

Civility Matters: Overcoming Workplace Incivility Using an Interactive Educational Intervention



Joy Stoddard, RN DNP

College of Nursing

University of New Mexico

Albuquerque, New Mexico

Problem Statement

- Healthcare professionals at increased risk
- Poses risks to patients
- Cost of incivility
 - Human factors
 - Financial burden

Key Factors

- WPI Global Problem
- National Survey (2014) by the Workplace Bullying Institute
 - 72% awareness of incivility
 - 21% witnessed
 - 27% experienced

Key Factors (cont.)

- Implications
 - Decreased job satisfaction
 - Increased turnover
- Healthy work environments endorsed by:
 - The Joint Commission
 - American Nurses' Association
 - Center for American Nurses
 - Robert Wood Johnson Foundation Executive Nurse Fellows

Study Purpose

- Identify the prevalence of WPI pre- and post-intervention
 - Clark Workplace Civility Index[©]
- Use an established interactive educational intervention to decrease WPI
 - PACERS[©] Stop Bullying Toolkit

www.stopbullyingtoolkit.org

Study Scope

- Voluntary self-reported levels of WPI
- WPI scores over time

Study Assumptions

- Accuracy of self-reported WPI scores
- Sample representative of population



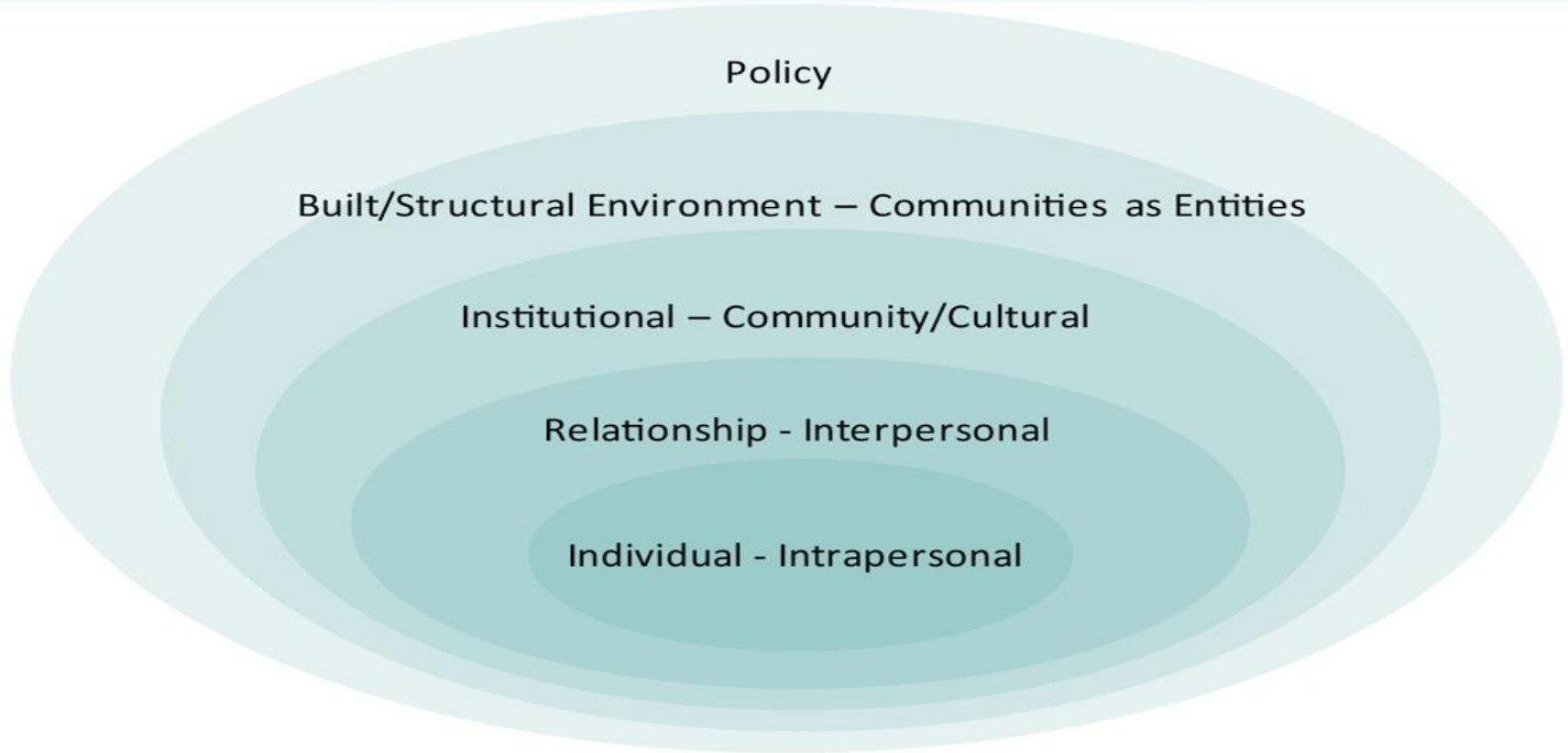
Site

- Non-profit, integrated healthcare organization in the Southwest
- Adult inpatient service line
 - General acute care unit
 - Two general medical units
 - Two progressive care units
 - Intermediate care unit
 - Intensive care unit

Study Methodology

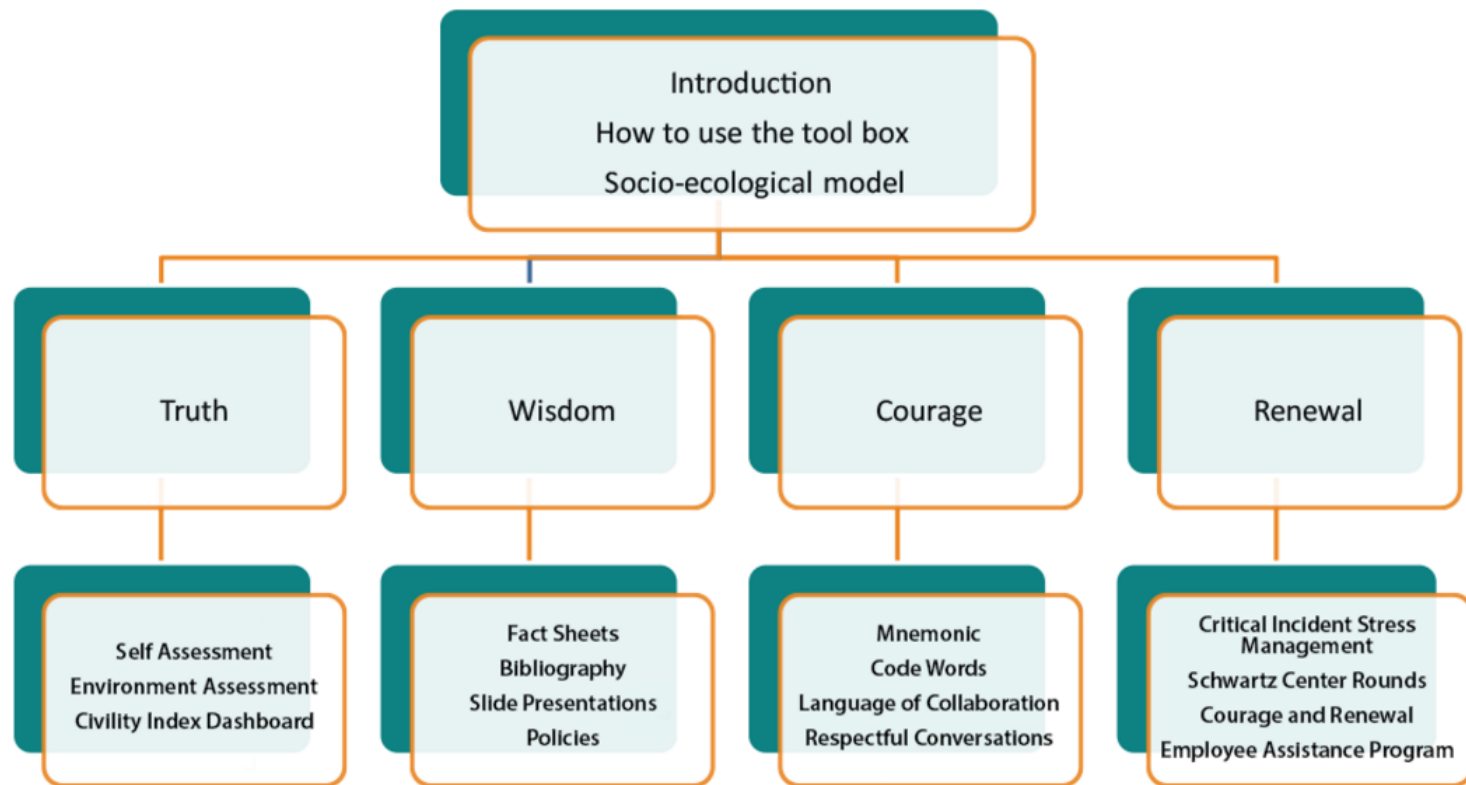
- Supporting a healthy work environment
 - Response to WPI recognition
 - Leadership supported project
- Single-site, quantitative design
 - Focus on interventions to combat WPI

Social-Ecological Model



Bronfenbrenner (1979), McLeroy, Bibeau, Steckler, & Glanz (1998), and Stokols (1992, 1996)

Civility Tool-kit: Resources to Empower Healthcare Leaders to Identify, Intervene, and Prevent Workplace Bullying[©]



Participants

- Participant protection: de-identified survey data
- Voluntary study population (N = 48)
- Exclusion criteria

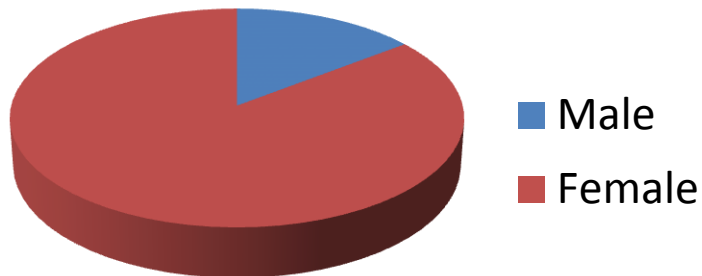
Data Collection

- REDCap
- Consent
- Demographic questionnaire
- Clark Civility Index[©]
 - Baseline (Time 1)
- PACERS[©] educational intervention
 - Post-education intervention
 - 2 weeks (Time 2)
 - 3 months (Time 3)
 - 5 months (Time 4)

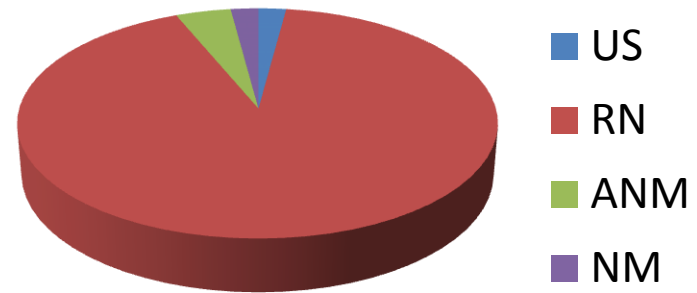
Results

- Demographics (N =48)

Percent



Percent



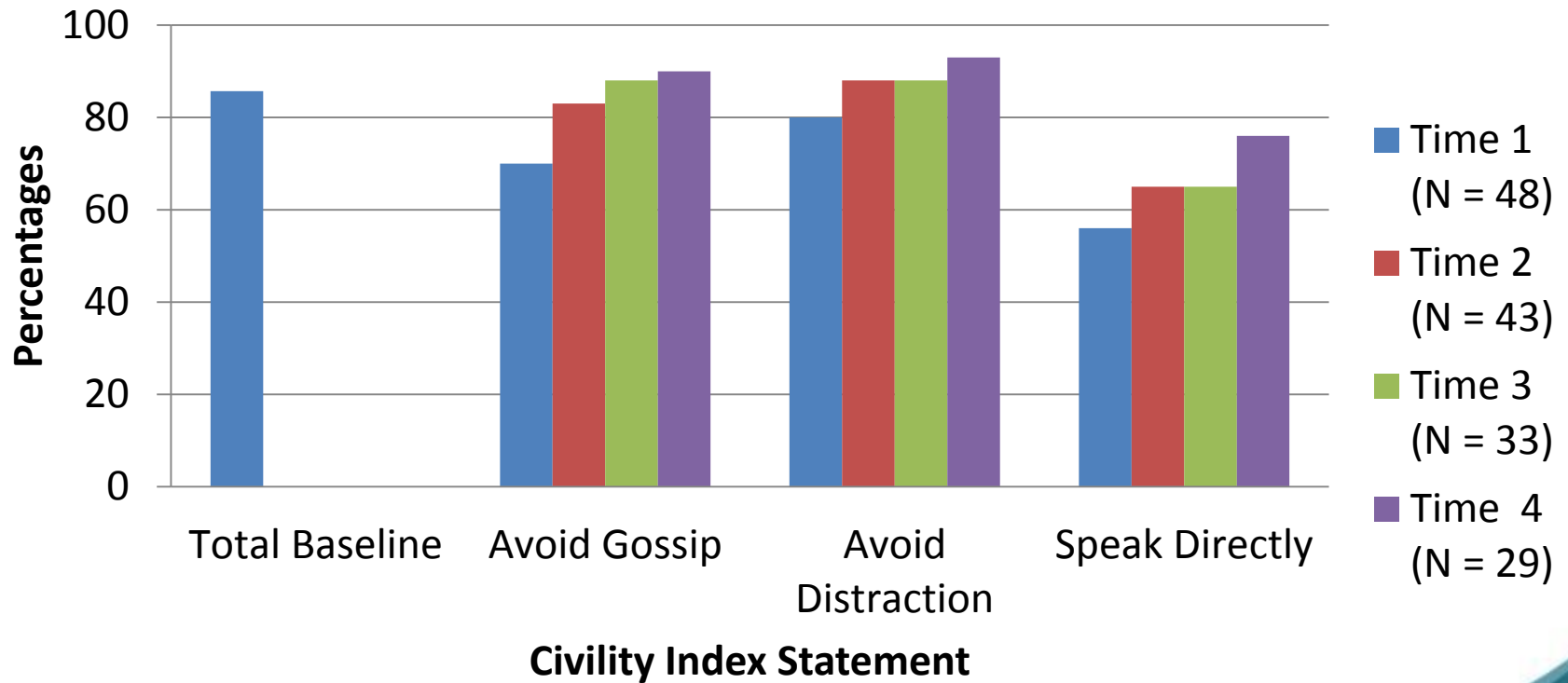
- Experience and Age

	Mean	Range
How many years have you worked in healthcare?	12.9	<1 – 40
How many years have you worked in your current role?	4.7	<1 – 29
What is your age (in years)?	42.7	22 – 68

Paired *t*-tests

	N	Mean	Diff in Mean	Std. Deviation	Lower CI	Upper CI	<i>t</i>	<i>df</i>	Sig. (2-tailed)
Pair 1: Time 1 Time 2	43	18.7	-.22	1.56	-.69	.27	-.90	42	.37
		18.9							
Pair 2: Time 1 Time 3	33	18.7	-.66	1.34	-1.1	-.19	-2.8	32	.01
		19.2							
Pair 3: Time 1 Time 4	29	18.7	-.70	1.88	-1.4	.01	-2.0	28	.055
		19.3							

Cross-Tabulation



Interpretation of Findings

- Increased WPI awareness through Educational Intervention
 - Increased Civility Index scores at Time 3
 - Sustained Civility Index scores at Time 4
- Importance of establishing WPI interventions
 - Identify and overcome WPI
 - Retention strategy

Strengths of the Study

- Strengths
 - Interprofessional
 - Separate leader training
 - Support of key stakeholders
 - Staff allowed to participate during work hours
 - Registered Nurses obtained CNE credit
 - Builds on existing PACERS® Stop Bullying Toolkit

Limitations of the Study

- Limitations
 - Small sample size
 - Attrition of sample
 - Perceived vulnerability by participants
 - While completing the survey
 - During interactive educational intervention
 - Participants are allowed to self-select
 - Electronic survey may not capture complete information

Suggestions for Future Research

- Larger, more representative sample
- Differences based on demographics
- Longitudinal study over longer period of time
- Qualitative design

Concluding Remarks

- Recommendations throughout literature to
 - Identify inappropriate behaviors
 - Managing the behaviors
 - Prevent the behaviors
- Nurse leaders as role models
- Environments and policies supportive of civility
- Implementation system wide

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