

Staffing and Conflict Resolution

In the Perioperative Setting



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Objectives

Review	Review typical staffing models in the perioperative setting
Outline	Outline strategies for balancing productivity with patient safety and service excellence
State	State the definition of conflict and disruptive behavior in the perioperative setting
List	List examples of conflicts/disruptive behaviors and understand their effects
Discuss	Discuss strategies for resolving conflicts in the perioperative setting



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Staffing and Scheduling

LONG TERM STAFFING – THE PROCESS OF PLANNING THE NUMBER AND TYPE OF WORKERS WHO WILL BE USED TO FILL A BUSINESS UNIT'S COMPLEMENT OF POSITIONS

DAILY STAFFING – THE PROCESS OF MAKING DAILY ADJUSTMENTS TO STAFFING

SCHEDULING – THE PROCESS OF PLANNING WHEN STAFF MEMBERS ARE TO WORK THEIR SHIFTS



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Staffing Levels

Peak

• Peak Staffing Level – number of productive and paid FTE's needed to cover the highest volume of work

Average

• Average Staffing Level – staffing level needed for an average month

Core

• Core (Minimum) Staffing Level – number of productive and paid FTE's required by regulation or professional practice to open the doors



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Traditional Staffing

Ent Case		
OR 1	2	8:00-10:30
OR 1	2	1:00-3:00
OR 2		
OR 3		
OR 3	1	8:00-10:00
OR 4		
GI #1	2	7:00-8:00am
GI #1	1	12:1:00pm
GI #2	2	2:00-3:00pm
Total	11	

Current Case	Status	Position
3	0.8	OR nurses
1	0.9	OR/Endo tech
1	0.8	ENDO nurse
2	0.1	ENDO nurse
1	0.1	OR/ENDO tech
1	0.1	OR tech
1	1	Nurse Manager
1	0.8	Pre/PACU nurse
4	0.8	Pre/PACU nurse
3	0.1	Pre/PACU nurse
1	0.8	Nursing Assistant



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Flanagan, M. (n.d.). 'Clamp.' 'So, staff shortages are getting serious.' [Cartoon]. Retrieved December 20, 2018, from <https://www.cartoonstock.com/cartoonview.asp?catref=imfin3577>



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Labor Expense

What should you be looking at?

- Case Volume
- OR schedule
- Acuity
- Number of patients
- Staffing ratios
- Worked hours per case target for your facility
- Lunch/Breaks
- Overtime
- ASPA and AORN guidelines

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Balance Expense with Quality Care

- Hire personality
- Create and maintain a culture of service excellence
- Deliver the same message to all – set clear expectations
- Show that you care about them as people
- Attitude is everything
- Deal with the slackers and the naysayers

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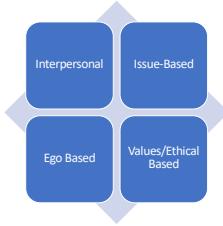
Definition of Conflict in a Clinical Setting

Conflict is defined as “a state of disharmony between incompatible persons, ideas, or interests” (Dictionary.com)

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Types of Conflict



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Definition of Disruptive Behavior in a Clinical Setting

Disruptive behavior consists of a practice pattern of personality traits that interferes with a clinician's effective clinical performance. The disruptive behaviors negatively impact the persons with whom the clinician interacts. (Journal of Medical Regulation, 2013)

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Examples of Disruptive Behavior

- Degrading comments or insults
- Discriminatory behavior
- Inappropriate joking
- Incompetence
- Physical assault
- Profanity
- Refusal to cooperate with others
- Refusal to follow established protocols
- Retaliation
- Spreading malicious rumors
- Substance abuse
- Throwing objects

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ADVERSE CLINICAL CONSEQUENCES OF DISRUPTIVE BEHAVIOR

Decrease in:

- Patient satisfaction
- Physician satisfaction
- Staff satisfaction

Quality of Care Issues:

- Patient Mortality
- Patient Safety
- Medical Error
- Adverse Event

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ADVERSE PSYCHOLOGICAL CONSEQUENCES OF DISRUPTIVE BEHAVIOR

Stress Loss of Concentration Anger Frustration

Reduced Collaboration and Communication Reduced Information Transfer Impaired Providers

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Best Practices



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- Adopt professional behavior standards
- Recognize excellence
- Confront problem
- Empower the bystanders
- Learn to address behaviors as they occur

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Corrective Feedback Steps with a Physician or Staff Member



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- Inform him/her of the session ahead of time
- Provide private, respectful atmosphere
- Negotiate an agenda
- Have another leader there with you
- Ask for self-assessment
- Share observations; tie to values
- Ask for strategies for improvement

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Key Points

- Nurses and physicians are often caught in workplace conflicts but are ill-prepared to deal with them
- Conflict is inherent to complex, large and multiprofessional organizations such as a hospital or surgery center
- Workplace conflict can arise from communication, structural or personal issues
- Understanding how you react to conflict can help you find more efficient ways to deal with it

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Thank You

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