

PROPOSED Standard for disruptive behavior Hospital

(Note: this standard has undergone field review and is scheduled for approval in April 2007. Changes resulting from the field review are identified below.)

Leaders create and maintain a culture of safety and quality throughout the hospital.

Rationale for LD.3.10

A culture of safety and quality exists when all who work in the hospital are focused on excellent performance. Leaders demonstrate their commitment to quality and set expectations for those who work in the hospital. Leaders create structures, processes, and programs that allow a culture of safety and quality to flourish.

Elements of Performance for LD.3.10

1. The hospital's culture of safety and quality is evaluated ~~at least annually~~ at least every two years using valid and reliable tools.
2. Changes identified by the evaluation are prioritized and implemented.
3. There are opportunities for all individuals who work in the hospital to participate in safety and quality initiatives.
4. Education that focuses on safety and quality is provided for all individuals.
5. A team approach is established among all who work in the organization.
6. Issues of safety and quality are openly discussed.
7. Literature and advisories relevant to patient safety are available to individuals who work in the hospital.
8. Leaders define how members of the population served can help manage issues of safety and quality within the organization.

Standard LD.3.15. As a critical component of the culture of safety, leaders set expectations for behavior among those who work in the organization.

Rationale for LD.3.15. Safety and quality thrive in an environment that supports working in teams and respecting other people, regardless of their position in the organization. Undesirable behaviors that intimidate staff, decrease morale, or increase staff turnover can threaten the safety and quality of care. These behaviors may be verbal or non-verbal, and may involve the use of rude language, threatening manners, or even physical abuse. Anyone who works in the organization can display these disruptive behaviors, including management, clinical and administrative staff, volunteers, licensed independent practitioners,

and governing body members. Leaders must be prepared to address such disruptive behavior at any level.

Elements of Performance for LD. 3.15

1. The leaders develop a code of conduct that applies to everyone who works in the organization
2. The code of conduct defines desirable and disruptive behavior.
3. All who work in the organization are educated about both desirable and disruptive behaviors.
4. The leaders develop processes for managing disruptive behavior.
5. Leaders identify the roles of individual leadership groups in managing disruptive behavior.
6. The organized medical staff manages disruptive behavior exhibited by physicians or individuals who are granted clinical privileges.
7. Leaders establish a fair hearing process for those who exhibit disruptive behavior.