

Faculty to Faculty Incivility in Nursing Education

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Objectives

- ▶ 1. Recognize behaviors that are uncivil
- ▶ 2. Identify consequences of incivility to faculty, nursing program, and nursing students
- ▶ 3. Articulate the concern of incivility within nursing education to stakeholders
- ▶ 4. Recognize the importance of role-modeling civility within nursing education

Setting the Stage

INCIVILITY PERCEPTIONS

Of Americans surveyed...



95% believe we have a civility problem in America



71% believe civility is worse compared to a few years ago



81% think uncivil behavior is leading to an increase in violence



70% think that incivility has risen to crisis levels

Continuum of Incivility

Distracting,
annoying,
irritating
behaviors

Bullying,
aggressive,
potentially
violent
behaviors

Low Risk

High Risk

Disruptive Behaviors

Threatening Behaviors

Behaviors range from:

eye-rolling

sarcastic comments

taunting

racial/ethnic slurs

intimidation

physical violence

Consequences

Consequences of Incivility in Nursing

- ▶ Poor health consequences for nurse (Mckenna et al, 2003; Rocker, 2008)
- ▶ Medical errors (Hinshaw, 2008)
- ▶ Low job satisfaction, Absenteeism, Presenteeism, Burn out/Turnover
 - ▶ Nursing Shortage
 - ▶ Lafer (2005) shortage of qualified nurses willing to work
 - ▶ Inadequate number of nursing faculty to educate next generation of nurses (Glazer & Alexandre, 2008)

Consequences of Incivility in Nursing Education

- ▶ Potential to pass down the behavior to future nurses

Purpose of the Study

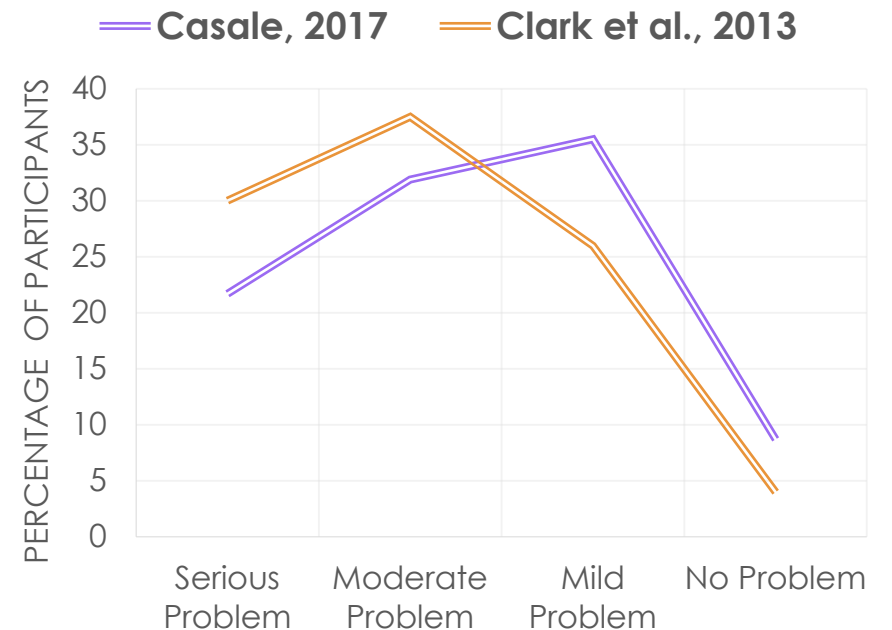
- ▶ Lim and Bernstein (2014) and Condon (2015) noted role-modeling as critical to creating a culture of civility within the future nursing work force
- ▶ Clark (2017) stressed the importance of role-modeling professionalism, ethical and civil behaviors
- ▶ Perception of incivility between nursing faculty



Significance of Study

- ▶ Extensive research exists within the nursing profession
- ▶ Research in nursing education- student to student, student to faculty, faculty to student
 - ▶ Minimal Faculty to Faculty
 - ▶ Northwest US (Clark and Springer, 2007)
 - ▶ Nationwide conference (Clark et al., 2013)
 - ▶ US (Casale, 2017)
- ▶ A broader understanding of the level of incivility can provide a richer picture to the profession and potentially influence interventions to address civility

EXTENT OF PROBLEM



Research Methodology

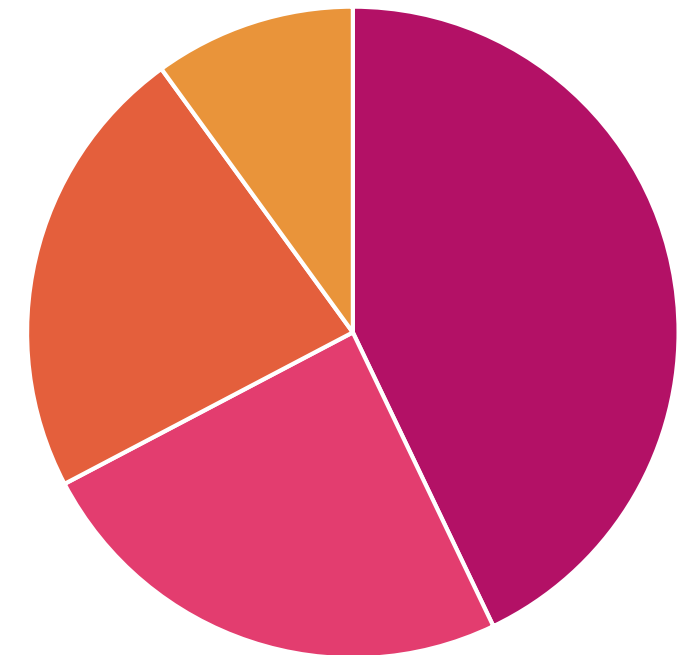
- ▶ Comparative, quasi-experimental, quantitative study exploring the perception of civility between colleagues in nursing education.
- ▶ Purposive, convenience sample (all BON approved programs in state)
 - ▶ Two-year programs- 15 public, 3 private
 - ▶ Four-year programs- 1 public, 13 private
 - ▶ RN-to-BSN programs- 1 public, 17 private
 - ▶ Graduate programs- 1 public, 6 private
- ▶ Additionally, the study assessed for links between the culture and faculty's work behaviors, psychological well-being, and intention to persist in nursing education.

{Full-time Faculty-473

Demographics

Gender	Female	128 (96.2%)
	Male	4 (3%)
	Transgender	1 (0.08%)
Race	White/ Caucasian	131 (98.5%)
	Black/African	1 (0.08%)
	American Indian/Alaska native	1 (0.08%)
Years teaching	0-5 years	51 (42.9%)
	6-10 years	29 (24.4%)
	11-20 years	27 (22.7%)
	21+ years	12 (10%)

Years teaching



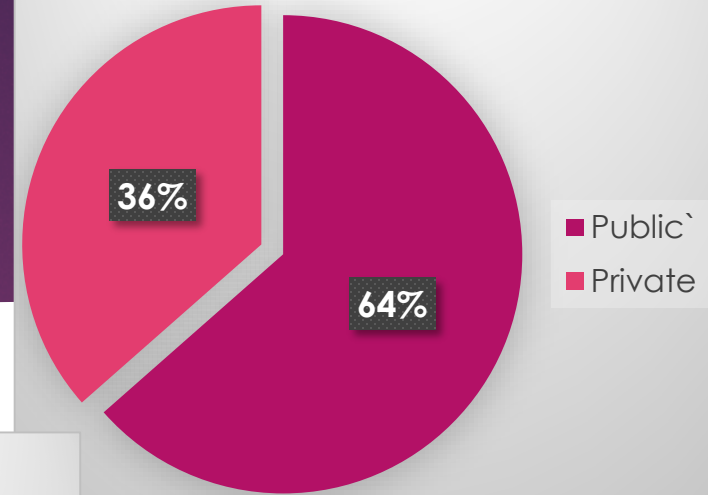
■ 0-5 yrs ■ 6-10 yrs ■ 11-20 yrs ■ 21+ yrs

Demographics

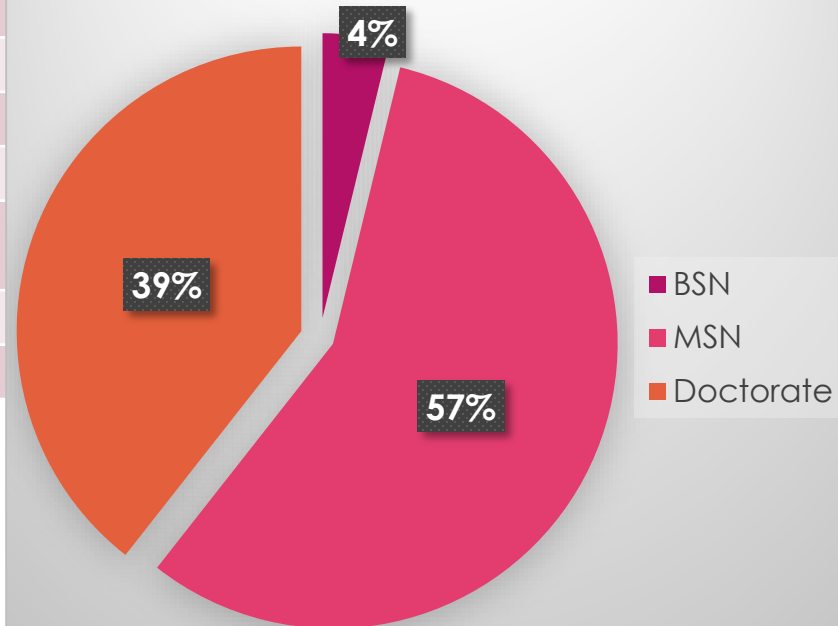
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Institution	ADN	59.1
	BSN	40.9
	Public	63.7
	Private	36.6
Highest Degree	BSN	3.9
	MSN	56.8
	Doctorate	39.4

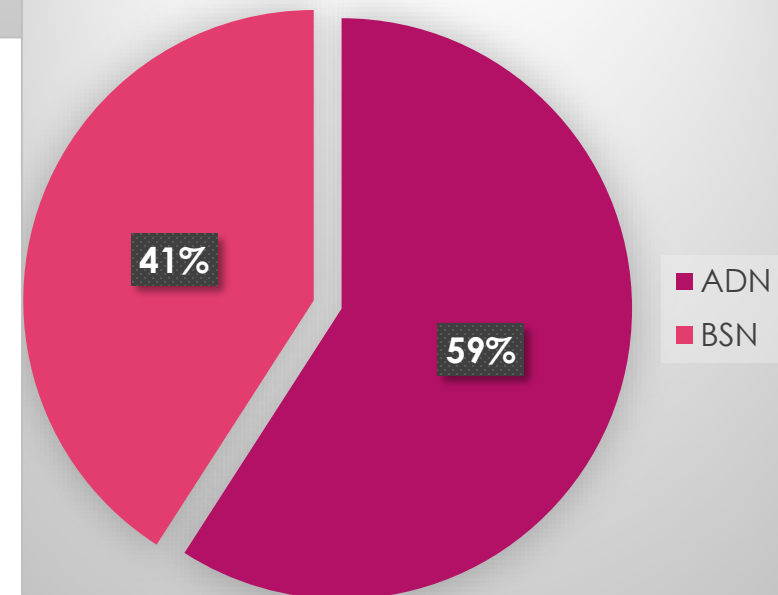
Type of Institution



Highest degree earned



Type of RN program



Data Collection

- ▶ Demographic Questionnaire
- ▶ Workplace Incivility Civility Survey (WICS)
- ▶ Additional question (psychosocial)



20. Please indicate the extent to which you agree or disagree with each of the following statements:									
	Strongly Agree	Agree	Disagree	Strongly Disagree		Strongly Agree	Agree	Disagree	Strongly Disagree
A. Incivility at work has negatively affected my work performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	E. Incivility at work has negatively affected my emotional health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Incivility at work has lowered my self-confidence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	F. Incivility at work has negatively affected my physical health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. I am less satisfied with my job because of incivility at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	G. I have considered changing my job because of workplace incivility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. I have stayed home from work because of incivility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	H. Incivility at work has increased my stress level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WICS

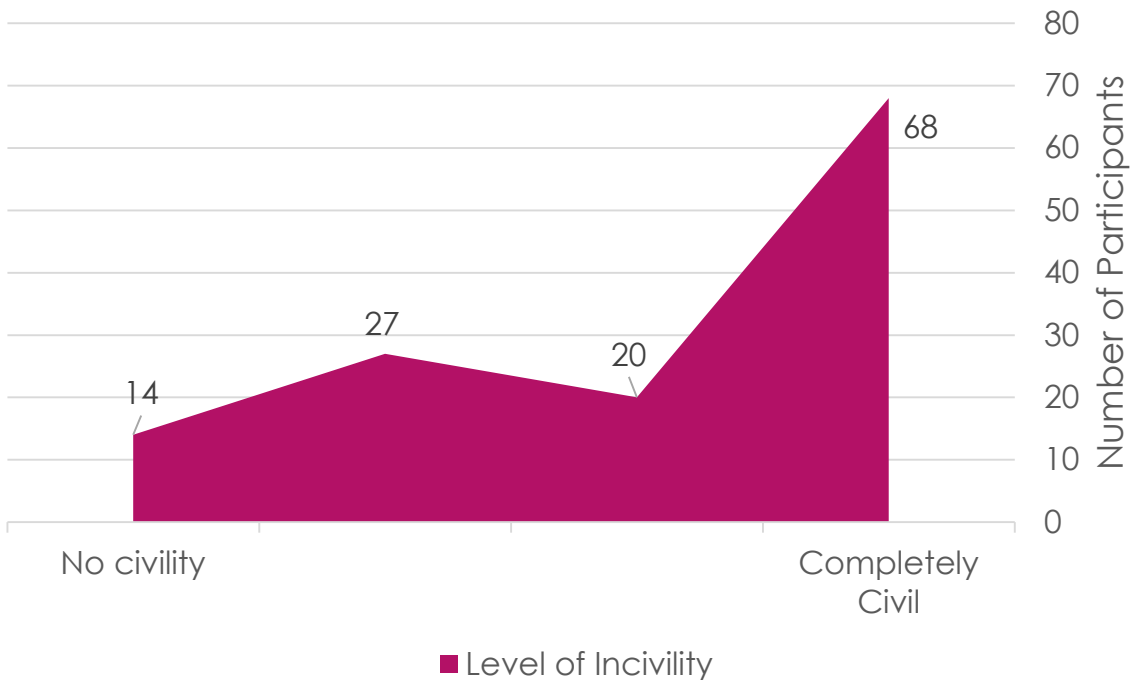
Listed below are some behaviors that may be considered uncivil. Please indicate whether you consider this behavior to be uncivil and whether the behavior has happened to you or someone you know within the past 12 months.

	9. Is it uncivil for someone to <small>xxx</small>				10. How often have you <u>experienced</u> this in the past 12 months?				11. How often have you <u>seen</u> this in the past 12 months?			
	Always	Usually	Sometimes	Never	Often	Sometimes	Rarely	Never	Often	Sometimes	Rarely	Never
A. Set someone (you or a co-worker) up to fail alone or in concert with others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Abuse position or authority (e.g. make unreasonable or unfair demands, assign inequitable workload)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Make rude remarks, put-downs, or name-calling (when done to you or a co-worker)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Consistently fail to perform his or her share of the workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. Consistently interrupt you or a co-worker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. Engage in secretive meetings behind closed doors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. Invoke personal religious or political values or beliefs to impose a specific outcome	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

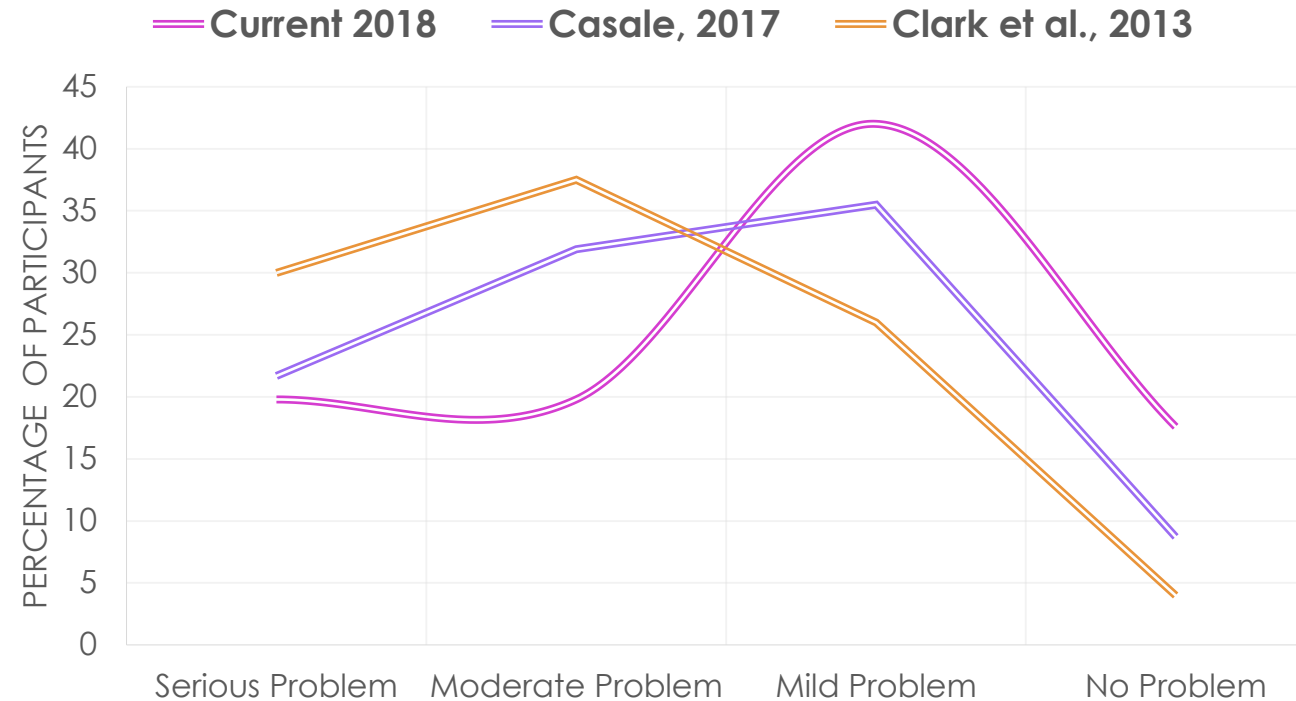
(Clark, 2013)

Findings

Level of Civility



EXTENT OF PROBLEM

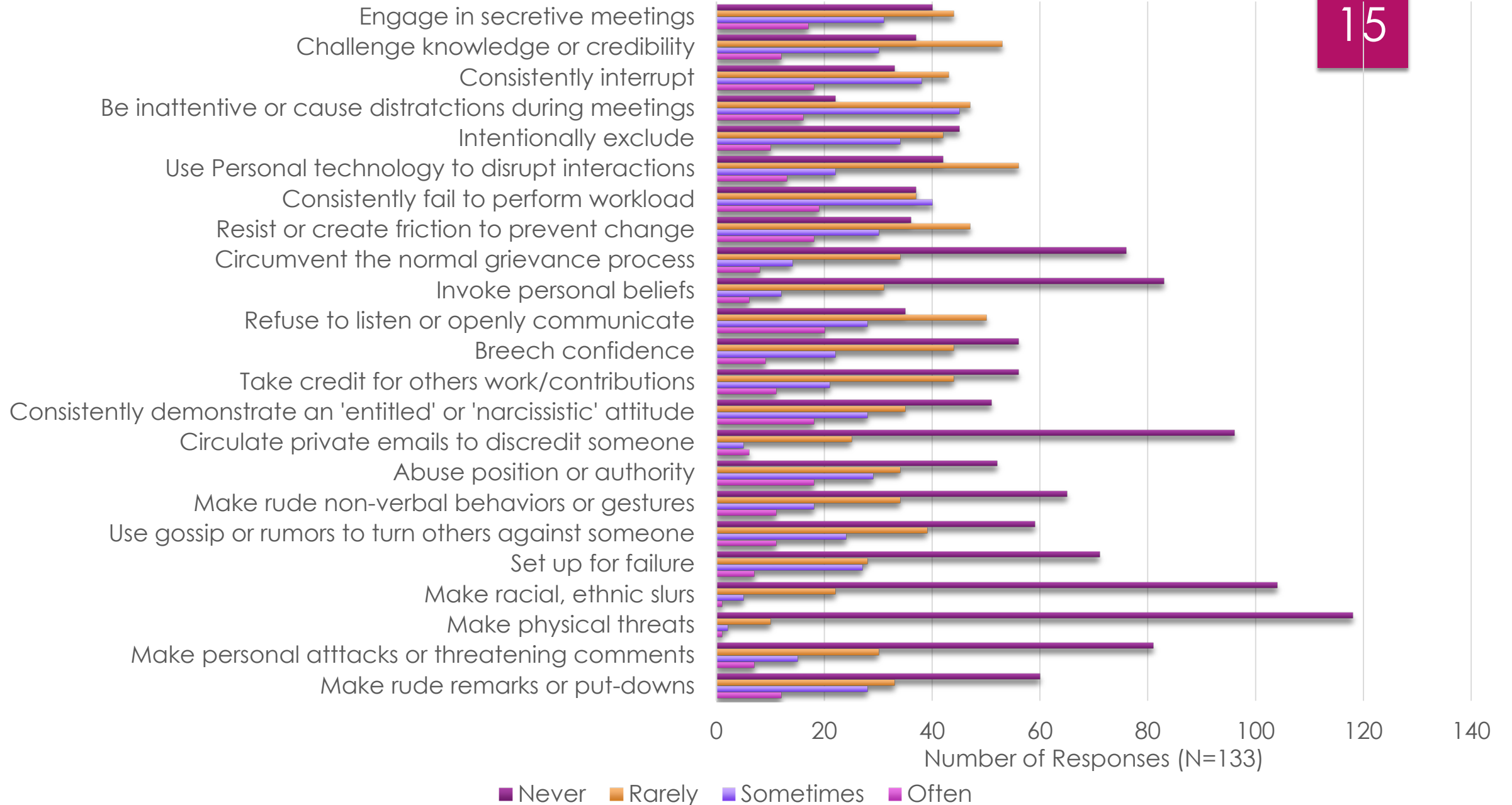


Are Behaviors Civil/Incivil?



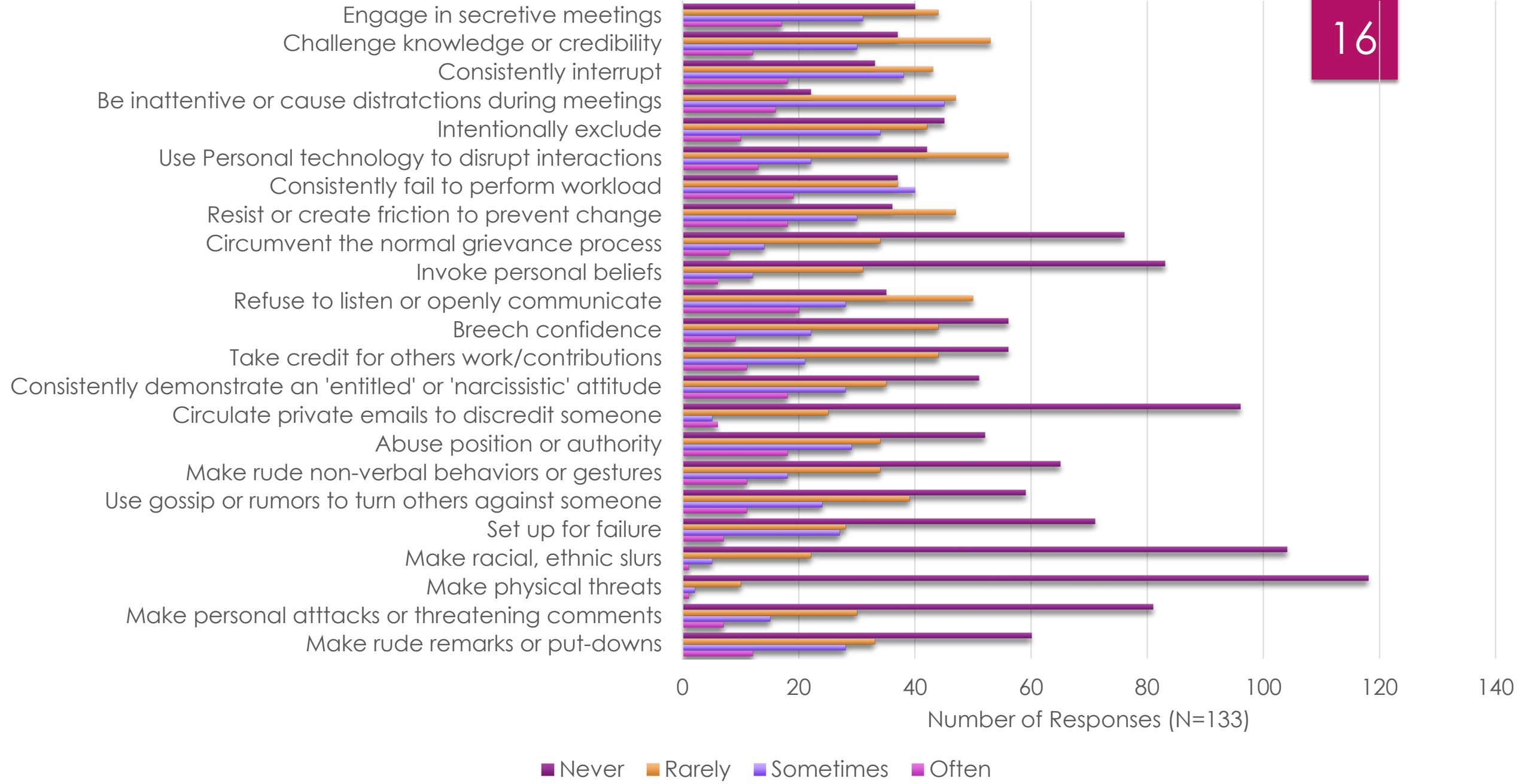
Experienced in Previous 12 months

15



Observed in Previous 12 months

16



Contributing Factors

17

Contributing Factors to workplace incivility	Number of participants selecting
Stress	93
Demanding workloads	90
Sense of entitlement and superiority	85
Juggling multiple roles and responsibilities	84
Unclear roles & expectations/imbalance of power	82
Organizational conditions/volatility/stressful	75
Lack of knowledge and skills in managing conflict	70
Inadequate resources (financial, human, informational...)	56
Technology overload/changes	34

Strategies for Improvement

Strategies to improve workplace Civility	Number of participants selecting
Role-model professionalism and civility	83
Establish codes of conduct that define acceptable and unacceptable behaviors	57
Take personal responsibility and stand accountable for actions	49
Provide training for effective communication and conflict negotiation	37
Integrate civility and collegiality into performance evaluations	34
Implement strategies for stress reduction and self-care	34
Raise awareness, invest in civility/incivility education	30
Reward civility and professionalism	30
Develop & implement comprehensive policies and procedures to address incivility	18
Use empirical tools to measure incivility/civility & address areas of strength/growth	10

Impact of Incivility

Incivility at work has.....	No. (%) Respondents indicating <i>Strongly Agree</i> or <i>Agree</i> with statement
Increased my stress level	78 (60.5%)
Resulted in my being less satisfied with my job	76 (59.4%)
Negatively affected my work performance	70 (54.3%)
Resulted in me to consider changing jobs	59 (45.8%)
Negatively affected my emotional health	59 (45.7%)
Lowered my self-confidence	53 (41.1%)
Negatively affected my physical health	40 (31.1%)

Impact of Incivility

ANOVA
P= \leq 0.05

	M (sd)	M (sd)	M (sd)
Impact	Pre licensure	Post Licensure	Both Pre and Post Licensure
Lowered Self-Confidence	3.41 (1.45)		2.61 (1.49)
Negatively affected Emotional Health	3.31 (1.58)		2.42 (1.5)
Resulted in staying home from work	4.32 (1.15)		3.65 (1.62)
	Undergraduate	Graduate	Both
Resulted in staying home from work	4.29 (1.22)		3.18 (1.83)

Reason for not Addressing

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Contributing Factors to workplace incivility	Number of participants selecting
Fear of Professional Retaliation	55
Fear of Personal Retaliation	42
Lack of Administrative Support	41
Prefer to avoid confrontation or conflict	41
Addressing it makes matters worse	38
Do not have clear policy to address	24
Do not avoid	24
Lack of Knowledge or skills to address	21
Addressing may lead to poor evaluations	19
Takes too much time and effort to address	14

Future Studies

- ▶ Individual programs top behaviors
- ▶ Broader study-more programs, more states
- ▶ Interventions

Conclusions

- ▶ Incivility in Nursing Education *is* a problem
- ▶ Most frequent behaviors unchanged
- ▶ Incivility in nursing education negatively impacts
 - ▶ nurse educator,
 - ▶ nursing students,
 - ▶ other nurses,
 - ▶ PATIENTS!

Questions

- ▶ Questions and comments?
- ▶ Thank you for attending
- ▶ Thank you for all the nurse educators who participated in this study

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