How One Organization Used Evidence to Address Lateral Violence among Nurses

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Learning Objectives

- Define bullying and lateral/vertical (LV/VV) violence and its effects on patient and nurse safety
- Discuss the research findings linked to prevention of bullying and LV/VV
- Discuss how an organization can utilize education and cognitive rehearsal in addressing bullying and LV/VV
WellSpan York Hospital

- 580-bed community teaching hospital.
- The hospital employs more than 4,700 people.
- WellSpan York Hospital is a Level 1 Regional Resource Trauma Center that has been accredited by the Pennsylvania Trauma Systems Foundation.
Identification of the Problem/Concern

Lateral and Vertical Violence

- Definition of lateral/vertical violence (bullying)
- Damages the dignity of the profession
- Has detrimental consequences for nurses and organizations
- Impacts patient safety and quality of care
Literature Review

Factors Linked to Bullying
- Individual and systemic factors

Keys to prevention
- Importance of education and cognitive rehearsal
- Joint Commission recommendations
Evidence-based Practice and Nursing Research Council

- Identification of nursing units below national benchmark in RN-RN interaction

- EBP project conducted to identify best strategies to allow RNs to recognize and respond to bullying
Recommendations Include:

- Performing an organizational assessment
- Clearly defining bullying and LV/VV behaviors
- Developing an awareness campaign
- Using cognitive rehearsal in education
- Developing policies and procedures that clearly delineate expected behaviors and consequences of bullying
### Project Details

**Organizational assessment to determine extent and severity of LV/VV among nurses**

**Lateral and Vertical Violence in Nursing® Survey was used**

Survey emailed to 1,425 RNs with a 34% return rate

(Stanley, 2011)
Results of Study

- 77% observed LV
- 52% observed VV (downward)
- 55% observed VV (upward)
- 51% reported being a recipient of LV
- 45% reported being a victim of verbal violence
- 23% reported being a victim of non-verbal violence
Bullying behavior addressed in employee code of conduct and in clinical evaluations under teamwork.

Consequences of bullying not consistent among nursing leadership.

No policies addressing bullying among nurses.
Project Details

Strategic Plan

Task force created to develop and implement a strategic plan

Plan implemented over a 3-year period

2014
Awareness campaign and position statement

2015
Implementation of compact and education plan

2016
Measure success using the Employee Engagement Survey
Project Details

Education Plan

Workshop for charge nurses—“Working in the Salad Bowl”

1.5 hour class that included didactic instruction and cognitive rehearsal

(Leekley & Tenure, 2012)
Didactic information included:
Definition of LV/VV; impact of bullying on patients and staff; characteristics of bullies; self-awareness; personal and professional boundaries; expectations on professionalism; ways to resolve conflict; and tips on breaking the bullying cycle

Cognitive rehearsal included:
3 real-life scenarios
Scenario
Results of the 2016 Employee Engagement Survey (Nursing)

“Abusive behavior is not tolerated by my organization.”

Benchmark (77.9%)

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<th>Year</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>2015</td>
<td>55.3%</td>
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<td>2016</td>
<td>58.5%</td>
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Results of the 2016 Employee Engagement Survey (Nursing)

"I have good personal relationships with coworkers in my unit."

Benchmark (85.9%)

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<td>78.8%</td>
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<tr>
<td>2016</td>
<td>82.6%</td>
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Result of the 2016 Employee Engagement Survey (Short Stay Unit)

Focused Approach on Bullying by the SSU

- All staff members attended “Working in the Salad Bowl”
- Compact on expectations signed by each employee
- Monthly article on bullying with discussion at staff meetings
Result of the 2016 Employee Engagement Survey (Short Stay Unit)

Focused Approach on Bullying by the SSU

- Coached and encouraged to address bullying
- High standards of peer-to-peer accountability
- Action taken when bullying reported
Result of the 2016 Employee Engagement Survey (Short Stay Unit)

Abusive behavior is not tolerated by my organization.
Result of the 2016 Employee Engagement Survey (Short Stay Unit)

“I have good personal relationships with coworkers in my unit.”
Creating and Sustaining a Healthy Work Environment

Evidence-based Strategies

- Education and cognitive rehearsal
- Shared accountability
- Role modeling
References


References


