WORK-PLACE
BULLYING

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Introduction

- Work-place bullying is a problem in healthcare
- Bullying is directed at nurses by other staff nurses as well as charge nurses and nurse managers
- Bullying is committed by physicians and can be directed at nurses and other physicians

Berry, Gillespie, Gates, & Schafer, p. 19
American Medical Association, p. 155
Dellasega, p. 52
Why is bullying a problem in healthcare?

• Impact on the patient:
  • Loss of knowledge passed down from experienced nurses
  • Fear of inexperienced nurses to ask clarifying questions
  • Lack of communication between staff members as a form of power

Barber, pp. 300, 302
Rosenstein & O'Daniel, p. 102
Why is bullying a problem in healthcare?

- Financial impact for the medical system:
  - Higher turnover and the cost to recruit and train new staff.
  - Missed workdays due to anxiety, depression, and stress-related illness.

Halfer, pp. 10-11
Why is bullying a problem in healthcare?

- Impact on the victim
  - Less mentoring for the novice nurse
- Increased rates of depression
- Stress-related illness
- Increase risk of suicide

Berry, Gillespie, Gates, & Schafer, p. 80
Barber, pp. 300, 302
Collaborative Model

- TeamSTEPPS
  - Goal is improved patient safety

- Stresses effective communication

- Provides tools in order to adopt effective communication techniques

Haynes & Strickle, p. 62
Inter-professional Team

- Staff nurse
- Charge nurse
- Nurse manager
- Director of nursing
- Therapists who work on unit
- Physicians
- Medical director

King, et al., pp. 2-3
Team Objectives

1. Reduce workplace bullying between staff
2. Improve mentoring program for new nurses
3. Improve communication between team members
Timeline and Communication Plan

1. Teach strategies to recognize and manage bullying when it occurs (3 months).

2. Introduce TeamSTEPPS training to all staff (1 year).

3. Establish a new nurse mentoring program (1 year).

Agency for Healthcare Research and Quality, 2015
Halfer, pp. 10-11
Rocker, p. 2
Outcomes

1. Reduce reported incidents of workplace bullying by 75% within 18 months.
2. Reduce new nurse turnover by 50% within 2 years of implementation.
3. Reduce incident of safety-related serious incident reports

Rosenstein & O'Daniel, p. 102
Practice Change Recommendations

• First, nurses should lead by example. Teach nurses techniques to manage bullying when it does occur.

• Nurse managers should be more aggressive at eliminating toxic staff within their department.
References


