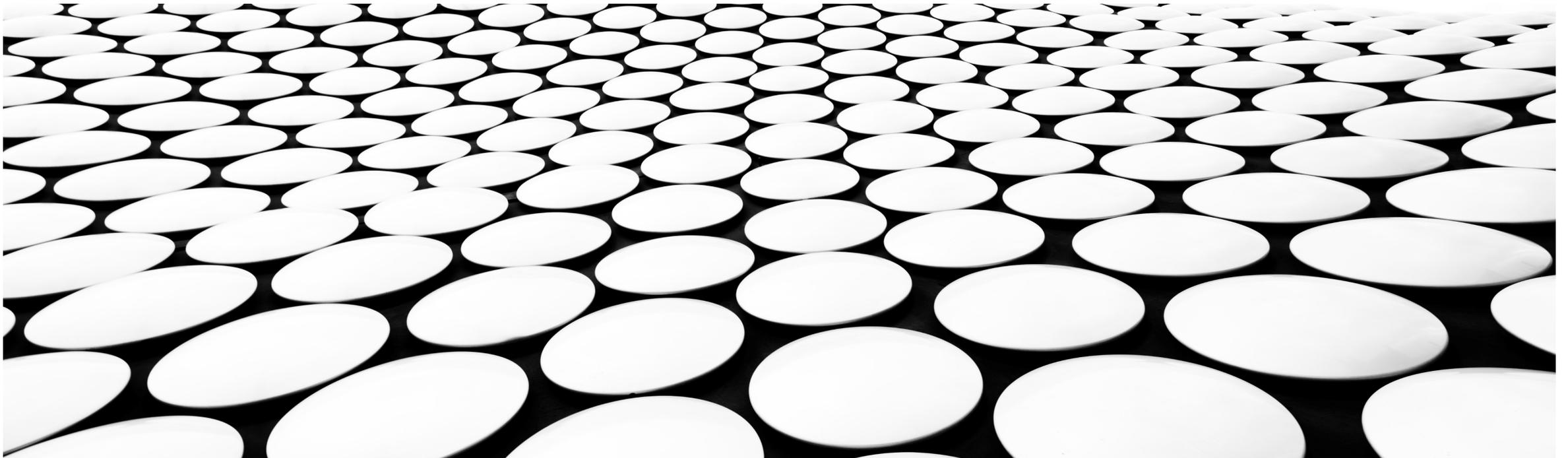

LEADERS & NON-LEADERS LIVED EXPERIENCES:

ANTIBULLYING DEFINITION, POLICY, EDUCATION/TRAINING & SURVEILLANCE



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LEADERS past

- Historically explain disruptive behavior in the workplace by being super aggressive enhanced with the stiff upper lip insisting the demanding leadership style was right for the time for management. Such behavior was considered just part of the job

LEADERS present

A kinder, gentler more professional and proactive representative of the organization bent on supporting every level of employment within the organization toward meeting a fiscal, cost-effective, safe and productive environment.

Every level of the organization is bent toward following the appropriate chain of command toward zero tolerance for disruptive behavior in and around the organization---yet, workplace bullying exists

LOOK TO SUPER LEADER ORGANIZATIONS TO DEFINE THE EXPECTATION

American Nurses Association

if the behavior is repeated, unwanted, harmful actions intended to humiliate, offend, and cause distress in the recipient..... this is bullying and should not be tolerated at any level

The Joint Commission

Repeated, health-harming mistreatment of one or more persons by one or more perpetrators either horizontal and/or vertical violence is bullying and there is zero tolerance



IN MY STUDY, LEADERS, RNS AND ANCILLARY STAFF LIVED EXPERIENCES

Private and confidential qualitative study involving interviews conducted among 9 participants: 3 leaders, 3 RNs and 3 Ancillary Staff

A leader, an RN and two ancillary staff participants were bullied both by leaders and non-leaders (vertically and horizontally)



1 LEADER DEFINITION BASED ON BULLYING FROM ANOTHER LEADER

A BULLY IS SOMEONE IN A POSITION OF AUTHORITY OVER SOMEONE ELSE AND UTILIZES PERSONAL MOTIVES OR MEANS AGAINST THAT PERSON AND IT HAS NOTHING TO DO WITH THE WORK. IT TENDS TO BE PERSONALIZED VERSUS DAILY DRIVEN....JUST A CONSTANT PUT DOWN FROM THE PERSON



1 RN DEFINITION OF BULLYING

“A BULLY IS A PERSON WHO WILL LIE ABOUT YOU, GIVE WRONG INFORMATION ON PURPOSE ABOUT YOU, SPREAD GOSSIP, SPEAKS UNKINDLY TO A PERSON AND IS DISRESPECTFUL”

“DISRESPECTFUL, BRINGING ABOUT PHYSICAL ACTIONS
LOOKING FORWARD TO THE FUTURE FOR A LEGAL DEFINITION



An RN definition of a bully is “threatens harm or that actually harms such as unfair assignments, denying help and assistance. Being differential and preferential in any manner that constitute inappropriate or uncivil behavior. Not being included in birthday celebrations and special events .”

2 ANCILLARY STAFF DEFINITIONS

Bullied by a co-worker(horizontal violence)

- “someone who refuses to work with a person so that they get a project done...someone who might take credit for work done that they didn’t do. Tattling. Making fun. Making them the butt of the jokes and doing do in front of others. Anything to pick at that person’s confidence and bring them down.”

Bullied by 3 supervisors (vertical violence)

“ I think bullying is making someone feel scared or uncomfortable in any setting, intentionally or unintentionally, thereby causing guilt, shame, depression, low self-esteem and a lack of self-worth. Which can cause thoughts of suicide and/or mass killings. On a scale of 1-10, it is a 10 because I have been scared. “

PSYCHOSOMATIC CHANGES DUE TO TRAUMA OF BULLYING

Leader participant

- My neck was tight all the time. My shoulders were tight all the time.
- I had to go to a psychiatrist, and I was given medication to keep me calm.
- Once [X] was gone, my problems went away. I didn't like taking the pills because they made me feel kind of droopy. I could not function.

Ancillary participant

- I was always able to maintain my mental stresses well. This was an unusual experience I went through. I would go to work or be on my way to work and like my shoulders would go up, tightness in my shoulders. Ah, feeling anxious, aw, and then also, as soon as I hit the unit, I would feel self-conscious like everybody was watching me. I would walk on the floor and wonder what [X] said to make me feel belittled.

PSYCHOSOMATIC CHANGES DUE TO TRAUMA OF BULLYING (CON'T)

Ancillary participant

- Because people talk to you and say, [X] said such and such about you that you don't do or know your job, and you did this, and you did that and so you begin to feel very self-conscious
- . And my confidence level would begin to go down especially for me. I am a pretty strong person and my mother made sure I had the tools I needed for this world and this person was withdrawing this from me and it was beginning to feel strange

Ancillary participant

- It got to the point where I had to take a mental health leave and it had to do with the bullying.
- When I spoke with the therapist that was caring for me and I told the therapist what was going on, they said I need to have some time away from there. The therapist stated, 'You know, why didn't you seek out some help sooner. You know, I am surprised that you didn't have a nervous breakdown. Cause I was headed that way. I did feel better when I came back to work and the bullying was certainly not as severe as it was in the beginning.

WHO IS RIGHT AND WHO IS WRONG?

The staff nurse using avoidance and never available to work with the student on a clinical site. Burkley (2018) offered that organizations where students get their clinical training should support a proactive zero tolerance for environments for negative treatment. Negative clinical experience can and does impact expiring nurses.

Burkley, J. (2018). Adopt zero tolerance for hospital staff bullying nursing students. *AJN*. May, 118(5), p 11.

The Novice Clinical Faculty attempting to use constructive criticism interpreted by the student purposely as incivility “to get what they want...a better grade, adjusted assign

Edfort, E. & Rux, S. (2020). Students testing the waters: Incivility in the classroom-What is the novice nursing faculty to do? *Georgia Nursing*, 80(1), Feb. Mar. April. P 17.

OR



SUMMARY OF THE STUDY

All Leaders in the study did not voice directly that bullying exist in the organization. Yet, one leader was bullied by another leader. All leaders reported that employees should follow the chain of command if bullying occurs. One- third of the RN participants reported that bullying does exist at the organization but also admits there is a policy and insist that despite there being a zero tolerance of such disruptive behavior, more could be done to deter the activity. A total of 66% of ancillary staff reported that bullying by both leaders and non-leaders occurs everyday and nothing is ever done to correct the behavior. This study also demonstrated that individuals define bullying based on their own personal experience. There is no legal definition of what bullying is. Consequently, further law and public policy work is needed as statues and case laws are written and president is established to add written laws to mitigate disruptive and uncivil behavior.

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