In Creating a Healthy Workforce, Does a Unit-based Intervention Decrease Experienced and Witnessed Disruptive Behaviors?
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 Dr. Renee Thompson, 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
Education & Training
 Equip Front-line Leaders

• 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

- Decreased incidents of disruptive behaviors by 41%
- 12 Month New Grad Retention increased to 90%
- People Survey Scores increased by 3.6%
- NDNQI RN Survey Improvements
NDNQI RN Survey – Overall Nursing Practice Environment Score

- 2016: 5.13
- 2017: 5.19
- 2018: 5.23

Yearly trend showing an increase in scores from 2016 to 2018.
NDNQI RN Survey - Interprofessional Roll-Up

Overall STICU 6N PACU

2016 2017 2018

Baylor Scott & White Health
In my job, I am treated with dignity and respect by everyone.
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
“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!”

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