

# ACHE CHAPTER PANEL DISCUSSION TEMPLATE #83

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*For ACHE Face-to-Face Education Credits*

## **Developing an Environment of Civility and Respect In Healthcare Organizations: Resources to Empower Healthcare Leaders to Identify, Intervene, and Prevent Workplace Bullying, Incivility and Disrespect**

**Length:** 1.5 hours

**Target Audience:** C-suite and senior level executives including clinical and human resources executives, directors, department heads, managers, and board members from healthcare organizations as well as consultants.

**Description:** The organizational culture of a healthcare organization plays a critically important role in shaping the work environment for its employees. Organizations with environments of civility and respect recruit the best and brightest people, exude high morale and high job satisfaction by their employees, and demonstrate high performing teamwork. Unfortunately, disrespect and incivility at work is rampant in many organizations, and it's on the rise. Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others.

There is an organizational price to be paid for uncivil encounters among coworkers. Employees that have experienced or witnessed incivility reduce their commitment to the organization and demonstrate a reduction in work effort. While individual factors may play a major role in contributing to incivility and disrespectful cultures, the workplace environment is a powerful force that consciously or unconsciously enables acts of incivility, disrespect and bullying.

Emerging evidence and anecdotal reports suggest that the conscientiousness of healthcare leaders in implementing comprehensive, cohesive, and integrated bullying prevention and intervention programs in their organizations is critical to promote environments of respect and enhance the sustainability of cultures of civility. This panel discussion will focus on tools and methods to identify and address incivility, bullying and disrespectful behavior in the workplace environment as well as methods to develop and support a culture of civility and respect in healthcare organizations.

**Faculty:** The moderator should be a content expert who has led and developed cultures of civility and respect in healthcare organizations such as a CEO, COO, HRO or other experienced senior level leader.

The panelists (2-3) should be senior leaders successful in developing and supporting a culture of civility and respect in a healthcare organization. A CEO, COO, CNO, CMO, HRO or other experienced healthcare leader would be an appropriate choice.

**Topics for Discussion:**

- Understanding workplace bullying, incivility and disrespect
- Recognizing and identifying bullying, uncivil and disrespectful behavior
- Responding, addressing and intervening in workplace bullying, incivility and disrespect
- Preventing workplace bullying, incivility and disrespect
- Developing cultures of civility and respect

**Questions for Discussion:**

1. What is considered bullying, incivility and disrespect in the healthcare workplace?
2. What strategies can be used to recognize and identify bullying, uncivil and disrespectful behavior in the workplace?
3. What strategies can be used to respond to, address and intervene in bullying, incivility and disrespect in the workplace?
4. What are barriers to addressing bullying, incivility and disrespect in the healthcare workplace?
5. Can you give us examples of programs that have proven to be successful in addressing bullying, incivility and disrespect in the workplace? How effective are these programs? What's worked well?
6. What challenges have you identified in address bullying, incivility and disrespect in the workplace?
7. What can be done to prevent bullying, incivility and disrespect in the workplace?
8. How do you build and develop a culture of civility and respect in organizations?

**Materials for Distribution:**

Felblinger, D.M. "Bullying, Incivility, and Disruptive Behaviors in the Healthcare Setting: Identification, Impact, and Intervention". *Frontiers of Health Services Management*. Vol.25, No. 4. Summer 2009.

Culture of Civility and Respect Resource List

**Additional Resources:**

Stop bullying toolkit web site. [www.stopbullyingtoolkit.org](http://www.stopbullyingtoolkit.org)

Crisis Prevention Institute (CPI). Strategies to stop workplace bullying. Blog:  
<http://www.crisisprevention.com/Blog/January-2014/Strategies-to-Stop-Workplace-Bullying>

International Business Times (IBT). Four Steps to Building a Culture of Respect.  
<http://www.ibtimes.com/exnet/four-steps-building-culture-respect-1069928>

Legacy Business Cultures. <http://legacycultures.com/10-actions-you-can-focus-on-to-influence-culture-of-respect-civility-in-your-workplace/>