IMPROVE PATIENT OUTCOMES by BREAKING the CYCLE of WORKPLACE INCIVILITY & BULLYING

Kristine Pascasio, BSN, RN; Valerie Joy Smith, MSN, RN, CNML, CCRN; Alyson Wycoff, BSN, RN; & Jaculine Yun, BSN, RN, CCRN

Keck Medical Center of USC

INTRODUCTION

Workplace Incivility & Bullying

Workplace incivility is a subtle form of rude, disruptive, and intimidating interpersonal mistreatment that may be attributable to oversight, personality conflict or ignorance, or simply be accidental. In comparison, bullying and horizontal or lateral violence (e.g. nurse-to-nurse) are repeated, intentional negative acts, either physical or verbal, which involve an actual or perceived power imbalance that create a highly stressful and hostile work environment. Exposure to uncivil or bullying behaviors can have devastating effects on newly graduated nurses within any clinical setting as well as negatively affect health and organizational outcomes.

INTRODUCTION

INTRODUCTION

INTRODUCTION

INTRODUCTION

INTRODUCTION

INTRODUCTION

INTRODUCTION

INTRODUCTION

INTRODUCTION

INTRODUCTION

INTRODUCTION

INTRODUCTION

LITERATURE FINDINGS

Impact on Health & Well-Being

- Psychological symptoms
  - Anxiety (95%)
  - Stress headaches (72%)
  - Emotional exhaustion, burnout (66%)
  - Irritability (61%)
  - Depression (56%)
  - Loss of concentration (48%)
  - Fear
  - Panic attacks
  - Mood swings
  - Loss of confidence
  - Diminished self-esteem
  - Frustration
  - Posttraumatic stress disorder
  - Suicidal ideation

- Physical symptoms
  - GI distress (72%)
  - Heartburn (72%)
  - Stress headaches (72%)
  - Anxiety (95%)
  - Insomnia (42%)
  - Weight gain
  - Weight loss
  - Anorexia
  - Hypertension
  - Cardiac palpitations
  - Angina
  - Chronic fatigue

Impact on Patient Outcomes

- Adverse events (67%)
- Impaired quality of care (68%)
- Pain or prolonged pain
- Delays in being treated
- Mistreatment

Impact on Organizations

- Increased absenteeism
- Dysfunctional healthcare teams
- Substandard patient care
- 17%-30% turnover within first year
- 33%-57% turnover within second year
- 46%-51% turnover within third year
- Unhealthy work environments
- Dissatisfied workforce
- Overall cost annually - $23.8 billion related to incivility

Consequences

- Normalization of incivility or bullying behavior into health team
- Distress & avoidance at work
- Health effects
  - Impact quality of life & relationships
  - Interruption to work & career; Impact on care

REFERENCES


BEST PRACTICES

Create a Culture of Mutual Respect & Safety

- Consistently model a desired culture at all levels of organizational leadership.
- Establish a zero tolerance for uncivil behavior. Address disruptive behavior immediately. Hold each other to the same professional level of accountability and standards of conduct.
- Provide timely coaching and mentoring to clinicians on how to improve social interactions.
- Offer strategies to address incivility and bullying including effective communication approaches and stress management.
- Encourage and permit respectful and open communication in order to ensure the provision of safe patient care. Create different avenues for providing feedback.

BACKGROUND

Substantial research has exposed the damaging effects of incivility and bullying have had on successful transition and organizational commitment of new nurses starting out in their career. Breaking the cycle of such harmful behaviors begins with acknowledging what these behaviors are.

Workplace Incivility

- Defined as low-intensity (seemingly harmless) deviant behavior that escalates with intent to harm another person that is in violation of workplace standards or consideration of respect for others.
- Includes: dismissing another person’s ideas or opinions, making demeaning or derogatory remarks about another person’s work, sexual innuendos, or excluding people from social activities.

Bullying / Horizontal or Lateral Violence

- Defined as repeated, offensive, and unreasonable actions of an individual or group towards another person or group of persons which is intended to intimidate, humiliate, or threaten.
- Bullying is surrounded by a “culture of silence” for fear of retaliation or lack of confidence to bring an issue forward.
- Includes: withholding need-to-know information, unwarantred criticism or snide comment, passive aggression, giving the “silent treatment”, displaying condescending behavior, eye rolling, gossip, disrespecting another person’s confidentiality or privacy, or assigning workloads that are excessive.

PURPOSE

The purpose of this literature review is to examine the impact of incivility and bullying has on the transition experience of novice nurses into their professional roles and to raise the awareness of all that such behaviors have a direct effect on the learning of new graduates and the safety outcomes of patients in their care.