

Incivility & Bullying in the Headlines

Nurse-to-nurse bullying more than just a sore point
Healthcare Professionals for Women and Girls 2010 **WORLDWIDE**

**Workplace Bullying in Nursing:
A Problem That Can't Be Ignored**
NEP/ANRN Nursing—September/October 2009—Vol. 18/No. 5

**Study Finds Nurses Frequently Being
Bullied at Work** Nursing News

When the Nurse Is a Bully
The State of the Science



Defining Incivility & Bullying

• Workplace incivility/bullying is any negative behavior that demonstrates a lack of regard for other workers. This can include a vast number of disrespectful behaviors including:

- Harassment
- Sarcasm
- Teasing
- Gossiping
- Purposely withholding business information
- Overruling decisions without a rationale
- Sabotaging team efforts
- Demeaning others
- Verbal intimidation



State of the Science

- Thirty-five percent of adult Americans (an estimated 54 million workers) report being bullied at work
- An additional 15% witness it and vicariously are made miserable
- One in six nurses (13%) reported being bullied in the past six months (Sa & Fleming 2008)
- In a study on workplace bullying, most of the respondents reported being bullied by the charge nurse, manager, or director (Johnson & Rea 2009)



State of the Science (cont.)

- Bullying of nurses leads to erosion of professional competence as well as increased sickness, absenteeism, and employee attrition (Hutchinson et al., 2010b; Johnson, 2009; Chippe & McRury, 2012)
- Bullying victims may suffer stress-related health problems, such as nausea, headache, insomnia, anxiety, depression, weight changes, and alcohol and drug abuse (Townsend, 2012)
- Nurses who survive bullying early in their careers tend to carry their learned behaviors with them. They accept the bully culture as part of the job and eventually may choose to bully other nurses (Townsend 2012)



State of the Science (cont.)

- Almost 21% of nursing turnover can be related to bullying (Johnson & Rea, 2009)
- 60% of new RNs who quit their first job in nursing within 6 months report that it is because of being bullied
- Replacing a nurse can cost up to \$88,000 USD (Jones, CB, 2012)
- According to a study by the US Bureau of National Affairs, there is a loss of productivity of \$5-6 billion/year in the US due to bullying in the workplace



Physical/Psychological Manifestations

Common reactions:

- Acute or chronic anxiety
- Depression
- Sleep interruptions
- Fatigue
- Lack of mental focus

Post-traumatic stress disorder:

- An experience that shatters all you had believed in and valued
- Manifestation: Withdrawal, Conversion, Projection



Truth: CID Metrics

- **Turnover:** data is collected using the existing measure from the human resource department
- **Intent to stay on the unit:** data comes from the NDNQI nurse engagement survey
- **Average tenure:** data is collected using the existing measure from human resource department
- **Variance reports for incivility:** data is collected by the risk management department
- **Call in history**
- **Float Survey:** "The Heavenly Seven"



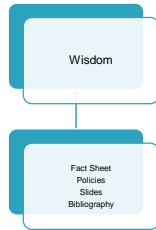
Truth: Float Survey (The Heavenly Seven)

- Data is collected on seven questions by randomly selecting nurses who float in the organization
- Survey is completed within 48 hours after the float experience.
- The float nurses include the float pool and unit based staff who are required to float. The data is collected using Survey Monkey
- Float survey questions:
 1. I felt welcome on the unit
 2. Someone offered help when I needed it
 3. If floated again, I would enjoy returning to this unit
 4. I had the resources I needed to complete my assignment
 5. I witnessed someone expressing appreciation to another for good work
 6. Staff showed concern for my well-being
 7. I received appreciation for my work



Wisdom

Tools to obtain knowledge and information



Renewal: Employee Assistance Program

- Employee benefit programs offered by many employers intended to help employees deal with personal problems that might adversely impact their work performance, health, and well-being



Renewal: Courage and Renewal

- Courage and Renewal is based on the work of Parker Palmer and his book *Let Your Life Speak*.
- The Courage and Renewal Centers located throughout the U.S. bring this work to life through facilitated groups, safe circles of trust, and guided imagery and poetry through a group of trained facilitators. The purpose of the work is to help those in caring and service professions to be grounded in who they are, inside and out, or authenticity. To create a powerful connection between the inner and outer person that allows them to live more fully.



Nurse Leaders Responsibility

HEALTH CARE LEADERS have a **RESPONSIBILITY** to employees and the public to provide work **ENVIRONMENTS** that are **FREE FROM ABUSE AND HARASSMENT**. When **WORKPLACE BULLYING** has been identified as a **PROBLEM**, senior leaders must take **SWIFT, APPROPRIATE ACTION** to ensure the **ABUSE STOPS**. The **PERPETRATOR** is held **ACCOUNTABLE**, and steps are taken to ensure bullying does not occur again. **POLICIES** and **PROCEDURES** must be implemented and **ENFORCED** to ensure nurses **FEEL SAFE** to **REPORT INCIDENTS** of incivility/bullying



Call to Action

- Incivility and bullying inhibits building and sustaining a culture of respect. It is detrimental to optimal patient outcomes.
- Nurse leaders in both medical center and schools of nursing must identify, intervene, and prevent workplace bullying
- Nurses must learn the skill to address incivility in the workplace; it needs to be built into every curriculum and every orientation



www.stopbullyingtoolkit.org

The Civility Pledge

I pledge to behave with civility, treating myself and others with respect and consideration.

I pledge to compassion & curiosity.

I pledge to be gracious, honest, authentic, and wholly present – right here, right now.

I pledge to invite others to take the Pledge and to engage intentional and civil conversations.



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