TeamSTEPPS

Professional Conduct Additional Resources

Toolkit Additional Resources

The **Additional Resources** provided in this toolkit include:

- Connect & Correct: Tips for Engaging
  This tipsheet outlines the steps for using the PEARLA technique to Connect with team members and the DESC script to Correct behavior.

- Cultivating Conflict Competence: A Checklist for Team Leaders
  This checklist can help you assess your team in 16 factors that contribute to conflict competence.

- Tips and Tools for Connecting: PEARLA
  This tool provides additional information on using the PEARLA technique, including how to remain focused in a difficult situation and how to create empathy with a team member who is behaving badly.

- TeamSTEPPS® Action Planning Guide
  This guide can help you implement Professional Conduct and other TeamSTEPPS initiatives within your healthcare facility.

Suggested Reading

The following articles can be used to augment the materials provided in this toolkit. One or more articles can be assigned as pre-work, follow-up, or optional reading.

Gerardi, D. Using mediation techniques to manage conflict and create healthy work environments. *AACN Clin Issues*, 2004;15:(2):182-195. Available at: http://www.ncbi.nlm.nih.gov/pubmed/15461035

Joint Commission. Sentinel Event Alert #40: Behaviors that undermine safe patient care, July 9, 2008. Available at http://www.jointcommission.org/SentinelEvents/SentinelEventAlert/sea_40.htm

Lanham, H. et al. How improving practice relationships among clinicians and nonclinicians can improve quality in primary care. *Journ Qual Safety*. 2009;35:(9):457-466.

- *This article describes how the quality of interprofessional relationships impacted clinical outcomes within the context of complex systems theory.*

Leape, L. L. and Fromson, J.A. Problem doctors: Is there a system-level solution? *Ann Intern Med.* 2006;144:107-115. Available at: http://www.annals.org/content/144/2/107.full

Maxfield, D. et al., Silence kills: The seven crucial conversations for healthcare. 2005. Available at: http://aacn.org/aacn/pubpolicy.nsf/Files/SilenceKills/$file/SilenceKills.pdf

- *This study looks at the prevalence of silence and avoidant behavior among critical care clinicians and managers that contributes to patient harm and poor teamwork.*

Rosenstein, A., and O'Daniel, M. A. Survey of the impact of disruptive behaviors and communication defects on patient safety *J of Qual Safety.* 2008;34:(8):464-471.

- *This article presents survey data from clinicians describing the incidence and impact of disruptive behavior and unprofessional conduct on patient care and work environment.*

Rosenstein, A. H. and O'Daniel, M. Disruptive behavior and clinical outcomes: Perceptions of nurses and physicians. *Am Journ Nurs.* 2005*;*105:(1):54-64. Available at: http://www.ncbi.nlm.nih.gov/pubmed/15659998

Simpson, K. and Lyndon, A. Clinical disagreements during labor and birth: How does real life compare to best practice? *Matern Child Nurs* 2009;34:(1):31-39.

- *This article looks at the actions of expert nurses in five clinical scenarios where conflict with the physician is present and compares their knowledge of best practices for that situation with their real-life response in the presence of conflict or intimidation.*

Additional Evidence-Based Articles and References

Avgar, A. *Negotiated Capital: Conflict, Its Resolution, and Workplace Social Capital*, unpublished PhD dissertation, School of Labor and Employment Relations University of Illinois, Urbana-Champaign-Forthcoming in the International Journal of Conflict Management, 2010.

Azouley, E. et al., Prevalence and factors in intensive care unit conflicts: The conflicus study, *Am J Resp Crit Care Med*, 2009;180:853-860.

Bad Blood: Doctor-Nurse Behavior Problems Impact Patient Care Special Report: 2009 Doctor-Nurse Behavior Survey, found http://net.acpe.org/Services/2009_Doctor_Nurse_Behavior_Survey/index.html

Barnsteiner, J. H., Madigan, C. and Spray*,* T. L. Instituting a disruptive conduct policy for medical staff, *AACN Clin Issues* Volume12, Number 3, pp. 378–382

Bylund, C., Brown, B., di Ciccone, L., Levin, T., Gueguen, J. Hill, C., Kissane, D. Training faculty to facilitate communication skills training: Development and evaluation of a workshop, *Patient Education and Counseling*. 2008;70:430-436.

Carsten K., De Dreu, W., Weingart, L.R. Task versus relationship conflict, team performance, and team member satisfaction *J App Psych*. 2003:88:741.

Cox, K.B. The effects of intrapersonal, intragroup, and intergroup conflict on team performance effectiveness and work satisfaction. *Nurs Admin Q*, 2003;27:(2):153-163.

Griffin, M. Teaching cognitive rehearsal as a shield for lateral violence: An intervention for newly licensed nurses, *J of Cont Ed Nurs*, November/December 2004;35:(6):257-263.

Joint Commission on Accreditation of Healthcare Organizations, *Preventing Infant Death and Injury During Delivery*, Sentinel Event Alert, July 21, 2004. Available at*:* http://www.jointcommission.org/SentinelEvents/SentinelEventAlert/sea_30.htm

Lazoritz, S., Coaching for insight: A tool for dealing with disruptive physician behavior. *Phys Exec*. 2008;34:(1):28-31.

Lemieux-Charles, L., McGuire, W.L. What do we know about health care team effectiveness? A review of the literature. *Med Care Res and Rev* 2006;63:263 Available at: http://mcr.sagepub.com/cgi/content/abstract/63/3/263

McKenna, B.G., Smith, N.A., Poole, S.J., Coverdale, J.H. Horizontal violence: Experiences of registered nurses in the first year of practice. *J. Adv Nurs*, 2003;42:90-96.

Rosenstein, A, et al: Disruptive physician behavior contributes to nursing shortage: Study links bad behavior by doctors to nurses leaving the profession. *Phys Exec*. 2002;28:(6):8-11. Available at: http://findarticles.com/p/articles/mi_m0843/is_6_28/ai_94590407

Rosenstein A. H., O'Daniel M., Managing disruptive physician behavior: impact on staff relationships and patient care. *Neurology*. 2008;70:(17):1564-70.

Sportsman, S., Hamilton, P. Conflict management styles in the health professions, *J Prof Nurs.* 2007;23:157-66.

Tulgan, H., Cohen, S.N., Kinne, K.M. How a teaching hospital implemented its termination policies for disruptive residents, *Acad Med*. 2001;78:(11):1107-12.

Valentine, P.E.B. A gender perspective on conflict management strategies of nurses, *J. Nurs Scholar.* 2001;33:(69):69-74.

Vessey, J., DeMarco, R., Gaffney, D., Budin, W. Bullying of staff registered nurses in the workplace: A preliminary study for developing personal and organizational strategies for the transformation of hostile to healthy workplace environments. *J of Prof Nurs*. 2009;25:(5):299-306.

Tools

American Health Lawyer's Association Conflict Management Toolkit. Available at: http://www.healthlawyers.org/Resources/ADR/Documents/ADRToolkit.pdf

Institute for Safe Medication Practices, *Intimidation: Mapping a plan for cultural change in healthcare* (Part 2). Available at**:** http://www.ismp.org/MSAarticles/intimidation2.htm

TeamSTEPPS® Pocket Guide. Available at: http://teamstepps.ahrq.gov/index.htm

Sample Disruptive Physician Policies:

Tennessee Medical Foundation:
http://www.e-tmf.org/conduct.php

http://lazoritz.com/samplebehaviorpolicies.html

Position Statements and Standards:

AACN Zero Tolerance for Abuse Policy
http://www.aacn.org/WD/Practice/Docs/Zero_Tolerance_for_Abuse.pdf

AACN Standards for a Healthy Work Environment
http://www.aacn.org/WD/HWE/Docs/HWEStandards.pdf

ANA code of ethics
http://nursingworld.org/ethics/code/protected_nwcoe813.htm#2.3

Center for American Nurses (CAN): Lateral Violence and Bullying in the Workplace—Position Statement
http://www.centerforamericannurses.org/associations/9102/files/Position%20StatementLateral%20Violence%20and%20Bullying.pdf

Online Education

Center for American Nurses- Conflict Engagement for Nurses
http://centerforamericannurses.org/displaycommon.cfm?an=1&subarticlenbr=235#Conflict_Online_Module

Online CME Courses:

Texas Medical Association (TMA) online modules:
http://www.texmed.org/Search/Search.aspx?search=disruptive+behavior

TMA Addressing Disruptive Behaviors
http://www.texmed.org/Template.aspx?id=6840

TMA Consequences of Disruptive Behavior
http://www.texmed.org/Template.aspx?id=6839

TMA Psychiatric Illness and Disruptive Behavior in Physicians
http://www.texmed.org/Template.aspx?id=6829

Federation of State Medical Boards:

The 2007 series is titled "An Epidemic of Disruptive Behavior Among Physicians—A Web Conference: Clinical, Legal, and DisciplinaryPperspectives."
http://www.fsmb.org/edusvc_cd.html

Assessment Tools:

AACN Healthy Work Environment Assessment: Online survey tool
http://www.hweteamtool.org/main/index

AHRQ Culture of Safety Survey
http://www.ahrq.gov/qual/patientsafetyculture/hospsurvindex.htm

Center for American Nurses: Online survey tool for assessing staff's comfort with and desire to learn more about conflict.
http://www.can.affiniscape.com/displaycommon.cfm?an=1&subarticlenbr=234

Conflict Dynamics Profile (CDP), available at: http://www.conflictdynamics.org/cdp/
  (Note: You do need to be certified to administer this assessment)

Conflict Training for Health Professionals: Recommendations for Creating Conflict Competent Organizations, EHCCO white paper, 2010. Available at: http://ehcco.com/news.php

K. Stanley, Examining Lateral Violence in the Nursing Workforce, *Issues in Mental Health Nursing*, 2007, 28:1247-1265. According to the author January 2010, the tool is being revised and retested to be released for public use. Author contact: karen.stanley1988@comcast.net

K. B. Cox. The intragroup conflict scale: development and psychometric properties, *J. Nurs.Meas.* 2004; 12:(2):133-146

TeamSTEPPS

Patient Reporting System (PARS): Electronic system for capturing patient concerns regarding clinician behavior and performance
http://www.mc.vanderbilt.edu/centers/cppa/index.html

Reina Trust Institute: Trust Surveys
http://reinatrustbuilding.com/index.php?name=Surveys

Shortell SM, Rousseau DM, Gillies RR, Devers KJ, Simons TL. Organizational assessment in intensive care units (ICUs): construct development, reliability, and validity of the ICU nurse-physician questionnaire. *Med Care*. 1991; 29:709-726.

Thomas Kilman Conflict Mode Instrument (TKI) available at: https://www.cpp.com/products/tki/index.aspx
  (Note: You do not need to be certified to administer this assessment)

Online Videos:

Bedside Manners: To Explain or Not to Explain
http://www.youtube.com/watch?v=rrfrdvvdqyU&feature=related

Nursing: Horizontal (Lateral) Violence Scenarios
   • Bullying, Retaliation, Exclusion
http://www.youtube.com/watch?v=mBCRBaLHR1k&feature=PlayList&p=2643A7B123CC8F01&index=2