Civility Matters! An Evidence-Based Pathway to Foster Healthy Academic Work Environments and Learner Engagement

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OBJECTIVES

- Define workplace aggression: incivility, bullying, and mobbing
- Explore the impact of incivility on the healthcare environment
- Identify healthy work environments and assess civility acumen
- Detail a step-by-step, evidence-based pathway to foster civility and healthy work environments
Defining Key Concepts

Authentic *respect* for others requiring time, presence, engagement, and an intention to seek common ground.

Clark & Carnosso (2008)
Workplace Aggression

*Incivility, Bullying, and Mobbing*

A range of lower intensity acts of aggression (*including failing to take action when action is warranted*) which may result in *psychological or physiological distress* for the people involved. And, if left unaddressed, may spiral into more purposeful efforts to harm another and/or into more threatening situations.

It’s not only what we do… **but what we don’t do**

Staying silent when speaking up is indicated, failing to acknowledge or support a co-worker, ignoring others, withholding important or vital information.

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**Workplace Bullying**

Repeated, persistent, targeted pattern of abusive behavior designed to intimidate, degrade, and humiliate another. Usually characterized by a person asserting power over another.

The National Institute for Occupational Safety and Health (cdc.gov/niosh)
Workplace Mobbing

Abuse of power or position to demean, diminish, or disadvantage another

Rankism


Fuller, 2003; 2006
The Envy of Excellence
and
Tall Poppy Syndrome

Top performers envied, resented, or criticized for their accomplishments and achievements.

Westhues, 2004; Mouly, Suchitra, & Sankaran, 2002

Joy Stealing

Detrimental Impact of Incivility

- Low morale, low productivity, high turn-over, and early retirement
- Increased absenteeism, tardiness, ‘presenteeism’
- Diminished quality of work (especially of once highly productive people)
- Lack of meaningful participation in governance activities
- Working at home more than usual
- Increased isolation—flying under the radar
- Increased illness and health issues

(Crawford et al, 2017; Porath, 2016; Clark, 2013, 2017; Cipriano, 2013; Twale & DeLuca, 2008)
Negative Impact on the Learning Environment

- Increases stress and anxiety
- Impairs faculty and student well-being
- Weakens relationships
- Impedes effective teaching and learning
- Decreases motivation and student engagement

Negative Impact on the Practice Environment

- Patient Safety and Quality Care
- Nurse Performance, Clinical Reasoning and Judgment
- Patient Advocacy and Moral Courage
- Recruitment and Retention
- Collaboration and Inter-professional Teamwork
- Job Satisfaction—Intent to Leave
- The ‘Bottom Line’

Foster Civility and Healthy Work Environments

EVIDENCED-BASED STRATEGIES
Positive Role Modeling

Developing Self Awareness
Self-Awareness

Self-Awareness

Relationship Management

Self-Management

EMOTIONAL INTELLIGENCE

Self-Assessment
Clark Workplace Civility Index©
Transforming the Organizational Culture

Taking your Workplace to the Next Level

Step 1—Raise Awareness and Build Organizational and Leadership Support
Step 2—Measure Workplace Health

Identify, Develop, and Celebrate Strengths
Step 3—Assemble and Empower a Civility (Organizational Culture) Team

Clark, 2013, 2017; Maxfield et al, 2011

Step 4—Develop an Evidence-Based Action Plan
Step 5—Implement an Evidence-Based Action Plan

Establish, Implement, and Commit to Unambiguous Foundational Statements
Pledge of Civility, Diversity, and Inclusion
[Commitment, Charter, Promise, Creed]

- Purpose, mission, strategic goals, values
- Commitment to civility, diversity and inclusion
- Well-defined norms/ground rules

Ground Rules (Norms)—Exemplar

- Assume goodwill and best intentions
- Be respectful in our interactions
- Use direct and honest communication
- Model professionalism, civility, and collegiality
- Listen carefully and with intention to understand
- Be inclusive and respect diversity
- Be open to other points of view
- Hold self and each other accountable for abiding by norms
Hire for Civility
Robust Vetting of Candidates

Policies, Procedures, and Guidelines
Confidential Reporting Systems
Addressing Incivility; Rewarding Civility
Linking Healthy Work Environment Criteria to Performance

360° Evaluation Based On: Vision, Mission, Values, Charter/Pledge, Norms

Skill Building

- Effective Communication
- Constructive Conflict Management

Don’t make the mistake of assuming people can “just do it.” Effective organizations use training, education, 'script development' and role play to improve communication and constructive conflict negotiation skills. Maxfield et al, 2011
Additional Thoughts

- Make ‘touch points’ a priority—meaningful, sincere, significant
- Maintain confidentiality and avoid favoritism
- Take complaints seriously; avoid making excuses for bad behavior
- Address incivility – coach and supervise respectfully
- Invest in post-departure interviews

Porath, 2016; Matice, 2016; Clark et al, 2012; Clark, 2013; Cipriano, 2011; Pearson & Porath, 2009

Step 6—Evaluation and Reassessment
Step 7—Reward, Celebrate, and Reinforce Successes

Step 8—Expand, Modify, and Continue the Initiative
Self-Care and Stress Management
Work/Life Balance

Questions, Comments, Ideas
Thank You

CIVILITY

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