

Roadmap for Making Civility Matter

Identify Problem

What specific challenge (if any) has precipitated your interest in this project?
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Urgency

	Yes	No
Is there documented evidence of incivility?		
Does this need to be addressed now?		
Do you have engagement from staff? Is there motivation for change?		
Has the department been given any Interior Health (IH) alternatives on how to proceed outside of an external contractor?		
Has a formal Human Resources (HR) process been initiated with regards to communication/conflict?		
If so, would the affected parties be agreeable to a one-on-one session with the civility expert?		
Are the staff involved in the investigation supportive of proceeding with the Civility Matters project?		
Are the physicians affiliated with the department/unit aware of the current climate of incivility?		
Are physicians and non-physician staff aware of the Civility Matters Project?		

Civility Project Team

	Person(s) identified with task	Done
Senior IH lead sponsor secured for the project		
Team struck should be composed of committed individuals affiliated with the department or unit of interest and committed to the Civility Project <ul style="list-style-type: none"> • Team member introductory emails, as necessary 		
Team member composition recommended, at least... <ul style="list-style-type: none"> • One senior IH lead project sponsor • One identified physician lead • One content expert in civility and compassionate leadership training • One unit manager or designate to take session attendance 		

<ul style="list-style-type: none"> • One staff member to assist with Quality Improvement (QI) work (survey deployment, data collection/analysis) • Individuals within the department/unit who are identified as strong ambassadors for the project (ie. core nursing team or physicians) • Other participants, as necessary 		
<p>Team Meeting Frequency</p> <ul style="list-style-type: none"> • An initial meeting prior to the start of the project • Biweekly for first two (2) months, then monthly <p>Goal:</p> <ul style="list-style-type: none"> • Ongoing project evaluation, planning and strategizing based on staff feedback • Provide and reassess communication to the staff, ensuring it is concise, timely and relevant • Spark ideas for increased staff engagement and tools/ideas for improved daily integration of conflict management skillset 		
<p>Initial Team Tasks</p> <ul style="list-style-type: none"> • <u>Session Dates</u> <ul style="list-style-type: none"> ○ Poll the staff with 3-4 options for preferred day of the week, frequency and duration for the Civility Sessions (see Civility Package for poll and Session Date poster) • <u>Consent for Communication</u> <ul style="list-style-type: none"> ○ Obtain preferred method of communication (personal email or cell phone number) and consent for its use by the Civility Project Team for reminders and correspondence • <u>Session attendance</u> <ul style="list-style-type: none"> ○ Document session attendance ○ Determine minimum member of participants necessary for sessions to continue and communicate this early with the unit/ward/department, as an expectation • <u>Canva website account setup</u> <ul style="list-style-type: none"> ○ Once setup all templates affiliated with project will be shared ○ Allows for editing of templates • <u>Project Funding</u> <ul style="list-style-type: none"> ○ Physician lead has applied and garnered project funding from the local Medical Staff Association (MSA) or Physician Society (PS) for Facility Engagement (FE) - see application template +/- ○ Physician lead has applied and garnered funding from Health System Redesign designed to provide physician 		

<p>reimbursement for sessional time (PIP portal) - see application template</p> <ul style="list-style-type: none"> ○ Civility expert hourly rate established, paid through FE funds (paid directly from MSA/PS) ○ Health System Redesign is provided a physician list of those who are affiliated with the department/unit ○ Physician project lead paid through FE funds for the project (FEMS portal) ○ Project operations dyad partner at current salary ○ Non-physician staff are paid for attendance, including online participants, paid through IH form - see application template <ul style="list-style-type: none"> ● <u>Civility Sessions</u> <ul style="list-style-type: none"> ○ Identify a suitable location for the sessions, that is away from the public, quiet and free from distraction as much as possible ○ Establish plan for ingress and egress from the facility for the civility expert, if non-IH staff (visitor/temporary ID provided) ○ Set of affirmation cards made available ○ Consider avoiding planning a session after a long weekend or around a stat holiday ○ Sessions over the summer months is dissuaded due to additional challenges with short staffing 		
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Pre-Session Civility Survey

<p><u>Survey Promotion</u></p> <ul style="list-style-type: none"> ● Survey Promotion poster with QR code (one for physician staff and one for non-physician staff) ● Survey link sent by email (one for physician staff and one for non-physician staff) ● Survey completion incentive/treat made available <p><u>Survey Data</u></p> <ul style="list-style-type: none"> ● Data presented to the staff <ul style="list-style-type: none"> ○ Leaders on the unit are given all of the raw data in email ○ Non-leaders are given the synthesized visually appealing version of the data in email ● Survey result poster with summarized survey data posted (part of Civility Package) 		
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Civility Project Communication

<p>Need access to a laminator for printed materials below</p>		
<p>Posting of Civility Project printed materials (part of Civility Package) in strategic locations</p> <ul style="list-style-type: none"> ● Civility Matters large poster 		

<ul style="list-style-type: none"> • Civility Data poster • Encouraged Golden Rules poster • Civility Session poll for session times poster • Link to Civility Ted Talk poster • Civility Session poster with established dates, time and location • One-on-one Invitation poster offering staff the opportunity for one-on-one sessions with the civility expert • Invitation poster for civility session content/feedback • Civility slogan posters • Civility Intention card deck <ul style="list-style-type: none"> ○ Consider opportunities for their use. Huddles, other 		
<p>Civility Matters Brochure (part of Civility Package) with insert printed and provided electronically</p>		
<p>Group email and/or text set up for staff member communications and session date reminders in Outlook (instructions provided as part of Civility Package)</p>		

Civility Sessions

<p><u>Session criteria:</u></p> <ul style="list-style-type: none"> • Session length – 30-60 min (or half day blocks) • Session duration – 4-6 months • Session frequency – 2x/month for a total of 10-12 sessions • Session away from break rooms/lounges is recommended • Session is not recommended: <ul style="list-style-type: none"> ○ Over lunch or other break times ○ Directly following a long weekend ○ Over the July-August summer months • Mandatory session attendance for all non-physician staff • Appropriate venue with minimal disruption • Computer with network access for Zoom participation <i>if offering hybrid attendance</i> 		
<p><u>Team Tasks</u></p> <ul style="list-style-type: none"> • Session reminders as expectation of manager on Change Team • Invite staff to view the Chris Turner TedTalk (Link in Civility Package) after the first session • Debrief and discuss main take-away points in following session • Group email and/or text sent to staff members one (1) day in advance of the next facilitated Civility Session • Make emails addresses available for session reminder/survey • Hand out the Civility Matters brochure to each participant at first session and provide electronic version 		

<ul style="list-style-type: none"> • Attendance documented at each session, in-person and over zoom • Short post-session debriefs with civility expert • Update Civility Binder with session summary in lunch room/lounge or other • Group email the session summary 		
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Post-Session Civility Survey

<p><u>Survey Promotion</u></p> <ul style="list-style-type: none"> • Survey Promotion poster with QR code (one for physician staff and one for non-physician staff) • Survey link sent by email (one for physician staff and one for non-physician staff) • Survey completion incentive/treat made available <p><u>Survey Data</u></p> <ul style="list-style-type: none"> • Data presented to the staff <ul style="list-style-type: none"> ○ Leaders on the unit are given all of the raw data in email ○ Non-leaders are given the synthesized visually appealing version of the data in email ○ Poster with summarized survey data 		
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Project Sustainment

<p><u>Engineering around Enforcement</u></p> <ul style="list-style-type: none"> • Meeting with senior clinical operations and medical leaders to develop and commit to setting guardrails for acceptable behaviour with an escalating consequence ladder <p><u>Follow up Tune-up Sessions</u></p> <ul style="list-style-type: none"> • Session frequency informed by post-session survey data and perceived need of the department/unit <p><u>Civility Card Deck</u></p> <p><u>Civility Prizes for Civility in Action (CIA)</u></p>		
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Civility Package

- Links to Chris Turner Ted Talk video
- Links to Pre-Session and Post-Session Civility Surveys
- Posters (see examples below):
 - Civility Data poster
 - Encouraged Golden Rules poster
 - Civility Session Dates poster
 - Civility Session Summary poster
 - Request for feedback poster

- One-on-one Invitation poster offering staff the opportunity for one-on-one sessions with the civility expert
- Civility slogan posters
- Civility Binder Face sheet
- Set of Civility Card Deck available for purchase at www.4civilitymatters.ca
- Civility Matters branded items (pens, stickers, mugs, chocolate bars) available for purchase at: www.4civility.ca

Posters

Civility Brochure and Insert

Civility - What is it?

Civility is the intentional, conscious awareness of the impact that our thoughts, behaviour and words have on the quality and consequence of our social and professional interactions.

Being considerate of one another improves morale, efficiency and job satisfaction.

Civility is the glue to effective teams and optimal team dynamics.

By working together and nurturing a culture of civility, we support each other and enable each of us to work to our full potential.

Caring for one another makes teams more resilient to workplace challenges.

What can I expect from the Project?

A facilitated session series designed to:

- Provide a vital skillset and guidelines on how best to deal with incivility
- Prioritize self-care & bolster self-empowerment
- Set boundaries for acceptable behaviour - since ignored behaviour is condoned behaviour



Through civility, collective well-being and team performance are optimized



The Team Boost



Project funding supported by:






CIVILITY MATTERS



THE FACTS

- 98% of people polled experience uncivil behavior on the job
- North Americans experience incivility an average of 2.4 times a day

Recipients of incivility are:

<p>Less Effective</p> <ul style="list-style-type: none"> • 40% reduced performance & quality of work that can last for 8 hrs • 30% less creative <p>Absent</p> <ul style="list-style-type: none"> • 50% reduce time spent at work • 25% eventually leave the job 	<p>Unkind to Others</p> <ul style="list-style-type: none"> • 25% take it out on others within and outside our department <p>Disengaged</p> <ul style="list-style-type: none"> • 80% report less enthusiasm for the organization. • 50% intentionally reduce work effort
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Witnesses exhibit:

- Reduced Performance**

 - 20% reduction in work performance

- Reduced Helpfulness**

 - 50% less likely to help a colleague or patient who asks for assistance

- Absent**

 - 20% eventually leave the job

Civility provides teams with a BOOST

- Increased Performance and Productivity**
 - 30% more productive
 - 92% greater focus and prioritization
- Increased Team Orientation**
 - 55% increase in team member engagement
 - 60% of team members are more willing to share information
 - 60% more likely to seek information from
- Increased Happiness at Work**
 - 90% greater enjoyment and satisfaction at work
 - 20% reduction in staff turnover
- Increased Morale, Physical and Mental Health**
 - 56% improvement in health and well-being



References:
 Mancini, Civility, & Manifesto - Susan Perath
 The No Asshole Rule - Robert Sutton
 Health Solutions Report, Under Pressure
 http://hr.mcgill.ca/2016/06/01/under-pressure/
 http://www.authorstream.com/news/article/civility-in-america-2013-incident-has-reached-crisis-levels
 Civility Saves Lives.com

CIVILITY MATTERS	CIVILITY MATTERS	CIVILITY MATTERS
		
Health care employees who work in a civil environment make fewer errors, are more resilient and happier at work.	Health care employees who work in a civil environment make fewer errors, are more resilient and happier at work.	Health care employees who work in a civil environment make fewer errors, are more resilient and happier at work.
Civility makes good teams <i>EVEN</i> better.	Civility makes good teams <i>EVEN</i> better.	Civility makes good teams <i>EVEN</i> better.
		
  	  	  

Every Health Care Worker's Bill of Rights	Every Health Care Worker's Bill of Rights	Every Health Care Worker's Bill of Rights
I have the right to...	I have the right to...	I have the right to...
<ul style="list-style-type: none"> • be treated with respect and dignity. • experience and express my own feelings. • be heard and to be taken seriously. • have a clear sense of what is expected of me at work. • feel valued and trusted to fulfill my duties. • take pride in my work and take responsibility for it. • feel safe to ask questions. • voice a concern and discuss it without fear of retribution. • learn lessons free from humiliation. • take restorative time for myself. • feel great about myself, but not at the expense of others. • experience JOY at work 	<ul style="list-style-type: none"> • be treated with respect and dignity. • experience and express my own feelings. • be heard and to be taken seriously. • have a clear sense of what is expected of me at work. • feel valued and trusted to fulfill my duties. • take pride in my work and take responsibility for it. • feel safe to ask questions. • voice a concern and discuss it without fear of retribution. • learn lessons free from humiliation. • take restorative time for myself. • feel great about myself, but not at the expense of others. • experience JOY at work 	<ul style="list-style-type: none"> • be treated with respect and dignity. • experience and express my own feelings. • be heard and to be taken seriously. • have a clear sense of what is expected of me at work. • feel valued and trusted to fulfill my duties. • take pride in my work and take responsibility for it. • feel safe to ask questions. • voice a concern and discuss it without fear of retribution. • learn lessons free from humiliation. • take restorative time for myself. • feel great about myself, but not at the expense of others. • experience JOY at work
		

Supplemental Civility Poster



CIVILITY MATTERS

Civility is the *intentional*, conscious awareness of the impact that our thoughts, behavior and words have on the quality and consequence of our social and professional interactions.

It is a way of living life with citizenship and compassion to ease the experience of others .

Through positive, respectful communication, EVERYone has the power to improve morale, performance in teams and collective well-being.

Civility is essential for achieving our strategic priority of health and safety in the workplace.

Everyone that works or visits Vernon Jubilee Hospital has a right to do so without fear of mean-spirited behavior, humiliation, or retribution

Civility Session Poll



CIVILITY MATTERS

POLL FOR YOUR SESSION TIME PREFERENCE



The VJH Ambulatory Care team values every member of our team - we know it could not be possible without us all working together.

Civility Survey Poster with QR code



Encouraged Golden Rules Poster



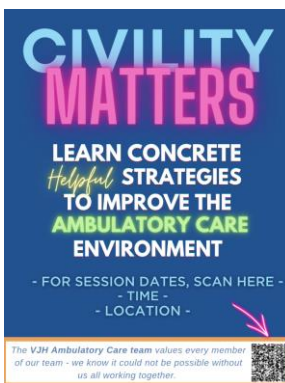
Civility Survey Result Poster



Civility Session Dates Poster



Civility Session Summary Poster



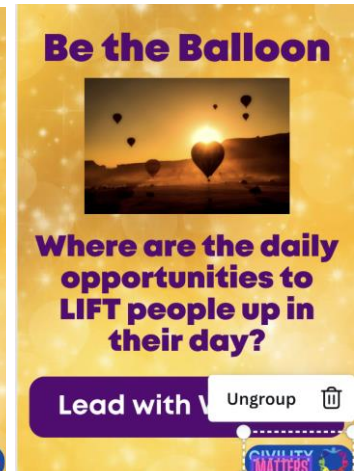
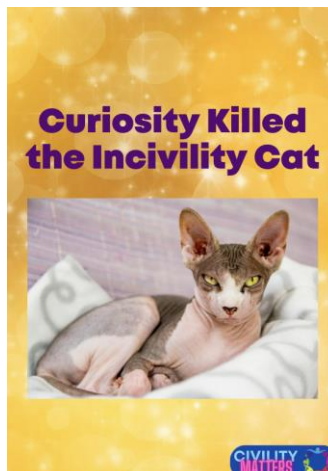
Request for Feedback Poster



One-on-one Invitation Poster



Civility Slogan Posters



Civility Binder

