



Positive Interactions Program™

In a complex, fast-paced working environment, it's not uncommon for employees to both encounter and exhibit disruptive behavior. Although this behavior is unacceptable, it surfaces due to a number of reasons including heavy workload, poorly defined roles and responsibilities, poor processes, ineffective job training, poor leadership, personal family or health issues, and many other reasons. When disruptive behavior occurs in an office environment it usually affects employee engagement and productivity, but when it occurs in a hospital, the repercussions are much more severe since it affects patient safety, quality of care, and patient satisfaction.

The Hospital Leadership Institute's Positive Interactions Program provides hospital staff, administrators and physicians with the knowledge and skills necessary to create a more collaborative, team-based culture. In addition to providing training, the program ensures that the organization has the right policies and processes in place to effectively manage disruptive behavior. Lastly, the program helps ensure that the culture gains are sustained over the long-term.

[Does my hospital need Positive Interactions Training?](#)

Your hospital's employee engagement survey should indicate the prevalence of disruptive behavior in your organization. If you don't have an employee engagement survey, then a handful of focus groups among staff, front-line leaders, and mid-level leaders should help determine whether further steps are necessary. If you learn that disruptive behavior is prevalent in your hospital then it should be addressed as quickly as possible.

[What's involved in the Positive Interactions Program?](#)

The Hospital Leadership Institute will facilitate an online Positive Interactions Survey to all employees, which usually takes just a few minutes to complete. This survey:

- Helps identify the issues occurring in your organization
- Helps us tailor the program toward your own hospital's unique needs
- Helps Senior Management focus their attention on those areas requiring the most attention
- Provides a baseline measurement that will be used to show improvements over time
- Sends a message to your employees that disruptive behavior will receive the attention that it deserves

The next step depends on the results of the survey. If your survey shows that disruptive behavior is not as prevalent as initially thought, you would simply end the engagement with HLI at this time. You will be charged a nominal fee of \$750 for the Positive Interactions Survey and Organizational/Divisional Reports. If your survey shows that disruptive behavior is prevalent, then we would move to Phase 2 of the project.

[What's done in Phase 2?](#)

In this phase, we compile department-specific reports so we can identify which departments are doing well and which ones require improvement. We'll also work with you to create a Positive Interactions Task Force comprised of key stakeholders who have a strong interest in minimizing disruptive behavior throughout the organization. We'll work closely with the Task Force to identify whether your organization has the right policies, procedures and systems in place to effectively manage disruptive behavior, and we'll discuss actions that can be taken by the organization to build a more collaborative, team-based culture. HLI will then produce an Organizational Culture Analysis and facilitate an Executive Overview among the Senior Management Team. Once all Action Plans are approved by Senior Management, we'll move on to Phase 3 of the project.

What's done in Phase 3?

In this phase, all employees, up to and including the President, will attend a 2½-hour Positive Interaction Class where they'll learn how to identify and manage disruptive behavior. Importantly, this class is facilitated in a fun, engaging, positive manner, without any finger-pointing. Attendees usually leave the class feeling empowered to not only improve their own behaviors but the culture of the entire organization.

In addition to the Positive Interactions Class, all Front-Line Leaders (i.e. Charge Nurses, Leads and Supervisors) will attend a 1½-hour leadership session where they'll learn how to manage issues pertinent to their level. Mid-Level and Executive Leaders (i.e. Managers, Directors, and Vice Presidents) will attend a 3-hour class where they'll learn strategies for building a positive culture within their departments and divisions.

Total amount of time spent in class is as follows:

- Staff-level employees: 2.5 hours total (1 class)
- Front-Line Leaders (Charge Nurses, Leads, Supervisors): 4.0 hours total (2 classes)
- Mid-Level & Executive Leaders (Manager-level and above): 5.5 hours total (2 classes)

What's covered in the Positive Interactions Class?

The following topics are covered:

- The prevalence of disruptive behavior in the hospital industry
- The impact of disruptive behavior on the organization, the patient, and the employee
- The most common disruptive behaviors in the hospital setting
- The most common triggers that lead to poor interactions
- Strategies for recognizing and addressing one's own harmful behaviors
- Strategies for managing other people's disruptive behaviors
- Strategies for protecting others when they're the targets of abuse
- Best practices for creating and sustaining a positive, collaborative culture

What's covered in the Front-Line Leader Class?

The following topics are covered:

- The impact that the Front-Line Leader has on employee engagement
- Common issues facing Front-Line Leaders in the health care environment
- How to coach staff in a positive, collaborative manner
- How to manage negative interactions between staff
- How to manage negative interactions with powerful stakeholders

What's covered in the Mid-Level / Executive Class?

The following topics are covered:

- Common issues facing Mid-Level Leaders in the health care environment
- How to coach staff in a positive, collaborative manner
- How to manage negative interactions between staff
- How to manage negative interactions with powerful stakeholders
- How to work within lines of authority for a more collaborative culture
- How to identify and correct processes that are causing disruption and negative interaction
- How to build accountability for positive change in the department
- Potential obstacles when building a positive department culture; how to overcome those obstacles

How do you help those departments that need a lot of improvement?

Upon your authorization, we will provide additional coaching, consulting, and/or training to those departments where disruptive behavior is particularly high.

Will the Positive Interactions Program result in long-term culture change?

The Positive Interactions Program will have an immediate impact on the culture of the organization, but in order to sustain the change over the long-term, it requires ongoing attention. With this in mind, Phase 4 of the project starts. In this Phase, HLI will convene a number of leadership sessions with Managers and Directors over a period of five consecutive months. In these sessions, we'll discuss what's working well and what needs improvement in relation to the culture change. The first session will be held onsite and will last two hours. The remaining sessions will be facilitated via Web-Ex and will last one hour. By the end of this Phase, the culture change will "stick".

Will we be able to measure success?

After the final leadership session ends (in Phase 4), we'll enter Phase 5. In this last phase, the Positive Interactions Survey is repeated. Organizational, Divisional and Departmental reports are presented to Senior Management showing the level of improvement achieved as a result of the Positive Interaction Program. At this point the engagement will end.

Can we afford the Positive Interactions Program?

A negative, disruptive culture can significantly impair an organization's ability to achieve its goals. Conversely, a positive, collaborative culture can lead to enormous gains in quality of care, patient satisfaction and financial performance. The question then becomes, "Can your hospital afford to not provide Positive Interaction Training?" For more information on pricing, please call us at (847) 423-6041.

Can this program help us recruit high-quality candidates?

The best and brightest job candidates choose to work in organizations where its employees are treated with respect and dignity. HLI's Positive Interaction Program will help your organization achieve an "Employer of Choice" culture, leading to better recruiting.

For more information about our services, please call (847) 423-6041 or e-mail Lyle.Kay@Hospli.com.