Initial Evaluation of the Civility Among Healthcare Professionals (CAHP) Workshop

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Need for Civility Interventions

- Widespread prevalence of workplace mistreatment within healthcare
- Joint Commission Leadership Standards 3.15
  - Code of conduct
  - Processes to manage “disruptive behavior”

Amazing Collaborative Effort

- Correctional Managed Health Care
  - Supportive environment, ready for change

- Health Assistance intervenTion Education Network for Connecticut Health Professionals, Inc. (HAVEN)
  - External non-profit, “in the trenches”

- University of Connecticut
  - Research team, expertise in workplace mistreatment

Guiding Principles

- Empirically derived
- Mandatory
- Internally delivered

Project Timeline

- Consensus building
  - CEO, mid-level mgmt + unions, union reps

- Assessment of change recipient beliefs
  - Discrepancy – we need this change
  - Valence – the change will benefit me
  - Principal support – leaders support the change
  - Appropriateness – the solution is correct
  - Efficacy – we have what it takes to implement it

- Baseline survey administration
  - Personal introductions to 17 facilities across the state
  - Support letter
  - Paper and web-based
  - ID
**Project Timeline**

- **Feedback report**
  - In-person to mid-level mgmt
  - Electronic delivery to all employees

- **Communication strategy**
  - Constant
  - Participative
  - Face-to-face
  - Email from research team and CEO
  - newsletters

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- **Project Timeline**
  - July '09
  - May '10
  - Sept '10
  - Nov '10
  - May '11
  - Nov '11
  - May '12

- **Create workshop materials**
  - Community and empower themes

- **Recruit CAHP Coaches**
  - Proactive personality
  - Sensitivity to interpersonal treatment
  - Leadership potential
  - ["clean" record]

- **Project Timeline**
  - July '09
  - May '10
  - Sept '10
  - Nov '10
  - May '11
  - Nov '11
  - May '12

- **Wave 1 Train-the-Trainer session**
  - Wave 1 training, through July '11
  - Supervisor session, mid-July

- **Mid-design survey data administered**
  - Wave 2 Train-the-Trainer session
  - Wave 2 training, through Feb '12

- **Project Timeline**
  - July '09
  - May '10
  - Sept '10
  - Nov '10
  - May '11
  - Nov '11
  - May '12

- **Follow-up survey administration**
  - Field visits
  - Repeated May '13

- **Initial Data**
  - Pre- and post-workshop surveys during Wave 1 CAHP civility workshops delivered by 17 civility coaches
  - n = 201 (61.2% response rate as of July 6th, 2011)
Constructs

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Affective & Utility Reactions

![Graph showing affective and utility reactions.]

Attitudinal Change

![Graph showing attitudinal change.]

Knowledge Change

![Graph showing knowledge change.]

Feedback from CAHP Coach

“As a point of feedback, I know that some staff had reservations about participating in the training initially (e.g., cynicism about the process in general; skepticism about the potential for change)…

But not surprisingly, I found my groups spirited in their discussion, and it seemed like everyone(!) had something to say. Particularly pleasing was the spontaneous feedback and the hope that they have that this process might generate real change within the organization…

I don’t think anyone, myself included, expects immediate, significant change short-term. I think that that’s realistic, but it seems like folks have some things to think about in a way that they may not have thought about in the past. I think that that speaks positively to the process.”