



# Strategies for Managing Unprofessional Behaviour



Anything that risks patient safety and teamwork is something that requires attention.

Unprofessional behaviour is complex, but if poor behaviours are tolerated, they escalate. If the behaviours become normalized across the workplace, they have a significant impact on other individuals, teams and leaders:

### Patients:

- Avoidable harm
- Relationships

### Clinicians:

- Collegiality
- Burnout
- Stress

### Hospitals:

- Productivity
- Recruitment & retention
- Reputation

Unprofessional behaviour is a patient safety issue.

## WHAT DOES UNPROFESSIONAL BEHAVIOUR COST:

### Patient Safety:

Poor communication has been shown to directly affect rates of adverse drug events, surgical complications and patient satisfaction.<sup>1</sup>

### Employee Retention:

- Job satisfaction
- Nurse retention rates (replacement costs of 3x annual salary)
- Institution reputation

In a 400-bed hospital in the United States, the combined cost of unprofessional behaviours exceeds \$1 million (includes staff turnover, medication errors, procedural errors). Canadian costs will be similar.<sup>2</sup>

**\$1 million is an underestimate. This potential source of savings could be redirected to improving care.**

## IN THE 2010 SILENT TREATMENT STUDY OF 6,500 NURSES AND NURSE MANAGERS:

**24%**

85% reported 10% or more of colleagues are disrespectful, undermining their ability to share concerns or speak up about problems. **Only 24% shared their concerns.**

**31%**

84% reported 10% or more of colleagues took dangerous shortcuts and 26% said these shortcuts harmed patients. **Only 31% spoke up.**

“This was a very enjoyable and useful workshop which I highly recommend. The presenters were extremely effective in delivering important principles on how to be good communicators and foster safe and supportive teamwork, which is so crucial in the medical profession.

**Family Physician**

<sup>1</sup>Rosenstein AH. The quality and economic impact of disruptive behaviors on clinical outcomes of patient care. Am J Med Qual. 2011 Sep-Oct;26(5):372-9.

<sup>2</sup>Rawson JV, Thompson N, Sostre G, Deitte L. The Cost of Disruptive and Unprofessional Behaviors in Health Care. Academic Radiology. 2013 Sep;20(9):1074-6.

**Strategies for Managing Unprofessional Behaviour** is a comprehensive program to help leaders and human resource professionals within healthcare organizations recognize and address unprofessional behaviour. Participants will be equipped with strategies, knowledge and skills to manage behavioural challenges within their healthcare teams and establish an effective organizational culture.

### THIS PROGRAM IS FOR

All healthcare leaders and those involved in human resources within healthcare organizations.

### BENEFITS OF THE PROGRAM

- Developed in collaboration with the CMPA, therefore providing a unique understanding of healthcare safety issues
- Includes a baseline survey to establish the participant's understanding and management of unprofessional behaviour and the overall organizational culture.
- Survey results form the basis of discussions during the course to ensure local relevance
- Reviews and applies the organization's own policies and procedures related to unprofessional behaviour
- Includes in-workshop development of personal and organizational plans for successful implementation of skills and strategies
- Can be delivered on-site at the hospital or healthcare organization

### FORMAT

A 10-hour course delivered over five 2-hour online sessions.

### TOPICS TO BE COVERED

- Definition of unprofessional behaviour
- Impact of unprofessional behaviour on patient safety and members of healthcare teams
- Introduction to Just Culture concepts and principles
- Tools and strategies to address unprofessional behaviour
- Application of skills through multiple case studies

“This course enabled an interactive discussion about the effect of unprofessional behaviour on the workplace as well as skill building strategies to assess the risk of and manage these behaviours. I found the practice of real-life scenarios and application of a risk matrix to be particularly valuable in managing complex situations.

**Director, Professional Practice**

### ACCREDITATION

#### **College of Family Physicians of Canada 30 Mainpro+ credits (Assessment)**

This 3-credit-per-hour Group Learning program has been certified by the College of Family Physicians of Canada for up to 30 Mainpro+ credits.

#### **Royal College of Physicians and Surgeons of Canada 30 MOC credits (Section 3)**

This activity is an Accredited Simulation Activity (Section 3) as defined by the Maintenance of Certification Program of the Royal College of Physicians and Surgeons of Canada, and approved by CMPA. You may claim a maximum of 10 hours (credits are automatically calculated).

This program was co-developed with the CMPA and was planned to achieve scientific integrity, objectivity and balance.

#### **CONTACT INFORMATION:**

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