Using Appreciative Inquiry to Decrease Incivility and Promote a Healthy Work Environment

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Introduction/Background

- The contemporary healthcare environment is complex and stressful.
- As healthcare professionals struggle to meet the needs of patients, families, communities; tension and negative attitudes often prevail (Vogel, 2016; Bujold, 2015; Dondale, 2012).
- This high-stress atmosphere can lead to disruptive behavior, lateral or horizontal violence and/or bullying

Aims/Purpose

This literature review reveals that appreciative inquiry is a plausible and positive approach to addressing incivility.

Findings

- Appreciative inquiry (Cooperrider & Srivasta, 1987), highlights the role communication plays in healthcare communication.
- Any “behaviors that undermine a culture of safety” and should not be tolerated (Joint commission, p 1, 2008)
- The negative effects of incivility include:
  - preventable medical errors
  - decreased patient satisfaction
  - poor patient outcomes
  - increased cost of care.

(Gillen, Kernohan, Begley, & Luvben, 2017; Oyeleye, Hanson, O’Connor, & Dunn, 2013; The Joint Commission, 2016; Townsend, 2012; Wilson, Diedrich, Phelps, & Choi, 2011; Ulrich, Lavandero, Woods, & Early 2014).

- Appreciative inquiry supports more open thinking and creative problem-solving with a focus on changing how people think (Busche & Kassam, 2005).
- Appreciative inquiry has been shown to increase nurse’s perceptions of their autonomy and create more workplace engagement (Campbell, 2013).
- Appreciative inquiry’s positive, strengths-based approach serves as a catalyst for change. (Trajkovski, et al., 2013).

- Evidence supports AI can be an effective intervention to create a more positive organizational climate, affect how individuals appraise their environment and increase employee engagement (Bushe & Kassam, 2005; Campbell, 2013; Richer, Ritchie, & Marchionni, 2010; Ruhe et al., 2011; Trajkovski, et al’s, 2013).

Discussion

- Appreciative Inquiry is a strategy to address incivility and promote a healthy work environment. (Busche & Kassam, 2005; Wells, 2016)
- This literature review informs a project to address incivility in a comprehensive cancer hospital on the west coast. The project involves a department known to have incivility issues and appreciative inquiry will be the intervention.

References

See attached page for references