



LATERAL VIOLENCE

Presenter:

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WHAT IS HORIZONTAL OR LATERAL VIOLENCE?

- “The concept of lateral violence, also known as horizontal violence and more recently called ‘bullying or aggression,’ has been discussed in the nursing literature for more than
- 20 years.” (Farrell, 1997; mckenna, Smith, Poole, & Coverdale, 2003; Roberts, 1983, 1996; Roberts & Chandler, 1996; Smythe, 1984; Street, 1992).



DEFINITION: HORIZONTAL VIOLENCE

- Aggressive acts that are perpetrated between and among nurses.
- A form of verbal or emotional abuse, can also be of a physical nature.
- Horizontal Violence may be subtle or overt.
- Bullying is repeated acts of horizontal violence against another person.



HOW TO RECOGNIZE BULLYING BEHAVIOR

- ▶ Look for behavior that is:
- ▶ Intimidating
- ▶ Degrading,
- ▶ Offending
- ▶ Humiliating

Often taking place often in front of others

Creates feelings of defenselessness

Undermines the right of one's dignity at work.



HOW TO RECOGNIZE WORKPLACE BULLYING

Workplace bullying:

- ▶ repeated, unreasonable actions of individuals (or a group)
- ▶ directed towards an employee (or a group of employees),
- ▶ Intimidation that creates a risk to the health and safety of the employee (s).

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HOW TO RECOGNIZE BULLYING BEHAVIOR

Bullying is different from aggression.

- ▶ Aggression may involve a single act,
- ▶ Bullying involves repeated attacks against the target,
- ▶ Bullying creates an on-going pattern of behavior.

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EXAMPLES OF HORIZONTAL VIOLENCE AND BULLYING

- Raising eyebrows and/or making faces
- Snide remarks or abrupt responses
- Belittling or criticizing a colleague in front of others
- Blame without factual justification
- Being sworn at
- Exclusion or social isolation
- Being shouted at or being humiliated
- Being the target of practical jokes



EXAMPLES continued

- ▶ Withholding information about practice or patients that undermines the professional performance of the victim
- ▶ Group infighting and cliques designed for exclusion
- ▶ Talking behind another's back



HORIZONTAL VIOLENCE AND BULLYING AFFECTS PEOPLE

Victims experience significant physical and mental distress:

- Post-traumatic stress disorder (PTSD)
- Financial problems due to absence
- Reduced self-esteem and self-worth
- Musculoskeletal problems
- Phobias
- Sleep disturbances
- Digestive problems
- Increased depression/self-blame



SOLUTIONS TO VICTIMIZATION BY HORIZONTAL VIOLENCE OR BULLYING

REGAIN CONTROL !!!

- ▶ Recognize that you are being bullied;
- ▶ Realize that you are NOT the source of the problem
- ▶ Recognize that bullying is about control
- ▶ Recognize that bullying has nothing to do with your performance.



WHAT CAN COLLEAGUES DO



- ▶ Commit to zero Tolerance for bullying
- ▶ Be a part of the creation of a zero tolerance policy
- ▶ Be guided by the Credo section on Collegial behaviors
- ▶ Commit to learning about bullying and its affects
- ▶ Recognize and support colleagues undergoing bullying
- ▶ Report the presence of lateral violence, or bullying of any kind



IF YOU BECOME A VICTIM OF HORIZONTAL VIOLENCE OR BULLYING

► Take action:

- Immediately Report the violence or bullying up the chain of command
- Report to Human resources if unable to gain satisfactory responses from your department
- Keep a diary detailing the nature of the bullying with dates, times, place(s), of what was said or done and who was present.



Self-care is not selfish
or self-indulgent. We
cannot nurture others from a
dry well. We need to take care
of our own needs first, then we
can give from our surplus, our
abundance.

Jennifer Louden



THE NEED FOR LEADERSHIP'S INTERVENTION

Horizontal violence among staff that is allowed without leadership intervention is costly due to:

- ▶ Excessive use of sick leave
- ▶ Frequent recruitment and retention needs and the ill effects on patient care. (Longo & sherman, 2007)
- ▶ Internationally, 1 in 3 nurses leave their positions because of horizontal violence (mcmillan, 1995).



WHY MANAGEMENT MUST ADDRESS THIS ISSUE

- ▶ The US annual turnover rate of clinical practicing nurses is 33%-37%,
- ▶ For newly registered nurses the rate is 55%-61%,
- ▶ Approx: 60% of newly registered nurses leave their first position within 6 months due to the perpetration of horizontal violence.
- ▶ High turnover rates result in repeated spending on recruitment, orientation, and agency personnel
- ▶ (Beecroft, Kunzman, & Krozek, 2001; Mckenna, smith, Poole, & Coverdale, 2003; Winter-Collins & McDaniel, 2000).



Recommended Managerial Measures:

1. Ensure access to nursing senior management.
2. Ensure specific training for supervisors and first line managers for their role in this area
3. Ensure that competency standards refer specifically to management of bullying
4. Ensure that standards are maintained through an effective performance management system.
5. Provide accessible professional development opportunities for all staff
6. Develop a conflict resolution mechanism and policy on bullying in the workplace.

The policy should state that there will be zero tolerance for bullying with consequences clearly outlined. (Stevens, 2002).



VIEW OF THE JOINT COMMISSION

The high prevalence of National and international Horizontal violence and bullying has led to the creation of a new standard under leadership ...

to provide a culture of safety and quality which addresses

- (1) disruptive behavior for those who work in the organization,**
- (2) conflict management.**

(Joint commission hospital accreditation update, 2008)



Let's Sum It Up

➤ <https://www.youtube.com/watch?v=hPxB2Zln6Rw>

Questions





THANK YOU