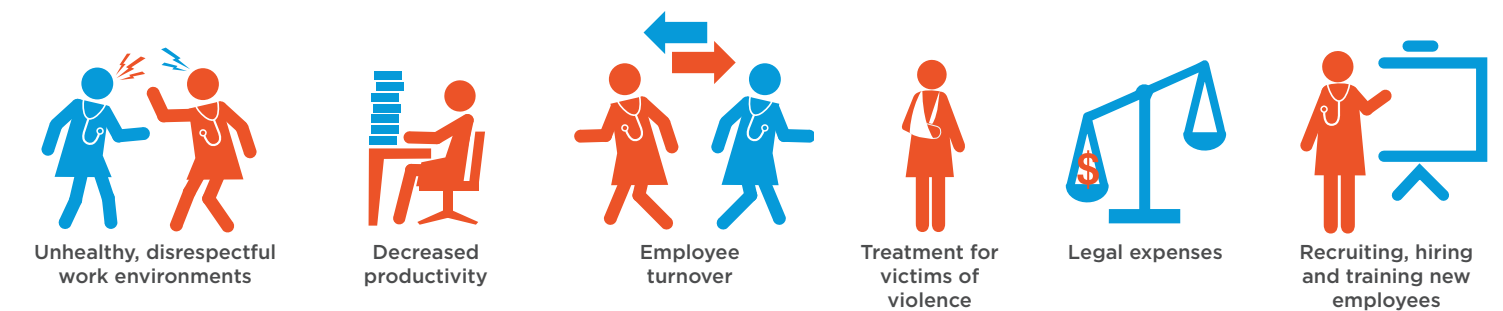


Workplace incivility, bullying, and violence can result in:



Developed by the Incivility, Bullying, and Workplace Violence Professional Issues Panel

The following is not a complete list of all the recommendations made by the professional issues panel. Please see ANA's Position Statement *Incivility, Bullying, and Workplace Violence* for all recommendations as well as a thorough background on the issue, references, and resources.

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Incivility, Bullying, and Workplace Violence Prevention:

Key recommendations for nurses and employers to promote a culture of safety and respect

ANA's Code of Ethics for Nurses with Interpretive Statements states that nurses are required to "create an ethical environment and culture of civility and kindness, treating colleagues, co-workers, employees, students, and others with dignity and respect." Similarly, nurses must be afforded the same level of respect and dignity as others (ANA, 2015a). Thus, the nursing profession will no longer tolerate violence of any kind from any source. All registered nurses and employers in all settings, including practice, academia, and research must collaborate to create a culture of respect, free of incivility, bullying, and workplace violence. Best practice strategies based on evidence must be implemented to prevent and mitigate incivility, bullying, and workplace violence; to promote the health, safety, and wellness of registered nurses; and to ensure optimal outcomes across the health care continuum. This position statement, although written specifically for registered nurses and employers, is also relevant to other health care professionals and stakeholders who collaborate to create and sustain a safe and healthy interprofessional work environment. Stakeholders who have a relationship with the worksite have a responsibility to address incivility, bullying, and workplace violence.

Recommendations for Nurses:

Incivility and Bullying Prevention

- Uphold ANA's *Code of Ethics for Nurses*.
- Build and maintain healthy, respectful relationships using excellent, open communication and inclusiveness.
- Evaluate yourself, carefully considering your words and actions.
- Gain and practice conflict negotiation/resolution skills.
- Be polite—say thank you, acknowledge kindness, apologize when appropriate, and make amends if needed.
- Establish positive work norms including collaboration, sharing, offering assistance, being responsible, avoiding gossip/rumors, giving and receiving constructive criticism, and sharing encouragement.
- Never abuse power.
- Practice predetermined phrases in anticipation of a bullying event.
- Code words can be used by a target of the bully. When bullied, the target says the code word allowing bystanders to support the target.
- When bullied, consider responding directly to instigator, if needed, activate the security system, seek guidance through appropriate channels, and report the event immediately, keeping a detailed written account.
- Bystanders that witness a bullying incident should support the target, consider addressing the instigator, and act as an advocate for the target.
- Following a bullying incident, consider obtaining peer support, EAP assistance, counseling, and/or legal counsel. Worker's Comp may also be necessary.

Workplace Violence

- Nurses should assist with the development of a comprehensive prevention program.
- Understand all workplace violence prevention policies and procedures.
- Participate in all workplace violence prevention training and education, including crisis intervention and management.
- Anticipate, prevent, and respond to crises.
- Practice self-care.
- Employ situational awareness—assess the presence and purpose of unknown individuals, survey the environment, and recognize cues of escalating violent behavior.
- Use administrative controls available such as working with a buddy or traveling with an escort.
- Use environmental controls available such as alarms, panic buttons, and cell phones.
- Use your facility's reporting system not only just for incidents, but also concerns and near-misses.
- Hold post-incident meetings to evaluate and improve the situation going forward and to provide support and express sympathy to victims and bystanders.
- Attend counseling post-incident.
- Refer bystanders to appropriate services.

Recommendations for Employers:

Incivility and Bullying

- **Develop, maintain, and enforce a zero tolerance policy for bullying.**
- Establish a culture of respect and safety rooted in your facility's policy, mission, and philosophy.
- Ensure all staff are briefed on bullying policies during orientation and then through frequent updates.
- Put a mechanism in place for RN support when nurses are threatened.
- Protect those that report bullying and prevent retaliation.
- Consider creating a safety or evidence-based practice committee to examine factors contributing to bullying and effective methods of prevention.
- Employer-provided resources for nurses should include: education, stress reduction and management, fatigue reduction, hardiness and resilience training, crisis theory/identification/intervention, conflict negotiation/resolution, peer coaching, and mentoring.
- Promote open communication and transparency with employees.
- Ensure support from leadership, including evaluation of leadership's actions.
- When bullying occurs, develop an action plan, activate reporting mechanisms, maintain and monitor accounts of incidents, designate a neutral representative to work with both parties, protect the target from retaliation, and put into effect performance improvement plans for the instigator.

Workplace Violence

- **Treat threats seriously.**
- Ensure leadership commitment to a supportive work environment where policies and professional codes of conduct are honored.
- Establish a "Just Culture".
- Develop a comprehensive WPV prevention program aligning with OSHA's *Guidelines for Preventing WPV for Healthcare and Social Service Workers*, including a committed management, involved workers, and a safety committee to ensure worksite analysis with regular walk-throughs.
- Follow the Hazard Prevention and Control (Hierarchy) including, but not limited to:
 - Engineering controls
 - Modification of room layouts
 - Lighting
 - Limited access
 - Securing/eliminating items that can be used as weapons
 - Administrative controls
 - Policies, procedures
 - Codes
 - Specialized training and education given at hire, annually, and as needed, including mock drills, de-escalation techniques, self-defense, situational awareness and a variety of other methods
- Require near-miss reporting, which is followed by a thorough tracking and evaluation.
- Ensure HR performs a thorough prescreening and background check on potential employees.
- Minimize provoking former employees.
- Provide optimal staffing in all areas particularly nursing and security.
- Identify strengths and weaknesses of existing programs, soliciting staff input, and implementing immediate improvement.
- Maintain and update policies, equipment, and training which will result in continuous improvement.
- In the event of an incident, review the episode thoroughly, evaluate and improve the WPV program as needed, acknowledge the injury or loss, arrange for immediate coverage of the injured employee's position, provide support, conduct a root cause analysis, and rectify identified issues and system failings.