Objective:

At the end of this course, the participant will be inspired to think about his/her contribution to the field of nursing.

Nursing Retention:

Are the following statements True or False?

1. The national average of turnover for new graduate nurses in the first 2 years in the U.S. exceeds 30%.
2. The average age of a nurse in the U.S. is 47 years.
3. Bullying, horizontal violence and the resultant experience of nurse burnout are correlated with job satisfaction and retention.
4. Highly engaged nurses are 87% more likely to leave an organization.
American Nurses Association: Tenets Characteristic of Nursing Practice:
1. Nursing practice is individualized.
2. Nurses coordinate care by establishing partnerships.
3. Caring is essential to the practice of the registered nurse.
4. Registered nurses use the nursing process to plan and provide individualized care to their healthcare consumers.
5. A strong link exists between the professional work environment and the registered nurse’s ability to provide quality healthcare and achieve optimal outcomes.

ANA, 2010.

Culture of safety

- In July 2008, The Joint Commission issued a Sentinel Event Alert that discussed intimidating and disruptive behavior that undermines a culture of safety.
- In January 2009, TJC issued leadership standards that require hospital leaders to create and maintain a culture of safety and quality, acknowledging that “behavior that intimidates others and affects morale or staff turnover can be harmful to patient care”

What is lateral violence?
“Lateral violence refers to acts that occur between colleagues. Bullying is described as acts perpetrated by one in a higher level of authority and occur over time. These acts can be covert or overt acts of verbal or non-verbal aggression.” (ANA, 2013).
Also known as horizontal violence, incivility, workplace bullying, harassment, mobbing, aggression, and workplace violence, relational aggression or nurses “eating their young”.....

Overt and covert behaviors associated with lateral violence in the nursing workplace

- Gossip
- Passive-aggressive communication
- Innuendos
- Criticism
- Belittling
- Rolling eyes in disgust
- Sneering
- Threats
- Physical abuse
- Ostracism
- Isolation
- Sarcasm
- Undermining work
- Setting up to fail
- Withholding info
- Pressure to overwork
- Condescending communication
- Threats of repercussions for speaking out
Incidence of lateral violence in nursing

Up to 93% of nurses report witnessing lateral violence

Between 44-85% of nurses are victims of lateral violence

(Christie & Jones, 2013)

Causes of lateral violence: Oppression Theory

It is contended that because nurses are dominated (and by implication, oppressed) by a patriarchal system headed by doctors, administrators and marginalized nurse managers, nurses lower down the hierarchy of power resort to aggression among themselves.

What are the impacts?

- Gradual impact on the confidence and self-esteem of the bullied person
- Nurses stop asking questions, seeking validation of knowledge, and even building necessary knowledge base required!
- Attrition of staff, even leaving the profession!
- Low morale and increased absenteeism

Unmanaged anger contributes to hypertension, coronary artery disease, depression, psychological problems, and other health problems

40% of clinicians report having “kept quiet” due to an intimidating colleague, contributing to impeded communication in the workplace

From the ANA: What can we do to create a positive environment?

- All nurses:
  - Interrupt violence
  - Role model professional nursing behavior
  - Utilize employee assistance program
  - Self-care

- Nurse Leaders:
  - Assess the nursing unit and raise awareness
  - Zero tolerance towards violent or abusive behaviors
  - Protection from retribution, if reported
  - Create unit specific guidelines

Everyone: Talk about it! Brainstorm solutions and encourage dialogue!
Characteristics of Emotional Competence

- **Self-awareness**: Knowing your emotions
- **Mood management**: Handling feelings so that they are relevant to the current situation
- **Self-motivation**: Directing yourself toward a goal, despite feelings or impulsiveness
- **Empathy**: Recognizing feelings in others and tuning into verbal and nonverbal cues
- **Managing relationships**: Handling interpersonal interactions and conflicts

Resiliency

- Resilience is defined as the capacity to keep functioning physically and psychologically in the face of stress, adversity, trauma, or tragedy.
- If a person lacks resilience, one may dwell on problems, feel victimized, become overwhelmed or turn to unhealthy coping mechanisms
- American Psychological Association (APA) defines factors that contribute to resilience:
  - Maintaining good relationships
  - Accept circumstances that can’t be changed
  - Move toward your goals
  - Keep long term perspective
  - Look for opportunities for self-discovery
  - Sustain hopeful outlook
  - Take care of yourself

Nurses’ control over practice

- Control over practice:
  - Organizational structures that promote empowerment are a characteristic of Magnet hospitals
  - An individual nurse’s value for self-determination and psychological belief, or self-efficacy, that he/she can and should change practice
- Nurses’ control over practice is:
  - Essential to nursing care quality
  - Fosters teamwork at the the point of care delivery

*High control over practice exerted a statistically significant relationship with effective teamwork*
Professional Growth

Institute of Medicine 2010

• Increase the proportion of nurses with a baccalaureate degree to 80% by 2020
• Double the number of nurses with a doctorate by 2020
• Ensure that nurses engage in lifelong learning
• Implement nurse residency programs

Evidence Based Practice (EBP) in oncology nursing

• Guide nursing interventions that are demonstrated to enhance the quality and outcome of care
• Numerous studies have suggested evidence-based care of patients can reduce patient complications and decrease healthcare costs by as much as 30%
• Putting Evidence into Practice (PEP)- ONS Resource
  • Provide evidence-based interventions for patient care and teaching on 20 cancer-related topics (ranks each intervention)
• IOM goal that 90% of clinical decisions be evidence-based by 2020
  • What are barriers to using evidence-based practice at the bedside?

Life-long learning

• Continuing Education
• Certification
• Publication
• Higher education
  • Advanced nursing degrees recognized by the National Council of State Boards of Nursing:
    • Advanced Practice Registered Nurse (APRN)
    • Nurse Anesthetist (CRNA)
    • Nurse Midwife (CNM)
    • Nurse Practitioner (NP)
    • Clinical Nurse Specialist (CNS)
  • Doctor of Nursing Practice (DNP)
Benefits of Nursing Certification:

- Advances safety (fewer adverse events)
- Clarifies and defines the role of RN
- Improve organizational culture of health care delivery
- Improves job satisfaction, empowerment, and confidence
- Improves processes of care (initiating early interventions)
- Improves quality of care (improved patient outcomes and higher patient satisfaction scores)
- Improves job prospects
- Provides validation of knowledge in specialty
- Provides professional support, control over practice

Oncology Nursing Certification

"Certified oncology nurses scored higher than noncertified nurses related to knowledge of nausea and pain management in oncology patients"

(Perlstein, et al., 2014, p. 310)

What’s next for you?  Questions?