A Compassionate Workplace Starts With YOU

Sue Childress MN, RN, OCN; Melissa Banner MSN, RN, OCN
Huntsman Cancer Institute at the University of Utah Health

BACKGROUND

Huntsman Cancer Institute (HCI) is an NCI designated cancer hospital. During a three year period this organization addressed concerns related to moral distress, workload, and environment to create a more “Compassionate Workplace.” Although metrics from the ProQOL V survey instrument showed a modest improvement, comments revealed the need to continue work related to civil communication. Senior leaders and front line managers all agreed that holding staff accountable to the behavior standards was going to start with THEM.

INTERVENTIONS

• All managers were expected to take two of the hospital’s iLead classes: Leading at the Speed of Trust and Crucial Conversations
• Staff were encouraged to use the incident reporting system (RL6) for any type of incivility displayed by providers, staff, and/or patients/visitors
• The HR department collaborated with training and processes to address employee issues
• A Civility task force was created including front line staff, managers, directors and Organizational Development representation.

OUTCOMES

• Managers and Directors completed iLead classes
• Behavior related reporting increased significantly
• HR provided managers with clear guidelines and support to hold employees accountable for their behavior.
• Physician leadership established a clear guideline for MD/APC behavior standards and follow-up
• University leadership, Customer Service and Risk management provided strong support for patient/visitor expectations

NEXT STEPS

• The Civility Task Force, composed of front line staff, are developing a program that will “hard wire” our PROMISE (Behavior) Standards into every day work practices.
• Collaborating with the HR Organizational Department, the task force is developing training for front line staff to reinforce civil communication.

A Compassionate Workplace that emphasizes civil communication can lead to improvements in:
• Quality
• Patient Satisfaction
• Financial bottom line

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