The Gift of Spiritual Leadership in Creating a Safe Workplace Environment

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A Safe Workplace
Commitment to a Safe, Violence Free Environment for All

- 4 Acute Care Campuses
- 2 Specialty Hospitals
- Skilled Nursing and Rehab Center
- Prescribed Pediatric Extended Care Center
- Outpatient Cancer Centers
- Outpatient Surgery Center
- Numerous Ancillary and Physician Offices
Objectives

- Reflect on the various gifts and functions that the chaplain brings to an organization
- Describe the steps in the development of an effective violence prevention program
- Identify how the chaplain can be an integral part of an organization, including performance improvement

Workplace Violence and Spiritual Care??
Spiritual Care Continues the Ministry of Jesus

• Jesus nurtured wholeness, body, mind and soul
• Servant leader, empowering and inspiring others
• Prophetic voice of justice and compassion, challenging the status quo
• Advocated for human dignity
• Used stories to transform, change, and empower

Jesus models exemplary, empowering leadership through positive human interactions.

The Gift of Spirituality Undergirds Effective Leadership

"Today, many outstanding scholars and practitioners believe that the roots of effective leadership are grounded in the spiritual dimension of the individual leader..."

"[A] strong core of spirituality allows leaders to achieve greater effectiveness by fusing positive human interactions with highly analytical competencies."

Strack G., Purtle, M., Spirituality and effective leadership in healthcare: is there a connection?
Leadership Qualities

• Leading by example
• Inspiring shared vision
• Creating a culture where “everyone matters”
• Focuses on the ability of workgroups to learn, adapt, and self-organize

Craigie, F., Positive Spirituality in Healthcare: Nine Practical Approaches to Pursuing Wholeness for Clinicians, Patients, and Health Care Organizations.

The Chaplain’s Gift:

Our professional standards provide the basis for our leadership.
Code of Ethics for Spiritual Care Professionals

• 102.41 Affirm the dignity and value of each individual
• 106.1 Promote justice…
• 106.7 Seek to establish collaborative relationships
• 106.8 Advocate for changes in their institutions

NACC Standards for Ethics, Certification, and Renewal of Certification (2013)

NACC Essential Functions

• 1. Provide leadership and education that shapes and supports the culture of spirituality, mission and values of the organization
• 2. Collaborate within his/her department and organizational setting, aligning spiritual care goals and organizational goals
• 3. Advocate within their organizations and the communities they serve for justice, human dignity, stewardship of resources, quality, excellence and safety

National Association of Catholic Chaplains/Catholic Health Association Pastoral Care Summit Care Services Task Force October 2008

Standards of Practice for Professional Chaplains

Developing and Nurturing Genuine Relationships

• 4. Teamwork and Collaboration
• 5. Ethical Practice
• 8. Care for Staff
• 9. Care for the Organization
• 10. Chaplain as Leader
• 11. Continuous Quality Improvement

Standards of Practice - Association of Professional Chaplains.
Spiritual Care of the Organization

**Soul Does Matter**

Spiritual care of the staff and of the organization involves nurturing the **soul** of the organization.

"The organizational arena of spiritual care has to do with the qualities of organizational culture and leadership...soul...that affirm and bring out the best in employees, and support compassionate and skilled care for patients." Craigie, 2010

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Spiritual Care Begins with Story

- Spirituality is embodied in story
- Stories are central to nurturing the spirit
- Re-envisioning stories can be empowering

"Real change begins with the simple act of people talking about what they care about."

~Margaret Wheatley

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The Story of Workplace Violence

- 2010 Bureau of Labor Statistics:
  - ≈11,370 assaults of healthcare and social assistance workers
- Workplace violence: any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site

OSHA/Safety and Health Topics | Healthcare - Workplace Violence
More to the story:

World Medical Association: "Violence ... in the workplace is increasingly being recognized as a central human rights issue."

The Story of Workplace Violence (Continued)

"Workplace violence is one of the most complex and dangerous occupational hazards facing nurses working in today’s health care environment."

- Culture resistant to the notion that health care providers are at risk for patient-related violence
- Complacency that violence (if it exists) “is part of the job”
- Absence of strong violence prevention programs

McPhaul, K., Lipscomb, J., Workplace Violence in Health Care: Recognized but not Regulated.

Stories Were Impetus for Change

- Chaplain’s story: topic from regional Pediatric Ethics Conference
- Florida Hospital Assn. reports 3,492 incidences in 2012
- Staff concerns about too many policies with no clear direction or what action to take when a violent or disruptive behavior occurs – Emerged in Ethics Consult Group
- Employee Stories – our system is not immune
Case Study

How can we change our story?

Soul can grow in organizations in "the power of people giving voice to their cherished values, visions, and hopes."
Craigie, 2010

Organizational Goals

Begins With You and Me

Patient Safety
And Ends In Zero

Patient Safety is LMHS’s number one core value

Organizational Goals

We are Caring People, caring for People.

Our Caring Behaviors

- Keep patients safe
- Connect with others
- Communicate effectively
- Show respect
- Be responsive
- Promote teamwork
- Create positive first impressions
We are Caring People, caring for People.

One not greater than the other!

Gift of Spiritual Leadership
Standards of Practice

Nurturing Soul

- Shapes and supports the culture of spirituality, mission and values of the organization
- "When possible, the chaplain provides a voice to create and implement policies that respect the organization’s staff and patients."
- Serves in key roles by participating and leading committees, contributes to key organizational initiatives that draw on professional skills

Nurturing Soul Matters

"Healthcare organizations that cultivate soul... a shared sense of mission, respect, and empowerment of employees, a spirit of community and caring among workers... do better... in employee retention and satisfaction, patient satisfaction performance improvement... and healthcare outcomes."

Craigie, 2010
Spiritual Services advocated for the development of a system-wide violence prevention program.

**Elements of Effective Violence Prevention Program**

- Awareness of a clear policy of no tolerance
- No penalty for reporting
- Report incidents immediately
- Ways to reduce risk and mitigate violence
- Adequate resources and training
- Affirm management commitment to worker-supportive environment

OSHA: Guidelines for Preventing Workplace Violence for Health Care & Social Service Workers

**Charter Work Group Implemented January 2013**

- Sponsored by Chief Medical Officer of Clinical and Quality Services/Chief Safety Officer
- Chaired by Spiritual Services System Director
- Monthly meetings
- Interdisciplinary Team Members
  - Chaplain
  - Security
  - Human Resources
  - Nursing Directors
  - Clinical Education Specialists
  - Safety Coach Leadership
  - Risk Management
  - Marketing
Spiritual Services provided leadership along with skill and research based knowledge to bring about the essential components of such a program.

Outcome:
Story Does Matter
Soul Does Matter
Everyone Matters

Patient Safety
Changed to

Safety
is our Number One Core Value

Policy Key Revisions
• All employees & non-employees treated with courtesy and respect
• Acts or threats of violence will not be tolerated
  – Non-employees are subject to permanent removal
  – Guidelines for permanent removal of non-employee
  – Guidelines for disruptive behavior by patient
• Awareness & Prevention tools
• Expected response to potential violence
  – Report immediately
  – Threat Assessment Team investigates
There is no power for change greater than a community discovering what it cares about.

—Margaret Wheatley

- Top Senior Leadership embraces initiative
- Training required for leaders
- Awareness Campaign of Revised Policy and Key Message:
  - Safe & Secure Workplace

The Ministry of Jesus Continues

- Servant leader, empowering and inspiring others
- Prophetic voice of justice and compassion, challenging the status quo
- Advocate for human dignity
- Use stories to transform, change and empower

For the Week of Nov. 12, 2013 Vol. 7, No. 45
Continuing to Create a Safer Environment

Hospitals and health care facilities should be safe havens—places to heal and recover for patients, families and visitors, and supportive and comfortable work environments for employees and volunteers. Ensuring the comfort, security and safety of everyone who enters our facilities is a priority.

Our policy is to prohibit all forms of aggression or violence, including verbal abuse, threatening or intimidating behavior, and obstruction of work. The goal of the policy is to stop any cycle of aggression or violence, and resolve any and all conflicts in a calm, reasonable and professional manner.

Health care is a field that involves stressful and emotional situations. Co-workers sometimes work in small spaces, family members have differing opinions on a loved one’s plan of care and patients may be in pain and frightened. There are many scenarios that can lead to tense situations. But, with the proper tools, we can de-escalate and offset stressful circumstances to ensure a calm and safe environment.

In the coming weeks, your supervisor will explain our new policy. We will incorporate training throughout the system to help all of us learn basic guidelines for dealing with aggression and how to diffuse any potentially adverse situation.

If you witness an aggressive situation and need immediate help, please call security (if you are at one of the hospitals) or dial 911 (if you are in a physician office or other location without onsite security).

Understanding workplace personal safety and security and what we can do to ensure it is crucial for a healthy environment for everyone. We must work well together—with each other, our patients and their families and visitors—in order to provide the safest environment.

Thank you for your attention to this policy change, and for your commitment to providing safe, high-quality and compassionate care to our patients, families, visitors and each other. You all are caring people, caring for people, and we want you to feel safe and secure.

Peace,
Staff Educational Process

- Leadership / Safety Coach Education and Talking Points
  - Warning signs
  - De-escalation techniques
  - Safety measures
  - Notify Security immediately
- Staff Education
  - Staff meetings
  - Safety Coach involvement in educational rounding and updating Safety Boards
  - SafeLee Progress Report
  - Added to Annual Mandatory Education Module/E-learning
  - Added to Employee Environment of Care Checklist

Community Educational Process

- Patient/Family Education
  - Patient Guide handbooks
- Community Education
  - Publications
  - Signage

Awareness and Prevention is the Goal

- Identify warning signs of workplace violence risk behaviors
- Safety measures to follow, minimizing the possibility of violent situations
- De-escalation techniques to diffuse potentially violent situations
Staff Feedback

- "Nicely done, thank you for bringing this to our staff."
- "This is so important."
- "Good and concrete examples given from our facilities."
- "Very clear, easy to comprehend."
- "Happy that LMHS cared enough to do this."
Measuring Effectiveness
Employee Engagement Survey

- Baseline: 2012 survey
  - "Employee's personal safety is important in my department."
  - "My leader ensures that disruptive behavior is addressed appropriately."
- Consecutive surveys: 2013 and 2014
  - Increase in measurement scores

Another story

"One of the most calming and powerful actions you can do to intervene in a stormy world is to stand up and show your soul. Struggling souls catch light from other souls who are fully lit and willing to show it."

~Clarissa Pinkola Estes

This program became a Performance Improvement Initiative with a Charter Workgroup meeting for a year (now ad hoc) and reports to System Quality and Conformance Committee. A regulatory body reviewed this process.
Sustainability of this “Soul” Initiative

• Yearly education on this topic presented to the Safety Coaches
• Monthly “rounding question” on topic
• “Tip” given on internal Safety Progress Report
• Topic included in New Employee orientation

Both the organization and staff recognized the chaplain as an integral part of the organization.

Discussion

• Do you have any current safety concerns in your workplace?
• Are you aware of any steps taken by your organization to address these issues?
• Do you see yourself as playing a role in this process?
Bibliography


