



Building a healthy work environment

Bullying and **lateral violence** (also referred to as horizontal violence) can impact the quality of an individual's work experience and ultimately impact recruitment and retention. Program managers need to be able to recognize these types of toxic behaviors and address them as they arise. Consulting with human resources professionals can be a helpful step in the intervention process for those who are unsure of the best way to proceed. However, there are a variety of ways program managers can promote a healthy work environment, including modeling collegial behavior and providing a swift and consistent response to issues as they arise. Research (Hughes 2008, Dellasega, 2009) illustrates that bullying in the health care workplace impacts quality and patient safety, so a program that tolerates bullying among its staff, even if simply through inaction, is not a sustainable program.

Bullying and Lateral Violence in Nursing Resources

Breaking the Cycle of Horizontal Violence on Nursing Units

<http://www.emergingnleader.com/nursinghorizontalviolence/>

Combating Disruptive Behaviors: Strategies to Promote a Healthy Work Environment

<http://bit.ly/1dLp2wM>

Horizontal Violence in Nursing

<http://www.amsn.org/practice-resources/healthy-work-environment/resources>

Sadly Caught Up in the Moment: An Exploration of Horizontal Violence

<http://www.nursingeconomics.net/ce/2014/article3001649.pdf>

The Bully Within and Without: Strategies to Address Horizontal Violence in Nursing

<http://onlinelibrary.wiley.com/doi/10.1111/nuf.12028/abstract>

Behaviors that undermine a culture of safety

http://www.jointcommission.org/assets/1/18/SEA_40.pdf

Eliminate Workplace Bullying

<http://nursingworld.org/Content/NavigateNursing/AboutNN/Fact-Sheet-bullying.pdf>



References

Dellasega, C. (2009). Bullying among nurses. *American Journal of Nursing*, 109, 52-58. doi:10.1097/01.NAJ.0000344039.11651.08

Hughes, N. (2009). Bullies in health care beware. *American Nurse Today*, 3, 35. Retrieved from <http://www.americannursetoday.com/article.aspx?id=5266&fid=5244>

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