

The Pebble Effect:

Stopping Incivility in Clinical Environments



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Problem

- The Joint Commission has made improved effectiveness of communication among caregivers a National Patient Safety Goal
- Rosenstein and O'Daniel (2005)
 - ❑ Surveyed 1,509
(1,091 nurses & 402 physicians)
 - ❑ Overwhelming number perceived disruptive behavior and poor communication between physicians and nurses affected
 - patient safety,
 - patient and staff satisfaction,
 - quality of care



Problem

- Nursing Learning needs assessment: requests
 - ☐ Communication
 - ☐ Assertive behaviors
 - ☐ Interdisciplinary teambuilding
- Initial focus on helping nurses with
 - ☐ Moral distress,
 - ☐ Bullying,
 - ☐ Intimidation
 - ☐ Aggressive behavior



Educator Forum

- Need to address
- “Keep It Simple”
- Used DVD of Bartholomew with added exercises
- Measure participants perception of comfort with peers and managers before and 3-6 months later.



Pebble Effect Workshop

- 8 hrs: includes 3.5 hrs of DVD, group exercises
- 50-150 per session depending on room size;
- 6-7 per table; assigned seating
- Learning Strategies:

Self reflection

Role playing

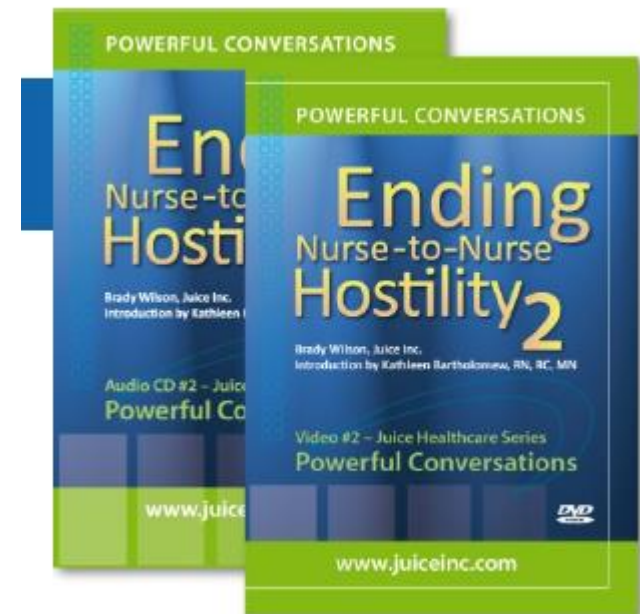
Case studies

Practice writing DESC statements

Storytelling

Writing action plans

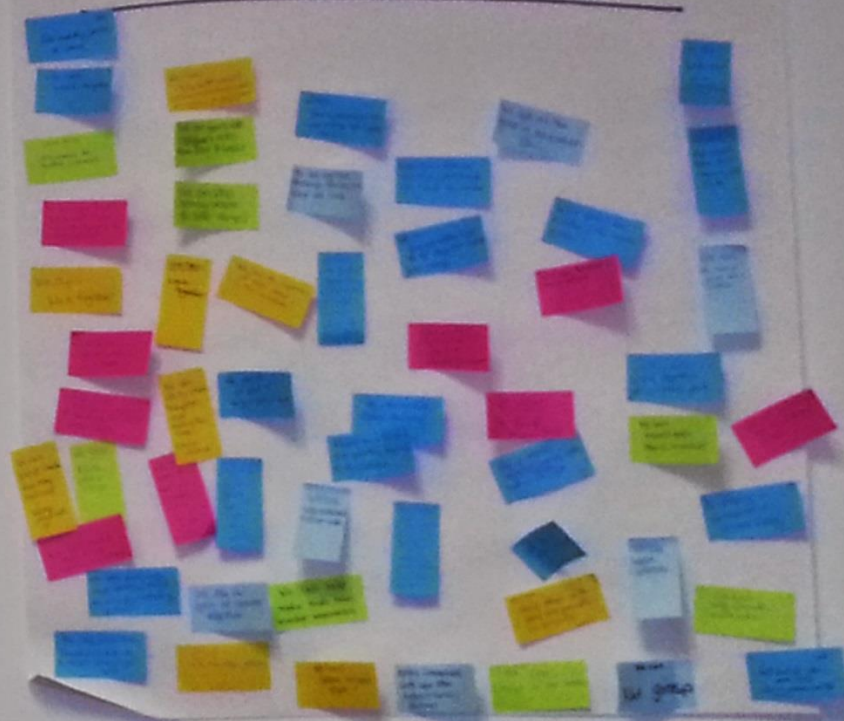
“I Can”/ “We Can” post-its



I Can



We Can



What Happened

- Offered 14 times from Sept '13-May '14
- 1023 interdisciplinary team members participated
- 5 more offerings scheduled this year





Measuring Impact

- Anecdotal- earliest
- Initial Survey- 6 months out for initial 4 groups
- 2015 Survey- Plan after all offerings in 2014 to survey entire participant group
- Metrics- Compare turnover, absenteeism, staff satisfaction from before initiative to June 2015

Survey of 5 groups

- Survey link sent to 301 participants by e-mail 3-6 months after workshop
- 180 responses; 60% return rate
- Description of returns follows

Impact so far...



Before and After Surveys

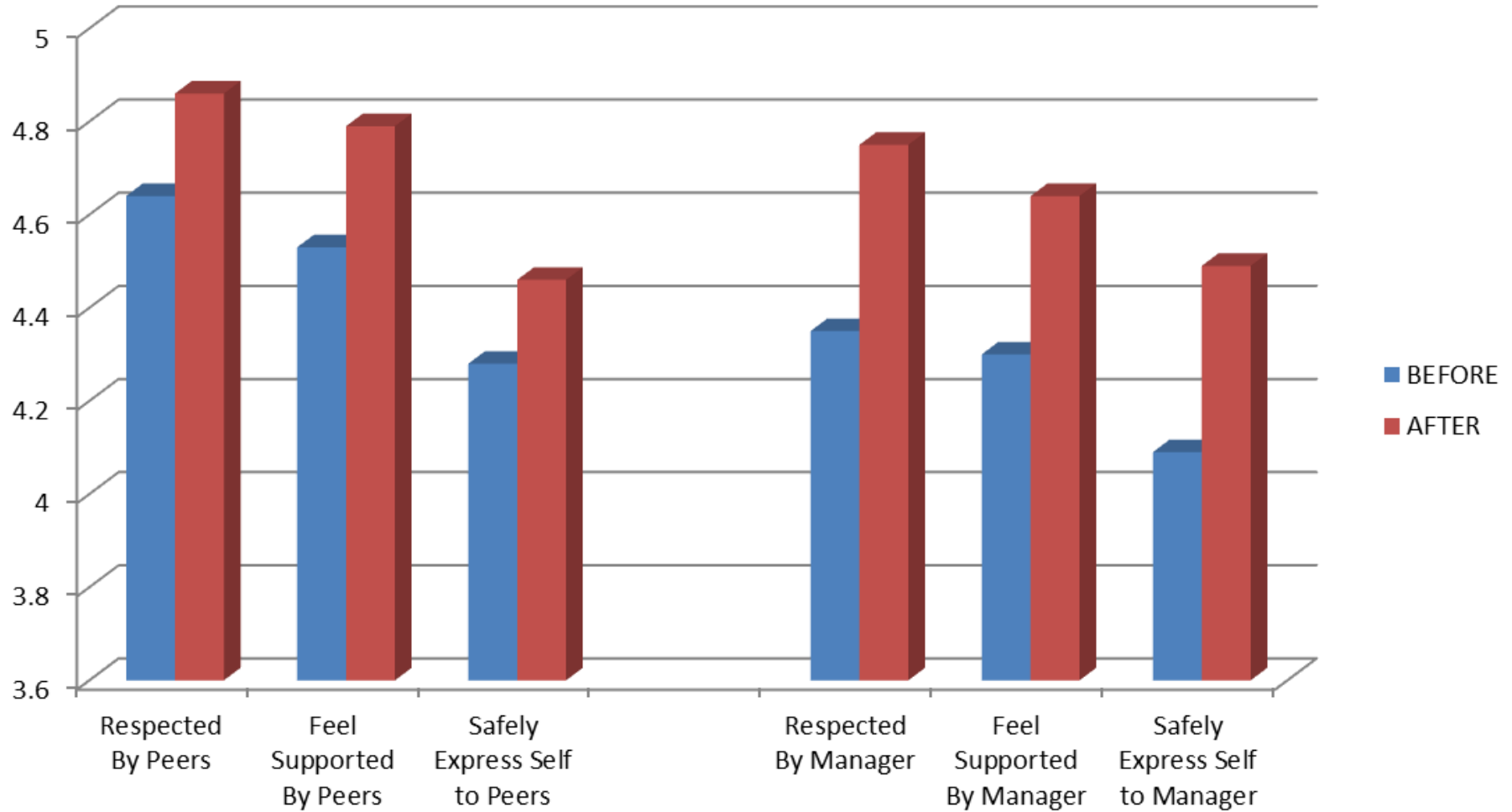
Asked to score

- ☐ Respected by my PEERS
- ☐ Feel supported by my PEERS
- ☐ Can safely express myself to my PEERS

- ☐ Respected by my MANAGER
- ☐ Feel supported by my MANAGER
- ☐ Can safely express myself to my MANAGER



Before and After Surveys

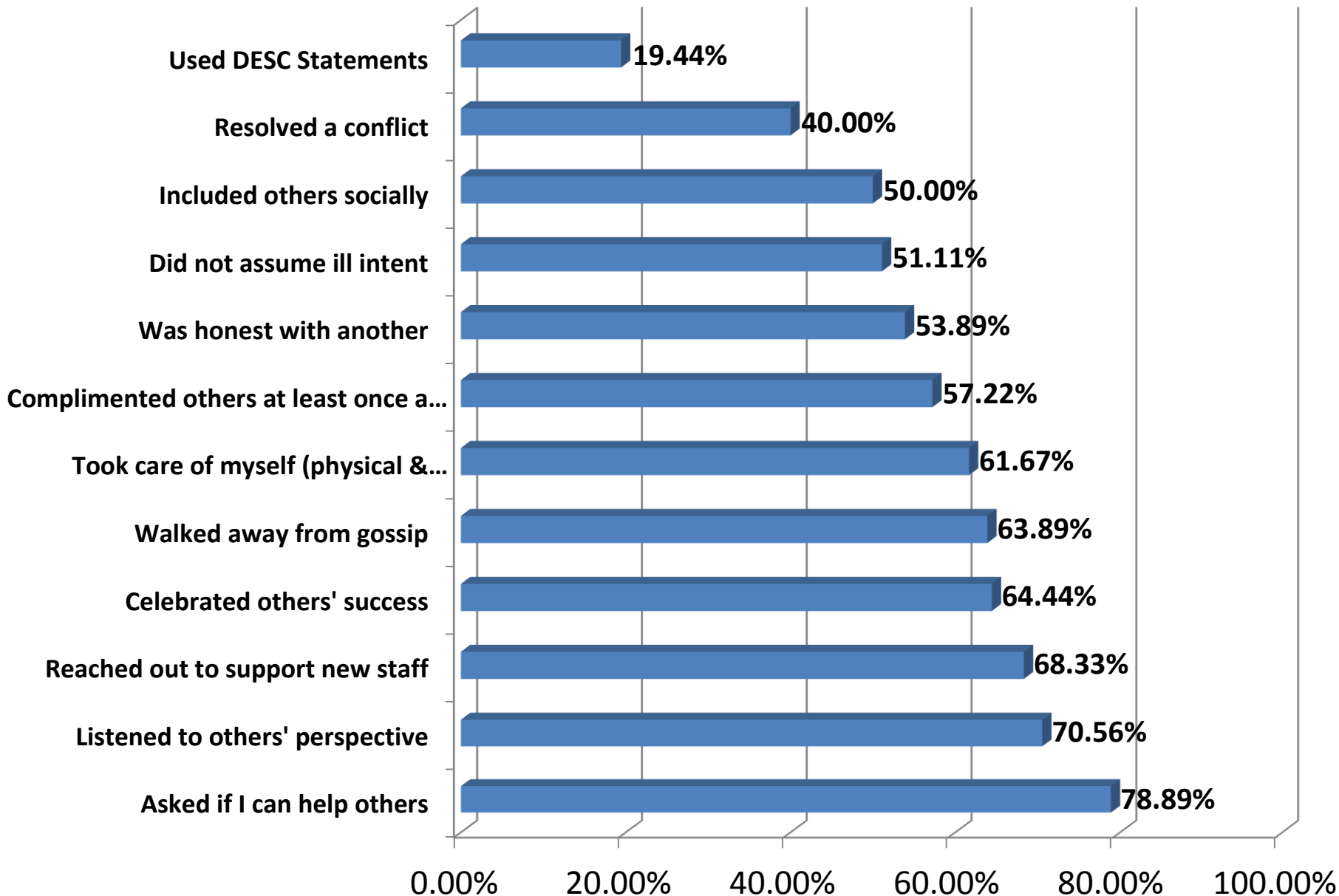


Which of the following actions have YOU taken?

Answered: 180 Skipped: 0

Answer Choices	Responses	
▼ Asked if I can help others	78.89%	142
▼ Listened to others' perspective	70.56%	127
▼ Reached out to support new staff	68.33%	123
▼ Celebrated others' success	64.44%	116
▼ Walked away from gossip	63.89%	115
▼ Took care of myself (physical & emotional)	61.67%	111
▼ Complimented others at least once a day	57.22%	103
▼ Was honest with another	53.89%	97
▼ Did not assume ill intent	51.11%	92
▼ Included others socially	50.00%	90
▼ Resolved a conflict	40.00%	72
▼ Used DESC statements	19.44%	35
Total Respondents: 180		

Which of the following actions have YOU taken?



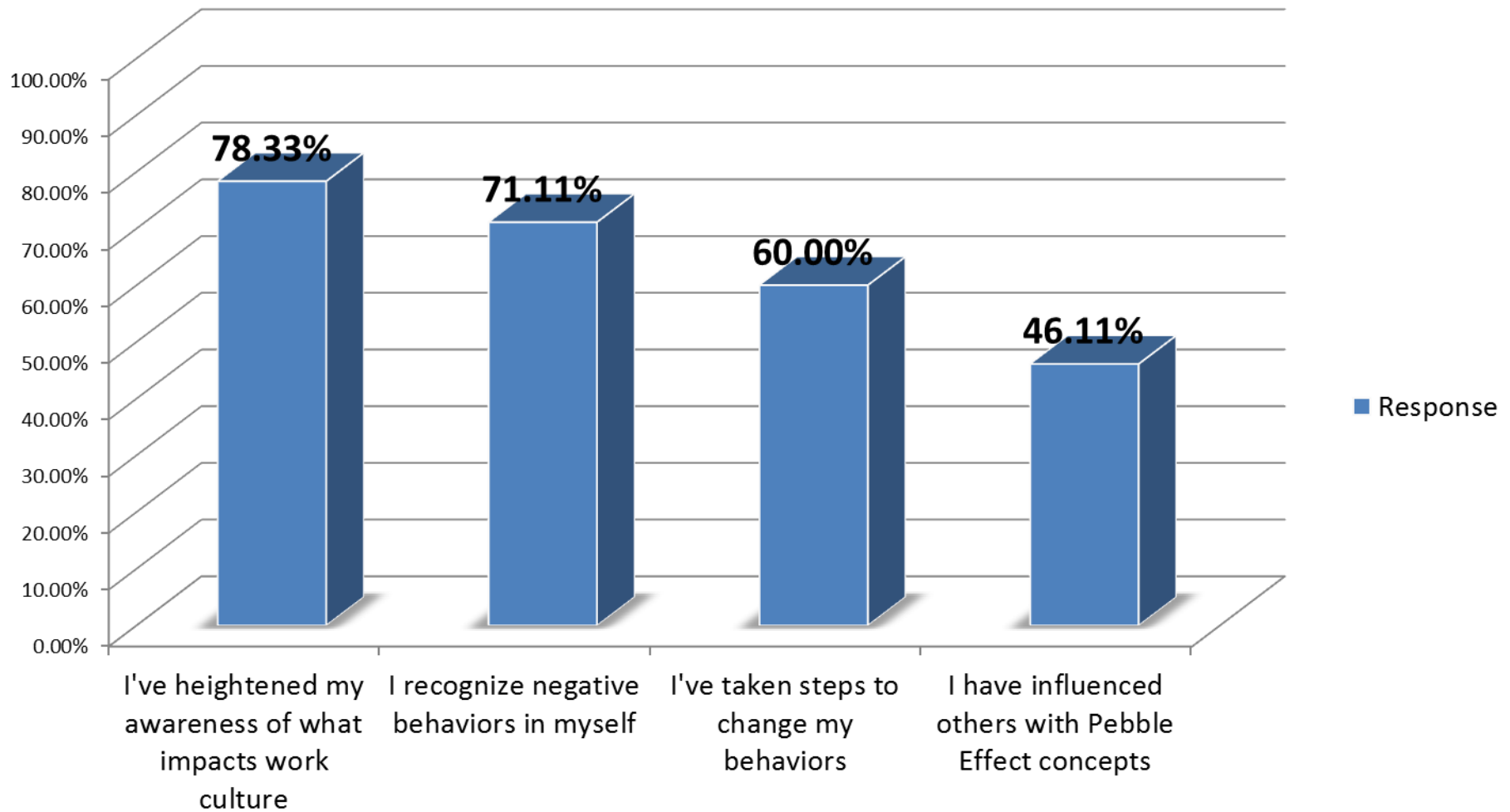
How has the Pebble Effect Workshop impacted me?

Answered: 180 Skipped: 0

Answer Choices	Responses	
▼ I've heightened my awareness of what impacts work culture.	78.33%	141
▼ I recognize negative behaviors in myself.	71.11%	128
▼ I've taken steps to change my behaviors.	60.00%	108
▼ I have influenced others with Pebble Effect concepts.	46.11%	83
Total Respondents: 180		



How has the Pebble Effect Workshop impacted me?



Comment section

- conscious effort to acknowledge and compliment my co-workers
- sticking up for when they are not there to defend themselves.
- Went to the source of a rumor and cleared it up!
- **confront more instead of internalizing, remaining angry**
- trying very hard to not assume ill intent
- stop, think before I speak
- had an open & honest discussion with peer about negativity
- walked away from gossip
- working with unit council to do more team building
- asked nurse to consider the impact of what she was saying
- **recognize some passive-aggressive behavior on my part.**
- **held myself accountable for my contribution to the conflict.**

Comment section

- do not interrupt as much when someone is escalated and needs to vent
- Working on building social capital on our unit
- encountered peers speaking ill of me and used DESC to resolve the issues
- It felt good to address it so it would no longer "bug" me.
- I am happier because I realize more people felt the way I did and want to see a change
- I am proud of myself for confronting her and communicating my feelings with her before going to other people.
- recognized my own defensiveness when someone corrects me
- learned to be more direct, up front and honest with people
- asked for feed back from a new employee that I was orienting on how we could make her experience better.
- Should mandate supervisors and charge nurses to attend
- Turns out she was vehemently using different words to say the same thing I was saying

Actions Under Consideration

- Family Centered **Interdisciplinary** Rounds
 - Nurse is in the circle
 - Charge nurse Voceras each nurse
- SBAR
 - Used every time
- Committee of Nurses and Residents (Intern Retreat/ACT Education/START simulations)
 - Discuss misconceptions and educate peers
 - Speak freely
- Orientation modules
- Shadowing
 - Residents shadowing nurses. Nurses shadowing residents.
- Rounding with the Charge Nurse each evening.

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