BACKGROUND

Peer Incivility aka Horizontal Violence (HV): abusive, intimidating, insulting behavior, abuse of power, or unfair sanctions designed to control, diminish, or devalue individuals or groups

- Threats. Verbal, nonverbal, intentional/or unintended
- Subject Classification: Aggressor, victim, bystander or witness
- Results: Feeling humiliated, upset, vulnerable or threatened which all stress (Becher & Visovsky, 2014)

Up to 71% of surveyed organizations report at least one incident of bullying (Javka, 2013)

- Half of all nurses are victims of HV and up to 93% of nursing are bystanders
- Most often the experienced nurse plays the perpetrator while the newest is usually the victim (Javka & Jones, 2013)

Patient care can suffer in a HV environment

- Decreased communication and lack thereof can lead to (insufficient) communication
- Joint Commission report (2012) claims potential patient harm linked to insufficient communication (from unidentified sources)

Fear of punishment, retaliation, and feeling powerless leads to under-reporting and perpetuation of HV, leading to helplessness

- Colleagues who survive (tolerate) bullying early in their careers tend to carry these behaviors with them
- "A 'bully'-type conditioning becomes culture, or:
  - Colleague leaves or participates as an aggressor or bystander (ANA, 2013)

Effects

- Progression of physical ailments: HTN, stroke, weight loss, coronary artery disease
- Psychological impact: depression, anxiety, eating & sleep disorders
- Decrease in productivity as increased turnover cycles more often, flagging staff
- Patient-involved errors increase (episodes of misidentification & medication errors)

PURPOSE

- Negate the prevalence of HV and incivility by developing a positive, nurse-led model of Collaborative Kindness and examining the results (impact on culture, quality, safety, and retention)
- Nurture and sustain exemplars, collegial, nursing practice and optimal patient outcomes by focusing on developing and maintaining positive, interprofessional relationships that enhance the employee experience; thus, potentially maximizing the employee experience

Elements of Incivility Recognized

- Nursing recognized increased gossiping, complaining, and blaming among staff
- Patients recognized increase in noise level and longer procedure wait times

HV Prevention Poster Designed (following collaborative observations and colleague consensus)

- Education
- Deeper understanding
- Help mitigate HV escalation

Frontline Feedback: Nursing advocated for a more positive approach to curbing behavior as "Horizontal Violence" phrasing implied a negative connotation

- Colleagues instantly defended themselves and each other against acting with HV, incivility, and animosity
- Using the term HV added increased negativity to existing incivility

Shared Decision: Promote, advocate, and recognize relationships and positive behavior to take precedence over a potentially negative item

- Avoid using terms such as "bully, violence, or negativity"
- Nurses swap positive language transitioning well known HV and created "Horizontal Kindness (HK)"

- "Talk Easy to empower HK with its predecessor (and say HV when mean HK)"
- "Reframe the named "Collaborative Kindness" to more positive appealing approach as a global incorporation from every level of the organization and team complimenting the opportunity to showcase HK in a horizontal form

Theory & Method

- Collaborative Kindness (CK): Promotes development and sustainability of a positive work culture environment

- "Praise in public and critique/mentor in private"
- To provide patients and family with an excellent patient experience, it is important to first understand and regularly improve the staff experience as a primary component for success

The CK promotes development and sustainability of positive work culture environment

- Process of consistent encouragement of respect, compassion, professionalism, and teamwork development among colleagues

- CK promotes development and sustainability of a positive work culture environment

- Reinforcement and focus on positivity creates a constructive environment

- Improving the employee experience
- For nursing, the higher the perception of employee experience (job satisfaction) as portrayed to patients, the more patients felt they were receiving higher quality care (Krist et al., 2014)

- Maintaining the well-being of staff through CK could be vital to staff retention, productivity, and ensuring a positive patient experience

- Ongoing research is necessary in this field of current culture improvement associated in improving the experience for all healthcare stakeholders

- "There are two ways of spreading light: to be the candle, or the mirror that reflects it." – Edith Wharton

Full references available by request

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