Confronting Nursing Incivility

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Presentation Objectives and Learner Outcomes

1) Identify and define incivility.

2) Recognize and actively address disrespectful and uncivil behaviors in academic and clinical settings.

3) Apply knowledge for addressing incivility in any environment.

4) Recognize the benefits of teamwork and strategies for creating positive behavior.
Evolution of Nursing Professionalism

UN-Professional
Sarey Gamp, 1843

Crimean War 1853-1856

1893 - “Reform can be accomplished only when attitudes are changed.” Lillian Wald

1929 - “in the end, it is the character of the nurse which makes her; if she has the right principles she will not go far wrong in the minor matters.” “How and What to Teach in Nursing Ethics” – Beulah Crawford

“...fundamental responsibility...conserve life...alleviate suffering, and... promote health...accountability for practice and conduct...participate in research and action on matters of legislation affecting nurses.”

ANA, 1960
THE PRESENT

Causes
- Stress
- Role Ambiguity
- Jealousy
- Envy of Excellence
- Attempt to maintain group mediocrity/status quo
- Keep high performer in line with prevailing workplace norms
- "Culture" of Incivility
- Ignorance
- Tolerance
- Fear Silence
- Retaliation

Defining Incivility – Behavior
- "Actions taken and not taken"
- Overt/Covert Actions
- Rude Discourteous Actions
- Gossiping
- Spreading Rumors
- Refusing to Assist Co-Worker
- Failing to Intervene
- Withholding Vital Information
- Mobbing
- Actions that Humiliate, Offend, Degrade
- Hostile Remarks
- Verbal Attacks
- Threats
- Taunts
- Intimidation
- Misuse of Power
- Undermining Individual’s Dignity

MAGNITUDE OF INCIVILITY

Consequences
- Decreased Job Satisfaction
- Increased direct/indirect costs to employers
- Increased Nursing Attrition
- Decreased Personal Health
- Compromised Patient Safety
- Career Consequences
- Future of the Nursing Profession
  - Academics
  - Healthcare System
“Real Life” Incivility

IN HEALTHCARE FACILITY

• LEARNED CULTURE: Nurse vs. Nurse

• Statistics for turnover among NEWLY LICENSED NURSES
  • 17.9% left position within 1 year of starting first job
  • 60% left within 8 years of starting 1st job

IN ACADEMIA

• FACULTY VS. FACULTY

• FACULTY VS. STUDENTS

• STUDENT VS. FACULTY
CIVILITY TOOLBOX

Civility is not a sign of weakness.
“HIRE FOR CIVILITY”

QUESTIONS FOR INTERVIEWEES TO ASK POTENTIAL EMPLOYERS

1. How does your organization live out its organizational vision, mission, vision? Give examples.
2. How would you describe the level of trust and quality of communication between leaders and other members of the organization?
3. What policies has your organization established to address incivility and a negative work environment? How does the organization reward civility and professionalism?
4. Describe the leader’s leadership style and specific attributes. How does his/her leadership style and attributes influence the workplace culture?
5. Tell me about the organization’s strategic approach to developing and sustaining a healthy work environment.

(Clarke, 2017)

QUESTIONS FOR INTERVIEWERS TO ASK OF POTENTIAL EMPLOYEES

1. Give one or two examples of what your previous coworkers might say if we asked them to describe your strengths/areas for improvement regarding collaboration and communication.
2. What are your most significant contributions to promoting teamwork and collegiality among coworkers?
3. Describe a challenging situation or conflict you’ve experienced with a co-worker (student, supervisor). What did you do about it...what was the outcome?
4. How do you see yourself contributing to the mission and values of the organization?
5. What feedback have you received about the style and impact of your interactions with co-workers (students, supervisors)? What insight have you gained from this feedback—what changes in your behaviors (if any) have you made as a result of this feedback?
CONTRACT FOR CIVILITY

RESPECT

Recognize that every opinion is valuable
Express & Receive feedback without making it personal
Stop collusion; direct the issue back to the owner
Practice authentic listening
Encourage discussion of ideas and issues, not people

(Alexander, 2016)
CREATING A CULTURE OF CIVILITY

• Incorporate educational strategies in Nursing Curriculum:
  • Patient safety
    • Personal accountability
    • Negotiation
    • Conflict resolution
    • Assertiveness
    • Teamwork
    • Collaboration
ACCOUNTABILITY FOR CIVILITY

1. **Leadership** builds a *culture* of accountability.

1. **Leadership** creates and promotes early intervention strategies with interventions focused on performance and follow-up support.

3. Create and **hold everyone accountable** for individual and team behaviors.

4. **Unchecked** unprofessional behavior **escalates** ---incivility must be addressed **immediately** and can no longer be tolerated.
GOING FORWARD

• Change...
  • Begins with a radical transformation of every nurse
  • Happens in small increments over time
  • Requires self-accountability and holding others accountable
  • Every level of nursing needs to assume a “Leadership” role
  • Civility is not a choice – it is a commitment
References


Interview with K. Alexander, PhD, RN, CNOR, Program Director and Assistant Professor, Department of Nursing, University of Houston Clear Lake (personal communication, December 15, 2016).