Finding meaning in Civility

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Welcome

“Bullying is possibly the greatest unrecognized threat to our profession of nursing and to patient safety. It is a direct threat to our ability to achieve the Future of Nursing vision 2020” Edmonson, 2012.
“IT” has many names

- Incivility
- Lateral Violence
- Horizontal violence
- Aggression
- Verbal Abuse
- Paying Your Dues
- Nurses eating their young (stress induced displacement Aggression)
Civility

Civility: Actions that show kindness and respect towards co-workers
Bullying

• Words or actions with the intent to harm another person or a group

• Intentional

• Targeted

• Subtle to obvious
Incivility

Disruptive behaviors that may go unnoticed by many staff members but target a victim and standards on acceptable behaviors (Anderson and Pearson, 1999)

• Non verbal innuendo
• Verbal
• Undermining Activities
• With holding if information
• Sabotage
• Infighting
• Scapegoating
• Back stabbing
• Failure to respect privacy
• Breaking confidences
Origins

- Hierarchies
- Oppression
- Feminist

Courage
Relational Aggression
(female bullying)

- Gossip
- Manipulation
- Intimidation
- Exclusion
- Gestures
- Ridicule
- Teasing
- Cliques
- Campaigns
- Name calling
Conflict Styles:
(generalizations)

Men – Direct, aggressive, and/or intimidating.

Women – Passive, indirect, and/or manipulative
Online Bullying

• Forwarding private emails

• Disinhibition

• Hate blogs or FB pages
Causes

- Internalizing roles and behaviors
- Aggression exposure
- Trauma
- Biology
- Socialization
- Group Membership
Causes II

• Competition
• Generational
• Need for approval and acceptance
• Paradigm, believes about others and yourself
Powerlessness

- Dominate and subordinate groups
- Norms get internalized
- Anger gets directed internally
- Own perception that is the problem
Invisibility

- Internally
- Externally
- Force that keeps the status quo
- Create visibility!
Weakened identity

• Outcome of powerlessness and invisibility

• Stepping into Greatness
Why don't Managers act?

- Lack clarity
- Lack support
- Lack of awareness
- Lack of knowledge
Why don't peers act?

- Fear
- Don't want to become a target
- Don't recognize it
- Lack of support
- Don't want to get involved
- Don't know how to intervene
Reflection as a practice

- Purposeful
- Allow time for it
- Honest
- Routine
Nurse Satisfaction

- 42% very satisfied
- 40% satisfied
- 22% dissatisfied
How common is it?

- 76% of new nurses
- 85% of all nurses
Costs

- High turnover (21% leave)
- Unstable work environment
- Productivity impacts (1500 hours annually)
- Human costs
- Quality
- Patients pay the ultimate price
Real Nurse Real Stories

• As a victim suffering the mental and physical ongoing devastating effects of bullying, I make a personal commitment to stop bullying and be vocal about it. (APRN)

• Bullying has been going on far too long and getting worse. We actually had an instructor at my university tell the student to "go kill herself." I just heard from a previous alumni that same professor through a stethoscope at another student, and she only received a slap on the wrist and still teaches. How can we call ourselves Professionals when this behavior takes place? (Faculty)

• I was a victim of nurse bullying and almost lost my job over it. Luckily I made a lateral move to another hospital in the system, and have been treated with nothing but respect since my move. The bullying left unbelievable scars that I am still struggling to heal. I want to raise the awareness of nurse bullying so that no one should ever feel the way that I felt about a profession that I love. (Practice RN)
Physical / Psychological Manifestations

Common reactions:

- acute or chronic anxiety
- depression
- sleep interruptions
- fatigue
- lack of mental focus
- post-traumatic stress disorder
Post Traumatic Embitterment Disorder

• An experience that shatters all you had believed in and valued.

• Manifestation: Withdrawal, Conversion, Projection
What are you?

• Bully %
• Victim %
• Bystander %
• All of the above? %
Regulation

- The Joint Commission
- Texas Law
- American Nurses Association (2010) Standards Characteristic of Nursing Practice
- Codes of Ethics
Interventions

• Story telling

• First Believe

• Cognitive Rehearsal

• Crucial Conversations (Abderhaman et.al)

• TeamSTEPPS (CUS)

• Reflection Practice

• Residency / orientation civility education.
Cultural Intervention

SAFE Cultures – safe work place policy add bullying

Positive Regard Cultures

CISM

EAP

Nurse Advocates (Civility Coaches)
HEART
(Klacman, 2012)

Do your part to combat incivility by having HEART in the workplace

Helping

Everyone

Achieve

Respect and

Thoughtfulness
Leader Presence

- L2P (line of site)
- Safe Circles (unfiltered CWC)
- Sacred Sixty
- WOW rounds
Moral Courage Model
(Edmonson, 2011)

Moral Courage Model: Practice Recommendation (Developed by Author)

Phase I

Professional Moral Courage Scale
(Sekerka, 2009)

- Sacred Space / Center for Advancing Nursing
  (Repenshek, 2009)
- Moral Courage Model / Applied Ethics Education
  (Grady et al., 2008)

Phase II

Voice Value / Nurse Manager Council
(ANA, 2009)

Peer Support / Courage and Renewal
(Pijl-Zieber et al., 2008)

Phase III

Professional Moral Courage Scale
(Sekerka, 2009)
The Inspired Nurse

- Spiritual stretches
- The book of truths
Outcomes

NDNQI (N-701)

99% participation (avg 72%)

Job Enjoyment Scale 66% (avg 56)

95% plan on staying on same unit

Controllable turnover < 1%

AHRQ safety scores move from 76% to 90% percentile

Employee Engagement Scores 92rd percentile
Resources

American Nurses Association

American Organization of Nurse Executives

Sigma Theta Tau International

www.cheryldellasega.com

www.Stopbullyingnurses.com (presenters website)