



# **PUBLIC HEALTH**

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# Toward a Culture of Respect: The Impact of Disruptive Behavior on Patient Safety

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- **Describe the Critical Role of Disruptive Behavior in Patient Safety.**
- **Identify Disruptive Behaviors that Undermine a Culture of Safety.**
- **Describe the Ethical and Legal Framework Supporting Professional Practice.**
- **Discuss Strategies for Establishing Behavioral Competency.**

# Objectives

# The Art of Nursing is Based on Caring and Respect for Human Dignity.



**ANA, (2010.) Scope and Standards of Practice**  
*(Extends to all health care professionals)*

**Nationwide Survey...**

**A “New Normal”**

**Incivility Goes to Work**

**The Impact of Technology**



- **Civility**
- **Respect**
- **Relational Aggression**
- **Mobbing**
- **Lateral Violence/Vertical  
Violence/BULLYING**

**On a Continuum...**

**Definitions**



- **Educational Background**
- **Generational Factors**
- **Ethno-Cultural**
- **Organizational Culture**



**ISSUES IMPACTING BEHAVIOR**



# What Is Bullying?

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**“The repeated, health-harming mistreatment of a target by one or more cruel perpetrators... driven by the bully’s need for power and control.”**

**Gary Namie**

**The Workplace Bullying Institute**

**Bullying Is...**

- **Offensive Conduct**
- **Repeated Over Time**
- **Intent of Harm**
- **Power Imbalance**

**Bullying is...**



- **A Silent Epidemic**
- **Aggression in the Workplace**
- **Psychological Violence**

**Bullying Is...**

# People Who Are Bullied Find They...

- **Are Micromanaged**
- **Are Isolated/Ignored**
- **Are Not Given Resources To Do The Job**
- **Are Given Mundane Tasks**





# People Who Are Bullied Find They...

- **Are Humiliated in Front of Others**
- **Are Criticized and Lied About**
- **Are the Target of Gossip**



## Some Facts...

- **35% of workers report being bullied at one time in their career**
- **Bullying is 4 times more prevalent than forms of “harassment” in the workplace**
- **Bullied individuals frequently fail to report**

# Bullying in the OR...A Study

- **Perioperative Area Vulnerable to Bullying Due to High Stress**
- **Negative Personal and Work Related Behaviors**
- **Most Common Behaviors Include Being Expected to do Others Work and Reprimanding in front of Others**
- **67% stated that Disruptive Behavior is associated with Medical Errors**

# Bullying in the OR...A Study

- **Being Ignored Most Common Bullying Act**
- **59% Reported Witnessing Coworker Bullying Weekly**
- **Emotional Exhaustion Correlated with Bullying**





- **It's Always About Power and Control**
- **Looks for Vulnerability**
- **Lacks Insight About Personal Deficiencies**
- **Insecure/Inadequate**
- **Are Good at “Managing Up”**



**The Bully...**

- **Independent**
- **Competent**
- **Workplace Politics Not a Focus**
- **Team Player**
- **Strong Emotional Intelligence**
- **Ethical/Sense of Fairness**



**The Target...**

- **Physical**
- **Emotional**
- **Relational**
- **Cognitive**
- **Financial**
- **Occupational**

**Impact on the Target**

- **Name It**
- **Keep A Diary or Record**
- **Get Support**
- **Self Care is Very Important**
- **Report Behavior**
- **Explore Options**



**What Can the Target Do?**



**“ An Authentic Respect  
for Others that Requires  
Time, Presence,  
Willingness to Engage  
in Genuine Discourse  
and Intention to Seek  
Common Ground.”**

~Cynthia Clark



**Civility is...**

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- **“Rude or Disruptive Behavior that May Result in Psychological or Physiological Distress for the People Involved...”  
Cynthia Clark**
- **On a Continuum from Irritating to Annoying to Bullying**

**Incivility is...**



- **Rude Comments**
- **Gossiping**
- **Disrespectful Behavior**
- **Breaching Confidences**



**Signs of Incivility...**

# Case Study

## Clinical Journal of Oncology Nursing

To avoid errors in care, open communication will minimize the occurrence of patient harm.



- **Stress at Home or Work**
- **Mental Health Issues**
- **Physical Illness**
- **Poor Communication Skills**
- **Poor People Skills**
- **Poor Coping Skills**
- **Learned Behavior**

**Why Do People Engage In  
Disruptive Behavior?**

## **Bullying**

- **Series of Insidious Behaviors**
- **Intent to Harm**
- **Element of Power**
- **Resulting in Physical or Emotional Illness**

## **Disrespect/Incivility**

- **May be One Event**
- **Without Intent to Harm**
- **Not Meant to Get the Person to Leave**
- **Not Resulting in Physical or Emotional Illness**

**Differences...**

- **Impact of Poor Communication on Patient Safety**
- **Cascading Effect**
- **Technical Errors**
- **Psychological Harm**

- **Reduced Productivity**
- **Absenteeism**
- **Low Morale**
- **Staff Turnover**
- ***Patient Safety Can be at Risk...***



**Impact on the Workplace**

# Professional Competence

## RCW 18.130.050

- **Authorizes the Investigation and Prosecution of Acts Performed by Credentialed Health Workers**
- **Acts Constitute Unprofessional Conduct**
- **Acts of Incompetence Which Results in Injury to a Patient May Constitute Unprofessional Conduct**

## RCW 18.130.180

**(Uniform Disciplinary Act)**



# Professional Competence

## RCW 18.79

“Registered Nursing Practice means the performance of acts requiring substantial specialized knowledge, judgment and skill based on the principles of the biological, physiological, behavioral and sociological sciences.”

# Professional Competence



**Washington  
Nursing  
Regulations -  
WAC 246-840-700**

# Professional Competence

- **ANA Code of Ethics**
- **NCSBN Defines Competency**  
...“as the ongoing ability of a nurse to integrate knowledge, skills, judgment and personal attributes to practice safely and ethically in a designated role and setting in accordance with the scope of nursing practice.”
- **JCAHO Standards**

- **Create a Culture of Safety**
- **Communicate Clear Expectations of Respectful Behavior**
- **Educate/Increase Awareness**
- **Members of Team May Express Concerns and Opinions**
- **Eliminate the Fear of Punishment for Reporting Errors**

**What Can the Workplace Do?**

# ANA Principles: Principles of Collaborative Relationships



- Effective **Communication**
- Authentic Relationships
- Fostering a Learning Culture
- *The Essence of Teamwork...Collaboration*



# Necessary Core Competencies

- **Professionalism**
- **Patient  
Centered Care**
- **Safety**



# Toward A Culture of Respect



- **Backstabbing:** “I don’t know the facts of the situation and don’t feel comfortable discussing it.”
- **Lack of Respect:** “I do not like to talk about others without their permission.”

Key Phrases...

## Overhearing someone talking about you:

“If there is an issue that we need to talk about please come to me directly so we can discuss it.”

**Key Phrases...**

## Verbal Abuse:

“ I do not appreciate being yelled at in front of others. It sets a bad example for the staff and does not leave a good impression on the patients.”

**Key Phrases...**



## Non-verbal abuse:

“I sense that there is something you want to say to me. Do you wish to discuss it?”

Key Phrases...

- **Address Issues as They Occur**
- **Be Conflict Management Smart**
- **“Cognitive Rehearsal”...**

**More Tools...**

1

**Be aware of your  
non-verbal and  
extra-verbal cues.**

**The 12 Rules of Respect**

2

**Develop Curiosity  
about the perspectives  
of others.**

**The 12 Rules of Respect**

3

**Assume that  
everyone is smart  
about something.**

**The 12 Rules of Respect**



4

**Become a better listener by shaking your “but”.**

**The 12 Rules of Respect**

5

**Look for opportunities  
to connect with and  
support others.**

**The 12 Rules of Respect**

6

**When you  
disagree  
explain why.**

**The 12 Rules of Respect**

7

**Look for opportunities  
to grow, stretch and  
change.**

**The 12 Rules of Respect**

8

**Learn to be  
wrong on  
occasion.**

**The 12 Rules of Respect**



9

**Never hesitate  
to say you are  
sorry.**

**The 12 Rules of Respect**

10

**Intentionally engage  
others in ways that  
build their self-esteem.**

**The 12 Rules of Respect**

11

**Be respectful of  
time when making  
comments.**

**The 12 Rules of Respect**

12

**SMILE.**

**The 12 Rules of Respect**

# Questions and Discussion





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