



Colleague to Colleague Bullying- Why is this lateral violence?

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Outline

- Video and discussion
- Definition, presentation of lateral violence
- Impact on staff, patients, organization
- Action- individual, organizational, policy level
- Q&A

Video

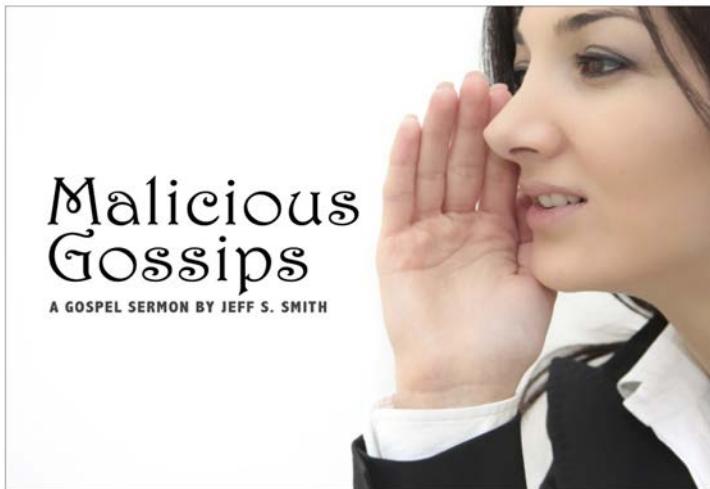
- Watch and think about your own experiences or those of others – that you have witnessed
- Discussion



Definitions

- **Lateral**: displaced violence, directed against one's peers rather than one's true adversaries
- **Horizontal**: hostile and aggressive behavior by individual or group members towards another member or group member of the larger group (also called "inter-group conflict") Duffy 1995
- Often used interchangeably
- Endemic in workplace cultures- especially nursing

What does it usually look like?



Malicious Gossips

A GOSPEL SERMON BY JEFF S. SMITH



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Literature Findings

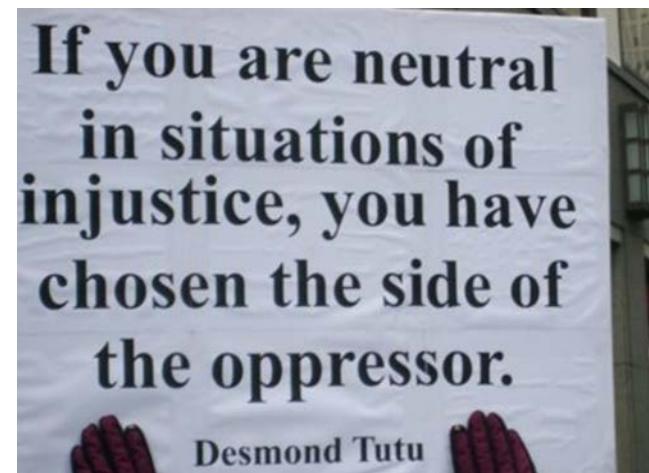
- Toxic environments- enhances ability for further pathology to exist
- On the rise
- Failure to report (~70%)- normalized
- Uncivil organizations (learned behavior)

Why? Why so prevalent in nursing?

- Oppressed groups
- Rage/frustration/sadness/anger
- "False autonomy"
- Culture repeated- "Eating one's young." – Professional Cannibalism (Suzanne Gordon 2013)
- Others???

Who are the Perpetrators?

- Those with low self esteem – deflection strategy
- Cycle of negativity/oppression
- Unresolved pain/shame/anger
- Lack of knowledge, awareness
- We just accept.....



Impact of Lateral Violence

| Syndrome reported | Number | Type |
|---------------------------------------|--------|---------------|
| Loss of confidence | 10 | Psychological |
| Loss of self-esteem | 10 | Psychological |
| Sleep problems | 10 | Behavioural |
| Stress | 9 | Psychological |
| Moodiness | 8 | Behavioural |
| Anxiety | 6 | Psychological |
| Lack of motivation | 6 | Behavioural |
| Depression | 5 | Psychological |
| Tearfulness | 5 | Psychological |
| Lack of concentration | 5 | Psychological |
| Tension headaches | 5 | Physiological |
| Fatigue | 5 | Physiological |
| Stomach problems | 5 | Physiological |
| Impoverished sociability | 5 | Behavioural |
| Nausea | 4 | Physiological |
| Neck or shoulder aches | 3 | Physiological |
| Aggression/anger | 3 | Behavioural |
| Tearfulness | 2 | Physiological |
| Minor infections – colds, sore throat | 2 | Physiological |

Table IV.
Health effects of bullying
as perceived by the
interviewees ($n = 10$)

Note: Respondents ticked multiple types of syndromes

Impact (in stages)- Individual

○ **Stage 1**

- Reduced self esteem, sleeping disorders, free floating anxiety

○ **Stage 2**

- Difficulty with emotional control, difficulty with motivation

○ **Stage 3**

- Intolerance for sensory stimuli, loss of inability to problem solve, personality change

People who are bullied can...

- Develop sleep disorders
- Become hypertensive
- Develop eating disorders
- Apathy, disconnected
- Depression, impact on interpersonal relationships
- Removal of self from workplace, leave
- Suicide (attempt or actual)

Impact on Team? On patient



BystanderEffect
BystanderApathy
no-snitch
code-of-silence
witnesses

Patient/Team

- Lack of cohesiveness, avoidance, joining in, staff turn-over. Silence not an option- it will not go away if ignored!!
- Loss of trust, security, safety (for all), absenteeism (for all)
- Patient safety impacted- through lack of cohesion, concentration level of the victim, "got ya" attitude vs. patient safety = driver

Actions

- Silence is NOT an option. You must see, hear and speak up!!



Overall Strategies

- Recognize and acknowledge that it exists in the workplace; in YOUR workplace
- Address the culture that allows this violence to exist
- Leadership/Management has a key role-talk about it; name it; deem it unacceptable and engage the team in setting expectations and actions
- Education on subtleness of lateral violence and impact (short and long term)

Most Important Strategy



Role of Staff

- Name the problem
- Raise the issue at staff meetings
- Talk about how, as a team, you want to deal with this issue
- Care for yourself and promote a caring environment.
- Do not engage in gossip; in talking about someone without them being present.
- Get help if you are being bullied
- You do not need to be a victim



DREAM TEAM

Role of Manager/ Area Leader

- Become knowledgeable and informed about this issue (it IS a form of violence)
- Do a realistic and open assessment of the culture in your area (tools available)
- Know and support the process to deal with lateral violence (legal and humane accountabilities exist)
- Talk about the issue (not the people) often. Name it and acknowledge it exists

Other actions

- Staffing, workload, respect, hearing the voice of staff are issues that can effect lateral violence
- Self-reflection- “ Can I be part of the issue?”
- Report it- keep talking about it until the right person listen!
- Notes, documentation helpful

Tools

- RNAO “*Preventing and Managing Violence in the Workplace*” guideline
- Your organizational policies
- MOL standards
- Accreditation ROPs
- Others????

Just Do It!



Questions???



**THANK YOU
FOR
YOUR
ATTENTION!
ANY QUESTIONS?**

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