

THE UNIVERSITY OF KANSAS HEALTH SYSTEM

Mistakes Made; Lessons Learned

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Department of Anesthesiology

- 82 Physician Anesthesiologists
- 35 Residents
- 4 fellows
- 107 CRNAs
- 48 SRNAs

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...background

- In process of acquisition of outpatient hospital 7 ORs 19 IP beds
- Chair of Board of OP Hospital (Acquisition Target) – Anesthesiologist
- April 2012 – Interim Chair
- Transaction to be completed June 2012

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The saga begins

- Unprofessional behavior
 - Colleagues, Nurses, Surgeons
- ?Compliance issues
- Undermining department policies
- Great interactions with hospital leadership!

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Civility in the Workplace

The Incivility Epidemic

WEBINAR RECORDING

MASTERING CIVILITY
 A MANIFESTO FOR THE WORKPLACE

The hidden toll of workplace incivility

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The Incivility Continuum

Negative Behavior

- Rude comments
- Insensitive actions
- Unintentional slights
- Complaining
- Gossip/rumors
- Cultural bias
- Crude jokes
- Profanity

Verbal Aggression

- Yelling / loud voice
- Belittling comments
- Intimidation / threats
- Discriminatory comments
- Cursing at someone
- Humiliation

Physical Aggression

- Assault / Battery
- Throwing objects
- Violent outbursts (e.g., hitting the wall)
- Inappropriate touching
- Harassment

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Impact of Incivility in Healthcare

- Patient safety
- Quality of care
- ↓ morale, ↓ productivity, ↑ turnover
- Lawsuits, settlements
- Reduced profitability
- Negative organizational reputation
- Erosion of relationships
- Lack of engagement
- Increase in harm, errors, infections and costs

Workplace Bullying

35% of workers said they have had an office bully

More than 1/4 of HR managers think office bullying happens at least once a month at their company

4%
4%
21%
38%

How serious is workplace bullying?

1%
1%
13%
27%
52%
1%

https://www.jointcommission.org/assets/1/23/Quick_Safety_Issue_24_June_2016.pdf

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Managing Challenging Personalities

- Avoid being dazzled by brilliance
- Political ramifications
- Dig Deep
- Direct Feedback
- Consequences
- Some people wont change
- DOCUMENT DOCUMENT DOCUMENT
- Isolate
- Distance/Distracton

Gallo. How to manage the toxic employee. HBR Oct 2016

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An Ounce of Prevention ...

- Primary Prevention
 - Hire right – self-assessments, behavioral interviewing, 360 assessments, talk to references
- Secondary Prevention
 - Detect and intervene early
 - Education/coaching
- Tertiary Prevention
 - Separate and salvage
 - Document ongoing and clear communications and interventions

Brightman. How to overcome the 6 most toxic employee behaviors. Fast Company Dec 2013

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Interventions

- Collegial discussions
- Input from various stakeholders
- Intermittent feedback
- Formal warning with VP Periop Svcs and COO
- Official Warning Letter
- Joint meeting with hospital leadership

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Risk Mitigation

- Lawyers
- Severance
 - How much?
 - How?
 - In lieu of indemnification
- Political Ramifications
- Supportive coalition
- Advice and mentorship

Mistakes Made

- Being forced to hire
- Ignorance – did not know what I did not know
 - Not realizing the impact on others i.e. morale, perception of leadership etc
- Arrogance – thought I could manage once hired
- Not completely aware of how hard I could/should push
- Left unaddressed for too long? 3 yrs
- Ignoring red flags – unprofessional interaction where there was a power differential

"Ultimately, you can't build credibility with coercive influence — you can think of it like bullying in the workplace." Upkin Business Intelligence

Lessons Learned

- Hire Right!
 - There is more to recruitment than talent alone
- Recognize and address the issue
- Play fair and engage
- Follow a deliberate process
- Keep key stakeholders involved and informed
- Negotiation/Conflict Management
- Managing up, down and across
- Document/Advice from legal
- ...remember everyone is watching your every step!