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Canada West Health Leaders
CONFERENCE

IN-PERSON
OCTOBER 24-26, 2023

Caring for people who
care for people



CANADIAN COLLEGE OF
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Moving from a culture of caring to a covid culture and back

Presenter: Frances Jorgensen, PhD with Adelle Bish, PhD

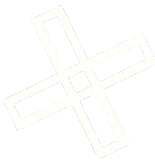


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Workplace Incivility



- “Low-intensity deviant behavior with ambiguous intent to harm the target that violates workplace norms for mutual respect”

(Andersson & Pearson, 1999, p. 457)

- Negative impacts on job performance and employee health

(Han et. al., 2022; Schilpzand et al., 2016)

Workplace Incivility in Healthcare



- Nurses = greater levels of exposure to uncivil behaviours than other health care workers
(e.g., El Ghaziri et al., 2021; Evans, 2017; Layne et al., 2019)
- The high-stress, pressure-cooker pandemic healthcare workplace unleashed a surge in workplace incivility
(Gray, 2022; Wei et al., 2020).

Current study



- Impact on health and well being of healthcare workers during the pandemic, and the role of HRM
- Interviews with **34 nurses** over two years
- Culture of caring that personifies healthcare institutions (e.g., Wei et al., 2020) replaced with rampant incivility - "**COVID Culture**"

Nurses' experiences



- Increased incivility = tension headaches, panic attacks, insomnia, family discord, and depression.
- Higher absenteeism
- Actively seeking job changes
- Management's attempts to address workplace incivility were ineffective (e.g., posting signs in patient waiting rooms)
- HR initiatives implemented to mitigate negative impacts of workplace incivility on healthcare professionals fall short.

A crisis within a crisis...



All of a sudden, we were hit by two plagues. Obviously, COVID hit first and everyone was so confused and scared. We started waiting for HR to communicate with us about what was going on...And then, wham, the second wave was how rude and disrespectful people got. It was actually like we were dealing with two plagues and we weren't prepared for either and had nowhere to turn for help (RN4).

... several of us started complaining to HR, about harassment. They didn't do a damn thing until one day there were signs all over about giving health care workers a safe place to care for people and that abusive behaviour wouldn't be tolerated. I mean, really? (RN14)

Hospitals have always been a place where emotions run high, that's understandable, whether it's with the other nurses and supervisors who are putting in too many hours or patients who or sick or their families who are worried. I guess it brings out the worst in people, so yeah; there have always been issues with people being rude and saying pretty nasty things. You just let it go in one ear and out the other (RN30)



New Directions



2024
Global study on
workplace incivility
interventions, with
multiple case studies to
be conducted in BC & US
hospitals

