

Analysis of the Workplace Civility Index

A Reliable Tool for Measuring Civility in the Workplace



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Conflicts of Interest and Disclosures

Neither the planner or presenter indicated that they have any real or perceived vested interest that relate to this presentation.



**National League
for Nursing**



Greetings and Gratitude!

Acknowledgments

Celestina Barbosa-Leiker and Victoria Sattler

Objectives



- Define civility and incivility, its relationship to self-awareness, and impact on patient safety.
- Describe the development and psychometric testing of the Workplace Civility Index.
- Explore how the Workplace Civility Index can be used to improve civility competence.



WHAT IS
CIVILITY and
WHY DOES IT
MATTER?



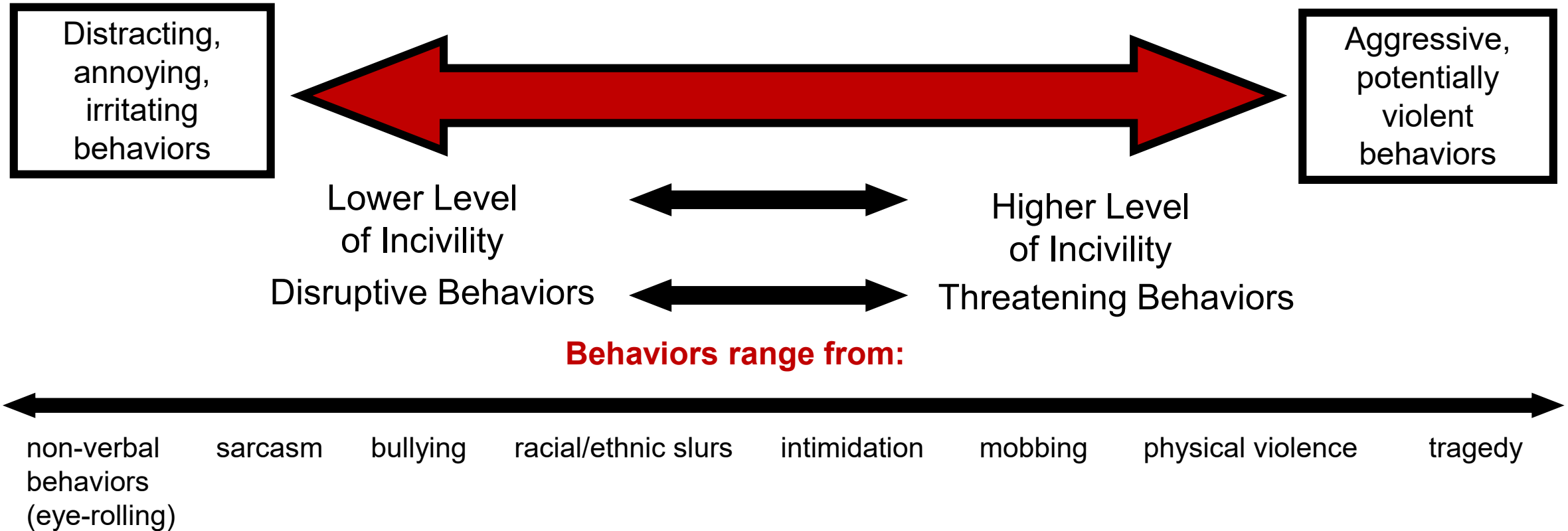
Authentic *respect* for others requiring time, presence, engagement, and intention to seek common ground.

Clark & Carnosso (2008)

What is Incivility and *Why Address it in Health Care?*



Continuum of Aggression



Clark © 2009, 2013, 2017; Clark, Barbosa-Leiker, Gill, & Nguyen, 2015

Examples of Workplace Incivility and Aggression

- Rude or disrespectful non-verbal behaviors
- Rumors and negative gossip
- Demeaning and abusive comments
- Name-calling and insulting remarks
- Put downs (e.g., race, ethnicity, weight, gender, religion, etc)
- Indirect and passive-aggressive behaviors
- Withholding vital information
- Unfair or unreasonable assignments
- Social media—cyberbullying, disparaging posts
- Use of digital media to demean or diminish
- Direct threats of harm or violence

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’** *\$23.8 billion annually for health care organizations to cover direct and indirect cost associated with workplace aggression*



Clark & Gorton, 2019; Houck & Colbert, 2017; Maxfield & Grenny, 2017; Crawford et al 2017; WBI, 2017; Porath, 2016; ANA 2015; Spence Laschinger, et al, 2014; Laschinger et al 2013; Dellasega & Volpe, 2013; Clark et al, 2012; Lewis & Malecha, 2011; Dellasega, 2011; Johnston, Phanhtarath, & Jackson 2010; Cleary, Hunt, & Horsfall 2010; Felblinger 2009; TJC, 2009, 2012

Incivility and Patient Safety

- Unfavorable effects on patient care: putting patient safety at risk
- Life-threatening mistakes, preventable complications, harm or death
- Harm or risks to patients including:
 - ✓ Patient falls
 - ✓ Errors in treatments or medication
 - ✓ Delayed care
 - ✓ Adverse events or patient mortality
 - ✓ Altered thinking or concentration
 - ✓ Silence or inhibited communication
 - ✓ Patient complaints

Clark & Gorton, 2019; Houck & Colbert, 2017; Maxfield & Grenny, 2017; Laschinger, 2014; Hutchinson & Jackson, 2013; Rosenstein & Naylor, 2012; Maxfield, Grenny, Lavandero, & Groah, 2011

Uncivil Acts Reported by Newly Enrolled Student Cohort ($n=188$)

- Nurse ignored patient condition (not responding to call light, failing to follow up on a rash, refusing to assist with patient repositioning and incontinence change, ignoring respiratory problems/distress)
- Fall risk (ambulated patient with unrepaired hip fracture, patient fell during stress test because physician refused to stop the test when pt. showing signs of distress)
- Dealing with combative, violent, intoxicated patients and/or visitors
- Wrong medication order/Rx (medication ordered for patient who was allergic, birth control Rx ordered without pregnancy test)
- Poor hand hygiene, no handwashing, failing to wear gloves (cut off finger tips)
- Ignored possible physical and/or sexual abuse of a patient
- Deceit (CNA stealing from patient, RN made up vital signs)
- RN insisting that CNA provide care beyond scope of practice (foot care on a patient with diabetes)

Clark & Gorton, 2019

Self-Awareness and Relationship to Civility

Understanding yourself, knowing your strengths and areas for improvement, and recognizing the impact your behaviors have on others.

Becoming more self-aware heightens our ability to build a strong character, lead with purpose and authenticity, and better understand how others can complement one's deficiencies.



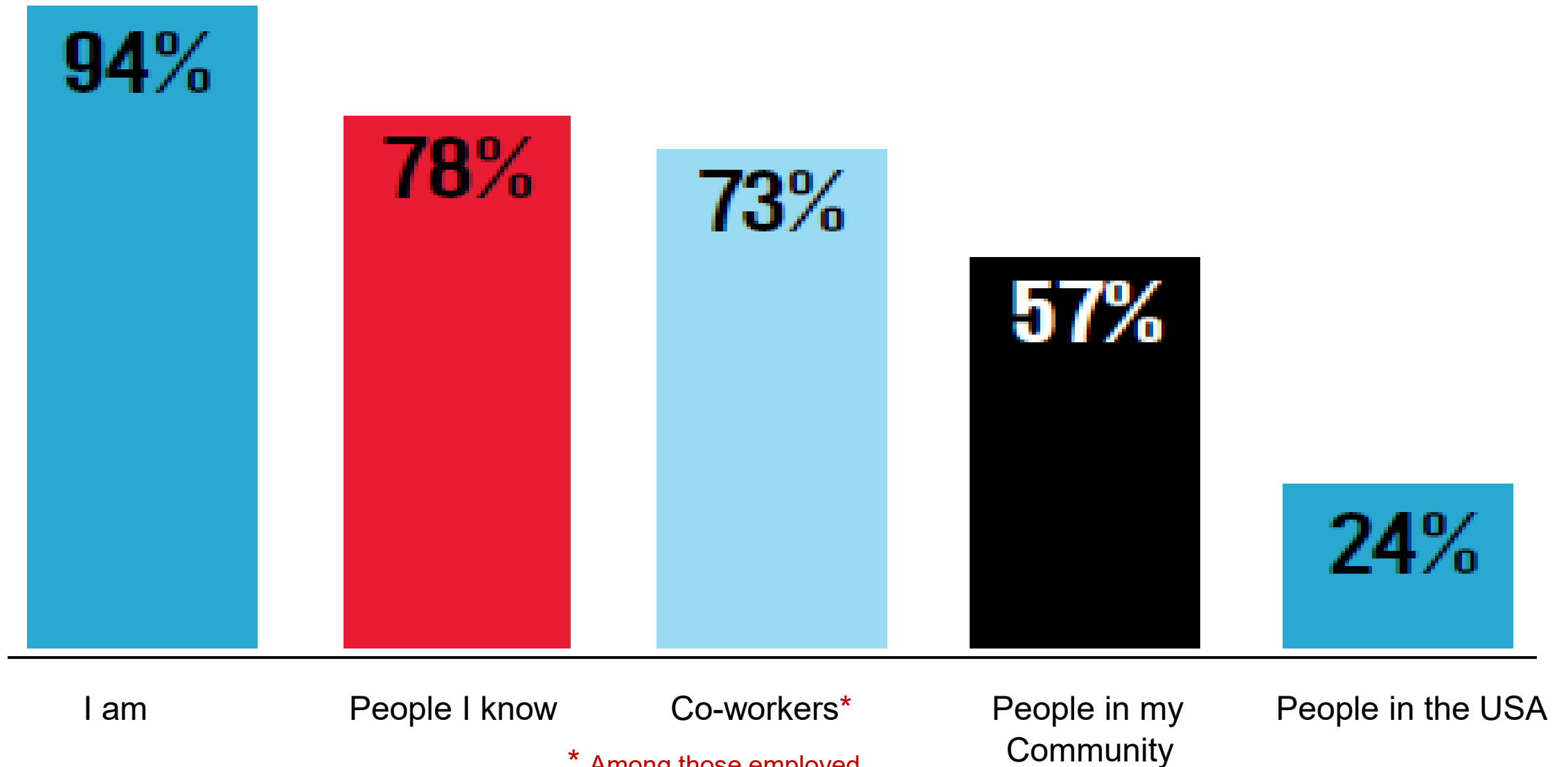
Treating one another with civility and respect:

- Fundamental to establishing and sustaining healthy workplaces
- Fostering interpersonal and intra-personal relationships
- Building and maintaining top-performing teams
- Protecting patient safety

*“There are three things that are extremely hard:
steel, a diamond, and to know one’s self”*

Benjamin Franklin

Always/Usually Civil, Polite, and Respectful to Others



Civility in America Report, 2017

PURPOSE of the STUDY

Analyze the Psychometric Properties of the
Clark Workplace Civility Index®



Clark, C.M., Barbosa-Leiker, C., Sattler, V. (2018). Development and psychometric testing of the Workplace Civility Index: A reliable tool to assess workplace civility, *Journal of Continuing Education in Nursing*, 49(9), 400-406.

Instrument

Workplace Civility Index© (WCI)—Measures Perceived Level of Civility Competence

Psychometric Testing for Validity and Reliability: IRB Approval

- Creator Expertise
- Extensive Review of the Literature
- Extensive Pilot Testing (~2000 respondents)
- Expert Panel Review and Revision
- Cronbach's Alpha (**0.820**)
- Exploratory Factor Analysis (Clear 1-factor model) Indicated robust evidence for internal validity of the WCI.
- Inter-item Correlations

Used by ~250 researchers, presenters nationally and internationally

20-item Survey: Essential elements related to workplace civility and respectful co-worker interactions. Index takes approximately *3-5 minutes to complete*.

5-point Likert scale: Respondents assess the perceived frequency of civil workplace interactions using the following response categories:

1=never, 2=rarely, 3=sometimes, 4=usually, 5=always

Total score **(20-100)** can be calculated by summing all WCI items.

Scoring the WCI*

90-100 = very civil

80-89 = civil

70-79 = moderately civil

60-69 = minimally civil

50-59 = uncivil

Less than 50 = very uncivil

** Scoring calculations were determined by expert judgments based on extensive field testing.*

Self-Assessment Clark Workplace Civility Index[©]



Clark Workplace Civility Index[©]

- Assume goodwill and think the best of others
- Include and welcome new and current colleagues
- Communicate respectfully (e-mail, online, phone, face to face) and really listen
- Avoid gossip and spreading rumors
- Keep confidences and respect others' privacy
- Encourage and mentor others
- Avoid abusing position or authority
- Use respectful language (no racial, ethnic, sexual, age, religiously-biased terms)
- Attend meetings, arrive on time, participate, volunteer, and share the work
- Avoid distracting others (misusing media, side conversations) during meetings

- Avoid taking credit for someone else's ideas/work/contributions
- Acknowledge others and praise their ideas/work/contributions
- Take personal responsibility and accountability for your actions
- Speak directly to the person with whom you have an issue
- Share pertinent or important information with others
- Uphold the vision, mission, and values of your organization
- Seek and encourage constructive feedback from others
- Demonstrate approachability, flexibility, openness to other points of view
- Bring your 'A' Game and a strong work ethic to your workplace
- Apologize and mean it when the situation calls for it

Scoring the Clark Workplace Civility Index[®]

Add up your **‘Yes’** responses—score your ‘Civility Index’

18-20 (90%)—Very Civil

16-17 (80%)—Civil

14-15 (70%)—Moderately Civil

12-13 (60%)—Minimally Civil

10-12 (50%)—Uncivil

Less than 10—Very Uncivil



Respondents: 393 attendees from an international nursing conference and a national nursing conference.

Responses collected in “*real-time*” during each conference using Smart phone apps and web-based technology.

All responses collected anonymously and reported as aggregate data.

Mean total score for this sample = *85.66 (SD = 6.34)* indicating that respondents perceive themselves to be *civil*.

Mean, Standard Deviation (SD) for Lowest Scored WCI Items

Item	Mean (SD)
Avoid gossip and spreading rumors	3.42 (.78)
Speak directly to the person with whom you have an issue	3.78 (.76)
Avoid distracting others (misusing media devices, engaging in side conversations) during meetings	3.92 (.75)
Seek and encourage feedback from others	3.97 (.77)
Assume goodwill and think the best of others	3.99 (.54)

Mean, Standard Deviation (SD) for Highest Scored WCI Items

Item	Mean (SD)
Take personal responsibility and accountability for my actions	4.64 (.52)
Avoid taking credit for another individual's or team's work/ideas/ contributions	4.59 (.96)
Avoid abusing my power or authority	4.54 (.79)
Include and welcome new and current colleagues	4.52 (.60)
Apologize and mean it when the situation calls for it	4.49 (.67)

Using the WCI

- Measure perceptions of individual and/or coworker (classmate) civility competence.
- Assess areas of strength and opportunities for growth.
- Tool for reflection and conversation regarding workplace civility.
- May be completed as an individual exercise or completed by all members of a team to compare perceptions of civility and determine areas of strength and improvement.

Limitations

- Self-reporting approach: Respondents may exaggerate or underreport frequency of the items for various reasons.
- Social desirability: Respondents provide answers that may seem desirable but not true/accurate.
- Due to the nature of the study, no demographic data collected.
- WCI is validated for nurses in education and practice only.
- Reliability based on the characteristics of the respondents and the circumstances under which the WCI was used.

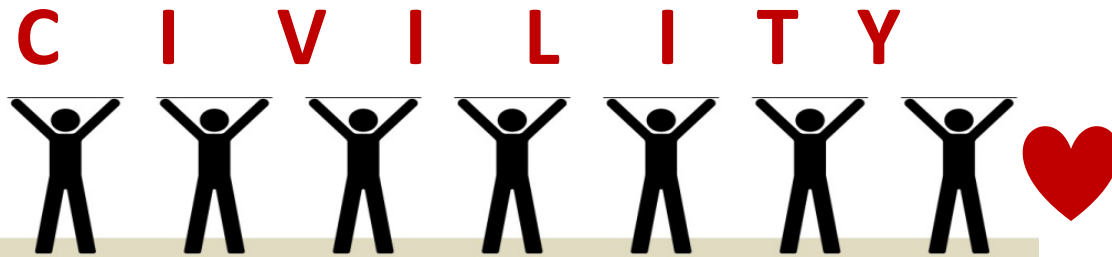
Summary

- The WCI is a psychometrically sound instrument used to measure perceptions of workplace civility, raise awareness, and generate discussion about the perceived state of civility in the work environment.
- The WCI has been used in dozens of practice and academic work environments domestically and abroad to raise awareness about the impact of incivility on workplace culture and patient safety.

Questions, Comments, Ideas



Thank You



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