Breaking the Cycle: Empowering Nurses to Confront Incivility

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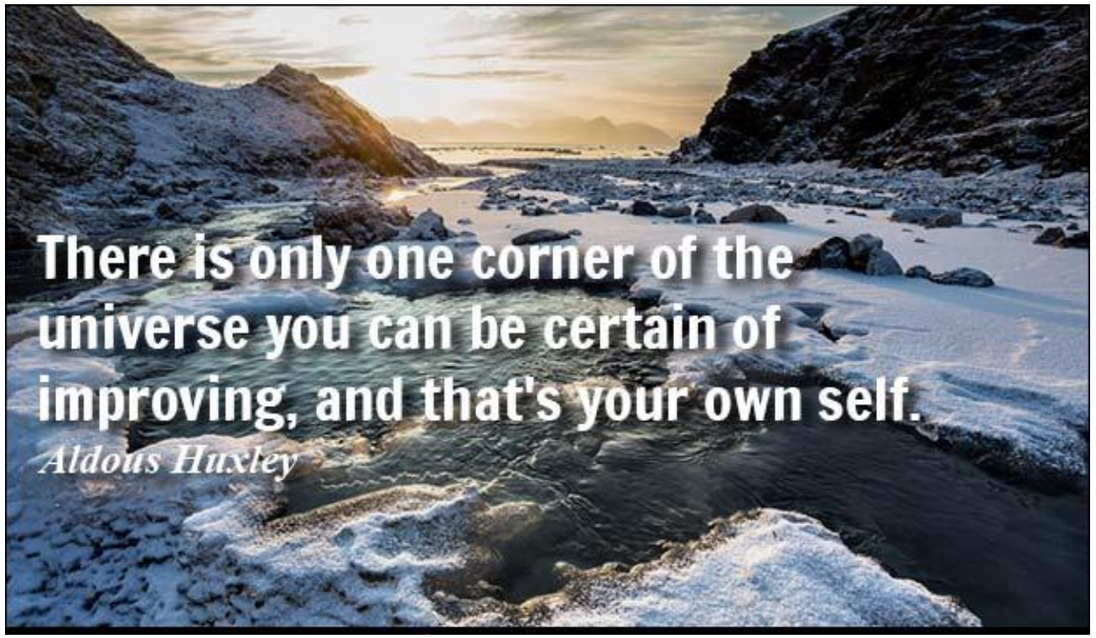
Core Values

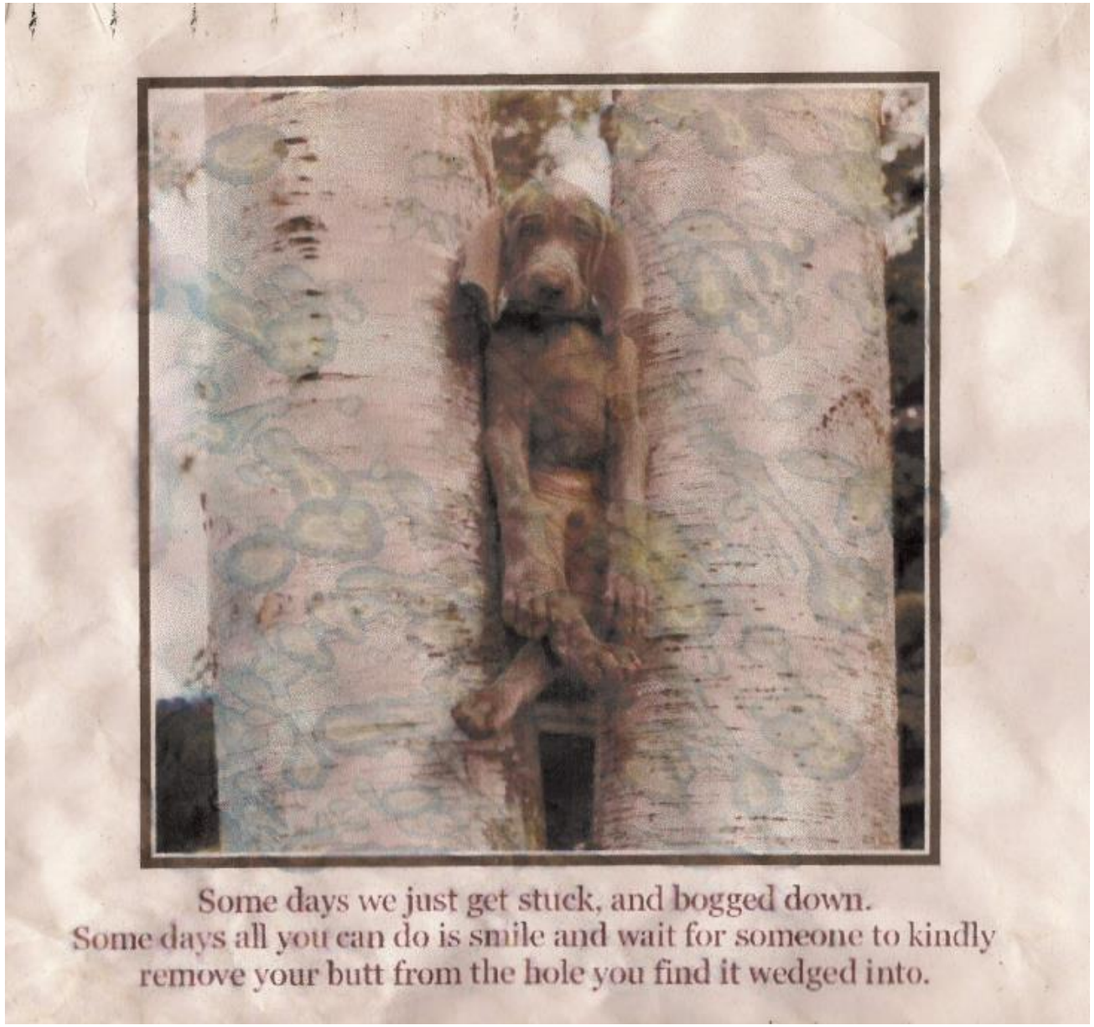
- We embrace, own, and are energized by these core values, which are fundamental to the success of the nursing profession and the Indiana University School of Nursing community:

Respect	• We create a positive environment by treating all people with mutual respect and sensitivity, recognizing the importance of their contributions and diversity.
Responsibility	• We accept responsibility for our actions.
Trust	• We foster trust by acting with honesty, integrity, and openness.
Dialogue	• We build community through dialogue by sharing and respecting our diversity of opinions, views, and expertise.
Diversity, equity, and inclusion	• We recognize the rapidly increasing diversity of America and of higher education, and are committed to promoting an educational environment that values, respects, and reflects a global view of diversity.

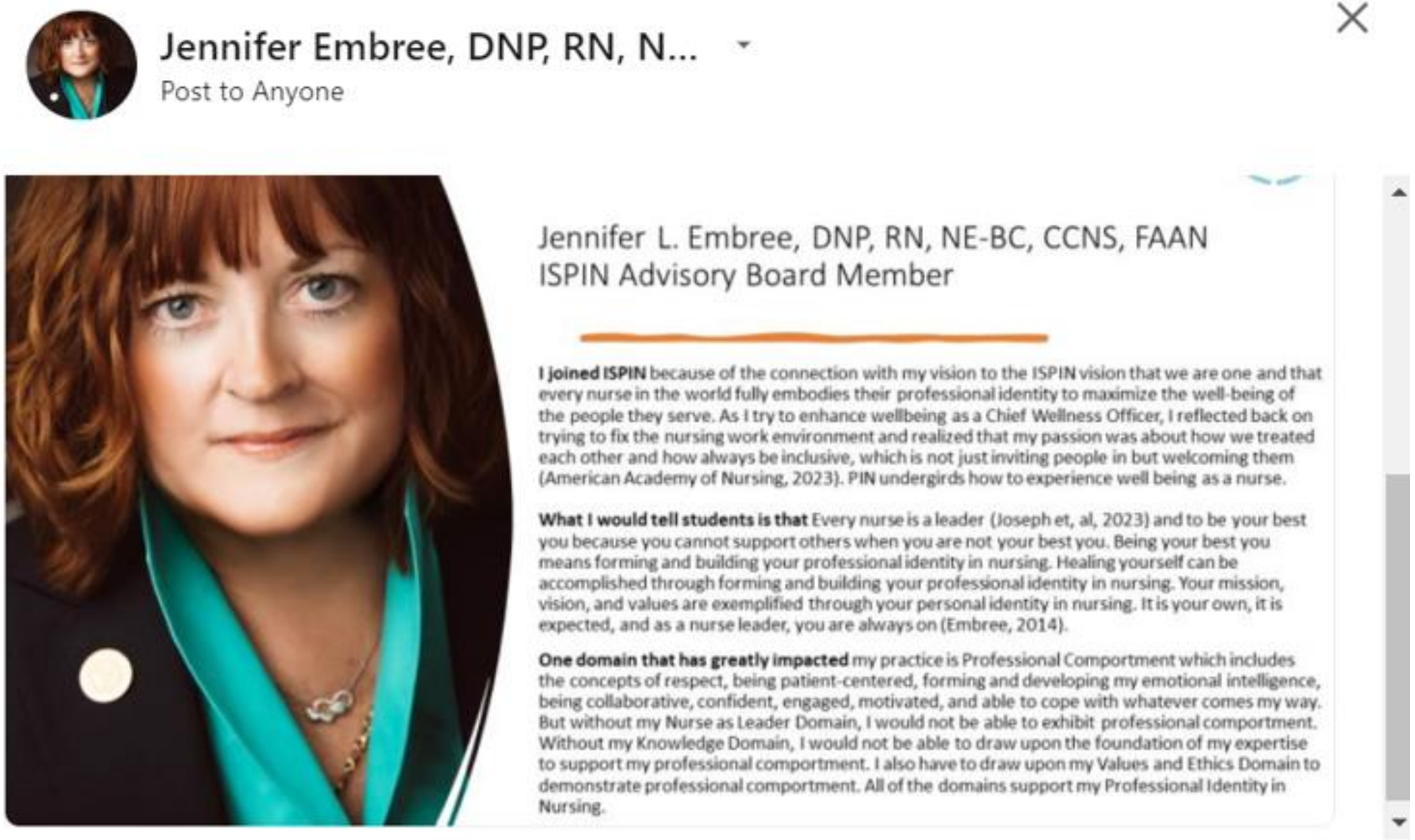
Overview

- The course syllabus is the contract between the student and the faculty
- Mentors are an important support
- Create a culture where everyone supports everyone else against bullying and uncivil behavior
- "Zero Tolerance"


There is only one corner of the universe you can be certain of improving, and that's your own self.
Aldous Huxley


Some days we just get stuck, and bogged down.
Some days all you can do is smile and wait for someone to kindly remove your butt from the hole you find it wedged into.

An Interruption of Serenity



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Aldous Huxley

My Why

EMERGENCY NURSING 2023

What do you see in your reflection?

Is your filter on?

Is It Failure To Recognize?

Get the Whole Story-Manage Problems Not People

Fail to respond to disruption

Instigator

Action or inaction authorizes disruption

Preserve and perpetrate Uncivil culture

(Advisory Board, 2009)

EH Policy Below

Disruptive Behavior Form

I
ME

X-FACTOR
DUCK TAPE
FUNKY FLAMINGO
DUCK

I AM A
LEADER

Define Disruptive Behavior

- Bullying, incivility, social acts of disrespect, nurse-to-nurse devaluation or control of a peer through overt and covert verbal, physical, and emotional abuse

  (Ceravolo, Schwartz, Clark, 2013, Koltz-Ramos & Castner, 2012; Embree & White, 2010)

- Nurse to Nurse Lateral Violence is described in the literature as “Nurse Aggression”

  (Griffin, 2004)

- **Shares elements common to racial and sexual harassment laws:**
  - Defined in terms of effect on recipient
  - Negative effect on victim
  - Consistent behavior

  (Quine, 1999)

You Have Choices

Nurse Faculty in the Literature are Referred to as SHARKS

(Fast © 2010 LiveScience.com)

Elevator Speech

Through polished use of rhetorical style and resource control strategies within tacitly- or explicitly-supportive workplace contexts, bullies construct convincing but morally-disengaged narratives—stories—that violate ethical principles and yield moral ambiguity for their victims.

If you let the bully's story become your story, they continue to traumatize you. If people have social support, at work, home and elsewhere, they are able to cope, despite the bully's behavior….

(Howard et al., 2022, manuscript under review)

Introduction- Stories….

FROM OUR RESEARCH:

- Theme I—For ‘victims,’ the bully’s story becomes their story
- Theme II—I face bullying only when I’m in it…
- Theme III—The hidden benefits of writing

- Context changes people's response to bullying

9 Gaslighting

- Sometimes Horizontal and Sometimes Vertical—Always Subtly Demeaning

1. YOU’RE BEING CRAZY—a powerplay
2. IT’S ALL IN YOUR HEAD—your thoughts and feelings aren’t legitimate
3. YOU CAN’T FEEL THAT WAY—YOU’RE A STRONG xxx—unintended discrimination
4. YOU’RE NOT HUNGRY—YOU JUST ATE—a parenting tactic
5. I ONLY SAY THIS BECAUSE I CARE—denying the nature of the relationship
6. JOB THREAT? YOU’RE JUST BEING PARANOID—deflecting blame
7. YOU’D NEVER GET A JOB ANYWHERE ELSE—isolating
8. YOU MADE ME DO THIS—punishment
9. YOU’RE TOO SENSITIVE—bully narcissism

Background Unprofessional Behaviors

- Bullying, incivility, social acts of disrespect, nurse-to-nurse devaluation or control of a peer through overt and covert verbal, physical, and emotional abuse **are increasing**

  (Al-Hamdan, Manojlovich, & Tanima, 2017; Attell, Brown, & Treiber, 2017; Butler, Prentiss, & Benaamor, 2018; Chang, Carter, Ng, Flynn, & Tan, 2017; Edmonson, Bolick, & Lee, 2017; Hoguh et al., 2016; Manton, 2017; Meires, 2018; Salin & Notelaers, 2017)

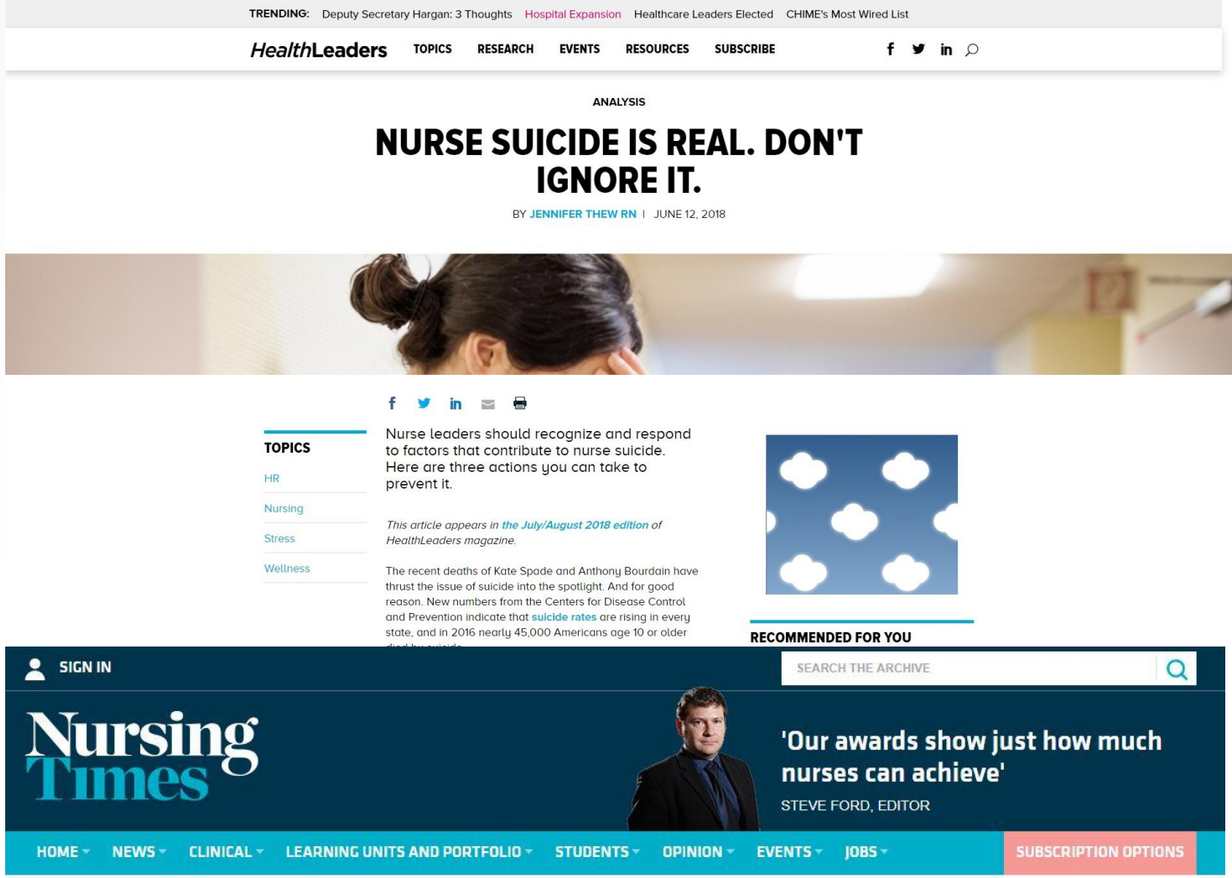
- Interpersonal hostility, bullying, toxic work environments are **documented in nursing**

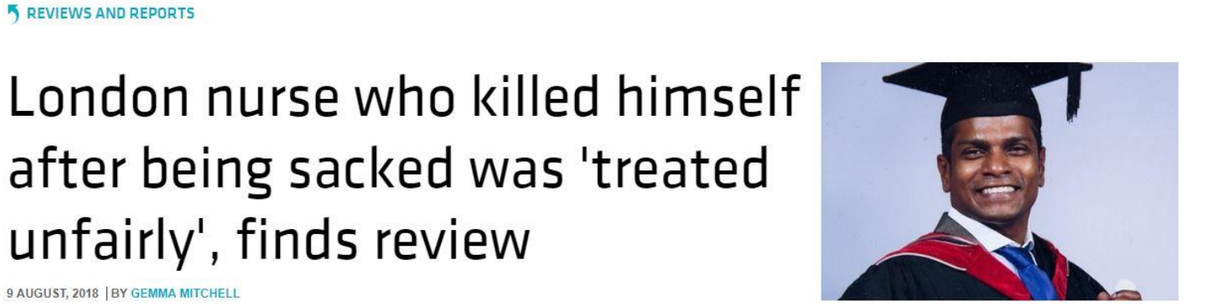
  (Adriaenssens, De Gucht, & Maes, 2015; Christie & Jones, 2014; Dellasega, Volpe, Edmonson, & Hopkins, 2014; Elmblad, Kodjebacheva, & Lebeck, 2014; Flinkman & Salanterä, 2015; Park, Cho, & Hong, 2015)

Background

- Negative outcomes increase:
  - Intent to leave the profession
  - Department turnover
  - Health issues
  - Mental health issues (depression)
  - Trauma

(Al-Hamdan et al., 2017; Arnold & Walsh, 2015)





Complex Origin

- Theoretical Origin
  - Role issue
  - Vary from the norm
  - **Oppression** (Friere, 1971; Longo & Sherman, 2007)
  - Animal kingdom (Sapolsky, 1998)
  - Self –Esteem (Nazarko, 2000; Randle, 2006; Longo & Sherman, 2007; Rowell, 2008)
  - Gender (Rowell, 2008)
  - General and hierarchical abuse (Leiper, 2005: Hutchinson, 2006)

Nursing Codes of Ethics

- Provision 1.5-Nurses treat colleagues, students, & patients with dignity & respect. Disrespect or threatening action is intolerable

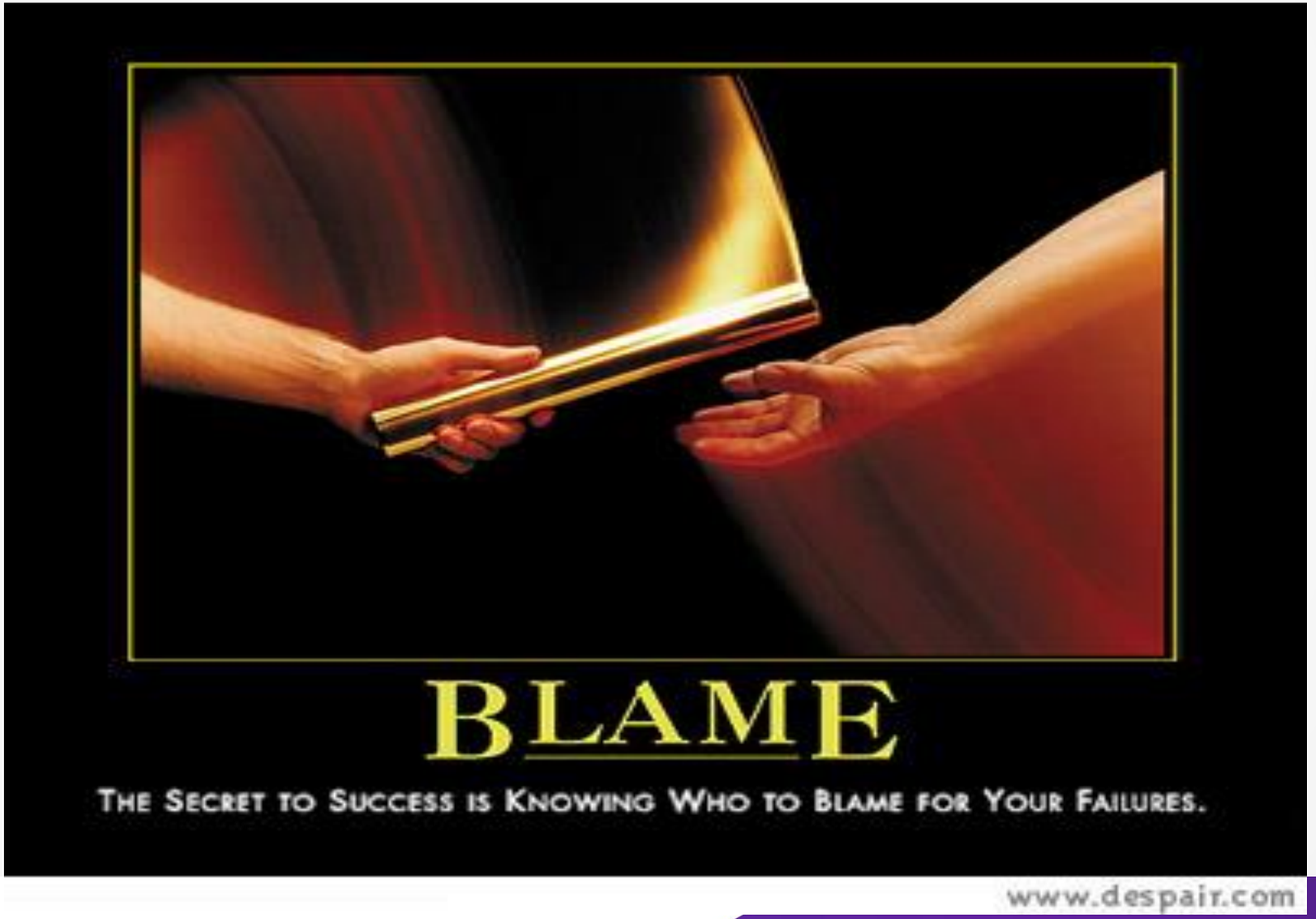
  (ANA Code of Ethics)

- The respect for human life, including cultural rights, right to life, choice, dignity & respect

  (International Code of Ethics for Nurses)

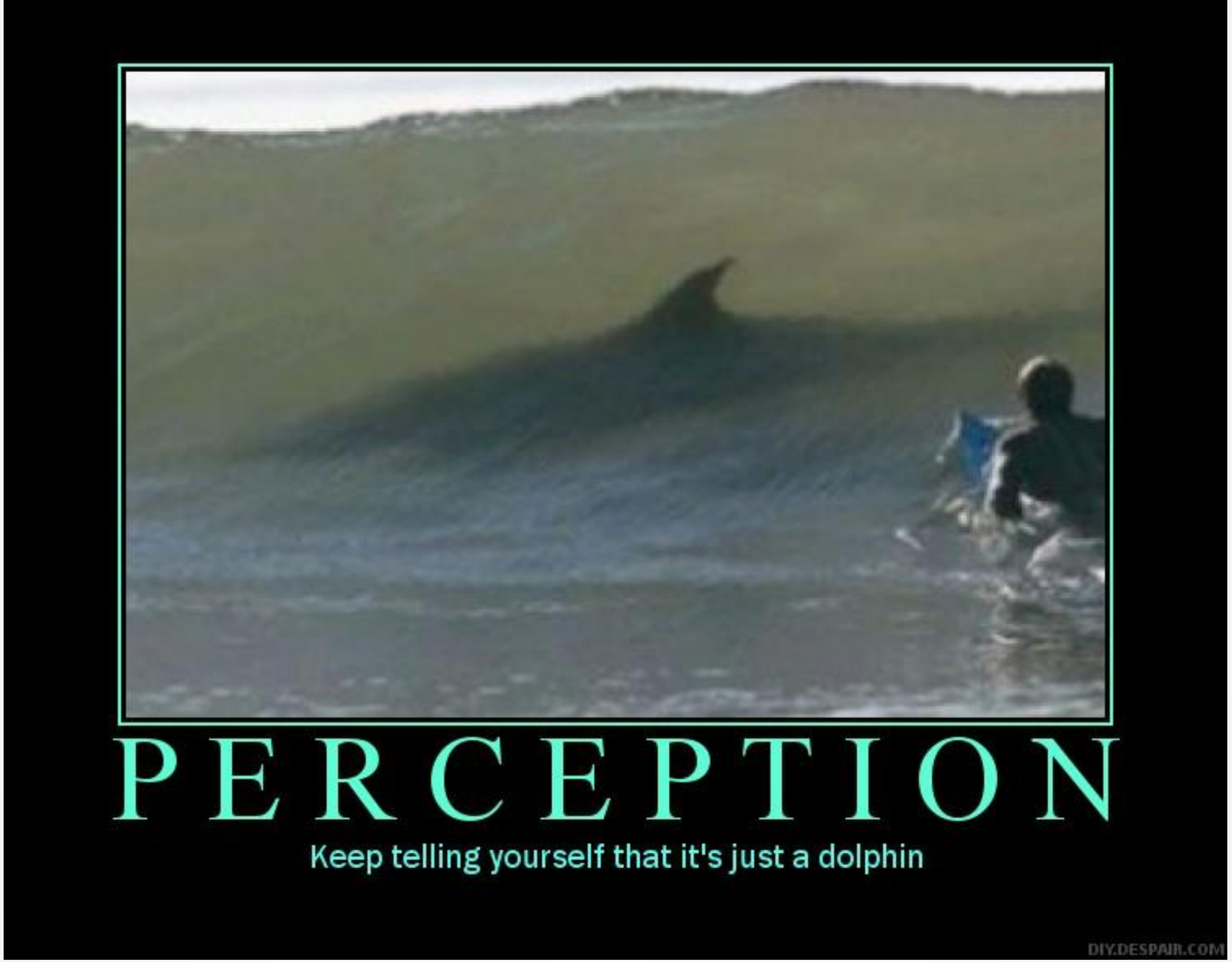
- What is your organizational Code of Ethics/Values?
  - An internal community of mutual trust and respect

We’ve been really good at this-time to realize we are one-we are all to blame!



What Do You Want…

- Others to say about you when you are absent?
- Your tone-even, thoughtful?
- Interested in others?
- Look engaged
- Calm, cool, collected….or?


PERCEPTION
Keep telling yourself that it's just a dolphin
DIY.DESPAIR.COM

Uncivil Behavior-Overt

- Gossiping, reading into what is said, calling, texting, asking-what did you think was meant by xyz is adding your spin that whatever it was is problematic or you think there was malcontent behind the whatever
- Backstabbing, fail to respect privacy
- Not supporting a new (or seasoned) students
- Bullies admitted “getting caught up in the moment”
- Name calling/verbal affront
- Bickering, Blaming, Criticizing, Being Sarcastic, Whining
- Shouting or raising your voice, tone of voice
- Raising eyebrows, eye rolling, ignoring colleagues who are struggling
- Sidebar conversations during meetings
- Inappropriate, nasty, rude or hostile behavior, belittling or humiliating behavior
- Threatening or intimidating behavior toward someone (you will not get promoted or get tenure here)
- Mobbing
- Negative or disparaging remarks about becoming a nurse faculty
- Sighing, exhibiting signs of impatience with one’s behavior
- Fail to Respect confidentiality or Acknowledge a toxic environment
- Contribute to the problem, rather than solve it.

Uncivil Behavior-Covert

Perceived favoritism, unfair assignments, getting the boss coffee in front of others

Refusing to help someone

Ignoring

Making faces behind someone's back

Refusing to only work with certain people, or in certain areas

Sabotage

Broken confidences

Giving someone the silent treatment

Passive/aggressive

Withholding information

Denied opportunities

Stories

- Experiences
- Narratives
- Accounts

Faculty, Students

- It is not personality, It is behavior, and yes you can change it and our core values identify where we all need to draw the line
- When you have a question, when should it be a conversation in person, zoom, call, email?
- Who addresses what- go first to your faculty if student
- Conflict resolution, how you deal?
- Confidentiality
- Self-efficacy-What tools do you give the people to be civil (students, new faculty?)

Students

- If a student warns another student about a faculty member, what does that say about the student? Send the mail to the right address
- Professional Responsibility to do your course evaluations and be factual, let them know what issues you felt were in the course
- ANA Code of Ethics, support each other
- If you can’t support your organization, what message is sent, whether IUSON, a healthcare organization or wherever, why would you continue to work there or go to school there if you cannot support the organization?

My Stories

- Like in a 3rd world country
- Screamed “I don’t have time to talk to you”, when walked by and said hello
- We are not running a charm school here Undermining

Student-Set the Expectations- Syllabus, Share

Student- uncivil- online- covert behavior

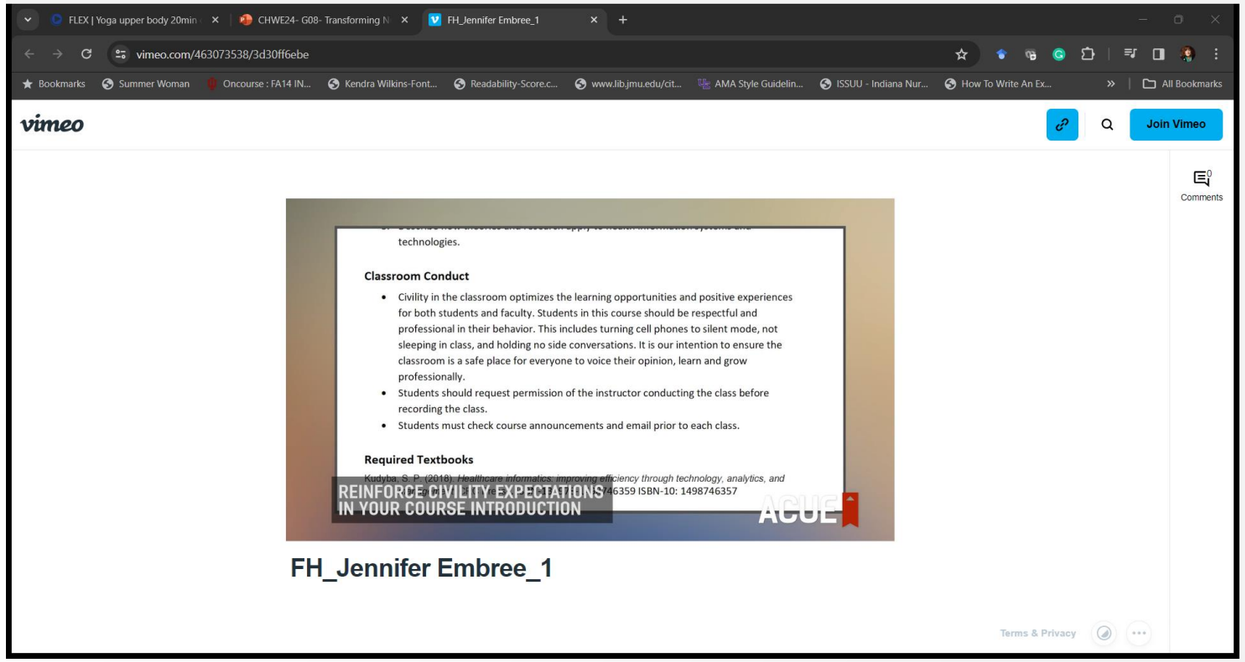
In class- on devices, distracted, talking, not coming to class, responses to faculty

Sidebar conversations, texting, surfing during class

- Inappropriate, nasty, rude or hostile behavior
- Belittling or humiliating behavior
- Spreading of malicious rumors or gossip
- If a problem with a faculty member, send the mail to the right address-talk with them first....

Students

- Due to COVID-19, remote filming occurred, setting clear policies regarding incivility and netiquette, modeling and reinforcing behaviors that positively impact civility, working with students to create community norms for student engagement in a course and in small groups, and responding to low, middle, and high-level challenging classroom behaviors.



Support

- I reach out.
- I need staff support, I use the process, because if I do not, this tells people I negate the process they put in place-so I have to learn the processes, and I continue to ask until my behavior is changed.
- We have to help each other, support each other and as nurses- we are all one

Choice
Choice

Clinical CUS Model

I am Concerned

I am Uncomfortable

This is a Safety Issue

(Agency for Healthcare Research and Quality, 2023)

Non-Clinical CUS Model

I am Concerned

I am Uncomfortable

This is a Success Issue

The You Discussion

- Words matter
- How do we have conversations?
- What words do we use?
- When do we hold conversations?

1. https://library.techsmith.com/camtasia/assets/asset/seg/1322551436_93354be2-c108-4f39-9c53-fcad834048af

Let’s Get Real

Stories

- Experienced workplace violence?
- Experienced lateral violence?
- Experienced horizontal violence?
  - Bullying
  - Incivility
- Experienced physical violence?

Conversations

Three of the hardest things to say?

I was wrong

I need help

Worcestershire sauce

1. https://library.techsmith.com/camtasia/assets/asset/seg/1322551436_93354be2-c108-4f39-9c53-fcad834048af
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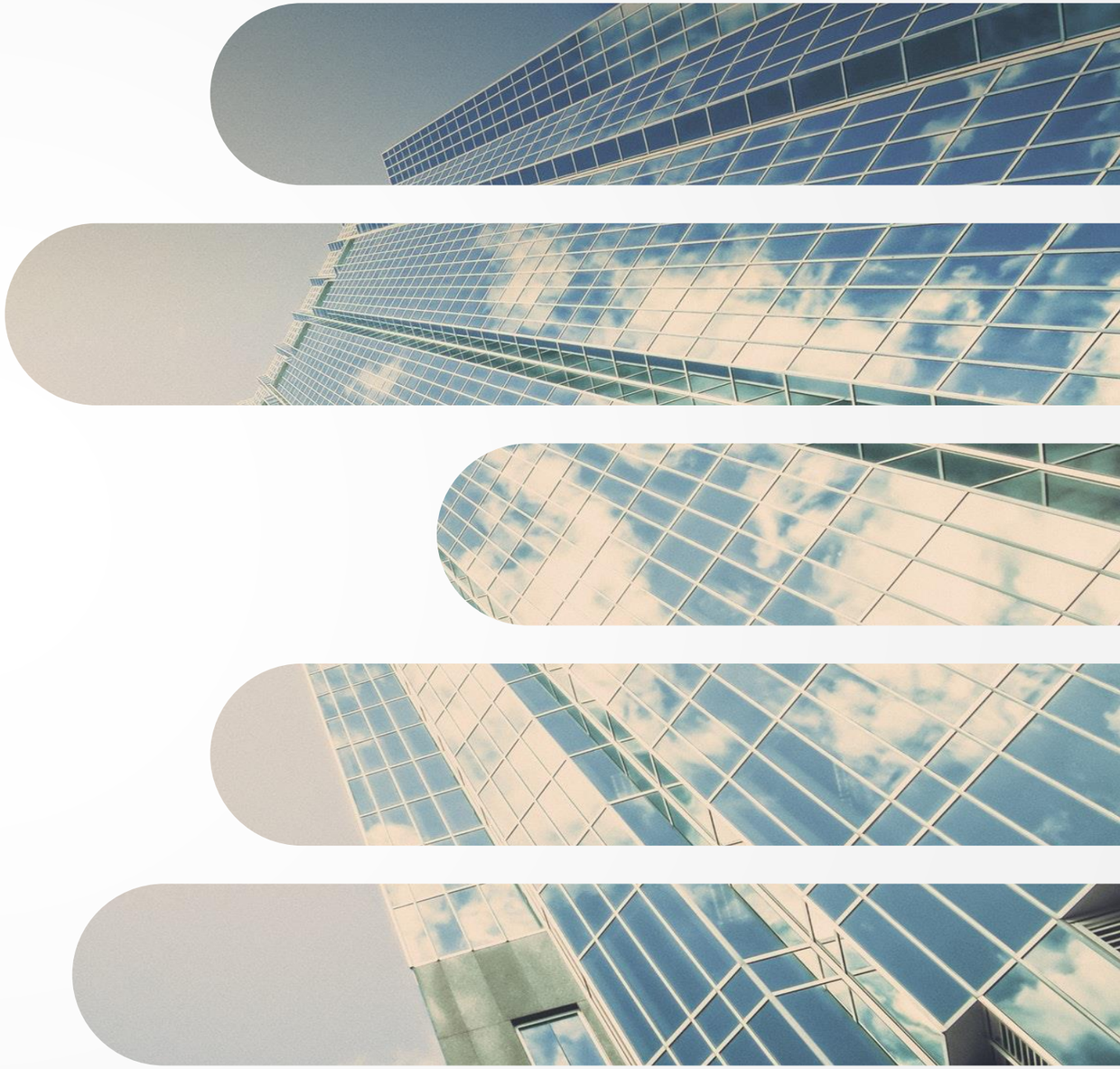
3. https://library.techsmith.com/camtasia/assets/asset/seg/1147772297_b29136c0-d611-4b22-b25e-58831cf89fc3

Creative Venus

We don’t control what happens to us in life, but we control how we respond.



“I'm too old to be governed by the fear of dumb people.

“

If you're not in the arena, also getting your ass kicked, I'm not interested in your feedback.

Think Big – Think of You

- Know the value of you
- Shrink your gift
- A form that people can tolerate
- Refuse
- Do not shrink your vision

Responses – In a Professional Manner

What I Want To Say

Versus

What I Should Say

Responses – In a Professional Manner

What I Want To Say	What I Should Say
Stop assigning me so many tasks if you want any of them to get done.	As my workload is quite heavy, can you help me understand what I should reprioritize or stop in order to accommodate this new task?

Responses – In a Professional Manner

What I Want To Say	What I Should Say
If you would have read the whole email you'd know the answer to this.	I have included my initial email below which contains all of the details that are needed.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
Mind your own business.	Thank you for your input. I'll keep that in mind.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
This meeting is a complete waste of time!	I'm unable to add value to this meeting but I would be happy to review the minutes.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
This meeting is a complete waste of time!	I'm not sure if this meeting is a good use of my time. I'm already busy with other projects, and I don't think I can contribute much to this discussion.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
We do not need to have a meeting about this	Being respectful of everyone's time, can we communicate about this via email moving forward?

Responses – In a Professional Manner

What I Want To Say	What I Should Say
You are overcomplicating this.	Being mindful of timelines, let's concentrate on the initial [portion, scope, problem].

Responses – In a Professional Manner

What I Want To Say	What I Should Say
I couldn’t care less.	I will defer to your judgment on this as I am not passionate either way. I trust your expertise.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
Your micromanaging isn’t making this go any faster!	I am confident in my ability to complete this project (or task) and will be sure to reach out if or when I may need input.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
Your micromanaging isn't making this go any faster!	Though I appreciate your attention on this …, I feel as though I could be more productive if I had an opportunity to work independently here.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
That sounds like a horrible idea.	Are we confident that this is the best solution or are we still exploring alternatives?

Responses – In a Professional Manner

What I Want To Say	What I Should Say
Google that yourself.	The internet is a great resource for these types of questions, and I am available to clarify elements that you are not able to find online.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
You should be the one doing this, not me.	It is my understanding that this ___ falls under your responsibility. If that is not the case, please let me know.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
Stop bothering me.	You have not heard from me because further information is not available at this time, once I have an update I'll be sure to loop you in.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
You don’t pay me enough for this …	This falls outside of my job description but if the opportunity for a role expansion becomes available, I would be happy to discuss reworking my job description and salary to better align with these new responsibilities.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
Can you do your job, so I don't have to?	It is my understanding that you are the appropriate person to contact in regards to this. But if there's someone better equipped for this, please let me know.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
Can you do your job, so I don't have to?	Please let me know when your deliverables have been completed.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
You are not my boss, stop trying to assign me work.	Have you connected with [manager name] in regard to me taking this on? It has not been communicated to me that I'll be working on this.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
Does taking on all this extra work come with extra pay?	As my role has organically evolved, I'd like to schedule some time to review my overall compensation and discuss whether or not it is still aligned with my current role and expanding responsibilities?

Responses – In a Professional Manner

What I Want To Say	What I Should Say
The way you speak to me is disrespectful.	I encourage a reevaluation in the way I am being spoken to as the disrespect I am currently receiving is not welcomed, nor will it be tolerated.

Responses – In a Professional Manner

What I Want To Say	What I Should Say
You are interrupting and disrespecting me. What's wrong with you?	

Responses – In a Professional Manner

What I Should Say

I was engaged in a conversation with the patient which I felt was abruptly disrupted.

I believe such occurrences impact the professional atmosphere of our department and between our patients and guests. I believe it may inadvertently convey a sense of disrespect.

Therefore, I respectfully request that upon entering a room, the situation is assessed, and if others are engaging in a conversation, please acknowledge the conversation and the role that nursing plays in our mutual care for patients.

Responses – In a Professional Manner

What I Want To Say

The way you are speaking to me is disrespectful.

Responses – In a Professional Manner

What I Should Write

I hope this email finds you well. I wanted to address a concern regarding the tone of our recent correspondence. Open and respectful communication is vital to maintaining a productive work environment, and it is important for us to establish clear guidelines for our interactions.

During our previous exchanges, I noticed a particular style of communication that I find challenging to engage with effectively. It is crucial for us to cultivate an environment where all colleagues can express their thoughts and ideas without feeling disrespected or belittled.

In the interest of fostering a positive working relationship, it would be helpful for us to focus on maintaining a professional tone in our communication. By ensuring that our exchanges are conducted respectfully, we can effectively address any differences of opinion and collaborate more efficiently.

By acknowledging and improving how we communicate, we can create a more harmonious and productive atmosphere for everyone involved. If you have any suggestions or concerns regarding our communication or want to discuss this matter further, please do not hesitate to share your thoughts.

Thank you for your attention to this matter, and I look forward to working together more effectively in the future.

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