



# Horizontal Violence (Bullying) and Relationships to Nurse Job Satisfaction in an Acute Care Hospital.



Kammie Riggleman, MSN, RN, NEA-BC  
Sandy Meisinger, RN,  
Kathryn Tagnesi, MS, BSN, RN, NEA-BC,  
Cheryl Dumont, PhD, RN

## Objectives

- ▶ 1. Discuss validity and reliability of a tool to measure horizontal violence (HV) in the RNs' workplace.
- ▶ 2. Explore relationships between HV and scores on the NDNQI RN Survey with Job Satisfaction Scales.
- ▶ *This study was partially funded by a Grant from the Rho Pi Chapter of Sigma Theta Tau International, Shenandoah University*

# Background

TJC: 60 – 70% of errors are related to failures in communication

Relationships between nurse satisfaction and patient satisfaction -  
Happy nurses make happy patients

Cost of HV -

Prevalence - 33% of interactions between critical care nurses are described as only fair or poor. (AACN, 2008)

- 65% of nurses surveyed reported frequently seeing HV (Stanley, 2007)



# Review of the Literature

- ▶ Level of evidence
  - Many opinions and guidelines
  - 14 original research studies reviewed
    - 10 – descriptive
    - 2 – survey development work
    - 2 – interventional
- ▶ Gaps in the literature
  - Need more evidence for what works
  - Inconsistency in research methods and lack of longitudinal data (Murray, 2008)

## Research Questions

- ▶ 1. What is the reliability and validity of an investigator designed tool to measure the perception of frequency of horizontal violence in an acute care hospital.
- ▶ 2. What is the perceived frequency of HV?
- ▶ 3. Will targeted interventions designed to decrease HV make a difference in the perceived frequency of HV?

## Design of the study

- ▶ 1. Development of a tool with validity and reliability
  - Literature – focus group –pilot
- ▶ 2. Descriptive study to provide a baseline frequency of HV
- ▶ 3. Interventional phase
  - A quasi experimental study with a pretest (control) \_ intervention\_ post test.
  - Survey methodology
  - Convenience sampling

## The tool development

- ▶ 5 parts:
- ▶ 3 subscales of HV:
  - Overt behaviors (Cronbach's Alpha 0.865)
  - Covert behaviors (Cronbach's Alpha 0.916)
    - Overt and covert overall - (Cronbach's Alpha 0.946)
  - Personal effects (Cronbach's Alpha 0.913)
- Questions on perpetrators of HV
- Demographics of the sample

## Survey

- ▶ Stem "In the last 12 months or less at this institution how often have you experienced or witnessed yourself or someone else ....."
- ▶ 6 point Likert scale

1 = never, 2 = once, 3 = a few times, 4 = monthly, 5 = weekly, 6 = daily

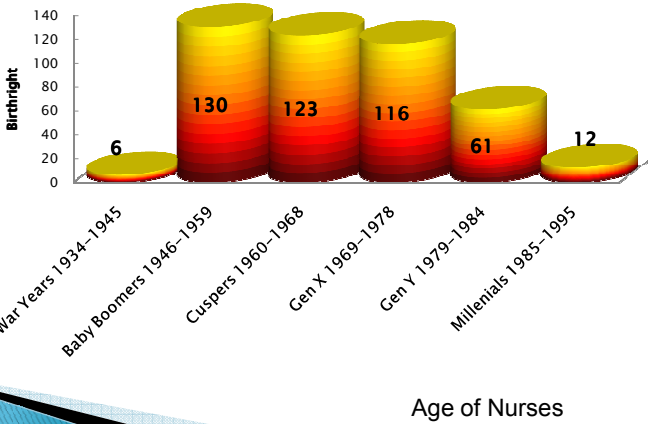


# Setting

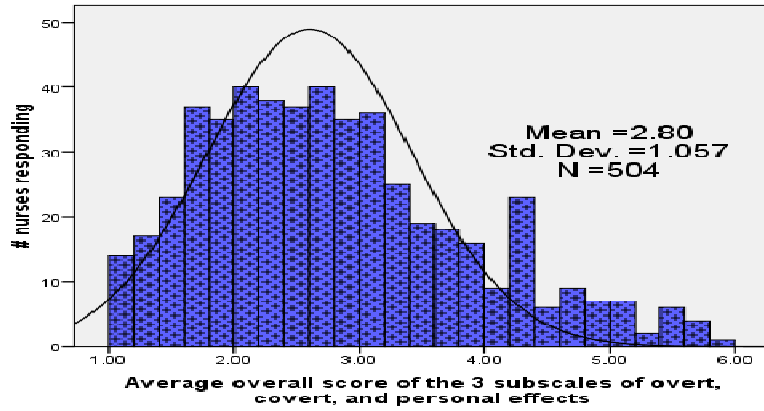


# The sample

A convenience sample  
504 Nurses who work in an acute care hospital  
Survey by electronic database – Survey Monkey

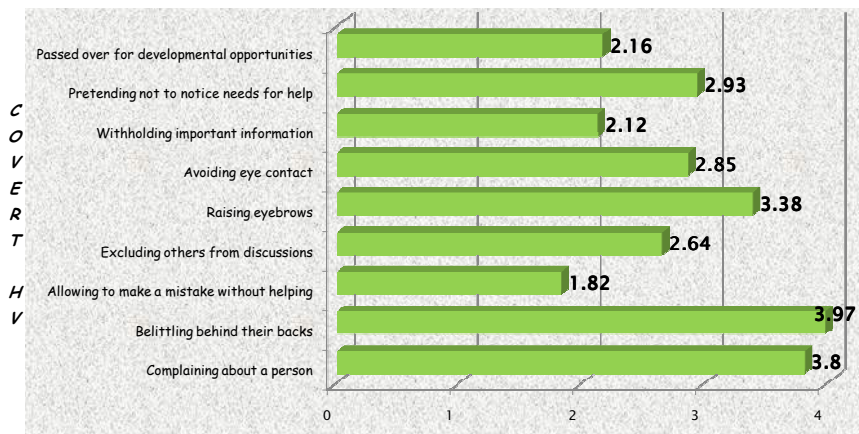


## Perceptions of Frequency of HV



1 = never, 2 = once, 3 = a few times, 4 = monthly, 5 = weekly, 6 = daily

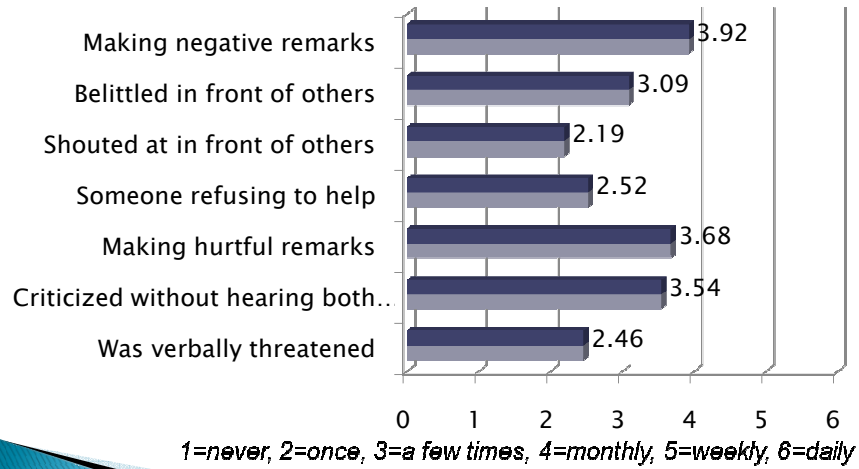
## Covert Horizontal Violence



1 = never, 2 = once, 3 = a few times, 4 = monthly, 5 = weekly, 6 = daily

## Overt Horizontal Violence

How often have you experienced or observed this happening to others in the last 12 months where you work ?

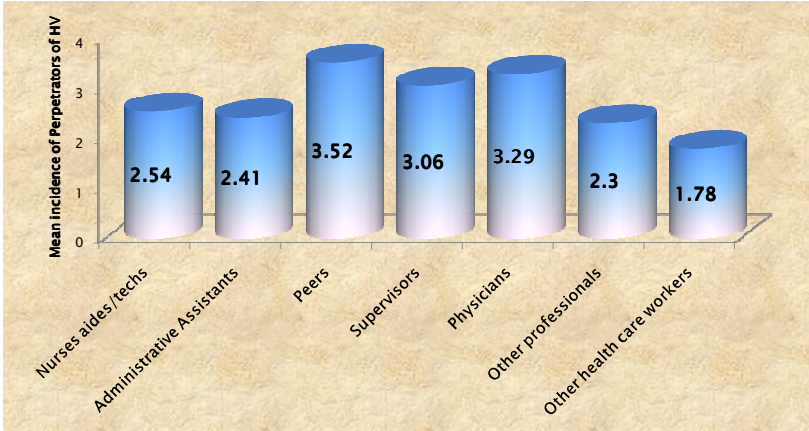


## Personal Effects



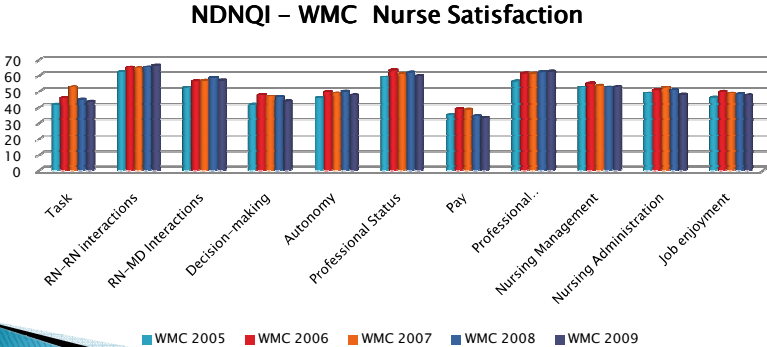
1=never, 2=once, 3=a few times, 4=monthly, 5=weekly, 6=daily

## Perpetrators of HV towards nurses



1 = never, 2 = once, 3 = a few times, 4 = monthly, 5 = weekly, 6 = daily

## Relationships between Frequency of perceived Horizontal Violence and NDNQI Nurse Satisfaction Scores

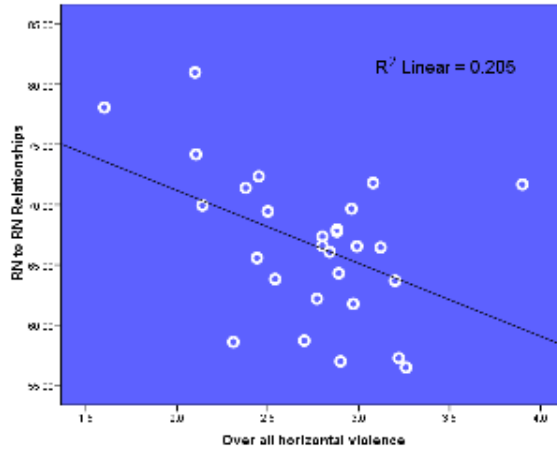




## Relationships between HV and Nurse Satisfaction Scores

Significant inverse relationships were found between  
**RN – RN Satisfaction and Over All Horizontal Violence**

Pearson's  $r = -.453$   
 $P = 0.016$

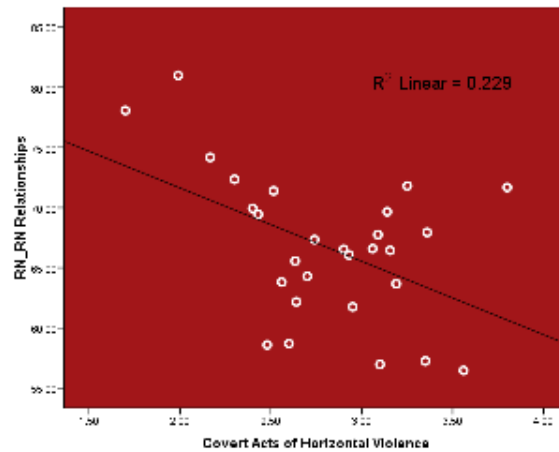


1 = never, 2 = once, 3 = a few times, 4 = monthly, 5 = weekly, 6 = daily

## Covert Acts of HV

As covert acts of HV increased nurse satisfaction with RN to RN relationships worsened significantly

Pearson's  $r = -.479$   
 $P = 0.010$



1 = never, 2 = once, 3 = a few times, 4 = monthly, 5 = weekly, 6 = daily

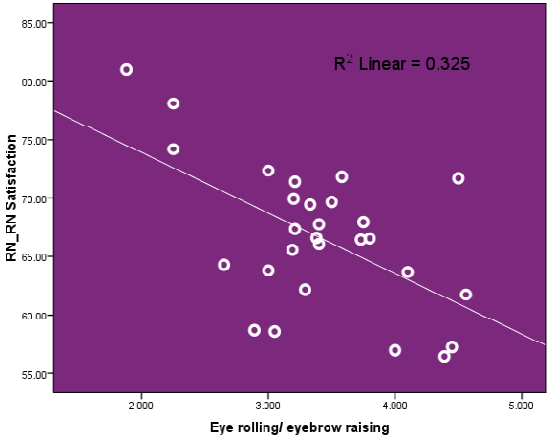
# The Covert action of Eye rolling



As eye rolling/eye brow raising increased RN – RN satisfaction worsened.

Pearson's  $r = -.570$   
 $P = 0.002$

The effects of the frequency of hurtful remarks and complaining about each other behind backs also had significant negative relationships to RN – RN Satisfaction.



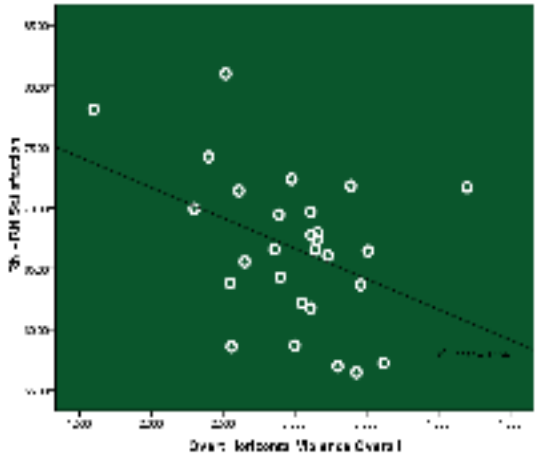
1 = never, 2 = once, 3 = a few times, 4 = monthly, 5 = weekly, 6 = daily



# Relationship of Frequency of Overt HV to Satisfaction with RN to RN interactions

As Overt HV Increases RN-RN Satisfaction Decreases.

Pearson's  $r = -.405$   
 $P = 0.033$

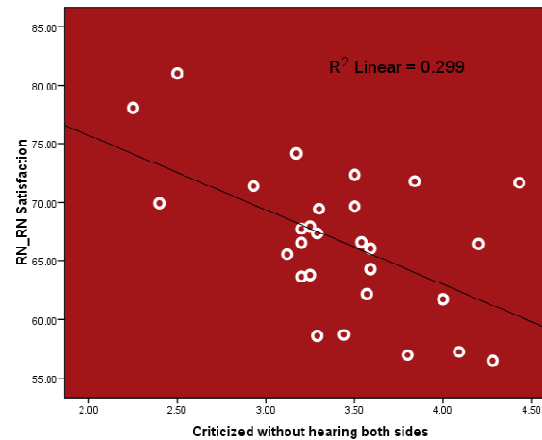


1 = never, 2 = once, 3 = a few times, 4 = monthly, 5 = weekly, 6 = daily

## Criticized without hearing both sides.

As criticizing before hearing both sides of a story became more frequent RN to RN satisfaction decreased.

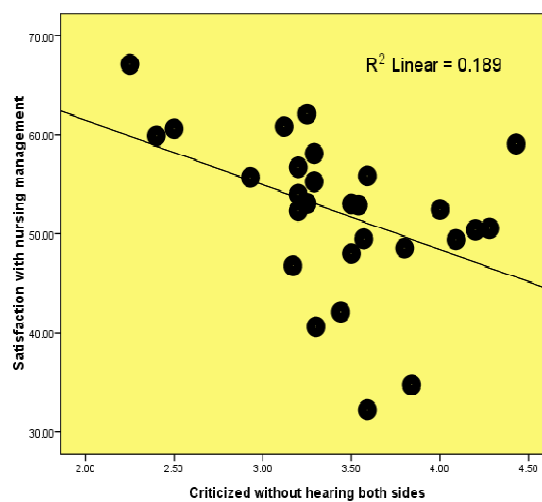
Pearson's  $r = -.547$   
 $P = 0.003$



## Satisfaction with Nursing Management –

There was an inverse relationship between satisfaction with nurse management and the frequency of being criticized without hearing both sides of a situation.

$R = -.435$ ,  $p = 0.021$



## Limitations of the Study

- ▶ Anonymity – unable to identify subjects to compare results directly



- ▶ Timing of the two surveys

## Conclusions and Recommendations

### ▶ **We are the problem!!!**

- ▶ An interventional study is our next step.
  - Goals of our interventions:
    - Provide nurses with communication tools
    - Work on healthy communication between nurses.
    - Increase emotional intelligence
    - – To decrease the frequency of perceived HV and increase nurse satisfaction with work environment.

➡ better patient satisfaction and patient outcomes

# 1st Intervention: Kick-Off Celebration





## Next Interventions:

### **"Core" group of Champions**

To become experts and disseminate concepts  
To support each other during change.

**Increase self awareness and appreciation of others**

**Consultants -**



Sheila Glazov

"Disc Profile"  
- William Moulton Marston



## Interventions

**Educational programs – Vital Smarts -**  
Difficult conversations, crucial conversations.  
To improve communication skills

**Change Theory**  
to create sustainable change

**Adult Learning Theory**  
to increase acceptance and to facilitate  
change in behavior.

