

The CREATE Project:

Using cognitive rehearsal, education, and team engagement to address incivility among NICU providers

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Background and Significance

Workplace incivility (WI) is defined as a violation of workplace norms for mutual respect through low-intensity deviant behavior with ambiguous intent to harm the target.¹

- 85% of nurses experience WI
- 93% of nurses witness WI²

Negative effects from WI include:

- Negative health outcomes for nurses including psychological distress, anxiety, depression, suicidal ideation, and post-traumatic stress disorder (PTSD)
- Increased nursing turnover, with a cost of \$46,100 to replace one staff RN (Increase of 15%)³
- Increased patient safety events and errors due to WI⁴⁻⁸

PICOT Statement

The purpose of this project was to implement evidence-based practice (EBP) communication tools in conjunction with cognitive rehearsal training (CRT) among Brandon NICU physicians and NNPs to decrease perceived incivility and improve interdisciplinary communication.

Tools

Evidence-based Communication Tools to Address WI:

Tools developed by the Agency for Healthcare Research and quality (AHRQ) and the department of Defense (DOD).

- "CUS": concerned, uncomfortable, and safety
- "DESC" describe the situation, express a concern, suggest an alternative, and state the consequences.

Setting

The project was completed in a 59-bed level IV NICU at a large Midwest medical center and academic teaching hospital.

- 62 NNPs, Fellows, and Neonatologists
- Roughly 290 staff nurses

Methods

The **CREATE Project** was implemented over a 90-day period and consisted of 3-part training sessions. Training sessions were an hour in length and included anywhere from two to 13 participants at a time. Pre and post surveys of the Workplace Incivility and Civility survey (WICS) were used for evaluation. These sessions included:

Didactic Education:

- Define WI and provide examples
- Discuss the impact on healthcare workers and patient care
- Provide evidence-based tools to address incivility

Cognitive Rehearsal Training:

Behavioral science technique to practice communication tools with case scenarios

- Four case scenarios were presented depicting examples of WI
- Participants read each of the scenarios out loud
- Responses to the examples of WI were practiced using the tools provided

Team Engagement:

- Facilitated debrief was completed following CRT
- Discussion and examination of the case scenarios and responses
- Real-life examples were provided and discussed among participants

Results

Didactic Education:

- 73% NNPs, 71% Fellows, and 72% Neonatologists completed education and training

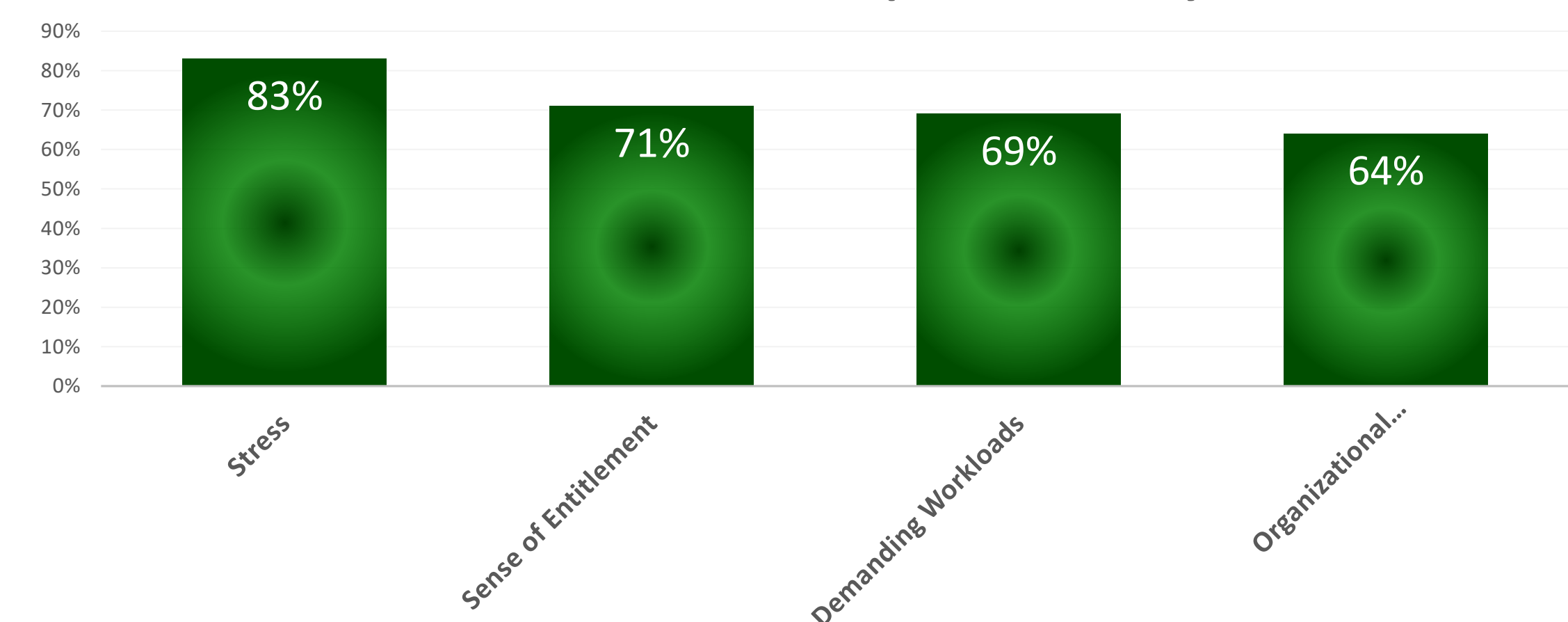
Cognitive Rehearsal Training

- 14% (p=.023*) of participants reported increased confidence in addressing uncivil behavior

Secondary Outcomes

- 6 out of 24 scenarios showed statistical significance on the post-survey in recognizing WI
- All 24 showed 9% to 24% change
- Causes to WI are multifactorial

Contributors to Workplace Incivility



Discussion

Summary

This project showed efficacy in increasing the civility score following implementation. Participants reported greater confidence in addressing uncivil behavior following CRT. There was also improved recognition in WI by participants after completion of the training.

Limitations

- 90-day implementation period
- Lack of protected and dedicated time for training sessions
- Lack of multidisciplinary training sessions
- WI is multifactorial in nature

