Taking a Stand: Steps to Cross-Cultural In-Civil-ity

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Cross-Cultural Incivility

- Incivility within and across cultures
- Primarily different geographic, social, racial, religious and linguistic cultures/groups
- Also within and between professional cultures (i.e. nursing, medicine, pharmacy, allied health)
Other Causes & Precursors of Cultural Incivility

- Cultural Incompetence
- Intolerance of cultural diversity
- Unprofessional ethic
- Personal and contextual factors
Continuum of Incivility

Distracting, annoying, irritating behaviors

Low Risk

High Risk

Disruptive Behaviors

Threatening Behaviors

Behaviors range from:

eye-rolling  sarcastic comments  taunting  racial/ethnic slurs  intimidation  physical violence

Bullying, aggressive, potentially violent behaviors

Incivility & Disruptive Behaviors

- Dampens morale
- Staff turnover
- Liability

(JCAHO, 2008)
Incivility & Disruptive Behaviors

• Behavior incompatible with:
  ◦ Core values of health care professionals and organizations
  ◦ Non-maleficence “first, do no harm.”

(JCAHO, 2008)
Creating a Culture of Civility

• Cultural Humility/Sensitivity
  ◦ Commitment to self-evaluation and self-critique
  ◦ Redressing power imbalances in patient-provider and nurse-physician dynamic
  ◦ Non-paternalistic, advocacy partnerships

• Respectful partnerships with clients and nursing colleagues
Creating a Culture of Civility

Requires a Team Approach
Disruptive behaviors constitute a major threat to the quality of care.

Joint Commission on Accreditation of Healthcare Organization (JCAHO) has a new leadership standard that addresses disruptive and inappropriate behaviors.
Incivility & Disruptive Behaviors

- Diffusing disruptive behavior
- Civil Leadership
- Zero tolerance policy
- Creating a culture of safety
- Conflict resolution

(JCAHO, 2008)
GOAL

Maintain a vibrant community of mutual respect, partnership, and understanding
Sample Pledge

- We will treat each other the way we want to be treated
- We will cultivate a spirit of inquiry
- WE will defer to each other’s expertise
- WE will communicate effectively
- WE will commit to these behaviors in support of XXX HealthCare Transformation:
  - Encourage and support each other
  - Hold each other accountable for the above behaviors
CREATING A CULTURE OF CIVILITY....

BEGINNING IN ACADEMIA
Creating a Culture of Civility

- Nursing students are tomorrow's nurses/colleagues
- Incivility and bullying should be addressed in academia

(Luparell, 2011)
Conceptual model for fostering civility in nursing education
Civility Education for New Nurses

- Co-creation of course norms at beginning of course
  - student-student interactions
  - faculty-student interactions
  - Nurse-colleague interactions

- Transparency in course expectations
  - Students should know how to be successful in a course.

- Behavioral course objectives
  - (e.g. professional behavior)

- On-line and social networking civility

Source: Clark and Ahten, interview, 2011
Workshop on Civility

- Part of Orientation to nursing
- Importance of
  - Respectful behaviors
  - Civility
  - Professional behavior norms in various settings (nursing, clinical, academic)
  - Social media etiquette

Source: Clark and Ahten, 2011
Cultural Immersion

- An avenue to cultural humility & cultural learning
- Provides social justice orientation
- Unraveling of ethnocentric perceptions
10 Keys to Civility

1. Respect Others
2. Think Positively
3. Pay Attention
4. Make A Difference
5. Speak Kindly

6. Say Thank You
7. Accept Others
8. Rediscover Silence
9. Listen
10. Keep Your Cool
Respect Others

- Acknowledging one other

- Respect for the whole person
  - listening to others' opinions,
  - their feelings, their time, even their physical space

- The "golden rule," do unto others as you would have them do unto you.
Think Positively

- Studies have demonstrated that those who think positively live longer and happier lives

- “A positive attitude is an emotional contagion we want to spread”.

Becauseitmatters.com
Pay Attention

- “Attend to” others
Make a Difference

• Embrace opportunities to make a difference in every encounter

• Embrace differences
Speak Kindly

- Words of kindness can inspire others & lift their spirits
- Don’t be/speak rudely
Say Thank You

- Gratitude
- Appreciation
Accept Others

“Welcoming all with the same enthusiasm as we experience in the feeling of belonging.”
Rediscover Silence

- Block noise and distraction
- Take “time-outs”
- “Silence can be the bridge to our innermost thoughts and tranquility”
Listen

- Active listening requires that our attention go to others
Keep Your Cool

- Don’t be overly aggressive or overly passive

- Express your needs without intruding on others’ needs and do it *calmly* and *kindly*
Final Thoughts on Civility

- Inherent to professionalism and ethical conduct
- Model civility and civil leadership
- Demand and intentionally pursue civility
- Encourage cultural sensitivity and humility
- Uncivil nurses are *impaired* nurses
- Implement “No-tolerance” policy
- Train and remediate healthcare professionals