if my tongue is too fast
Leader comment

“One of the nurses who was at the top of the list of incivility has shown great improvement. She became more aware of how she was coming across and put a lot of effort into thinking about what she was going to say prior to saying it. She spearheaded a welcoming project for new hires giving them “Goody Bags” and posted welcome signage. One of the newer hires who had fallen victim to incivility at the hands of this nurse came and told me of the remarkable turnaround that this nurse has made.”

~Chad Green, Manager, PACU
“Actively addressing a long standing issue within the nursing profession in order to improve the experience of being a nurse and to improve patient safety is the most meaningful work of my 34 year nursing/15 year CNO career!”

Gerald W. Bryant, DNP, RN
Regional Chief Nursing Officer
Baylor Scott & White Medical Center & Clinic-Temple
Baylor Scott & White Continuing Care Hospital
McLane Children’s Hospital Baylor Scott & White
Baylor Scott & White Health
For more information...

Dr. Denise Stewart
Director of Clinical Excellence
BSW Medical Center – Temple Region
Denise.stewart@bswhealth.org

Dr. Renee Thompson
CEO of the Healthy Workforce Institute
renee@rtconnections.com
www.healthyworkforceinstitute.com

Helping YOU cultivate and sustain a healthy, happy work environment!