Hello again…..

Time to embark on the next phase of our journey

PR is the fuel that drives Professional Identity

Now that you are all PR STRONG

How Do We Operationalize PR across the Workplace?
Our Objectives

- Discuss drivers & dynamics impacting the current health care industry
- Explore Interprofessional models of care delivery
- Identify how competencies empower team development
- Demonstrate how PR enhances Interprofessional team collaboration toward solving complex patient/family situations

Drivers & Dynamics: The only constant is change

Licensure portability

Consumer demographics
- Reimbursement
- Health literacy

Quality indicators

Regulations
- HIPAA
- PHRCA
- HITECH
- CMS

Ethical issues:
- Quality Trifecta
- Data breaches
- Upcoding & fraud
- Closed documentation

Provider trends:
- Hospitalists
- Intensivists
- NP's & PA's

Health IT:
- EHR's
- CPOE's
- Mobile devices
- HIE's

Evolving care delivery models:
- ACOs
- Population-based
- Integrated BH
- Case coordination
- Tele-medicine

Drivers & Dynamics:

The only constant is change
Drivers & Dynamics: The Challenge of Staff Retention

The High (and Hidden) Costs of Staff Turnover in Healthcare (Cleaver, 2013): Average healthcare job turnover: 28%

- Range: 10%-50%
- Healthcare leaders are focused on:
  - Reimbursement
  - Recidivism rates
  - Quality indicators
  - Facility rankings
  - Staff satisfaction traditionally at the bottom of the priority list
- RN replacement costs between $22,000-$64,000 annually
- Others healthcare jobs: 20% of annual pay


Direct Costs of Replacing Employees:
- Termination – Exit interview(s), severance, higher unemployment taxes, vacation payout
- Replacement – Advertising, agency/screening, testing, interviewing, verification of licensure/certifications and in some cases travel and relocation
- Training – Orientation, re-certification, skill assessment
- Vacancy Cost – OT, temp staffing

Indirect Costs:
- Reduced Quality of Care – Replacing an employee with a new/temporary/prn person
- Reduced Morale – Remaining staff impacted when fellow employee leaves
- Lost Productivity – From exiting employee and temporary “fill ins”
- Increased Workload – Remaining staff work more hours covering for the vacancy
- Cost of New Employees – Until up to speed they’re less productive but cost same $$$
- Historical Knowledge – Those around for a long time have an understanding of facility operations not easily replaced

Drivers & Dynamics: The Challenge of Staff Retention

- The Greener Pastures syndrome
  - New job, new or same employer
  - Same job, different employer
  - ‘I wanna do it my way’ or entrepreneur syndrome
  - Time to retire syndrome
  - Time to leave healthcare syndrome
Drivers & Dynamics:
Case Managers are Leaders
(but NOT all can lead a team)

10 Effective Qualities of a Team Leader:
1. Communication
2. Organization
3. Confidence
4. Respectful
5. Fair
6. Integrity
7. Influential
8. Delegation
9. Facilitator
10. Negotiator

Drivers & Dynamics:
Lateral Violence and Bullying

Workplace violence: Any physical assault, threatening behavior or verbal abuse occurring in the workplace (NIOSH in ANA, 2014)

Lateral violence: Bullying between colleagues; the act is perpetrated by one in a higher level of authority (ANA, 2014)

- N=4500 (Rosenstein and O’Daniel, 2008)
- 77% report disruptive behaviors by MD’s
- 65% report disruptive behaviors by nurses
- 99% behaviors led to impaired team relationships
- >75% surveyed identified how disruptive behaviors led to medical errors, with 30% contributing to patient deaths (Painter, 2013)

Drivers & Dynamics:
The New Happiness Focus

Happiness is the ultimate productivity booster, since Happy people:
- Work better with others
- Fix problems instead of complain about them
- Have more energy
- Are creative, optimistic, motivated & healthy
  - Including take less sick days
- Worry less about making mistakes
  - Actually make less mistakes
- Learn faster
- Make better decisions

Drivers & Dynamics: We are in Interprofessional Competency Times

The Interprofessional Education Collaborative (IPEC, 2011)

Four Competency-Based Domains:
- Competency Domain 1: Values/Ethics for Interprofessional Practice
- Competency Domain 2: Roles/Responsibilities
- Competency Domain 3: Interprofessional Communication
- Competency Domain 4: Teams and Teamwork

What Does This All Mean?
We must create competency-based work teams with STRONG PR
1. Share a collective purpose including expectations, goals and objectives
2. Can evolve together:
   - Forming (get along; come together)
   - Storming (politeness barrier lowers & conflict emerges)
   - Norming (develop trust & productivity)
   - Performing (work in efficient & cooperative basis toward agreed upon goals)

3. Manage confrontation, which is inevitable:
   - 5 common responses to conflict are:
     - I avoid conflict
     - I accommodate others to keep the peace.
     - I compromise: find middle ground
     - I compete: try to win with my own solution
     - I collaborate: seek a better solution
   - Teams that can manage internal conflict, can manage that which is external and we got lots!!!

First:

Think Competency-Based Assessment Model

- Hard Competencies: Job-related tasks & responsibilities:
  - Language skill
  - Knowledge content
  - Population specific

- Soft Competencies: Personality traits & individual style:
  - Initiative
  - Facilitator
  - Subtle Strength
  - Assertive

Parsons, Elizabeth C & Capka, Mary Ronan; (1997) Building a successful risk-based competency assessment model, AORN Journal
Second: What Unique Competencies Do I Possess?

- Identify 6 competencies you have that speak to strong healthcare team coordination
- Make sure:
  - 3 Soft
  - 3 Hard
- Rank from 1-6 (1 is the least important & 6 the most)

Third: Time to weave in PR

The PR strategies: Consider the benefit of each to the team

1. Value vs. Devalue Your Professional Self
2. Have Positive contacts with colleagues & Peers
   - Emotional Intelligence
   - Critical Thinking
3. Take that break
4. Face Yourself
5. Achieve validation
6. Use the power of professional networking
7. Present with a presence
8. Laugh at least once a day
9. Breathe
10. Develop a Grounding List
11. Stop & take 10
12. Take control & shift activities
13. Use creative visualization
14. De-connect to Re-connect
15. Release frustration with a Silent Meow
16. Turn off your professional switch
17. Think Teflon
18. Revision honestly & regularly
19. Pay it forward
NOW your ultimate challenge: PAY IT FORWARD

In your groups, consider:

1. Pick 5 PR strategies to PAY FORWARD and implement
2. How would you do this?
   - Strategy, timeline
3. What obstacles do you anticipate?
4. How would you get past those?
5. How will you measure your success?

Parting Words of Wisdom

- Change takes time & commitment
- Work to get everyone on the same page
- Be genuine about your desire to improve
- Spend time with your staff
- Commit to the culture journey
- This will be tough so remember:
  - Breathe, scream, rinse, repeat

Thank you and remember:
Additional References


