



How One Organization Used Evidence to Address Lateral Violence among Nurses

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No conflicts of interest, sponsorship,
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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



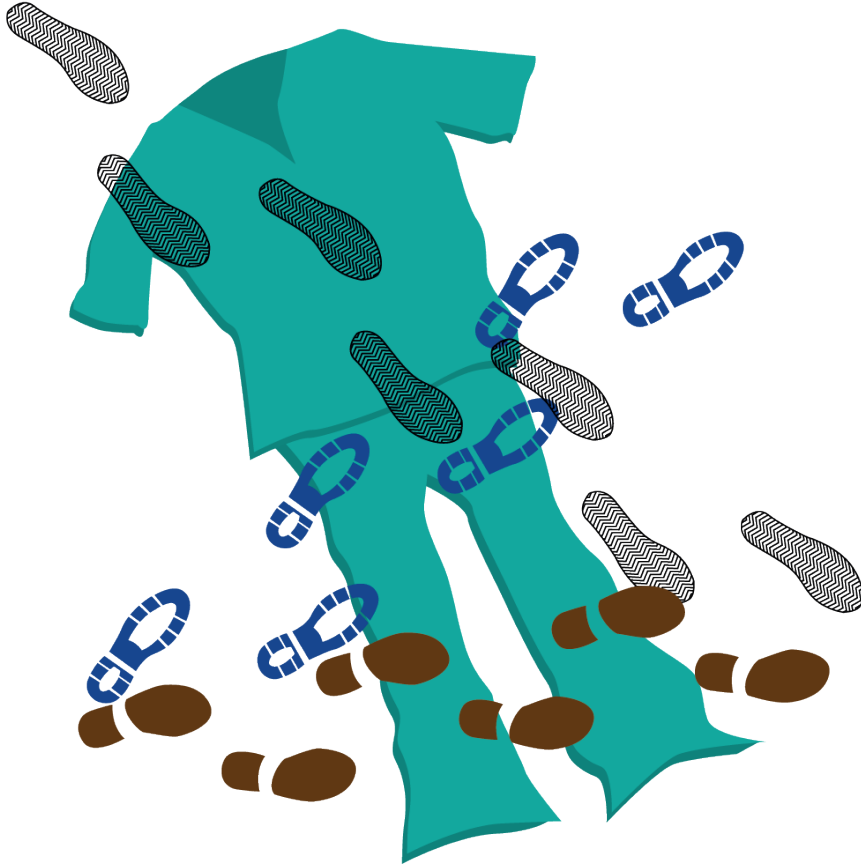


WellSpan York Hospital

- ✓ 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

Project Details



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

Project Details




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


Action Plan & First Steps



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

Project Details

Current Practice

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graph TD; A[Current Practice] --> B[Bullying behavior addressed in employee code of conduct and in clinical evaluations under teamwork]; A --> C[Consequences of bullying not consistent among nursing leadership]; A --> D[No policies addressing bullying among nurses];
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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

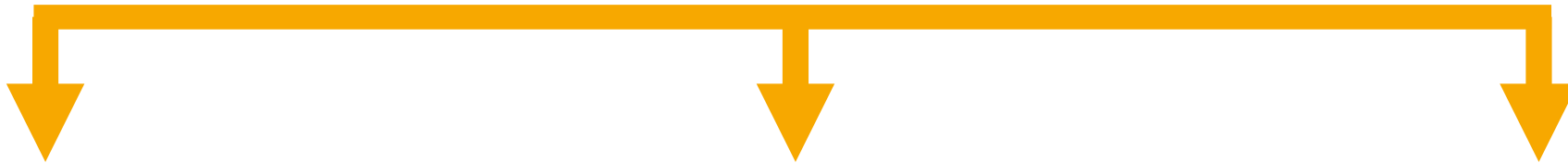
Project Details

Strategic Plan

Task force created to develop and implement a strategic plan



Plan implement 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)

Project Details

Education Plan

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:



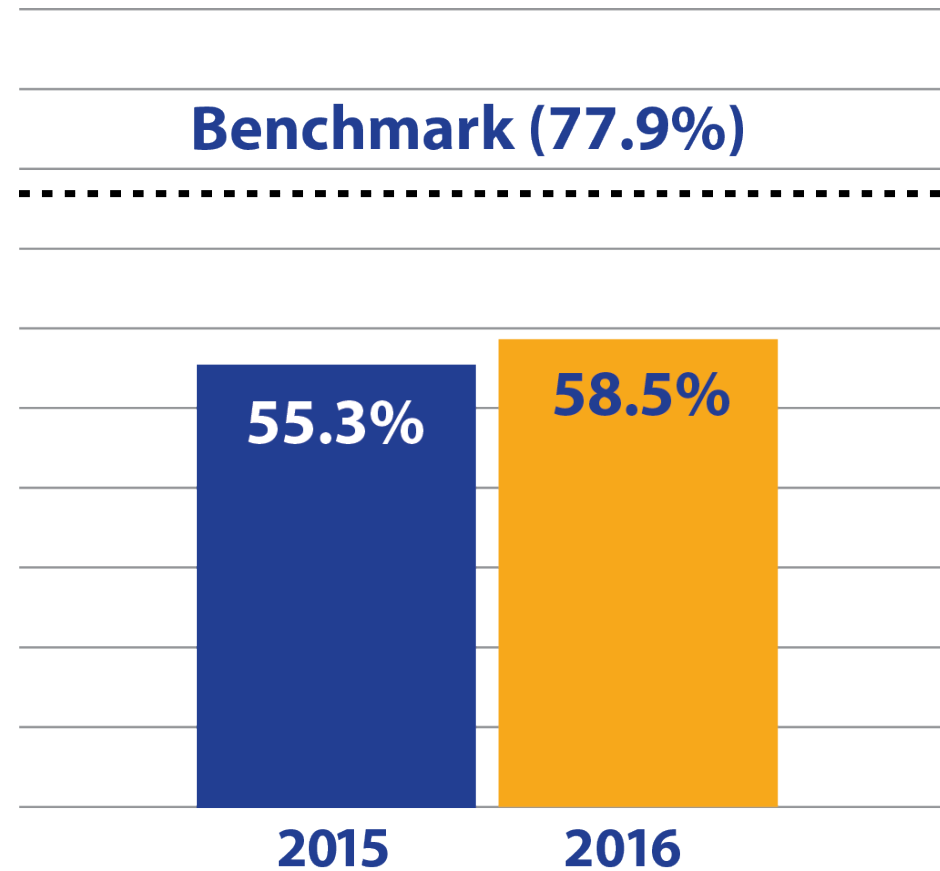
3 real-life scenarios



Scenario

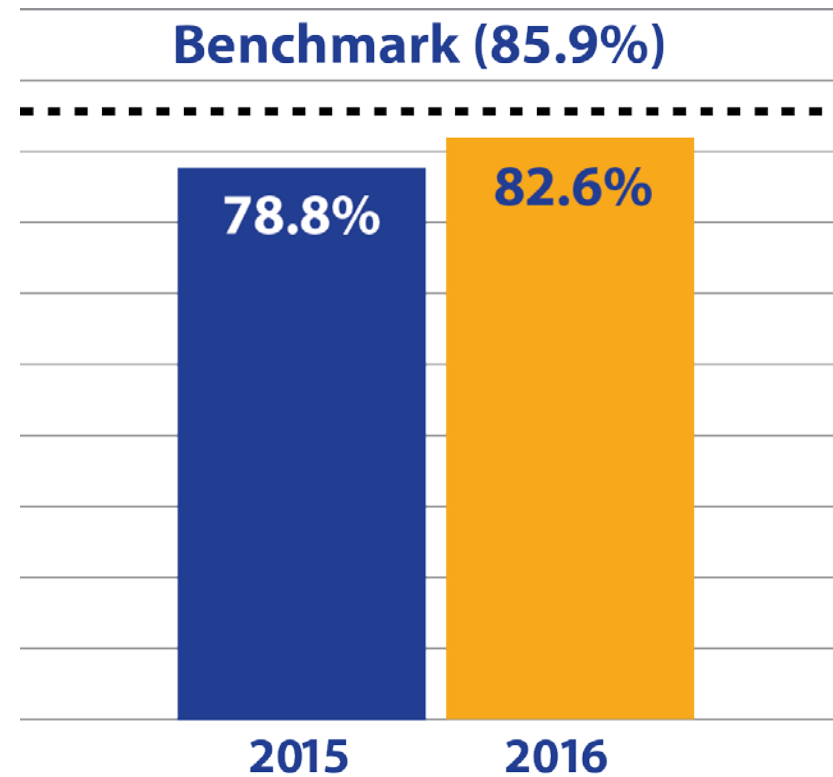
Results of the 2016 Employee Engagement Survey (Nursing)

“ Abusive behavior
is not tolerated by
my organization. ”






Results of the 2016 Employee Engagement Survey (Nursing)

“ I have good personal relationships with coworkers in my unit. ”



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

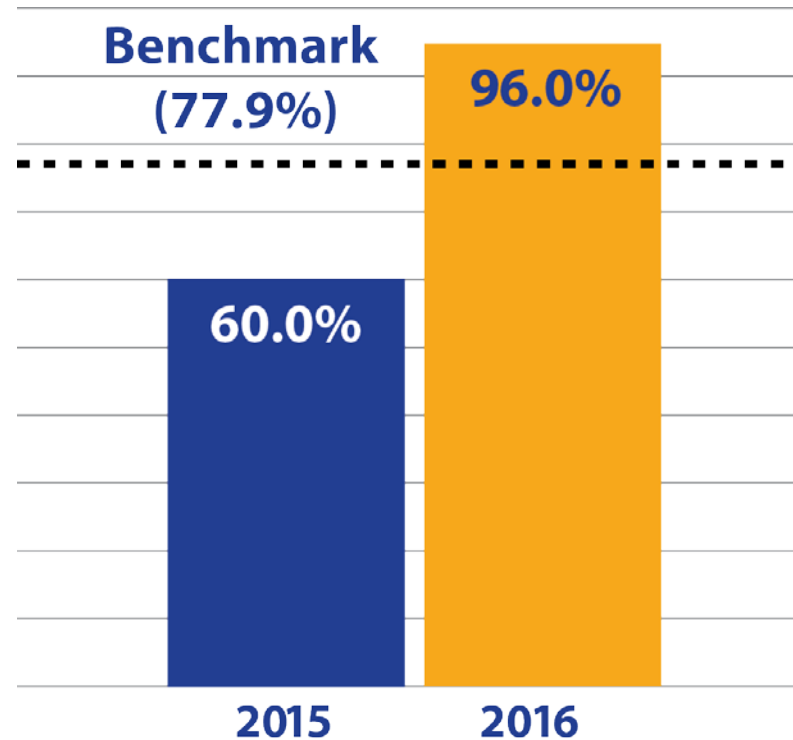
Result of the 2016 Employee Engagement Survey (Short Stay Unit)

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

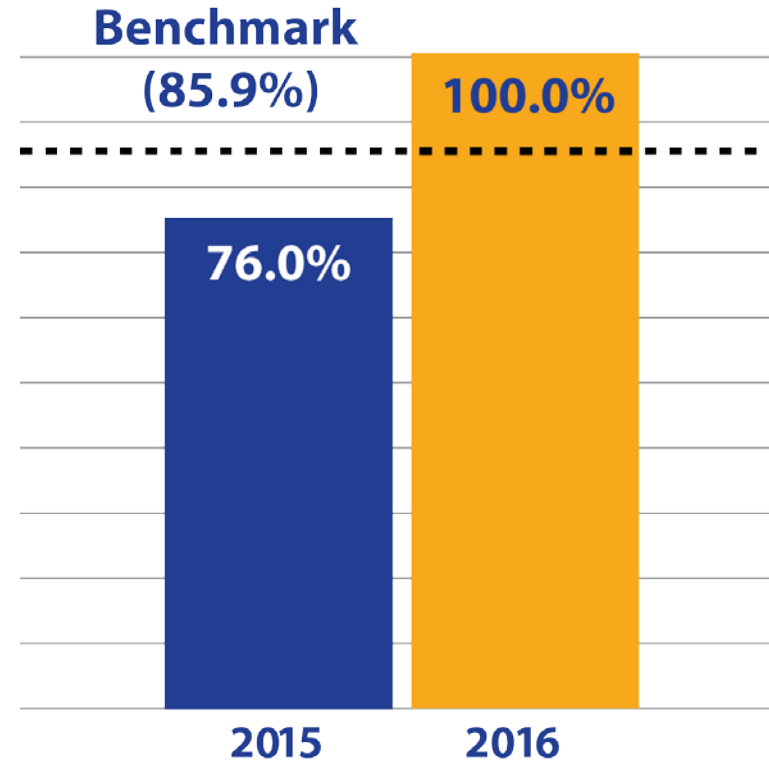
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Creating and Sustaining a Healthy Work Environment

Evidence-based Strategies



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

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