Fostering a Spirit of Well-Being: One Faculty's Journey in Shaping a Culture of Civility

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Civility in the workplace matters and does impact organizational outcomes in a myriad of ways (NLN, 2018; AACN, 2017; ANA, 2016; Clark, 2017a; CNA, 2008; CFNU, 2008). Also, longstanding irrefutable evidence indicates that a healthy workforce profoundly impacts the quality of the healthcare work environment for employees, as well as to the of quality care for patients and families (WHO, 2017; Clark, 2017a; Public Agency of Canada, 2017; Lyons & Hughes, 2015; Ellwardt, Labianca, & Wittek, 2012; Grosser, Lopez-Kidwell, Labianca, & Ellwardt, 2012). However, achieving a healthy work environment is challenging and in some cases, seemingly elusive. Many workplaces report ongoing accounts of damaging behaviours that run the spectrum of incivility and that continue to negatively impact the very systems that purport to promote health, the people working in them, and the clients they serve.

Healthy workplaces are paramount to organizational success yet fewer than 3% of organizations enact strategies to transform workplace culture (personal communication, C. Clark, workshop presentation, 2017). This subject has been recognized by the United Nations as a priority for the post-2015 sustainable development era. The United Nations Sustainable Development Goals (SDGs), particularly SDG #8: Decent Work and Economic Growth, emphasizes that promoting a safe, sustainable and inclusive work environment can be achieved through the integration of essential elements such as good governance, social dialogue and sound policies that collectively help in creating a resilient infrastructure that is responsive to any internal or external forces that drive organizational change. Thus, leading to a more sustainable productive employment and economic growth (United Nations, 2015).

Today, there is strong momentum for healthcare organizations to build healthy workplaces. Over the past ten years, professional healthcare organizations have actively advocated for transformational change to enact civility and respect in the workplace. In the United States, the American Nurses Association (ANA, 2017) describes a healthy work environment as, "safe, empowering, and satisfying—a place where all members of the organization perform with a sense of professionalism, accountability, transparency, involvement, efficiency, and effectiveness while being mindful of the health and safety of all people" (Clark, 2017b, para. 2). To that end, the American Association of Critical-Care Nurses (AACN, 2016) have developed six standards for establishing and sustaining healthy work environments listed as a) skilled communication; b) true collaboration; c) effective decision-making; d) appropriate staffing; d) meaningful recognition, and e) authentic leadership (Clark, 2017b). Additionally, tools designed to help organizations build healthy workplaces are now available to organizations. For example, the National League for Nursing (NLN) Task Group on Healthful Work Environments has newly published a toolkit designed to bolster change efforts in organizations (NLN, 2018) and the RNAO in Canada published Best Practice Guidelines (BPGs) for workplace health (Registered Nurses of Ontario, 2013). In 2008, the Canadian Council on Health Services Accreditation identified the primacy of healthy workplaces in healthcare organizations. Moreover, a Joint Statement by the Canadian Nurses Association (CNA) and the Canadian Federation of Nursing Unions (CFNU) underscored that, "every workplace should have a culture that promotes and cultivates a respectful workplace" (CNA & CFNU, 2018, p. 1) and that it was "unacceptable to work in, receive care in, govern, manage and fund" health-care workplaces where violence and bullying exist" (p. 2).

Today's organizational contexts, however, actually contribute to the creation of unhealthy work environments marked by increasing complexity, fast-paced change, and ongoing uncertainty. It is in this milieu that executive leaders, faculty and students are charged with creating and sustaining healthy work environments. Current evidence supports the use of strategic, intentional, and ongoing planned change initiatives to create, nurture, and sustain civility in organizations.

To transform healthcare work environments, leaders must commit to employing evidence-based change processes for quality improvement and to impact positive outcomes. Hence, the use of strategic, intentional, and targeted system-wide change processes is key. Change leadership and management and the use of frameworks and tools with established reliability are vital to the process of eliminating behaviours by employees associated with bullying, horizontal violence, and incivility (Clark, 2017). In fact, whereas past change leadership models underscored how it could take up to several decades to change a culture, contemporary change leadership models call for adaptability, flexibility, agility, and a commitment on the part of organizations to change quickly (Kotter International, 2018). A recent literature search by the authors of this abstract on the topic of incivility in nursing education produced hundreds of articles that highlight the need to create healthier learning environments. Therefore, nurses in academic environments are advocating for and working to enhance workplace health and foster civility in academia. For example, Clark, Ahten, and Macy (2014) report on the outcomes of a 10-month study featuring the implementation of a classroom-based, problem-based learning intervention on civility with undergraduate nursing students and describe its positive impact on behaviours. What we now know is that healthy work and learning environments do not just happen spontaneously: they exist because of targeted efforts to create, nurture and embed healthy workplace practices within the organizational culture, policy, and processes where civility becomes a way of knowing, doing, and being. Vera, Rodríguez-Sánchez, & Salanova, (2017) report that organizational leaders can do much to improve workplace health and build resiliency in the teams that populate them.

This conference presentation outlines the strategic pathway used by one Faculty of Nursing in Canada to foster a Spirit of Well-Being for faculty, students, and staff. Presenters will share personal narratives, insights gained, and the methods used to spearhead and measure change. Presenters will also highlight select targeted efforts used to enact this change including such initiatives as adopting the Pathway for Fostering Organizational Civility (PFOC) (Clarke, 2017b) as their change leadership/management framework, the use of valid and reliable tools for measurement such as the Clark Workplace 'Civility Index' [Revised] ©, (Clarke, 2013) and wide-scale collaboration to build a Civility Charter. Presenters will

summarize by providing participants with an update on the current state of Spirit of Well-Being based on updated metrics and goal attainment.

Title:
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Keywords:
Change Leadership, Civility and Spirit of Wellbeing

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Abstract Summary:
Civility matters and is challenging to foster and sustain in organizations. Current evidence supports strategic and ongoing efforts to create and sustain healthy work environments. This presentation outlines the strategic pathway used by one Faculty of Nursing in Canada to foster a Spirit of Well-Being for faculty, students, and staff.

Content Outline:
Introduction:

Attendees will be provided an overview of key concepts of civility and incivility, and the strategic change leadership used to enact change in organizations seeking to build civil, healthy, and positive workplaces and learning environments.

Body:

1. *Describe how civility and incivility manifest in academic work environments.*

1. Review current literature on civility and incivility and change leadership/management processes used to impact results.
        2. Overview of the impetus for change in this organization and explain the behaviors, contextual factors, and impacts that led to a desire for change.
    2. *Understand the importance of strategy and intentionality in building and sustaining civility academic work environments.*
        1. Review each step of the 8 step change framework and process used to enact enduring change.
    3. *Highlight various strategic initiatives, metrics and tools, and lessons learned on the journey to organizational culture transformation.*
        1. Review key strategic goals identified by the Spirit of Wellbeing (SWB) Group.
        2. Review metrics and tools used to measure impact of change efforts.
        3. Identify targeted activities used to achieve goals such as the implementation of SWB moments for employees and staff, developing and implementing the use of an Honor Code, and authoring key documents.
    4. *Reflection and Questions*
        1. Share narratives from the faculty, staff, and students on the success/challenges of this change effort.
        2. Feature salient lessons learned on the journey.
        3. Share key documents developed to support the SWB initiative such as the SWB Spirit Code and supporting document.

First Author
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Professional Experience: As the Chair of our Faculty of Nursing Spirit of Wellbeing Working Group in the Faculty of Nursing at MacEwan University I champion civility, respect, and love. As an local and international leader, I am a known civility champion and have enacted change leadership and management to build civility in teams. I have recently authored a book chapter on the topic of fostering high performing teams in simulation and been privileged to learn from and work with recognized leaders in the field to mentor civility initiatives. I have presented on fostering civility and nurturing healthy work workplaces numerous times, most recently at INACSL, Western Canada Health Science Educators Conference and was an invited speaker at the Nursing Educators Summit in Salt Lake City, 2018.
Author Summary: Colette has devoted the past 35+ years to Nursing Education with a 20-year focus on leading simulation-based learning program and space development. She currently holds a tenured Faculty position with the Faculty of Nursing – as Director of the Clinical Simulation Centre at MacEwan University in Edmonton, Alberta Canada.

Second Secondary Presenting Author
Corresponding Secondary Presenting Author
Vincent Salyers, EdD, MSN, RN, ANEF
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Professional Experience: Vince Salyers was appointed Founding Dean of the Faculty of Nursing on

August 22, 2016. He has held numerous academic and administrative positions including Interim Associate Vice President, Research; Associate Dean at Mount Royal University; and Director, Chair and Coordinator roles in schools of nursing in the United States, British Columbia and Ontario. He is directly responsible for the supervision, direction, and evaluation of faculty and staff; management of budget and resource expenditures; and program/curricular planning, implementation, and evaluation. He also brings extensive experience with nursing regulatory body approval and accreditation processes. He is a registered nurse who holds active licensure in the United States and Alberta. He holds non-practicing registered nurse status in British Columbia and Ontario.

Author Summary: Vince holds a BA in Psychology, a Master of Science in Nursing from San Francisco State University; and a doctorate (EdD) in Curriculum and Instruction from the University of San Francisco. He has been actively involved with international and global health scholarship and/or research in the Dominican Republic, Mexico, and Ethiopia. Creating connections. Transforming lives. Establishing a spirit of well-being is a huge part of his leadership journey and that of the Faculty of Nursing.

Third Author
Emily M. Khalema, MHS, BScMH, RPN
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Professional Experience: As a member of the Faculty of Nursing Spirit of Wellbeing Group, I have a keen interest of civility and healthy work environment. My engagement in the Spirit of Wellbeing Group has validated the significance and recognition of intentional work toward healthy workplaces within organizations

Author Summary: Emily has a 24-year diverse experience as a registered psychiatric nurse. She currently holds an assistant professor position at MacEwan University in Edmonton, Alberta Canada.

Fourth Primary Presenting Author
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Elizabeth White-MacDonald, BScN, MN, RN

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Professional Experience: I have been an assistant professor with the MacEwan Faculty of Nursing for the past eight years, and practiced in a variety of nursing positions in acute care, rural/remote, and community health settings for over 43 years. I value and champion collaborative, inclusive and healthy workplace environments and relationships. As a means to further these values I actively participate in the strategies created by our own workplace to advocate and live them. I participate in a number and variety of committees, quality improvement and research initiatives that promote and advocate for healthy relationships and enhanced understanding of the diversity and worthiness each of us brings to our experiences and have had the opportunity to present at a number of conferences to share my knowledge and experiences.

Author Summary: Liz has devoted the past 43 years to Registered Nursing practice and education. She currently holds an Assistant Professor position with the Faculty of Nursing at MacEwan University in Edmonton, Alberta Canada. In her practice she promotes inclusion, diversity and collaborative relationships

Fifth Author

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Professional Experience: I have worked as a nurse educator at MacEwan University for the past 7 years. I believe a healthy workplace is crucial to increased productivity and overall well being. Being part of the Spirit of Well being Working group in the Faculty of Nursing at MacEwan University had allowed me to make a contribution to creating a positive work environment for students and facutly.

Author Summary: Safina has worked as a clinical nurse educator at MacEwan University for the past 7 years. Prior to that she enjoyed a career in public health nursing. Contributing to a healthy work environment fueled her desire to join the Spirit of Well Being working group. Being able to be a part of creating the first Charter for the Faculty of Nursing has been an exciting and enjoyable journey.

Sixth Author
Melanie Gates, BScN, MN, RN
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Professional Experience: I have been a member of the faculty of nursing as a nurse educator in the role of lab instructor, clinical instructor, nurse navigator, and now as assistant professor. In my work, I have always championed civility, especially in my University role as a Sexual Violence Support Guide. MacEwan staff and faculty who have taken sexual violence prevention and support training are available to assist survivors of sexual violence. Our support guides are knowledgeable about MacEwan's sexual violence policy and procedures, connected to campus and community resources and committed to creating a culture of consent on our campus. I am also a member of the Spirit of Wellbeing Working Group.

Author Summary: Melanie is a champion for change in nursing education and a longstanding member of the Faculty of Nursing at MacEwan University in Alberta Canada where she is currently employed as an Assistant Professor.

Seventh Author
Gail Couch, MN, RN
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Professional Experience: Gail is an Assistant Professor in the Centre for Professional Nursing Education (CPNE). She is dedicated to teaching Canadian registered nurses in online delivery and on-campus delivery for international nurses in the Post-Basic Nursing Practice: Hospice Palliative Care/Gerontology program. Her expertise resides in palliative care, hospice palliative care, end-of-life care, distance education, international nurses, curriculum development, chronic sorrow, gerontology. Gail's teaching and research interests include the concept of chronic sorrow and post-traumatic stress disorder in palliative care. Gail is an active member of the Spirit of Wellbeing Working Group and a civility champion who walks the talk.

Author Summary: Gail is an Assistant Professor in the Centre for Professional Nursing Education

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Eighth Author
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Professional Experience: Rosie is currently a Professional Resource Faculty in the Bachelor of Psychiatric Nursing and Psychiatric Nursing Diploma serving as a Clinical Placement Coordinator where she provides administrative, analytical, planning, and management support for programs and projects where substantive administrative, policy and/or technical issues require specialized analysis, recommendation and implementation. In her role she develops and coordinates student programs and activities, acts as a liaison between hospital leadership, clinical educators, and clinical faculty to maintain communication, support, and dissemination of information between all groups. Rosie also works as a child and family mental health therapist, working with School-Age Children and Families diagnosed with learning disabilities and neurological disorders.
Author Summary: Rosie is a Professional Resource Faculty in the Bachelor of Psychiatric Nursing and Psychiatric Nursing Diploma. Rosie is an active and valued contributor to the Spirit of Wellbeing Working Group. She is proud to be a civility champion.

Ninth Author
Sara Bevan, BA

MacEwan University
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Professional Experience: Sara Bevan is a University Advisor the the Centre for Professional Nursing Education within the Department of Interprofessional Education and Simulation Learning at MacEwan University. In her role she guides students in planning for specialty courses designed for nurses trained in another country who are interested in becoming eligible for practice in Canada, as well as RNs who wish to upgrade their knowledge and skills. She serves as an active and valued member of the SWB working group as a civility champion.
Author Summary: Sara Bevan is a University Advisor the the Centre for Professional Nursing Education within the Department of Interprofessional Education and Simulation Learning at MacEwan University.

Tenth Author
Binthi Samuel, PhD

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Professional Experience: Dr. Binthi Samuel is an Assistant Professor in the Department of Interprofessional Education and Simulation Learning at MacEwan University in Edmonton Alberta,

Canada where she has taught Microbiology and Physiology-1 to the first year undergraduate Nursing and Psychiatric Nursing students since January 2002. Binthi is an active and valued member of the Spirit of Wellbeing Working Group and a civility champion!

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Eleventh Author
Keri-Ann Berga, MScN, RN, IBCLC, PNC (C)
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Professional Experience: I am an MScN prepared RN and IBCLC with several years experience in acute care, public health and academic settings. I have had the honour to be involved in various quality improvement initiatives at various levels throughout my nursing career. In my current role of Assistant Professor, I am involved in multiple committees and research projects. Being part of the Spirit of Well-Being committee has been an inspiring experience. I am truly dedicated and honoured to be a part of this quest to foster health and well-being on multiple levels in an academic setting. 2004-2010 - Perinatal / Surgical RN, Kingston, ON 2010-2012 - Clinical Nurse Educator - Maternal Child Program, Quinte Health Care 2008-2014 - Clinical Instructor, St. Lawrence College, Nursing, Kingston, ON 2012-2014 - Screen Liaison Nurse, KFL&A Public Health, ON 2016 - present - Perinatal Nursing Instructor (online), Mount Royal University, Calgary, AB 2014 - present - Assistant Professor, MacEwan University, Faculty of Nursing, Edmonton, AB

Author Summary: Keri-Ann is an experienced MScN-prepared RN with a passion for promoting health and well-being in all settings. Keri's research interests include quality improvement and knowledge translation, which are important aspects of the implementation of a spirit of well-being (SWB) initiative. Keri-Ann believes that this work is vital for all nursing and academic settings. She is honoured to be part of the SWB initiative and is inspired by, and thankful for her SWB colleagues.

Twelfth Author
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Professional Experience: I have more than 25 years of experience in both nursing education and practice. I have worked in international and local healthcare and teaching settings. My primary areas of expertise are reproductive health, maternal, newborn and child health. My current areas of research and focus are sustainability, sustainable development goals, planetary health and priority populations.

Author Summary: Mona Haimour is an Assistant Professor with the Bachelor of Science in Nursing Program at MacEwan University. As a global citizen, and an advocate nursing leader for achieving the United Nations Sustainable Development Goals (SDGs), Mona is taking further steps to create a community of practice to enhance MacEwan's role towards achieving the SDGs. Part of her primary work is to link any existing work such as the Spirit and Wellbeing Initiative to the SDGs.

Thirteenth Author
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Professional Experience: Jessica Wyllie has been an amazing contributor to our civility initiatives as a member of the Spirit of Wellbeing Working Group. She is a creative and skilled educator with a passion for eLearning and designing engaging online learning.

Author Summary: Jessica Wyllie currently works at an Academic Coordinator for Wound Management, Cardiac Nursing, Post-Basic Nursing in the Centre for Professional Nursing Education for the Department of Interprofessional Education and Simulation Learning, in the Faculty of Nursing at MacEwan University.