



# Promoting a Healthy and Civil Workplace Using the ANA Position Statement

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# Presentation Outline

- Define a healthy workplace
- Describe the responses from the ANA 2011 Survey and the 2015 Healthy Nurse Health Risk Appraisal
- How does this impact other professionals in the health team?
- Overview of the ANA position statement, focusing on the primary, secondary and tertiary responsibilities of the nurse and the employer
- Applicability of position statement for any healthcare setting

# American Nurses Association

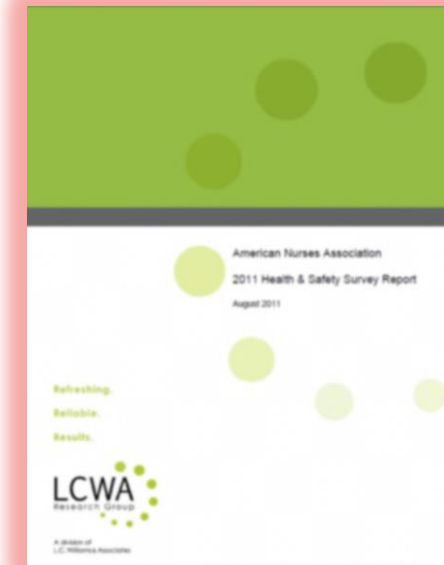
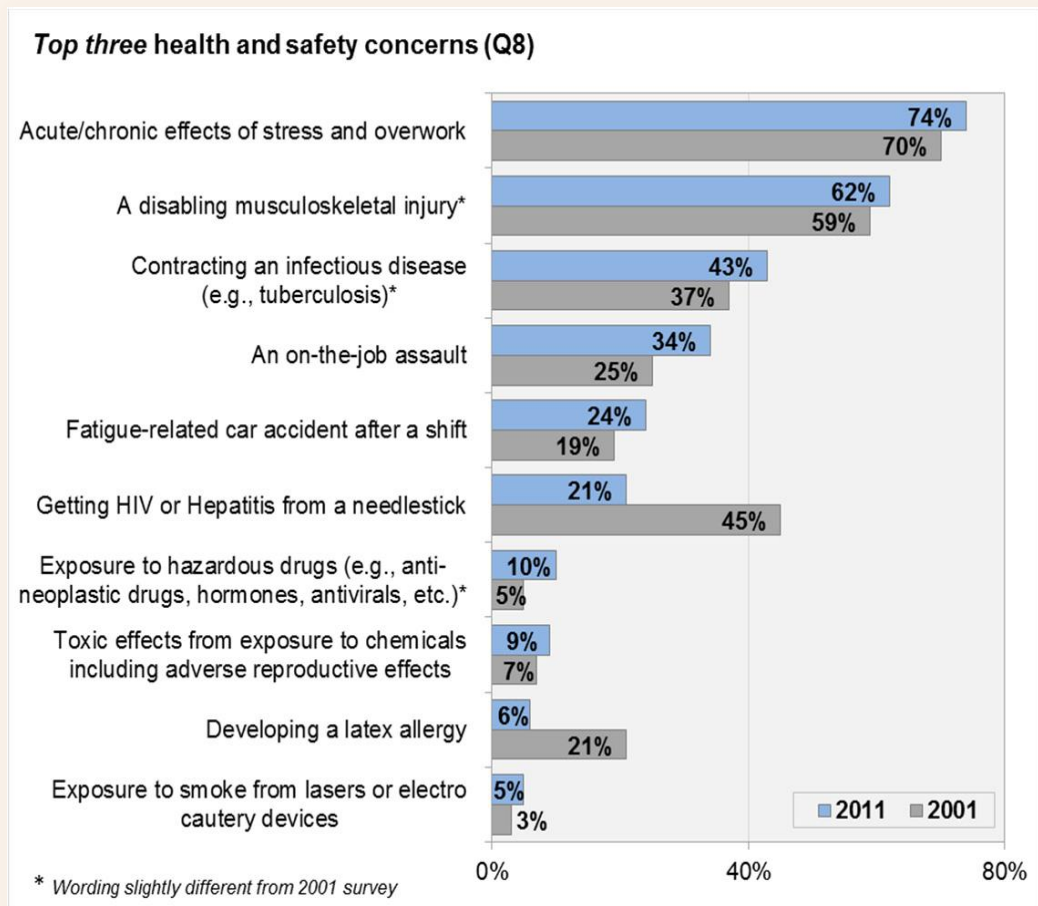


# Defining a healthy workplace

- CIPD – a place where the ‘health and well-being’ of the employees in the organization is important
- American Association of Critical-Care Nurses – includes: ‘skilled communication, true collaboration, effective decision-making, appropriate staffing, meaningful recognition, and authentic leadership’

References: CIPD, Clarke, ANA, 2015

# 2011 ANA Health & Safety Survey



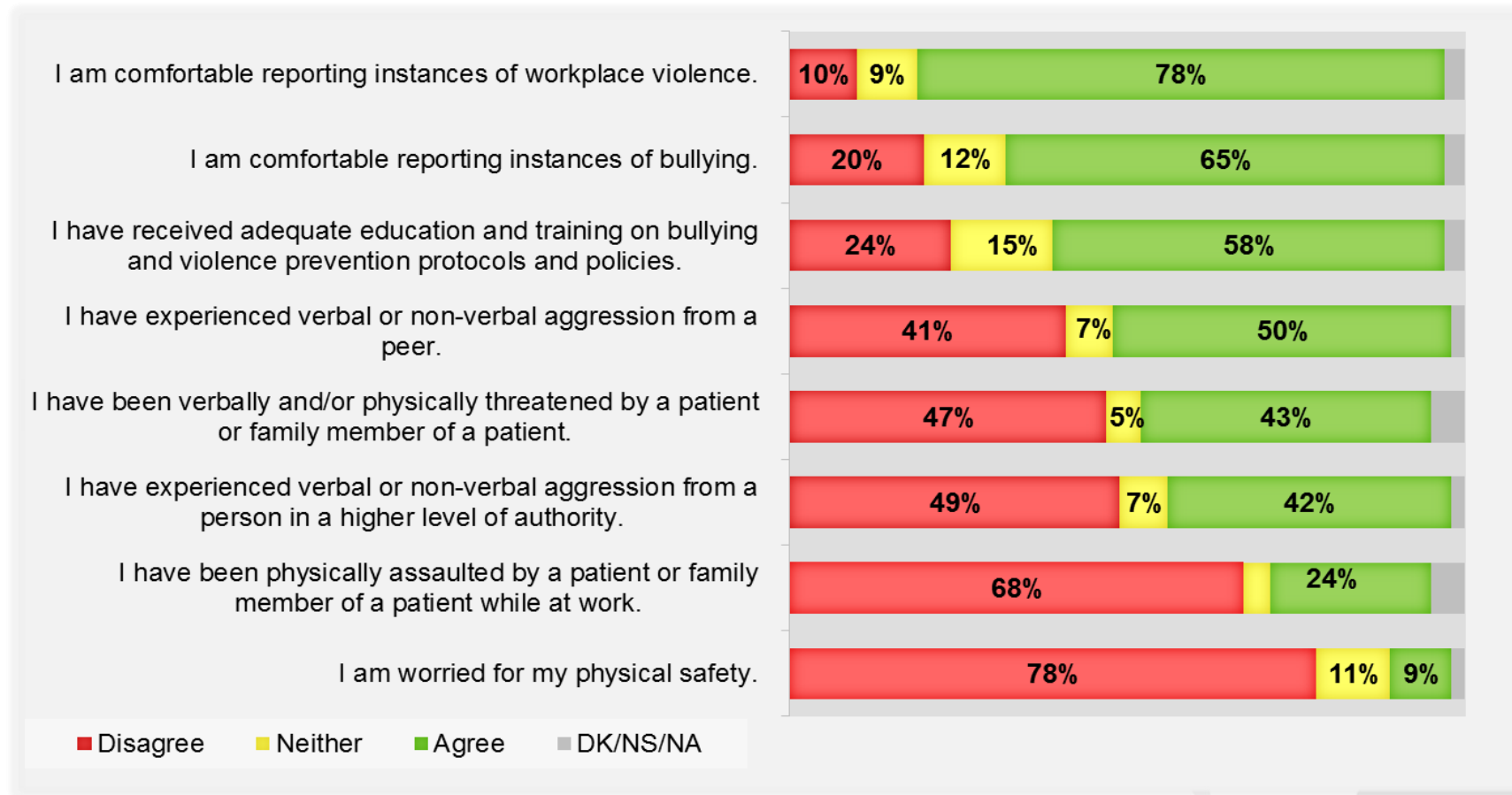
Reference: ANA & LCWA, 2011

# ANA's HealthyNurse™ Health Risk Appraisal

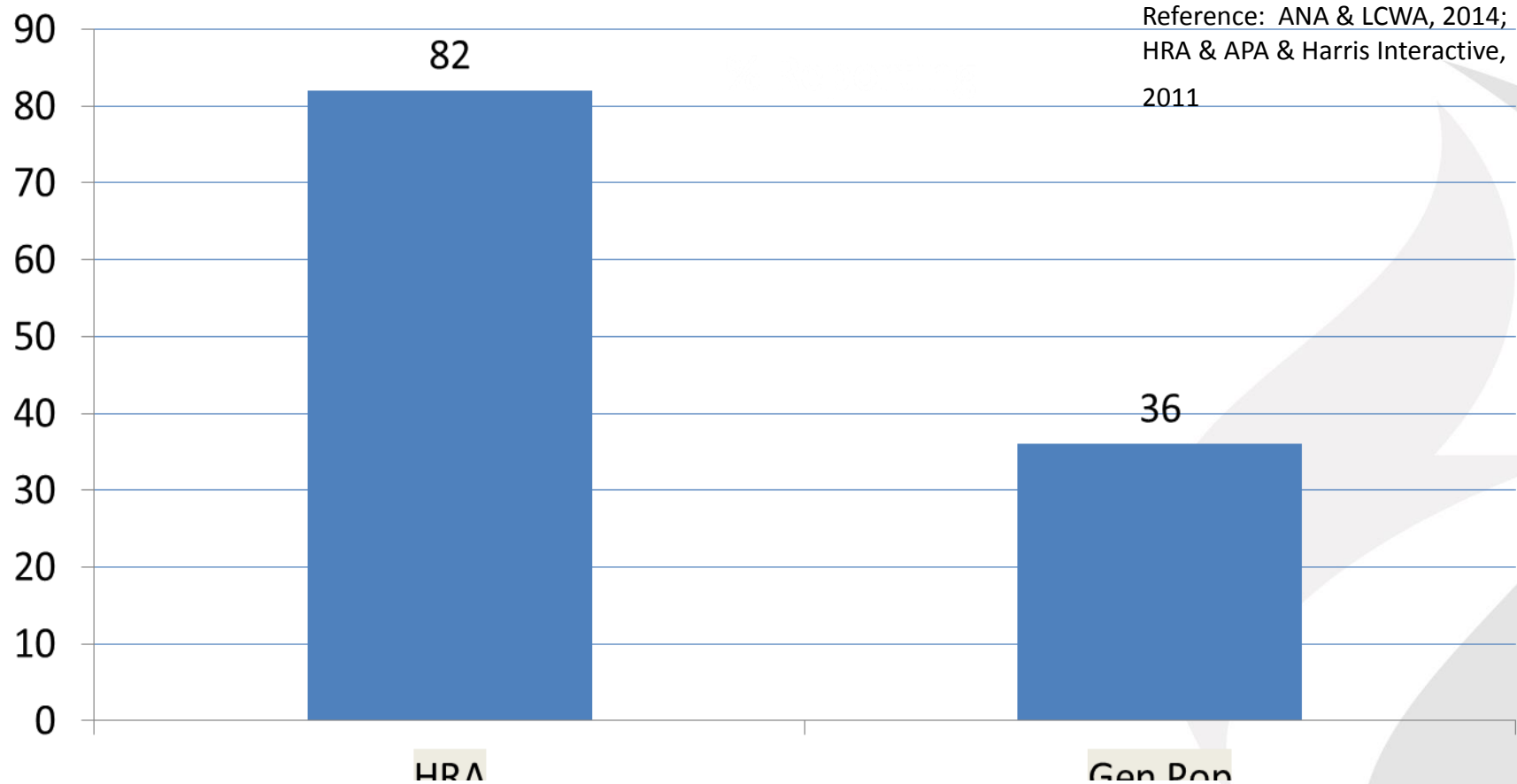


This project is being conducted in collaboration with Pfizer Inc.

# In my current work environment:

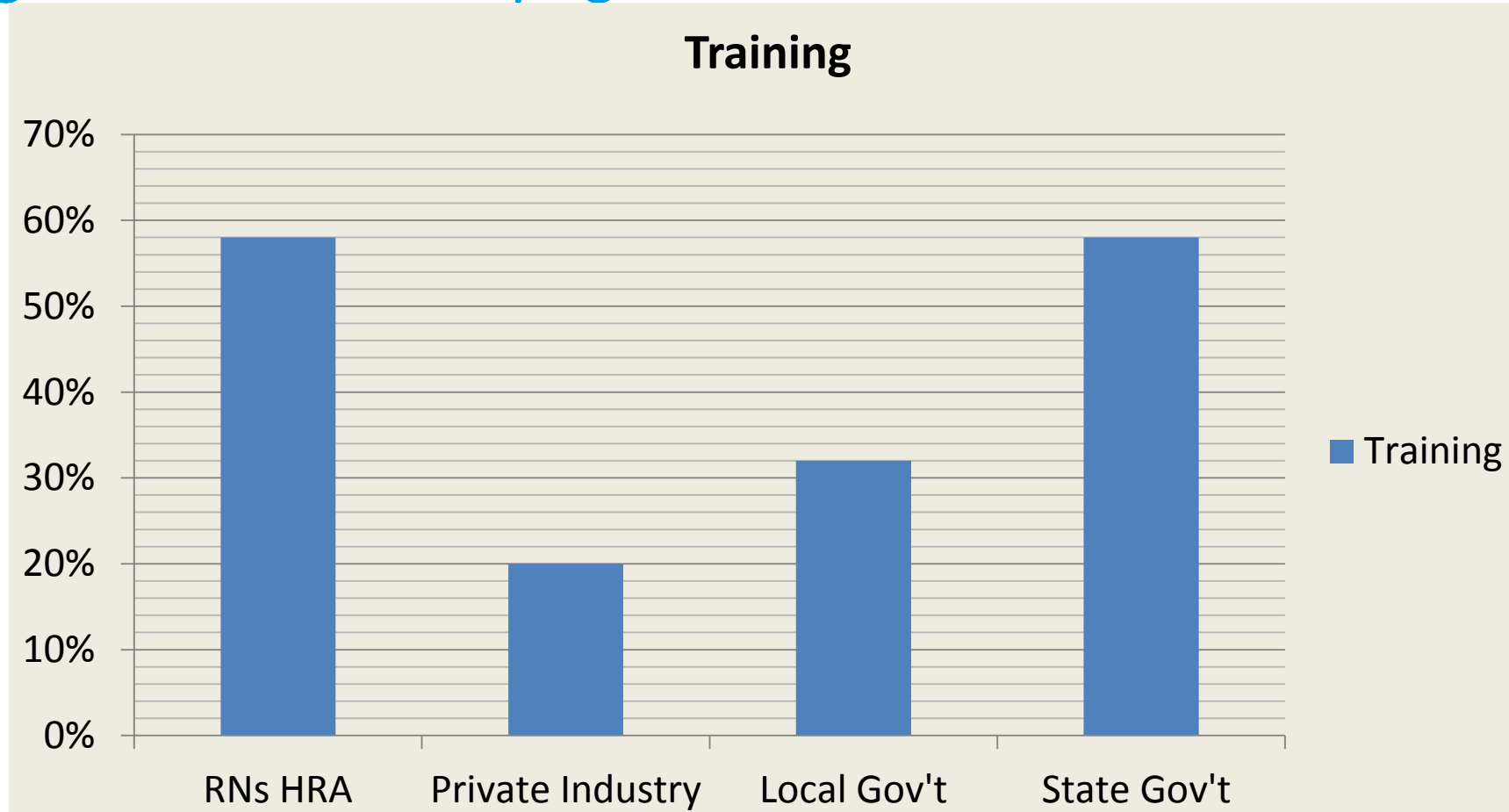


# At risk for a significant level of workplace stress



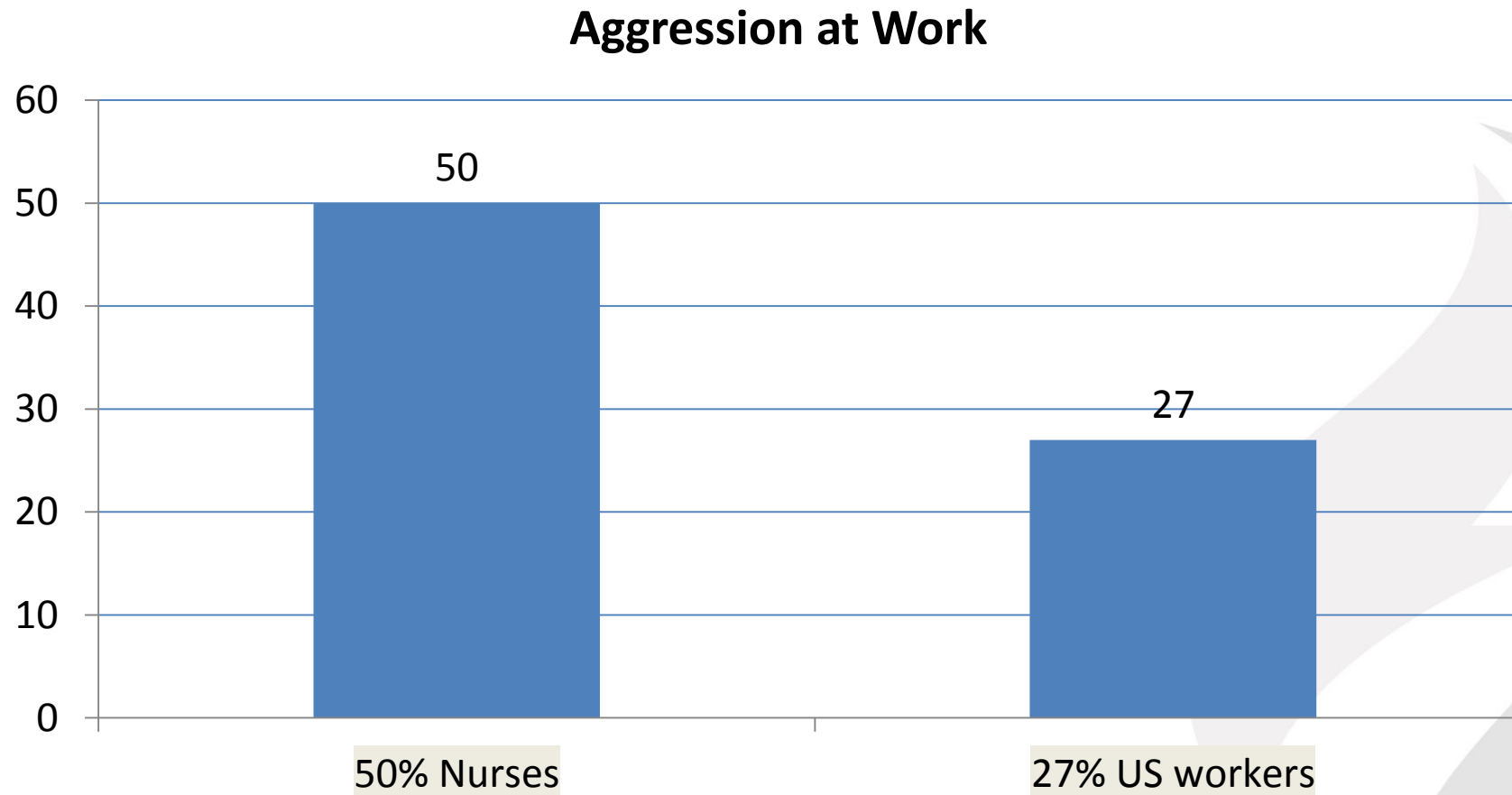


## Training & Education – Bullying & WPV Prevention



- Reference : ANA & LCSW 2014, BLS, DOL 2005

# Aggression



- References: ANA & LCWA, 2014, Namie, Christensen, Phillips, & Workplace Bullying Institute, 2014

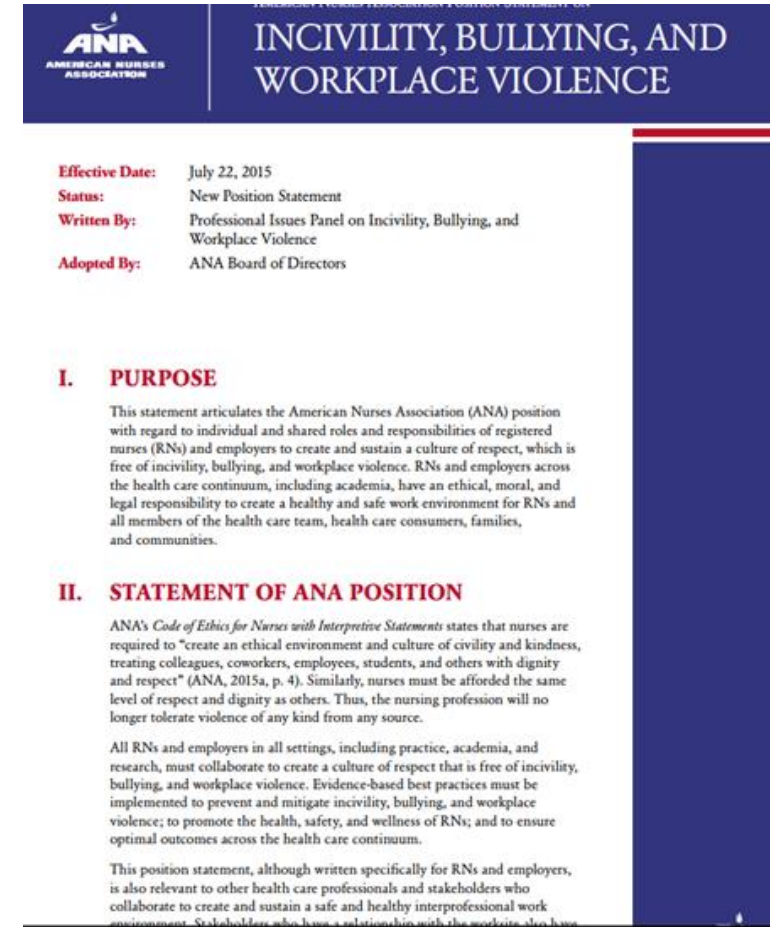
# Incivility, Bullying and Workplace Violence

- Position statement by ANA Board at 2015 Membership Assembly
- Developed by professional issues panel
- Includes:
  - Statement of ANA position
  - Background
  - Definitions of key terms
  - Recommendations for RN AND Employers
  - Extensive references
- Thus, the nursing profession will no longer tolerate violence of any kind from any source.



# Moving Forward

- Workplace violence website on nursingworld.org
- Dissemination of position statement August, 2015
- ANA publication articles
- ANA product development



# Workplace Violence Spectrum – many voices, many terms

- Incivility; rudeness; threats; sexual, physical, verbal, and psychological abuse; bullying; horizontal/lateral violence; assault; murder
- Nurse to Nurse
- Patient to Nurse
- Staff to Nurse
- Visitor/Family to Nurse
- Other to Nurse



# Incivility

- Incivility- “rude and discourteous actions”
  - Name calling
  - Condescending tone
  - Public criticism
- 
- References: ANA, 2015a; Andersson & Pearson, 1999; Read & Spence Laschinger, 2013)



# Bullying

- Bullying- “repeated, unwanted harmful actions intended to humiliate, offend and cause distress in the recipient”(ANA, 2015a)
- Top down
- Bottom up
- Lateral
- Workplace mobbing- “collective form of bullying and as an expression of aggression aimed at ostracizing, marginalizing, or expelling an individual from a group” (Harper, 2013; Bowling & Beehr, 2006; Galen & Underwood, 1997)

# Detrimental Effects to Nursing

- Change/leave profession
  - Low job satisfaction
  - Health effects
  - Direct and indirect costs
  - Decreased appeal to potential new nurses
  - Lower faculty numbers
  - Unhealthy, disrespectful work environments
- 
- Reference: ANA, 2015a



# Financial Implications

- Decreased productivity
- Employee turnover
- Treatment for victims of violence
- Legal expenses
- Recruiting, hiring and training new employees

Reference: ANA, 2015a



# Nurse Health

- Decreased self-worth and confidence
- Physical symptoms
- Psychological symptoms
- Impaired judgment

Reference: ANA, 2015a



# What we're striving for- for all professions

- Safe, respectful work environment
- All are valued
- Collaboration
- Zero-tolerance policy
- Prevention initiatives in place
  - a. Primary-identify and reduce
  - b. Secondary-reduce harm during incident
  - c. Tertiary-reduce consequences following incident



Reference: ANA, 2015a

## Incivility and Bullying – Nurses - Primary

- Healthy relationships
- Self evaluation
- Communication
- Inclusiveness
- Conflict negotiation/resolution
- Positive norms
- Responsibility
- Code words
- Predetermined phrases
- Advocacy
- Uphold Code of Ethics

Reference: ANA, 2015a



# Civility Practices

- Communicate clearly
- Be respectful
- Consider words and actions
- Avoid gossip
- Go with the facts
- Collaborate
- Offer help
- Be responsible for yourself
- Do not abuse power
- Be direct
- Be open
- Be polite
- Encourage others
- Listen

Reference: ANA, 2015a

# Employee Ideas on Improving Civility from Recent Survey

- Thoughtful recognition of others' contributions-both positive and negative
- Acknowledge one another in passing and during arrival in the am
- Smile
- Decrease noise in the workplace
- Openness with resource capacity
- Don't ignore asks, respond honestly
- Be realistic
- Clarification
- Responding
- Close your door when on a conference call

# Incivility and Bullying – Nurses - Secondary

- Consider responding directly to instigator
- Seek guidance through appropriate channels
- Use the code word
- When code word is used, respond
- Bystanders-support target, consider addressing instigator

Code Word

# Incivility and Bullying – Nurses - Tertiary

- Report event
- Keep detailed written account
- Provide support to targets
- Apologize, make amends
- Consider obtaining
- Peer support
- EAP
- Counseling
- Legal counsel
- Activate security system
- Worker's Comp

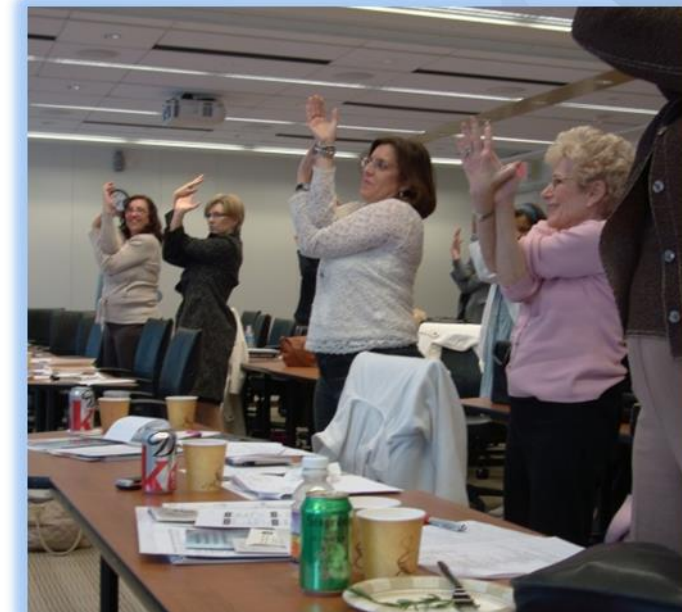




# Incivility & Bullying – Employers - Primary

- Culture of respect and safety rooted in policy, mission, philosophy, etc.
- Orientation
- Zero tolerance policy
- Mechanism for RN support when threatened
- Education
- Stress reduction
- Peer coaching and mentoring
- Communication
- Crisis theory/identification/intervention, conflict negotiation/resolution

- Reference: ANA, 2015a



# Incivility & Bullying – Employers - Secondary

- Support from leadership-evaluate own actions
- Empirical measures
- Develop action plan
- Stress management and reduction strategies
- Fatigue reduction
- Hardiness and resilience training

# Incivility & Bullying – Employers - Tertiary

- Activate reporting mechanisms
- Maintain and monitor accounts of incidents
- Designated neutral representative
- Possible committees
- Transparency
- Keep target from retaliation
- Performance improvement plans for instigators

Reference: ANA, 2015a



# Incivility & Bullying Summary

- Code word
- Know policies and procedures
- Cognitive rehearsal
- Advocacy
- Uphold of Code of Ethics
- Civility best practices
- Respond to individual or report
- Seek guidance and support
- Offer support
- Detail written accounts
- Peer support
- Observer self
- Culture of respect and safety
- Orientation
- Zero tolerance policy
- Mechanism for support
- Strategies for conflict resolution
- Education sessions
- Prepare nursing students
- Prevent repercussions/retaliation
- Action plan
- Stress management
- Policies and procedures
- Performance improvement plan

Reference: ANA, 2015a

# Workplace Violence – RNs - Primary

- Assist with development of prevention program
- Understand policies and procedures
- Training, education
- Anticipate, prevent, respond to crises
- Know how to use environmental controls
- Self-care
- Situational awareness

Presence and purpose of unknown individual

Assess environment

Recognize cues

Reference: ANA, 2015a



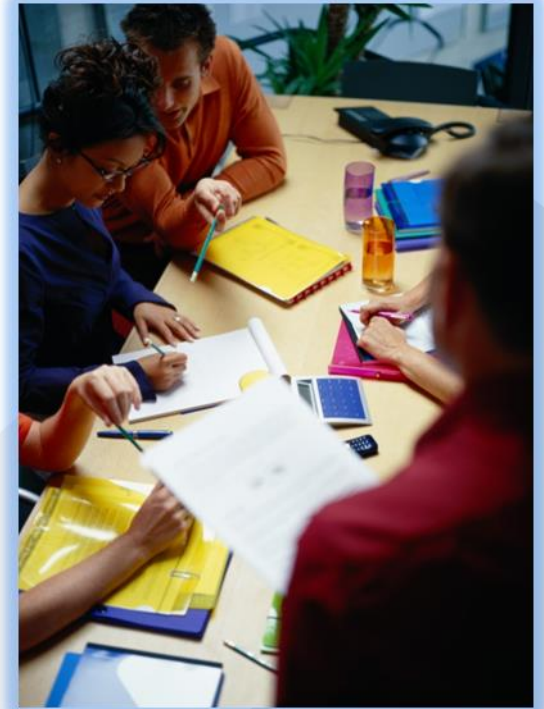
# Workplace Violence – RNs - Secondary

- Comprehensive program
- Crisis intervention and management
- Use administrative controls
- Use environmental controls
- Use reporting system
- Report concerns

Reference: ANA, 2015a

# Workplace Violence – RNs - Tertiary

- Evaluate, continued improvement
- Post-incident meetings
- Use counseling post-incident
- Refer bystanders to appropriate services
- Express sympathy
- Provide support



# Workplace Violence – Employers - Primary

- Leadership commitment
- Supportive work environment
- Policies are honored
- Just Culture
- Comprehensive WPV prevention program aligning with OSHA's Guidelines for Preventing WPV for Healthcare and Social Service Workers
- Committed management
- Involved workers
- Safety committee
- Worksite analysis
- Regular walk throughs



# Workplace Violence – Employers - Primary

- Hazard Prevention and Control (Hierarchy)
  - Engineering controls
    - Modification of room layouts
    - Lighting
    - Limited access
    - Securing/eliminating items that can be used as weapons
  - Administrative controls
    - Policies, procedures
    - Codes
    - Training and education
      - At hire, annually, PRN
      - Specialized
      - Mock drills
      - De-escalation techniques, self-defense, situational awareness
      - Variety of methods

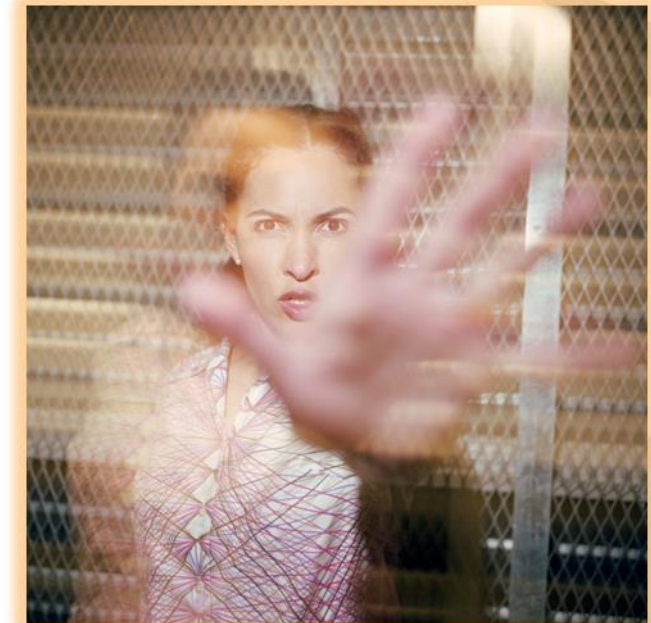
# Workplace Violence – Employers - Primary

- Near miss reporting, tracking, and evaluation
- HR
- Prescreen
- Background checks
- Minimize provoking former employees
- Optimal staffing

Reference: ANA, 2015a

# Workplace Violence – Employers - Secondary

- Identify strengths and weaknesses
  - Continuous improvement
  - Maintain and update
- Treat threats seriously
- Review each episode thoroughly



Reference: ANA, 2015a

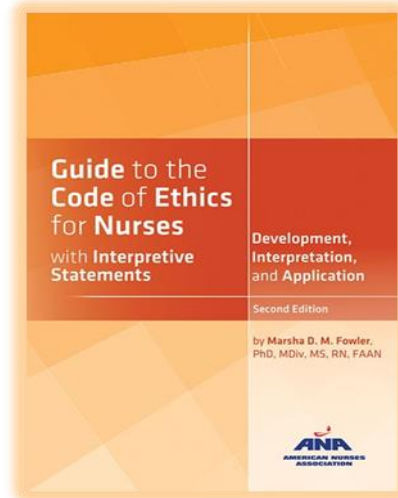
# Workplace Violence – Employers - Tertiary

- Evaluate and improve WPV program
- Acknowledge injury or loss
- Arrange for immediate coverage
- Provide support
- Conduct root cause analysis

Reference: ANA, 2015a

# ANA's Code of Ethics

- Provision 1 Nurses practice with compassion and respect for all
- Provision 3 Nurses promote, advocate for and protect health, safety, and rights of patient
- Provision 5 Nurses owes the same duties to self as to others
- Provision 6 Nurses establish, maintain, improve ethical environment of work and conditions of employment



# Nursing: Scope and Standards of Practice, 3<sup>rd</sup> Ed.

- Standard 9 Communication
- Standard 10 Collaboration
- Standard 11 Leadership
- Standard 12 Education



Reference: ANA, 2015a

# Next steps: What health professionals can do

## Discussion:

- Does the position statement resonate with your workplace?
- How many of you have a zero tolerance policy?
- What procedures do you have in place at your facility?
- What recommendations can you suggested for other health professionals to prevent incivility, bullying and workplace violence?

# References

- The information in this presentation was taken from ANA's latest position statement Incivility, Bullying, and Workplace Violence unless otherwise noted. Primary references used in this presentation and in the position statement are all available at <http://nursingworld.org/DocumentVault/Position-Statements/Practice/Position-Statement-on-Incivility-Bullying-and-Workplace-Violence.pdf>.

Reference: ANA, 2015a



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# Text Slide Option 1

# Text Slide Option 1