

CREW:
Enhancing Mental Health through
Workplace Civility

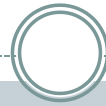


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The Problem



- **Challenge: Poor Collegial Relationships**

- Incivility: Rudeness of Dubious Intention (Pearson, Porath, Anderson)
- Unresolved Conflict
- Mistrust & Isolation
- Inappropriate Anger
- Ignoring and Neglect



- **Objective: Intervention**

- Develop a Process to Enhance Workplace Communities
- Design a Process that is Practical and Thorough for Workgroups
- Test its Effectiveness

What is the Impact of Incivility?

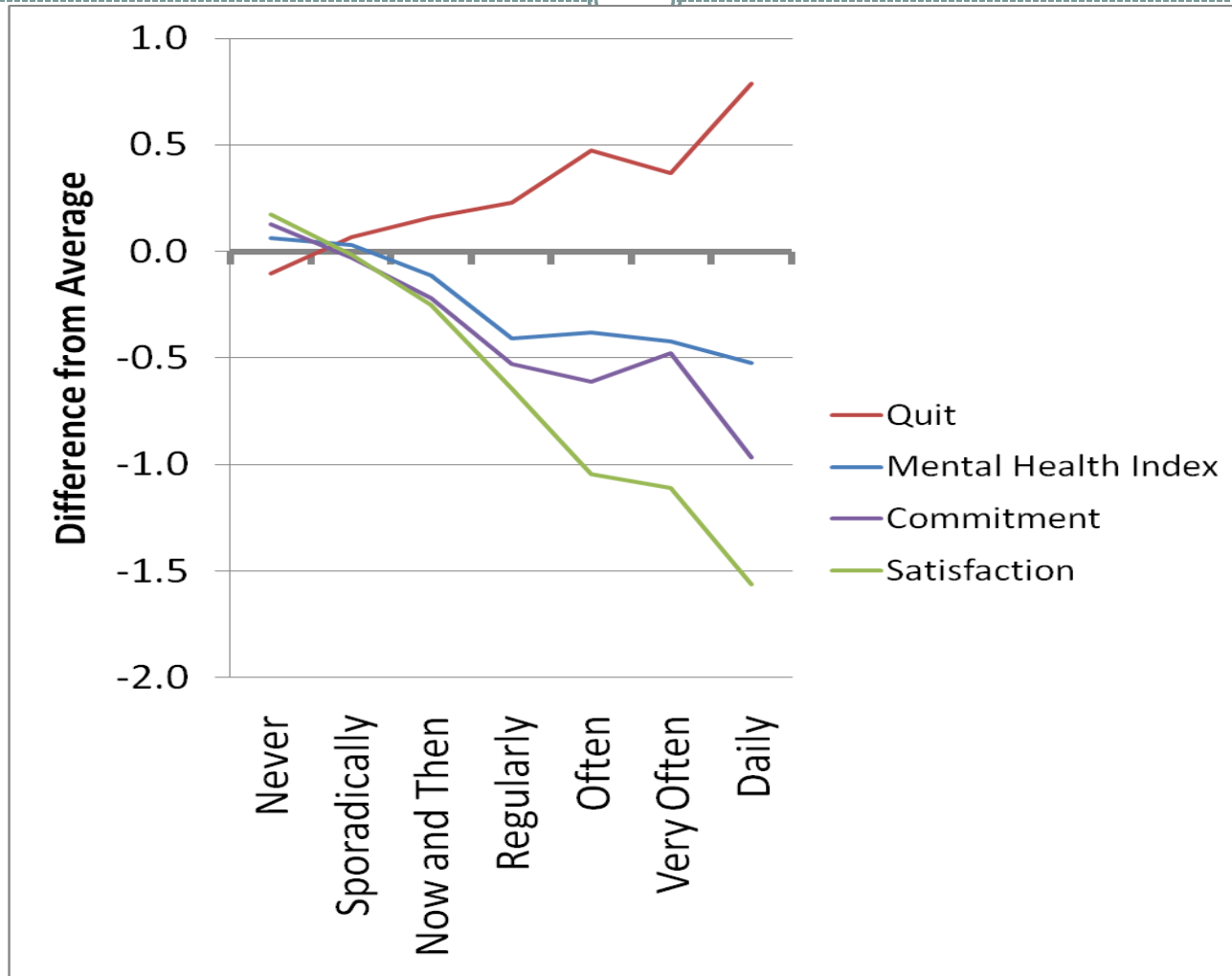


PERSONAL COSTS

FINANCIAL COSTS

PERFORMANCE COSTS

Impact of Coworker Incivility



Costs of Incivility

- Incivility Costs Money and Opportunity
- Absences
 - Lost Time
 - Costs for Replacement
 - Strain on Colleagues
- Formal Complaints
 - Legal Costs
 - Employee Time
 - Management Time
- Turnover
 - Recruitment
 - Training
- Work Environment Pollution



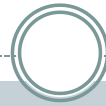
What To Do?



**LOOKING FOR AN APPROACH FOR
ENHANCING WORKPLACE COMMUNITIES**

BUILDING WORK ENGAGEMENT

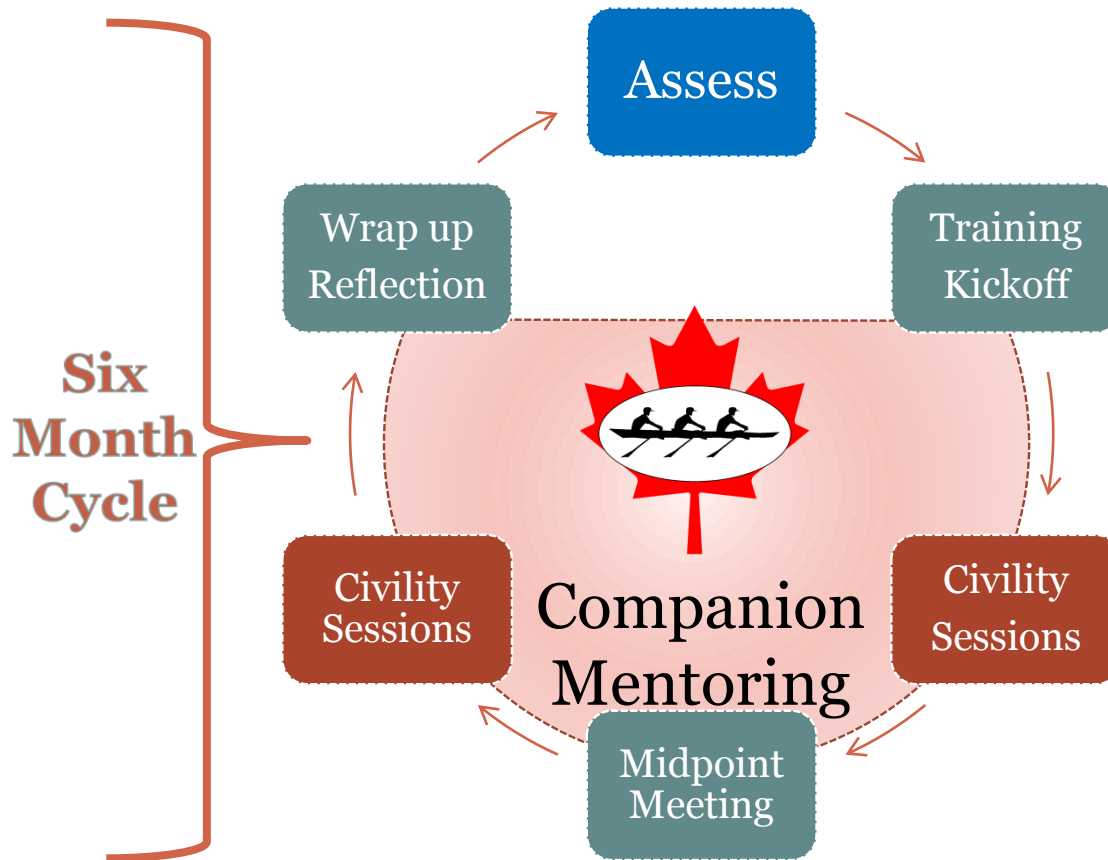
What is CREW?



- Civility, Respect, and Engagement at Work
- A Culture Change Initiative
 - Builds on Honest Conversations
 - Defines Respectful Environment at Work Unit Level
 - Provides a Forum For Ongoing Dialog
 - Encourages Joint Ownership of Problem Resolution
- Not A Playbook Approach
 - Clear Principles
 - Loose Structure
 - Local Relevance
- Source
 - USA: Veterans Health Administration
 - National Center for Organizational Development



CREW Process



- **Commitment**
 - People
 - Values
- **Assessment**
- **Training**
- **Community**
- **Implementation**
 - Civility Sessions
 - Mentoring
- **Evaluation**

What is the Impact of CREW

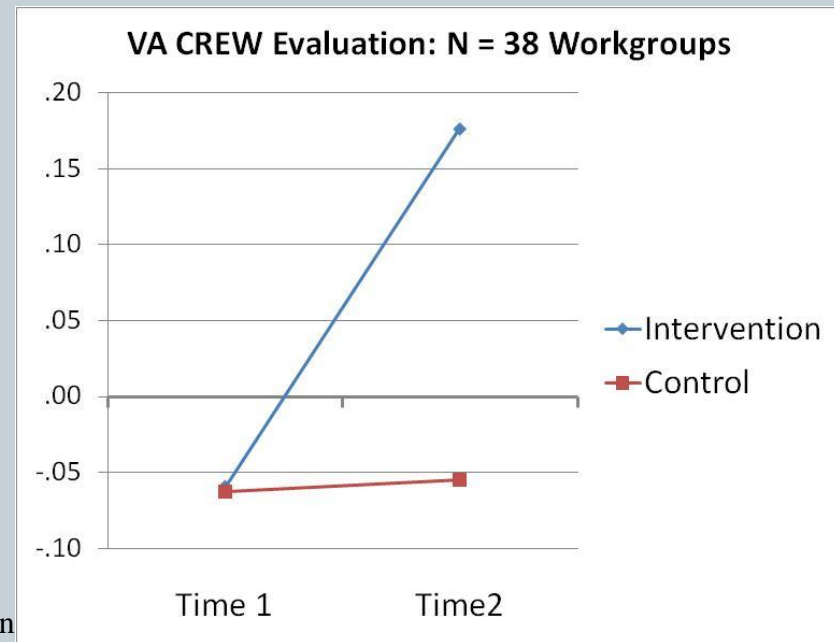


IMPROVING THE WORK ENVIRONMENT
IMPROVING HEALTH
IMPROVING PERFORMANCE

Background

1

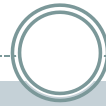
- Veterans Health (USA): Organizational Development
 - CREW Program Development
 - Implementation at 350+ Settings
 - Impact: Universal Improvement
 - Consequences
 - ✦ Greater Civility
 - ✦ Reduced Absences
 - ✦ Fewer Complaints



Osatuke, K., Mohr, D., Ward, C., Moore, S.C., Dyrenforth, S., & Belton, L. (in press). Civility, Respect, Engagement in the Workforce (CREW): Nationwide Organization Development Intervention at Veterans Health Administration.

Journal of Applied Behavioral Science.

Impact of CREW



- **Comparison**

- Five Hospitals in Ontario and Nova Scotia
- CREW Groups: 8 (N=252)
- Not CREW Groups: 32 (N=874)

- **Indicators**

- Civility & Incivility
- Workplace Distress
- Attitudes

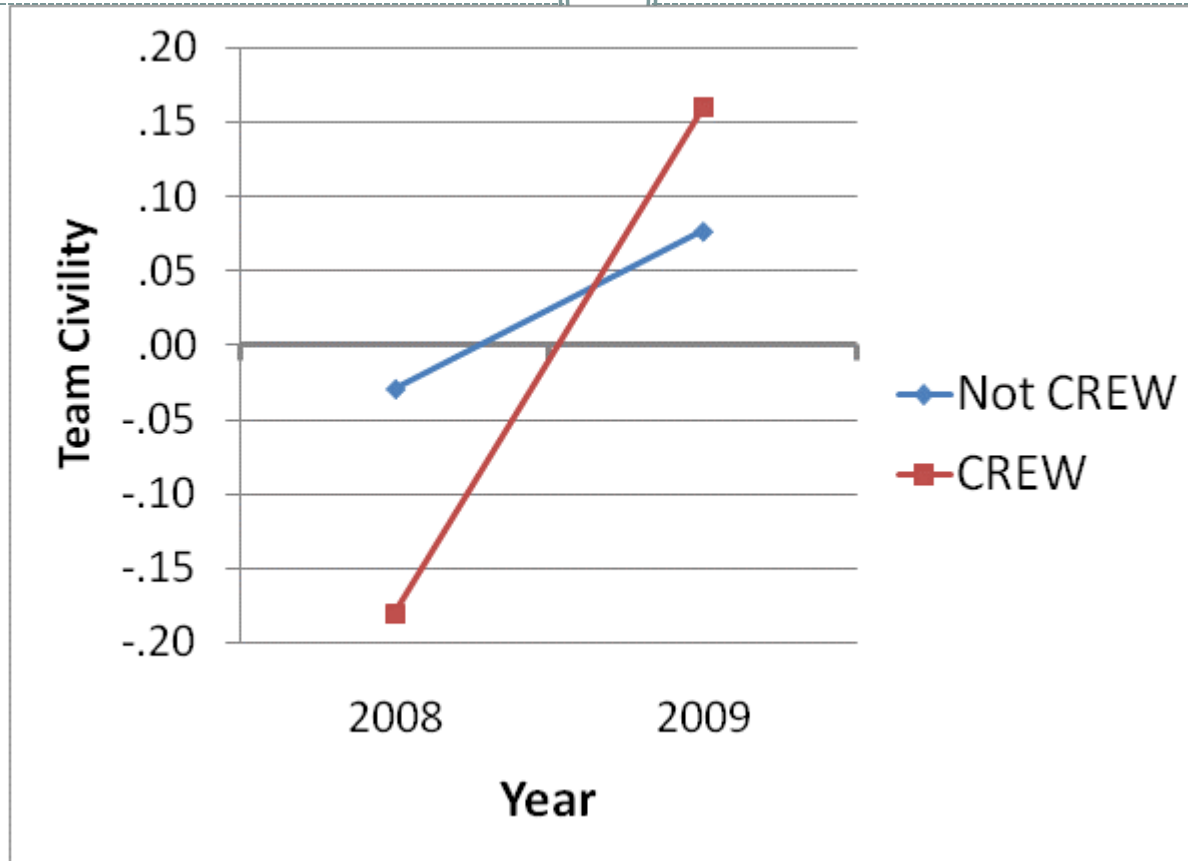
- **Research Hypothesis**

- No or Small Change in Not CREW Groups
- Larger Positive Change in CREW Groups

- **Leiter, Laschinger, Day, & Gilin-Oore, 2009**



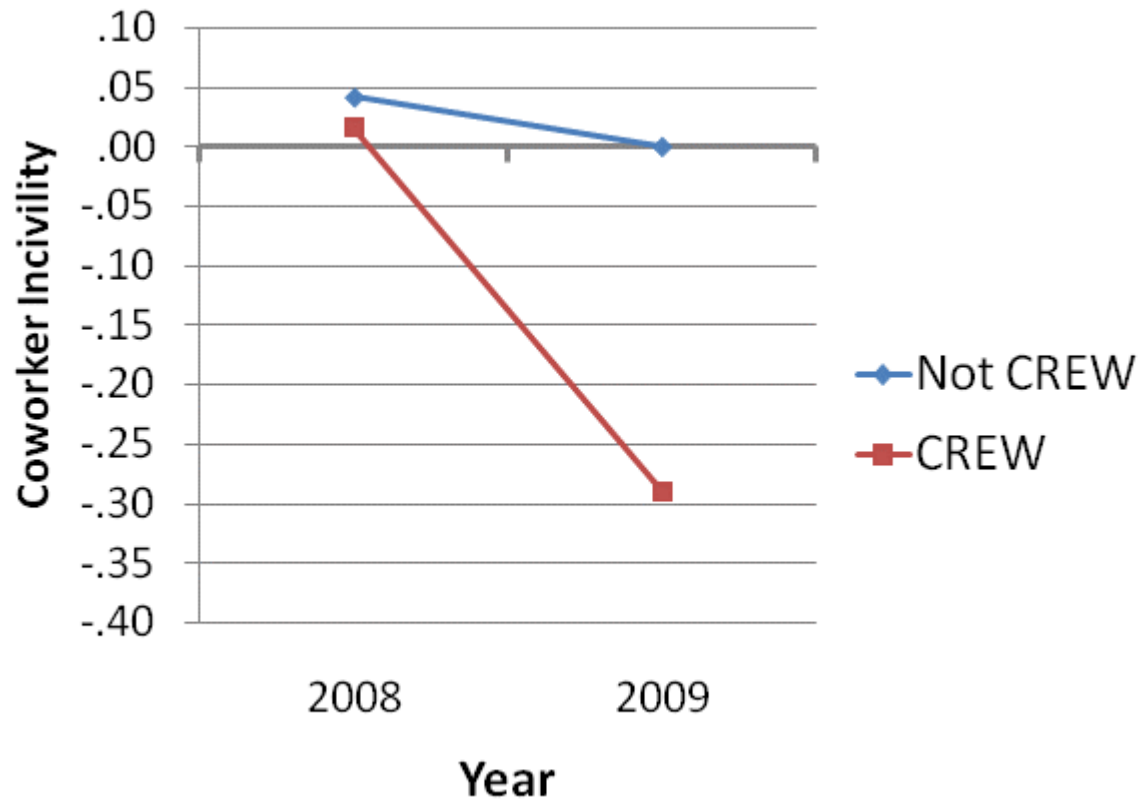
Civility



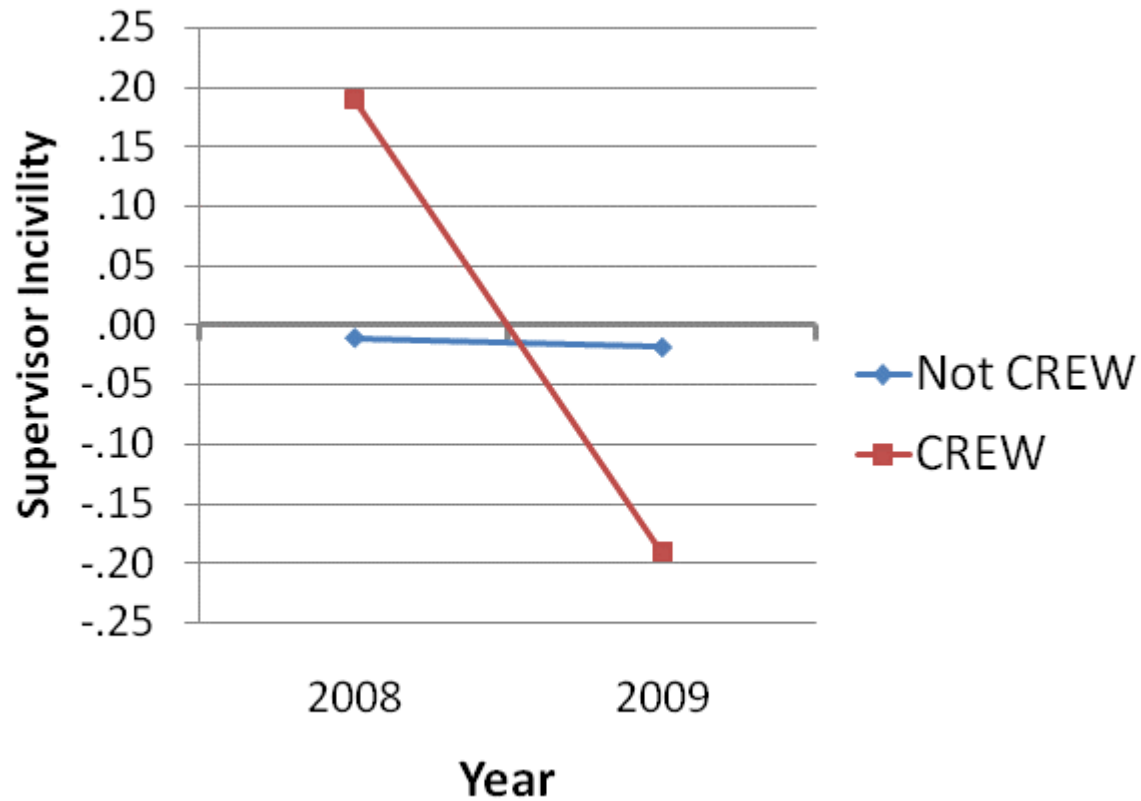
CREW Impact: ($F_{(5,413)} = 6.271, p < .001, \eta = .070$)

Interaction: ($F_{(5,1958)} = 3.25, p = .006, \eta = .008$)

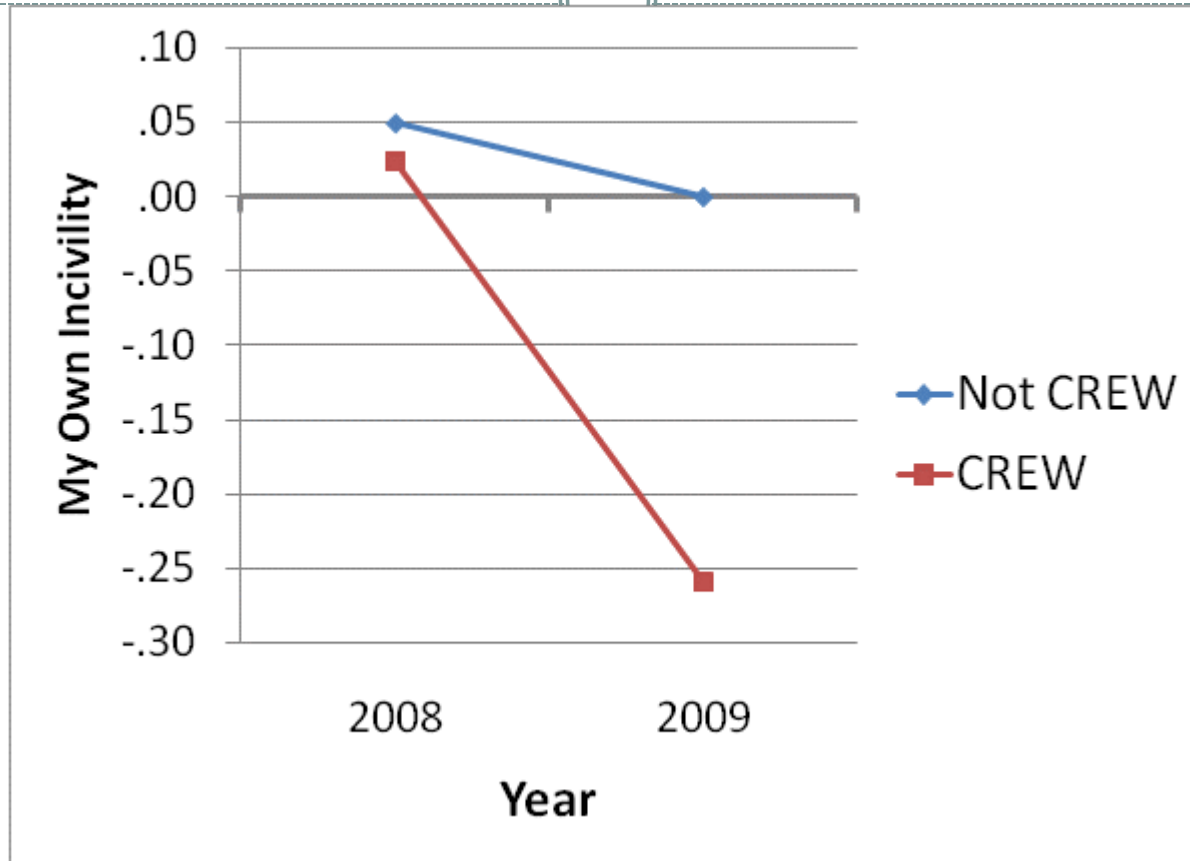
Coworker Incivility



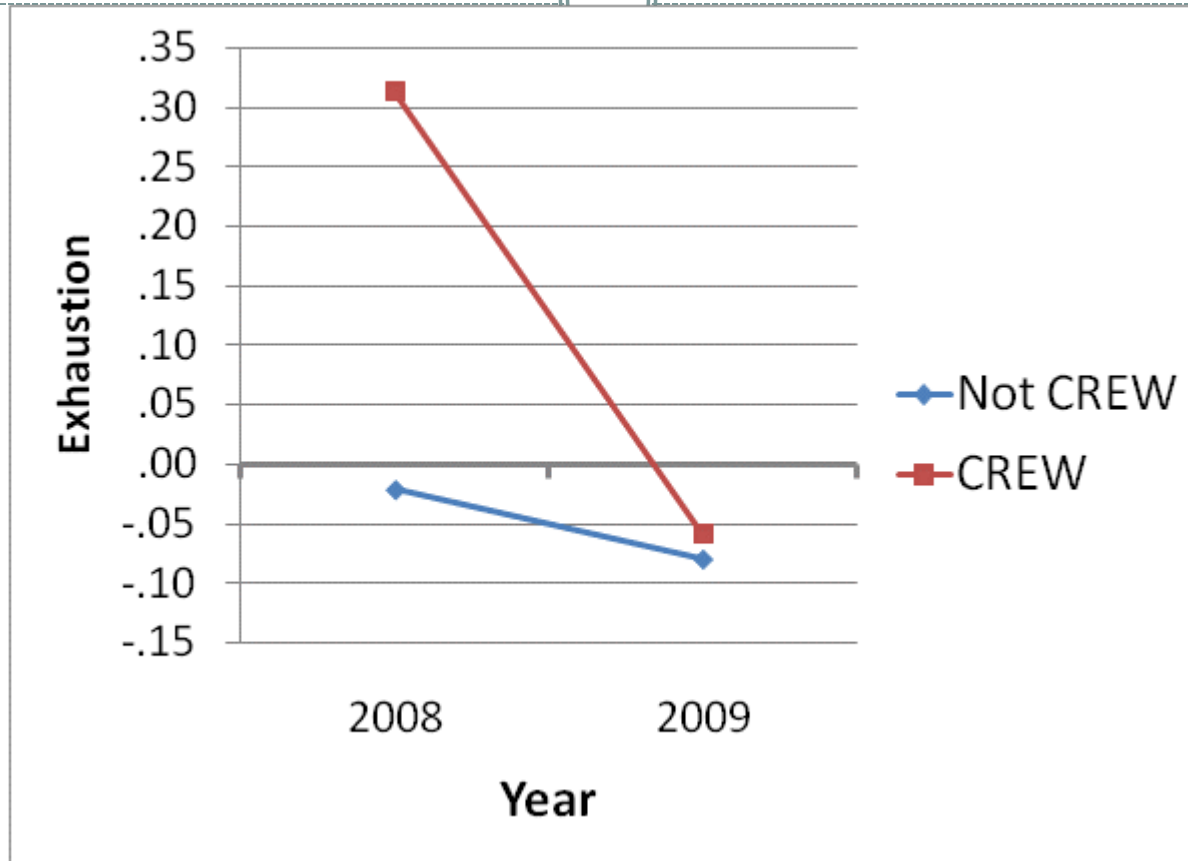
Supervisor Incivility



My Own Incivility



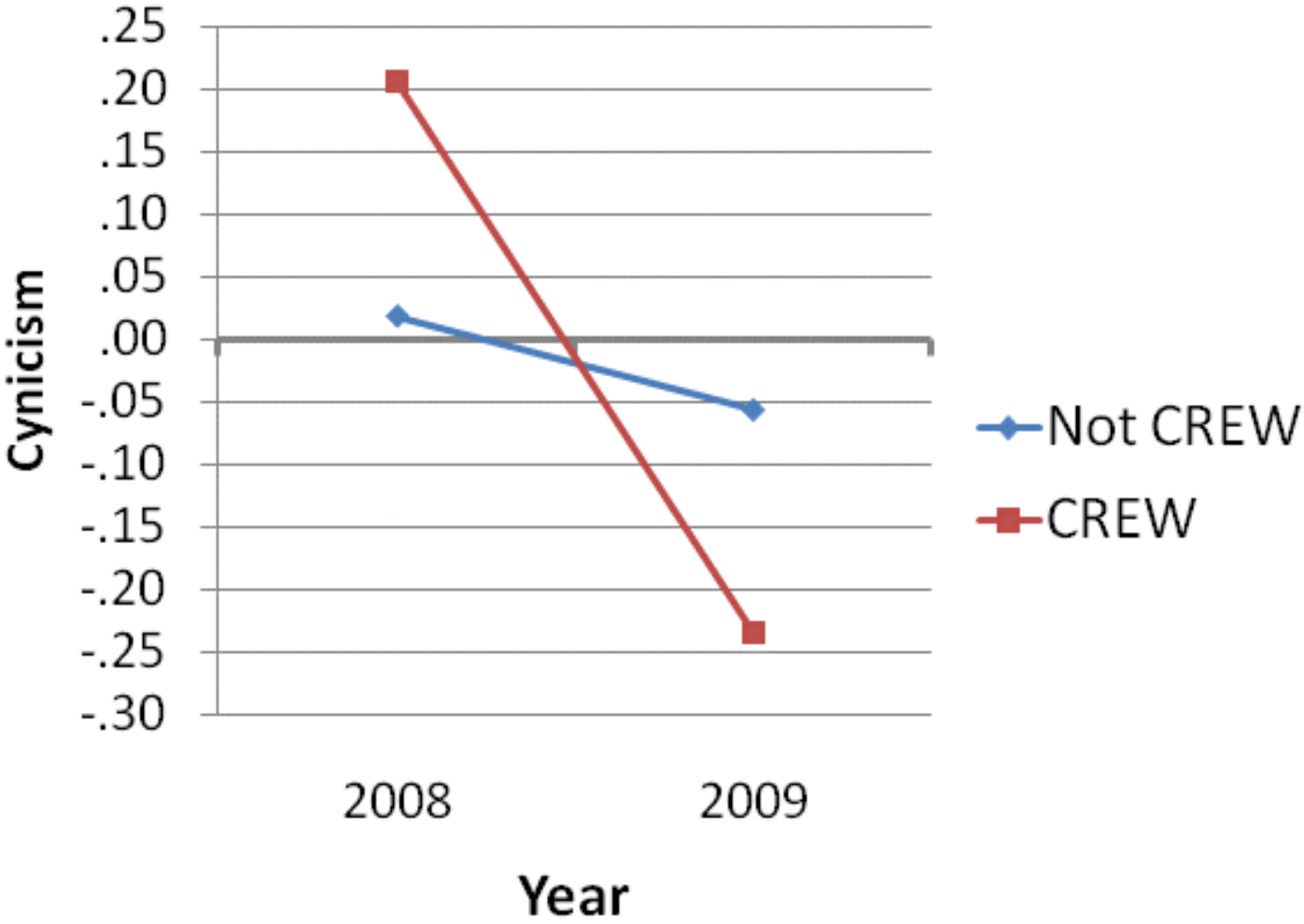
Exhaustion



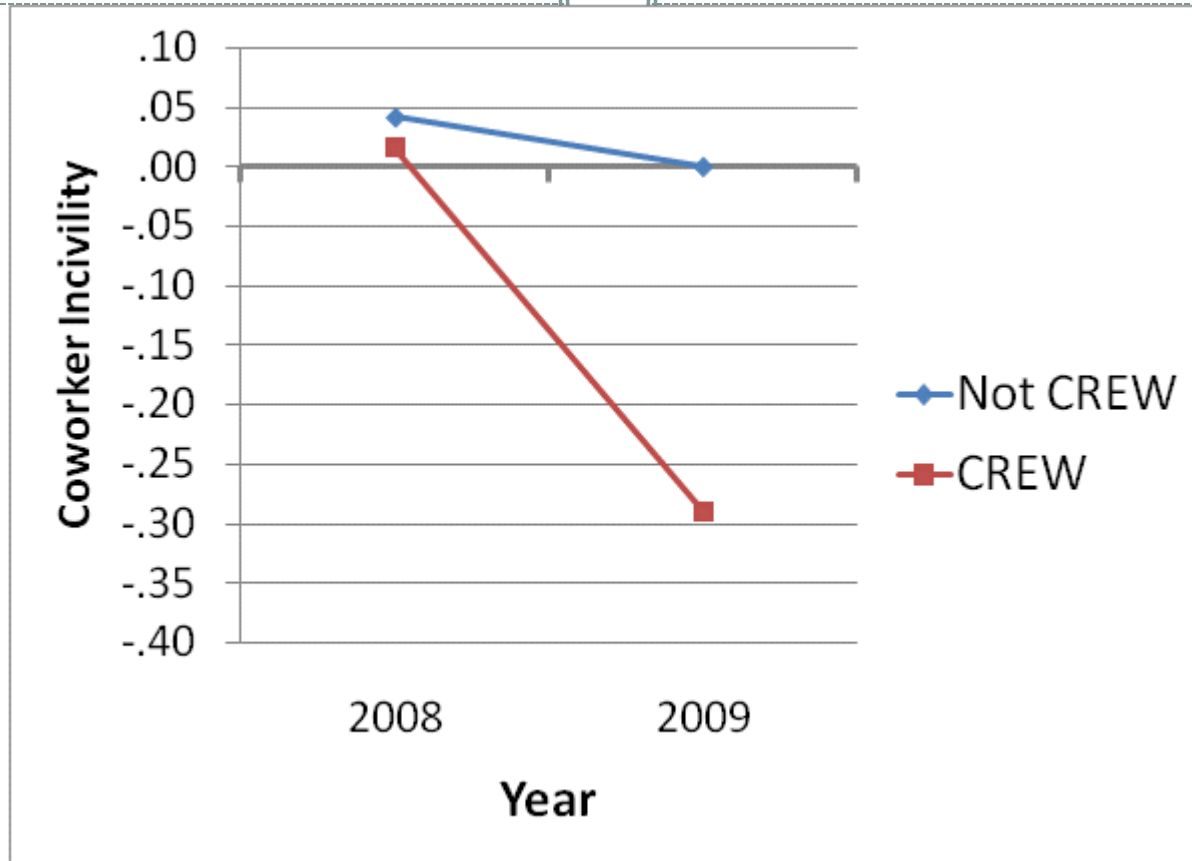
CREW Impact: ($F_{(3,418)} = 11.58, p < .001, \eta = .077$)

Intervention: ($F_{(3,1977)} = 3.066, p = .027, \eta = .005$),

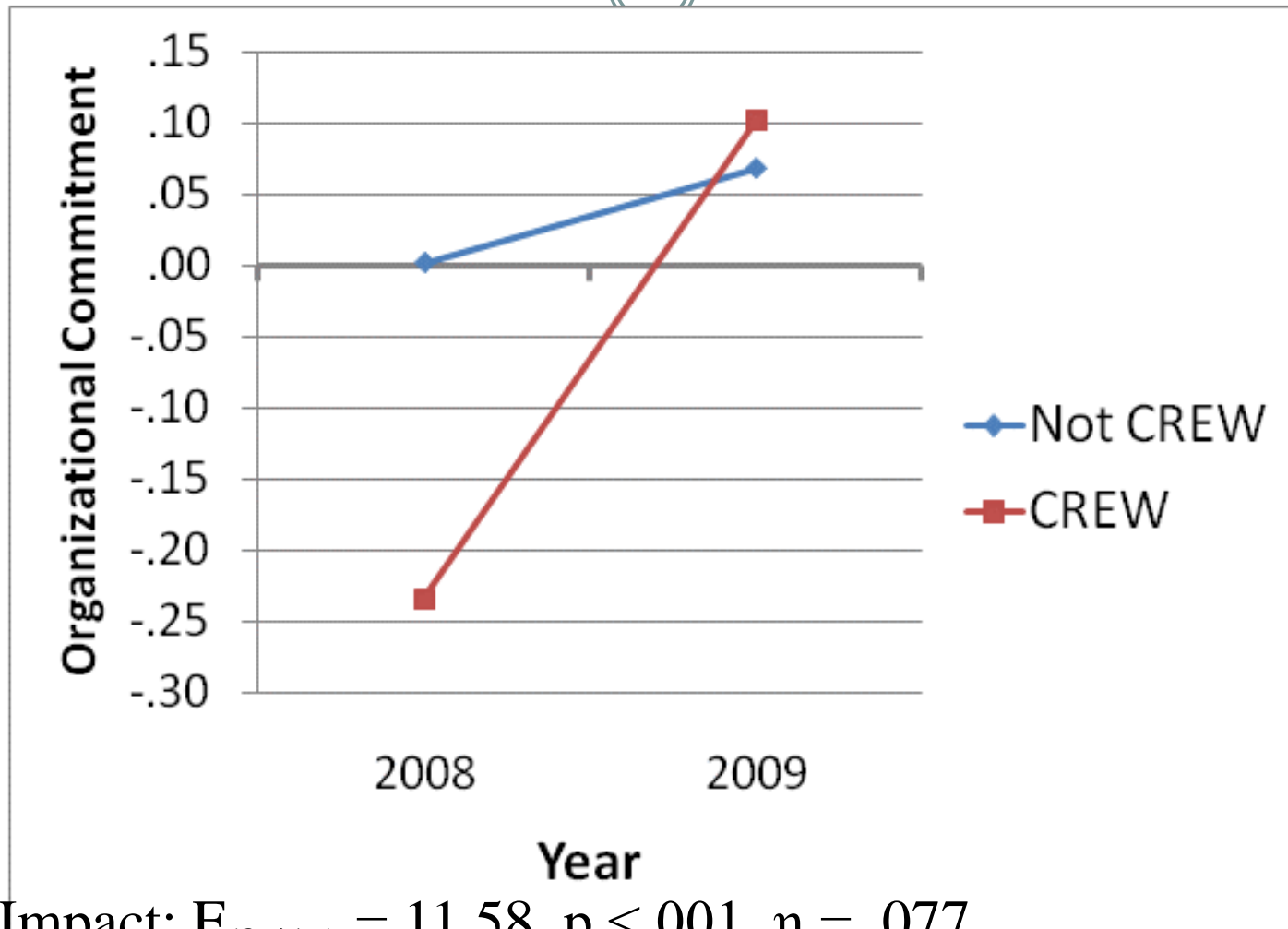
Cynicism



Intention to Quit



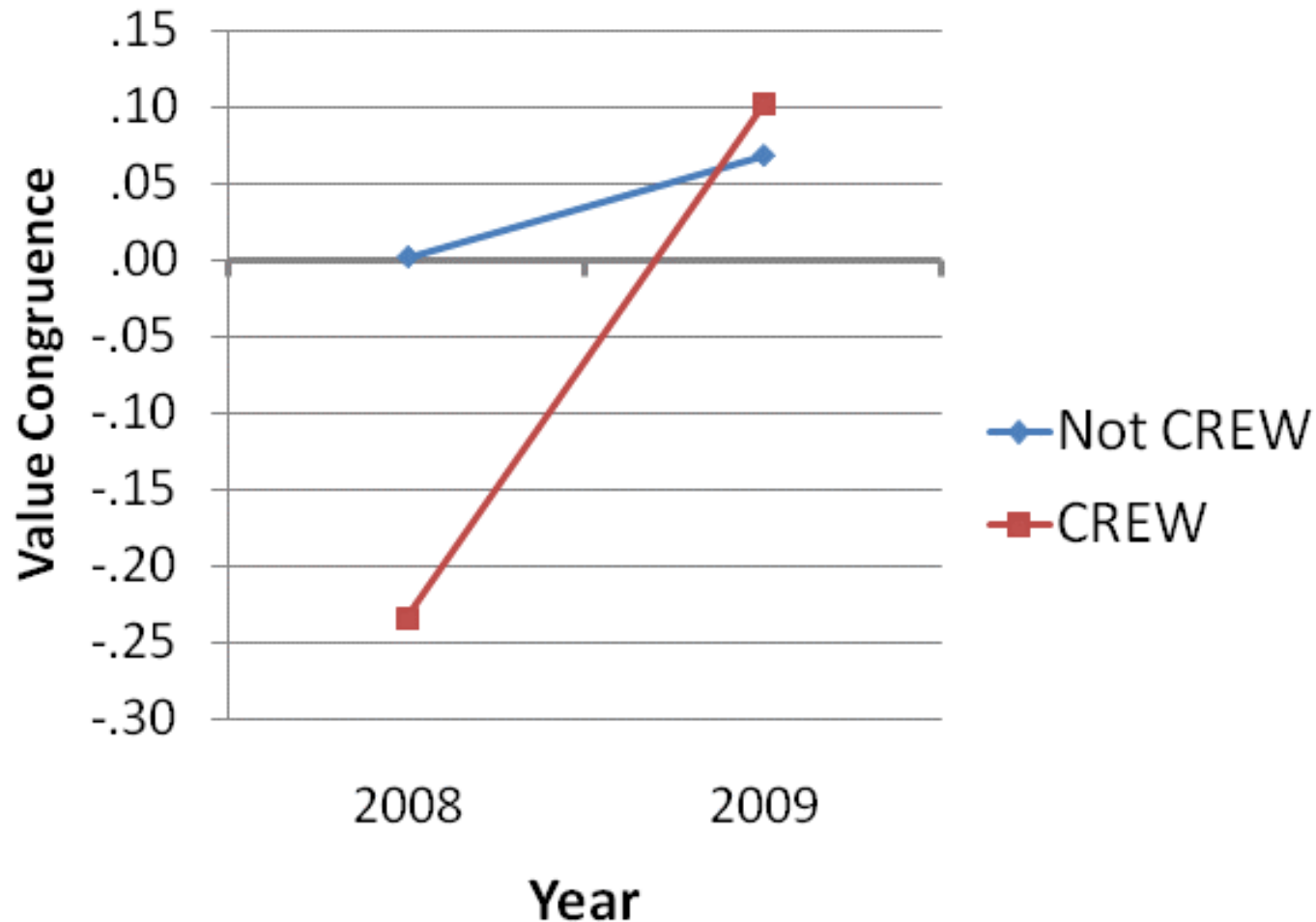
Organizational Commitment



CREW Impact: $F_{(3,416)} = 11.58, p < .001, \eta = .077$

Interaction: $F_{(3,1977)} = 4.95, p = .002, \eta = .007$

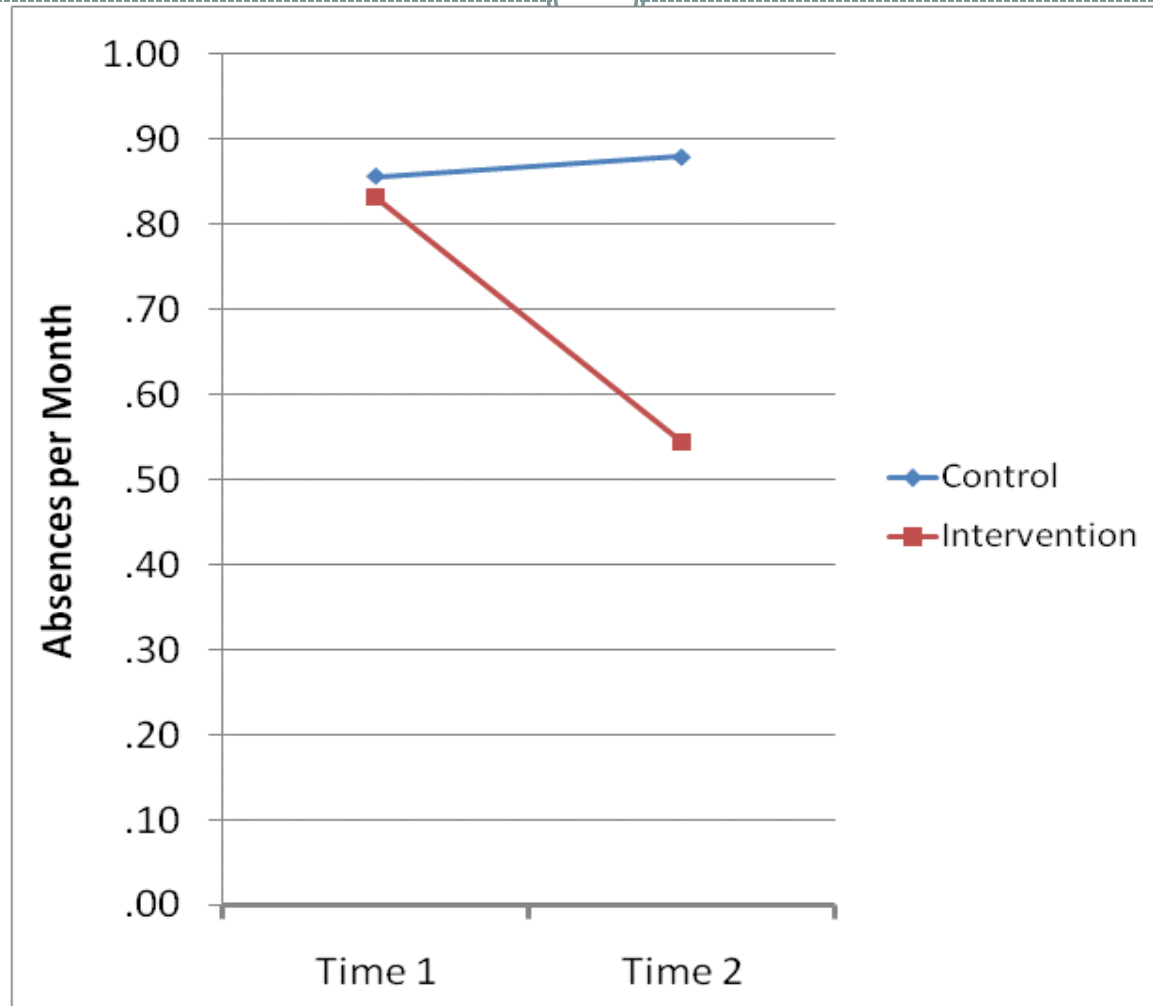
Areas of Worklife



CREW Impact: $F_{(6,417)} = 4.54, p < .001, \eta = .061$

Interaction: $F_{(6,1982)} = 2.62, p = .016, \eta = .008$

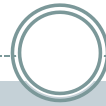
Absences



CREW Impact: ($F_{(1,390)} = 1.78, p = .183, \eta = .005$)

Interaction: ($F_{(1,1351)} = 1.33, p = .249, \eta = .001$)

Absences



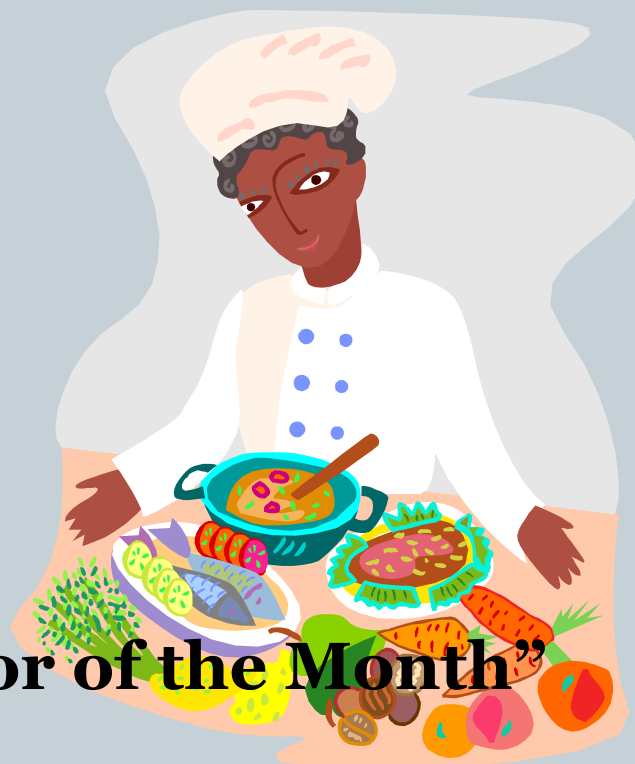
- CREW Groups: .83 days/month to .54 days/month
- Change of $-.29 = 34\%$ Reduction
- Financial Impact
 - Unit of 100 Members \$18,720
 - Hospital _(3,000) @ \$5 Million = \$1,700,000
 - Hospital _(10,000) @ \$25 Million = \$8,500,000



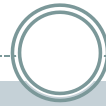
Active Ingredients



- **The CREW Community**
 - Dialogue Among CREW Leaders Across the Country
 - Knowledge Sharing: Timely, Relevant, and Fun
- **Mentoring**
 - Companions
 - Training and Follow-up
- **Evaluation**
 - Contrasting Before and After
- **The Toolkit**
 - Training Manual
 - Resource for Sessions
- **Evidence-Based, not “Flavor of the Month”**



The Point



- **CREW works**
 - It Improves the Positive Target of Civility
 - It Improves the Negative Target of Incivility
 - It Improves the Downstream States:
 - ✦ Exhaustion
 - ✦ Attitudes Towards Work
 - ✦ Evaluation of Worklife
 - It Improves Career Activity
 - ✦ Missed Days
 - ✦ Intention to Quit

