

# Using LfEQI to Strengthen Civility in Cardiac Theatres

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*“Almost all excellence in healthcare is dependent on teams, and teams work best when all members feel safe and have a voice.*

*Civility between team members creates that sense of safety and is a key ingredient of great teams.*

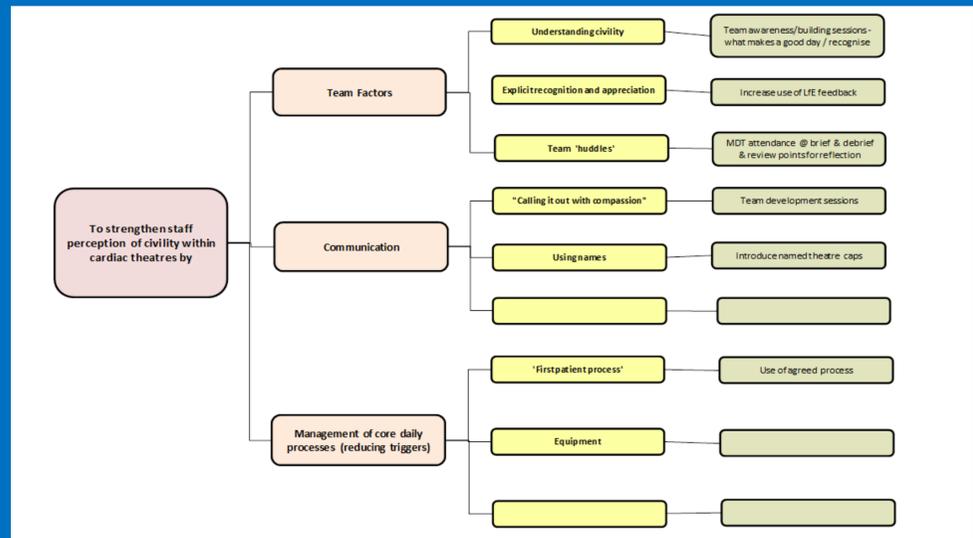
*Incivility robs teams of their potential” (Civility Saves Lives)*

## Background

Global learning from analysis of the Trust’s 5000+ Learning from Excellence (LfE) nominations shows that what matters most to staff, by a significant proportion, relates to positive behaviours and *how* we support and care for each other. The LfE team are curious to learn whether intensive use of LfE and Appreciative Inquiry can be harnessed to strengthen civility in a team. The cardiothoracic theatre team were invited to participate due to involvement in previous cultural

**How** movement work and being a physically discrete team.

We will work with everyone across theatres to understand:



What makes a good day in theatres?

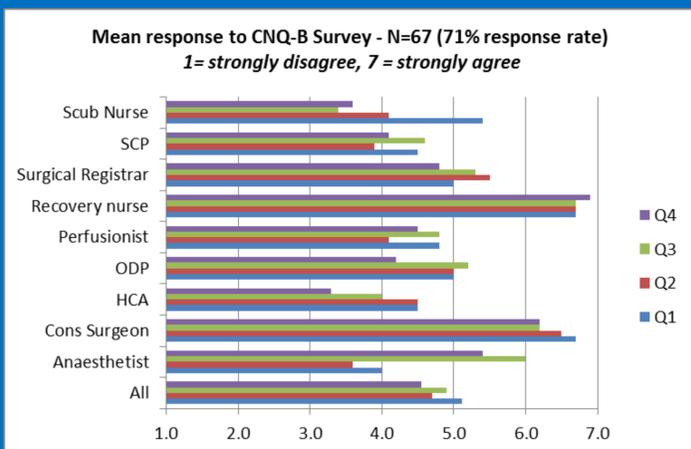
What does it look and feel like when we are all at our best?

Are there common triggers which exacerbate poor behaviours?

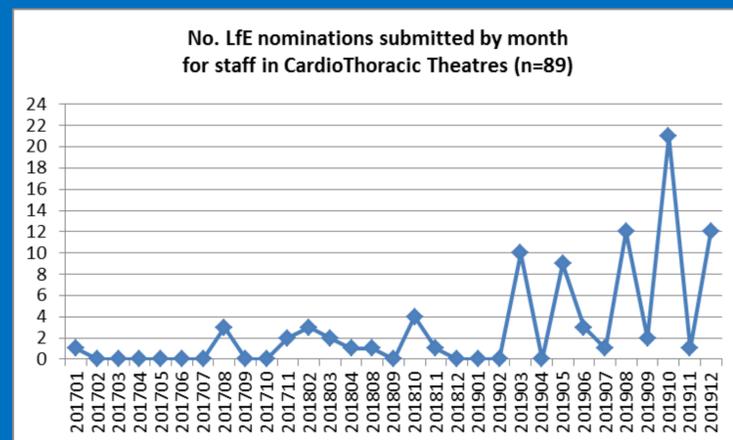
What can we do to amplify the 'good', so creating greater civility & kindness

## Baseline

To measure 'civility', we are testing use of the Civility Norms Questionnaire Brief (CNQ-B)<sup>1</sup>. This is a validated assessment tool, designed to measure workgroup *climate for civility* - defined as "employee perception of norms supporting respectful treatment among workgroup members". The 4 CNQ-B items are framed positively, so higher scores are indicative of a more positive climate for civility. We will also measure number of LfE nominations as an indication of growth in appreciation.



1.	Rude behaviour is not accepted by your co-workers
2.	Angry outbursts are not tolerated by anyone in your work area
3.	Respectful treatment is the norm in your work area
4.	Your co-workers make sure everyone in your work area is treated with respect



## Discussion

- A core team, including: matron, theatre team leader, head perfusionist, SCP and service Line manager touch base weekly to guide the work
- Our baseline measure (71% response rate) shows that across the *whole* team there is a positive position regarding perception of *climate for civility*, but variation exists dependent on staff sub-group.
- Well received sessions have been held with *all* staff groups to raise awareness of the importance of civility. An ask from theatre based staff following the first session was that future conversations should happen collectively.
- Next step is a conversation with the whole MDT where we will use Appreciative Inquiry to discover and define what 'good' looks like and design the steps we can take to build on existing strengths within the team. Ideas will be added to our driver diagram, which has been initiated based on early conversations.

1. Walsh, B. M., Magley, V. J., Reeves, D. W., Davies-Schriels, K. A., Marmet, M. D., & Gallus, J. A. (2012). Assessing workgroup norms for civility: The development of the Civility Norms Questionnaire-Brief. *Journal of Business and Psychology*, 27(4), 407–420