



Health Workforce Initiative

Hi-Touch Healthcare: The Critical Six Soft Skills

Grab-N-Go Independent Training Module:

Mutual Respect

HEALTH WORKFORCE INITIATIVE STATEWIDE ADVISORY COMMITTEE, CALIFORNIA
COMMUNITY COLLEGES CHANCELLOR'S OFFICE, AND ECONOMIC DEVELOPMENT PROGRAM



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Grab-N-Go Independent Training Module

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Mutual Respect

Background Information

All healthcare workers have no doubt experienced workplace conflicts and negative interactions among co-workers. These types of interactions often interfere with a healthcare worker's ability to complete essential responsibilities and negatively affect overall workplace morale. Intimidating, rude, and potentially abusive behaviors can hinder the ability to provide safe and effective patient care. This behavior is often ignored and/or tolerated for a number of reasons: individuals don't want to become involved in the conflict, fear of retaliation, and denial that these conflicts can negatively affect optimal workflow and patient care outcomes. In 2008, the Joint Commission defined ways in which intimidating and troublesome behaviors can lead to adverse outcomes, medical errors, and poor patient satisfaction. They strongly stated "Organizations that fail to address unprofessional behavior through formal systems are indirectly promoting it."ⁱ In January 2009, the Joint Commission mandated that any hospitals seeking accreditation must meet the following standards:

1. They must have a code of conduct that defines acceptable and inappropriate behaviors, and;
2. They must create and implement a process for managing the behaviors that undermine a culture of safety.ⁱⁱ



As a result of these standards, in 2010, the American Association of Operating Room Nurses (AORN) created a guidance statement declaring: “Creating a patient safety culture states that all health care organizations must strive to create an environment of respect, collaboration, and trust.”ⁱⁱⁱ

Lack of respect has been identified as having a key impact on the quality of the healthcare employee’s work life. A 2008 study by Faulkner and Laschinger, stated that nurses perceived a lack of respect as being associated with poor performance and lower quality of patient care on their units.^{iv} Kaplan (2010) described that the continuum of this lack of respect can range from rudeness, impatience, and sarcasm to the extreme of abusive language, threats of violence, and physical abuse.^v In order to prevent these behaviors from occurring, Kaplan (2010) suggested that in any healthcare organization it is imperative to develop a “Code of Mutual Respect.” This code should affirm that everyone is treated in a dignified and respectful manner at all times and must outline principles of behavior related to professionalism, language, confidentiality, and communication.^{vi}

This module will focus on mutual respect in the workplace, as well as ways to promote and encourage this behavior on a daily basis. It will also include activities to inspire any member of the healthcare team to practice mutual respect with their patients and their colleagues in all aspects of healthcare.



Training



Overall Goal: This training provides participants an understanding of the importance of practicing mutual respect in the workplace.

WIIFM: What's in it for me? Acting with respect is a behavior that all of us know is imperative in one's personal life. Giving and receiving respect is second nature to many individuals, but needs to be learned with others. Mutual respect in the workplace is equally as important to put into practice on a daily basis. It encourages collegiality as well as safe and effective patient care. This module will help individuals to understand how to practice mutual respect in one's personal and professional lives.



Materials Provided:

1. Mutual Respect PowerPoint
2. Activity # 1 – What Do You See?
3. Activity # 2 – What Should You Do?
4. Activity # 3 – On a Long Voyage Home^{vii}
5. “Lessons Learned From the World of Science Fiction” worksheet
6. “Lessons Learned From the World of Science Fiction” answer key
7. Activity # 4 – We're More Alike Than You Think



Directions for the Trainer: Activity preparation information is included in this document and/or within the PowerPoint presentation notes. Each PowerPoint slide, as appropriate, includes detailed explanations and instructions for the trainer. As with all Grab-N-Go Modules, you can use it all for a more detailed training, or simply use one or two of the many Activities—A la Carte style!



ACTIVITY #1

What Do You See?



Goal: This activity provides an opportunity for participants to describe instances they have witnessed in their workplace that demonstrate respect and a lack of respect.



Materials Needed (Quantities vary by how many in the group)

- Paper (8.5 x 11), and pen/pencil for each participant
- PowerPoint slide #7



Procedures:

- Hand a piece of paper and a pen/pencil to each participant.
- Have them divide the paper into two columns.
- On the left side of the paper have them list specific instances in the last month where they have witnessed a lack of respect in the workplace.
- On the right side of the paper have them list specific instances in the last month where they have witnessed respect in the workplace.
- Allow 5-10 minutes to complete this exercise.
- Next, have them pair up and share with each other what they wrote down.
- Allow 5-10 minutes to allow them to share with each other.
- Bring the group back together and invite them to share their examples.
- Explain that for the examples of a lack of respect, the next activity will include how to respond/react to these situations in the future.
- Topics for Discussion:
 - Are the positive or negative behaviors more common in your department? Why?
 - Are the positive or negative behaviors more common in your institution? Why?
 - How does experiencing positive/respectful interaction make you feel?
 - How does experiencing negative/disrespectful interactions make you feel?
 - How would your colleagues describe you as a co-worker? Respectful? Disrespectful? Why?



ACTIVITY #1

What Do You See?

- How would you describe most of your colleagues? Respectful? Disrespectful? Why?
- What kind of an employee do you feel you are?
- Do your colleagues behave the same with patients?
- Do you behave the same with patients?



ACTIVITY #2

What Should You Do?



Goal: This activity provides an opportunity for participants to understand how to respond to situations that show a lack of respect.



Materials Needed (Quantities vary by how many in the group)

- Pages that were completed in Activity #1
- Paper (8.5 x 11) for each group of two
- PowerPoint slide #12



Procedures:

- Have the participants pair up into the same group they were in for activity #1.
- Instruct them that based on the last set of slides, have the pair brainstorm together and list ways they could have responded to each item in the “Lack of Respect” column from Activity #1.
- Allow 10 minutes for this discussion.
- Bring the group back together and invite the groups to share their responses with the rest of the group.
- Topics for discussion:
 - When you witness a lack of respect within your department, how do you typically respond?
 - How do others respond?
 - Do you think you would respond differently now?



ACTIVITY #3

On the Long Voyage Home



Goal: This activity provides an opportunity for participants to understand behaviors that encourage mutual respect within departments (teams) and in institutions.



Materials Needed:

- “Lessons Learned From the World of Science Fiction” worksheet for each participant
- “Lessons Learned From the World of Science Fiction” answer key for trainer
- Pen/pencil for each participant
- PowerPoint slide #17



Procedures:

- Ask if any participants are Star Trek or Star Wars fans?
- Mention that there is an unofficial “book” about life’s lessons from Star Trek that applies to the team process and mutual respect.
- Hand out a worksheet to each participant.
- Have the participants fill in the blank for each statement.
- Explain that this worksheet can be the starting point for a “Code of Mutual Respect” in their workplace.
- Allow 5-10 minutes for completion of the worksheet.
- Bring the group back together and provide the answers to each statement.
- Invite discussion about this worksheet.
- Topics for discussion:
 - How can these “lessons” be instituted within your department?
 - How can they be instituted within the organization as a whole?
 - How do you feel about these lessons? Are they realistic or unrealistic?



ACTIVITY #3

On the Long Voyage Home

Lessons Learned from the World of Science Fiction

The Star Trek characters used teamwork and mutual respect to survive in space. The unofficial book *Boldly Live as You've Never Lived Before* describes the seven secrets of effective team members who show respect for each other.

Here are the seven secrets. How do you measure up?

1. Respectful team members _____ themselves as they are.
2. Respectful team members have _____ in themselves and _____.
3. Respectful team members are able to _____ each other completely.
4. Respectful team members _____ their supervisor's judgment and leadership implicitly.
5. Respectful team members value being on an effective team more than being a great _____.
6. Respectful team members _____ one another for their mistakes.
7. Respectful team members play _____, mourn _____, and seek help from _____.





ACTIVITY #3

On the Long Voyage Home

Lessons Learned from the World of Science Fiction - Answer Key

The Star Trek characters used teamwork and mutual respect to survive in space. In their unofficial book *Boldly Live as You've Never Lived Before* the author describes seven secrets of effective team members who show respect for each other.

Here are the seven secrets. How do you measure up?

1. Respectful team members **accept** themselves as they are.
2. Respectful team members have **confidence** in themselves and **others**.
3. Respectful team members are able to **trust** each other completely.
4. Respectful team members **trust** their supervisor's judgment and leadership implicitly.
5. Respectful team members value being on an effective team more than being a great **individual**.
6. Respectful team members **forgive** one another for their mistakes.
7. Respectful team members play **together**, mourn **together**, and seek help from **each other**.





ACTIVITY #4

We're More Alike Than You Think



Goal: This activity provides an opportunity for participants to understand that all individuals come with very unique backgrounds, regardless of who we “think” they are. It also helps participants to realize that many groups have more in common than first impressions would suggest.



Materials Needed:

- PowerPoint slide #18



Procedures:

- This is a group activity. Break participants into groups of four (or five if it is a large group). If possible, mix the groups up so the participants are not with people they know well.
- Once they are in the groups, have each person take a minute or two to introduce themselves, including something unique of which most people are not aware. This “secret” or “fun” fact can be something the participant has experienced in the past.
- Once they have all shared, have them all come up with something they all have in common. It can't be something easy such as “We all work in the laboratory.” This may be more difficult than participants initially assume.
- Allow 10 minutes for the above portion of the activity.
- When everyone is done, have them remain in their groups. Each person will then introduce the person to their right and share the unique thing with the entire group. When they have all been introduced, the small group should share the thing that they have in common before moving on to the individuals in the next small group.
- When all groups have been introduced, discuss the following questions:
 - Were you surprised by any of the things people shared?
 - Why do you think you hadn't known about those things before now?
 - How could you get to know your colleagues better, especially those within your department?
 - How would you benefit from knowing “fun/secret” facts and the similarities that held together each group?



References

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- ^v Kaplan, K., Mestel, P. & Feldman, D, (2010). Creating a Culture of Mutual Respect. *AORN Journal*, 91(4), 495-510.
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