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A Resource Center for Today's Case Manager

Sticks, stones and intimidation: How to manage bullying and promote resilience



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Agenda

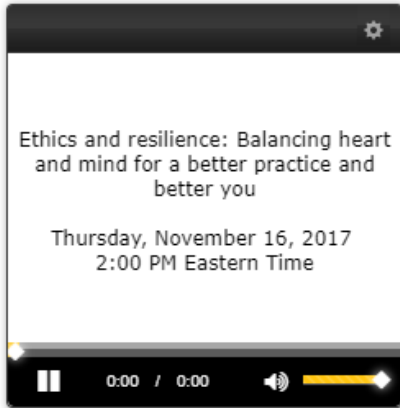
- Welcome and Introductions
- Learning Outcomes
- Presentation:
 - Charlotte Sortedahl, DNP, MPH, MS, RN, CCM
Chair, CCMC Board of Commissioners
 - Ellen Fink-Samnack, MSW, ACSW, LCSW, CCM, CRP
Principal, EFS Strategies, LLC
- Question and Answer Session



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Materials **Ask Question**



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Learning Outcomes Overview

After the webinar, participants will be able to:

1. Define common types of bullying across the health care workplace;
2. Explore the incidence and scope of workplace bullying;
3. Discuss the implications for case management practice; and
4. Provide strategies to manage bullying and empower workplace resilience.

Sticks, stones and intimidation: How to manage bullying and promote resilience



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PACE[™]



CareManagement





Joint Commission, Behaviors that undermine a culture of safety.
https://www.jointcommission.org/sentinel_event_alert_issue_40_behaviors_that_undermine_a_culture_of_safety/

Introduction

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***Bullying is an
interprofessional
sport...***

-E. Fink-Samnick

Workplace Bullying: Data, Definitions & Demographics

Workplace bullying: repeated, health-harming mistreatment of one or more persons (targets) by one or more perpetrators, marked by abusive conduct that is:

- Threatening, humiliating, or intimidating,
- Work interference — sabotage — which prevents work from getting done, or
- Verbal abuse

(Workplace Bullying Institute, 2015)

Workplace Bullying: Data, Definitions & Demographics

- **Lateral Violence:** when people who are both victims of a situation of dominance, turn on each other vs. confront the system that oppressed them.
- Those involved internalize feelings, as anger and rage, and manifest those feelings through behaviors:
 - gossip,
 - jealousy,
 - putdowns, and
 - blaming (US Legal™, 2014).
- **> 72% of employers deny, discount, encourage, rationalize, or defend it** (Workplace Bullying Institute, 2014).

Workplace Bullying: Data, Definitions & Demographics

- **4X** more common than sexual harassment or racial discrimination, & **NOT** illegal. (Drexler, 2013)
- **75%** affected, whether witness or target:
 - verbal abuse
 - job sabotage
 - misuse of authority
 - intimidation and humiliation, and
 - deliberate destroying of relationships.

(Comaford, 2016; Workplace Bullying Institute, 2015)

Workplace Bullying: Data, Definitions & Demographics

- Among the highest levels: **the health care industry**
(Farouque and Burgio, 2013)
- **Survey of >4,500 health care workers:**
 - 77%: disruptive behaviors by MDs,
 - 65%: disruptive behaviors by nurses.
 - 99%: behaviors led to impaired nurse-MD relationships
(Rosenstein and O’Daniel, 2008).




Workplace Bullying: Data, Definitions & Demographics

- **The Joint Commission:**

disruptive behaviors fuel medical errors, plus lead to preventable adverse outcomes (TJC, 2008).

- **Disruptive MDs:** 14% more complications in the month post surgery than patients treated by surgeons with good bedside manners (Cooper, et. al., 2017).
- **>75%** note disruptive behaviors led to medical errors, with 30% of deaths.

(Painter, 2013).



**250,000
deaths
annually
(Cha, 2016;
Brown, 2011).**

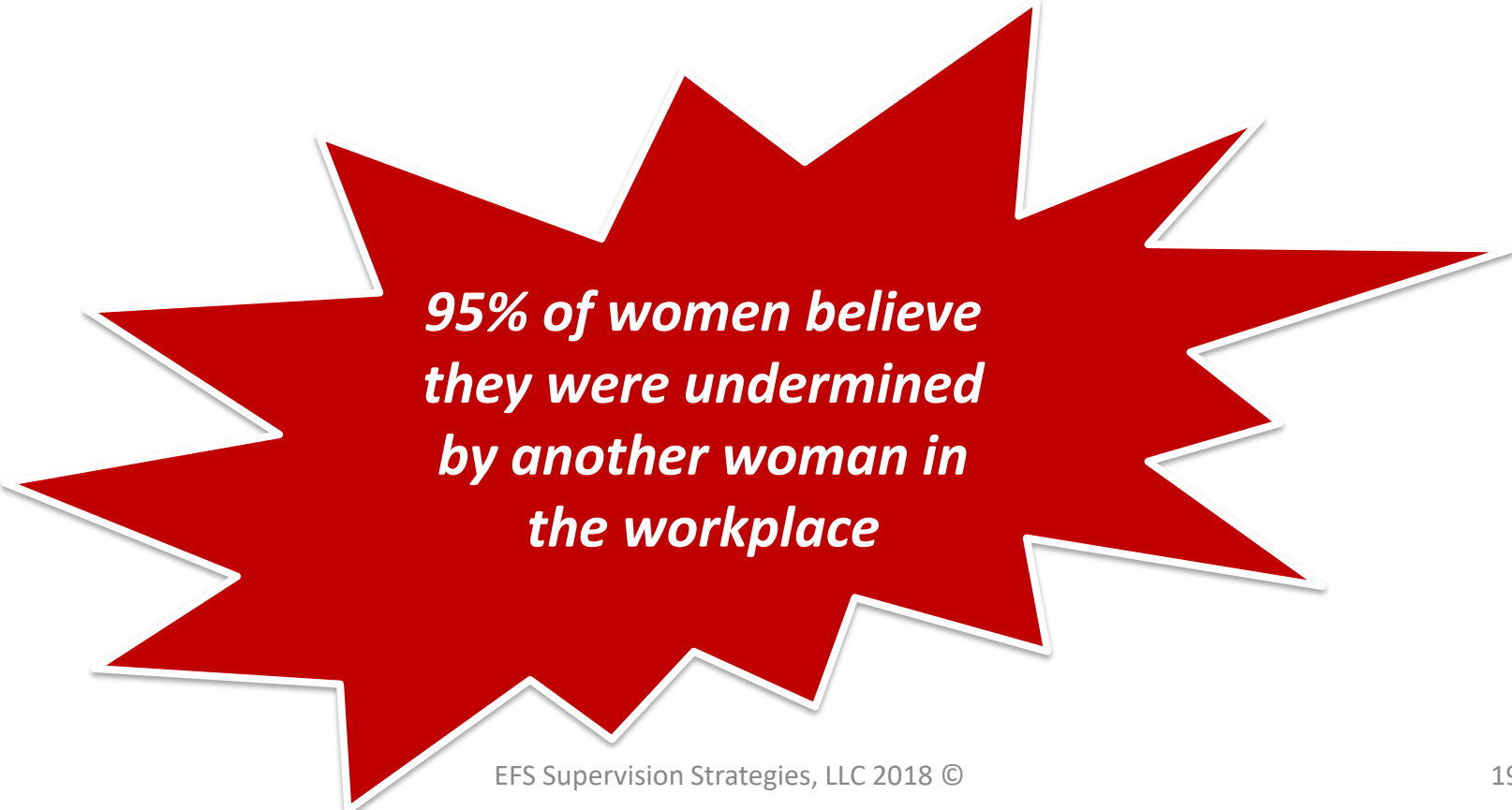
Workplace Bullying: Data, Definitions & Demographics

- **Myth:** Bullies target vulnerable employees
- **Fact:** Targets usually high performing, highly ethical employees whose competence poses a threat to lower performing, unethical bosses.

(Falzoi, 2016)

The Gender Factor

- 69% of bullies are men
- 57% of targets are women
- Woman bullies target women: 80% of cases



*95% of women believe
they were undermined
by another woman in
the workplace*

The Gender Factor: Sexual Harassment

Equal Employment Opportunity Commission (EEOC) 2005-2015

- Health care and social assistance field: **4738 cases**

Kaiser Health News Review:

- Alleged harassers: typically male
- Usually supervise or outrank those lodging complaints
- **Behaviors**: butt slaps, lewd comments, requests for sex
- When reported:
 - Disbelief
 - Demotion, or
 - Firing

TIME'STM
==UP

(Jewett, 2018)

The Gender Factor: The ‘Queen Bee’ Syndrome

“Women who rise to success in male-dominated environments and are prone to oppose the rise of other women.”

- **Implications for Case Management?**
 - Lack of nurturing of next generation of women professionals
 - Devalues workforce professional standing
 - Poor succession planning



(Fink-Samnack, 2017; Drexler, 2013)

Workplace Bullying: Data, Definitions & Demographics

IN THE WORKPLACE

Suicidal ideation: >30%

**Suicides related to
bullying:
>15%**

**Staff subjected to
bullying 2X as likely to
take their own life**

(Falzoi, 2016; Nielsen, Neilsen,
Notalaers, and Einarsen, 2015)

Bullying Bosses and/or Leadership

- A person in a leadership position who engages in a wide range of behaviors marked by non-physical aggression toward employees
(McCord, 2017a,b)
- Ridiculing
- Devaluing in front of other staff/personnel
- Accusing of incompetence
- Blaming
- Lying
- Failure to give credit for work

Bullying Bosses: Data, Definitions & Demographics

- **>28%** of line staff experience bullying by a direct manager (Lattimer, 2012)
- **>20%** resign due to disruptive behaviors by a bullying colleague (Morgan, 2014)



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Bullying is not....

When:

- Managers set high work standards and/or performance expectations for staff.
- Staff held accountable for performance.
- Staff have differences of opinion.
- Managers offer constructive feedback.
- A staff member has a bad day.

(Fink-Samnack, 2017; Thompson, 2016)

Bullying Involves Power (Forsythe, 2010; Giang, 2013)

Coercive

Connection

Expert

Informational

**Legitimate
(aka
Positional)**

Referent

Reward

Power Type	Definition and Demonstration
Coercive	<p>Boss has the ability/power to control punishments for the staff.</p> <p><u>Example:</u> CM disagrees with the boss; becomes concerned about receiving a poor performance appraisal, less desirable work assignment, having vacation time denied.</p>
Connection	<p>A person attains influence by gaining favor or acquaintance with a powerful person. This power type is about networking</p> <p><u>Example:</u> CM looks to engage in local CMSA chapter, brings coffee to a colleague daily; colleague is incoming president of the local chapter.</p>
Expert	<p>Power/authority derived from special knowledge & skills the boss has & the staff needs.</p> <p><u>Example:</u> CM has experience working with clients who have co-morbid physical and behavioral health issues, is hired as the new case management director for an integrated behavioral health program.</p>

Power Type	Definition and Demonstration
Informational	<p>A person possesses needed or wanted information. This is short term power that doesn't influence or build credibility for the person.</p> <p>Example: A program consultant is hired by an organization to evaluate and reorganize department operations.</p>
Legitimate (aka Positional)	<p>A person in a higher position has control over those in lower positions in the organization.</p> <p>Example: Power is inherent in the title of the person in authority (manager, director, C-suite).</p>
Reward	<p>Boss has the power to control tangible rewards for the staff</p> <p>Example: CMs who exceed the department threshold for outcomes, can attend a national case management conference with all expenses covered by their employer (e.g. registration, travel, paid time off) .</p>

The Ethical Effect

- Gail is case managing Michael, a 23 year old involved in a motor vehicle accident. He suffered a C-2 injury with Tetraplegia and is wheelchair dependent. The rehab team recommends Michael be discharged with a specialized wheelchair to maximize energy consumption and increase self-sufficiency.
- The PT mentions Michael to a durable medical equipment vendor, who agrees to bring a demo of the wheelchair to the unit for him to trial.
- Gail is enraged when she hears the plan; she throws her mobile phone across the nursing station and yells, “Seriously? *Why should I request a motorized wheelchair for this guy? If he wasn’t texting his friends the accident never would have happened. He must understand there are consequences to his actions. Michael will see the chair as a reward and this won’t happen on my watch*”.
- The team is horrified, as are Michael’s parents who are standing nearby.

Ethical Tenets and Codes: Application to Bullying

- **Beneficence**
 - Is Gail acting in Michael's best interest's?
- **Non-Maleficance**
 - Is Gail potentially harming Michael's recovery?
- **Autonomy**
 - What do Michael and/or his family want?
- **Justice**
 - Is Michael being treated fairly by Gail?
- **Fidelity**
 - Do you see Gail's actions as a violation or not?

(CMSA, 2016)

Commission for Case Manager Certification (2015)

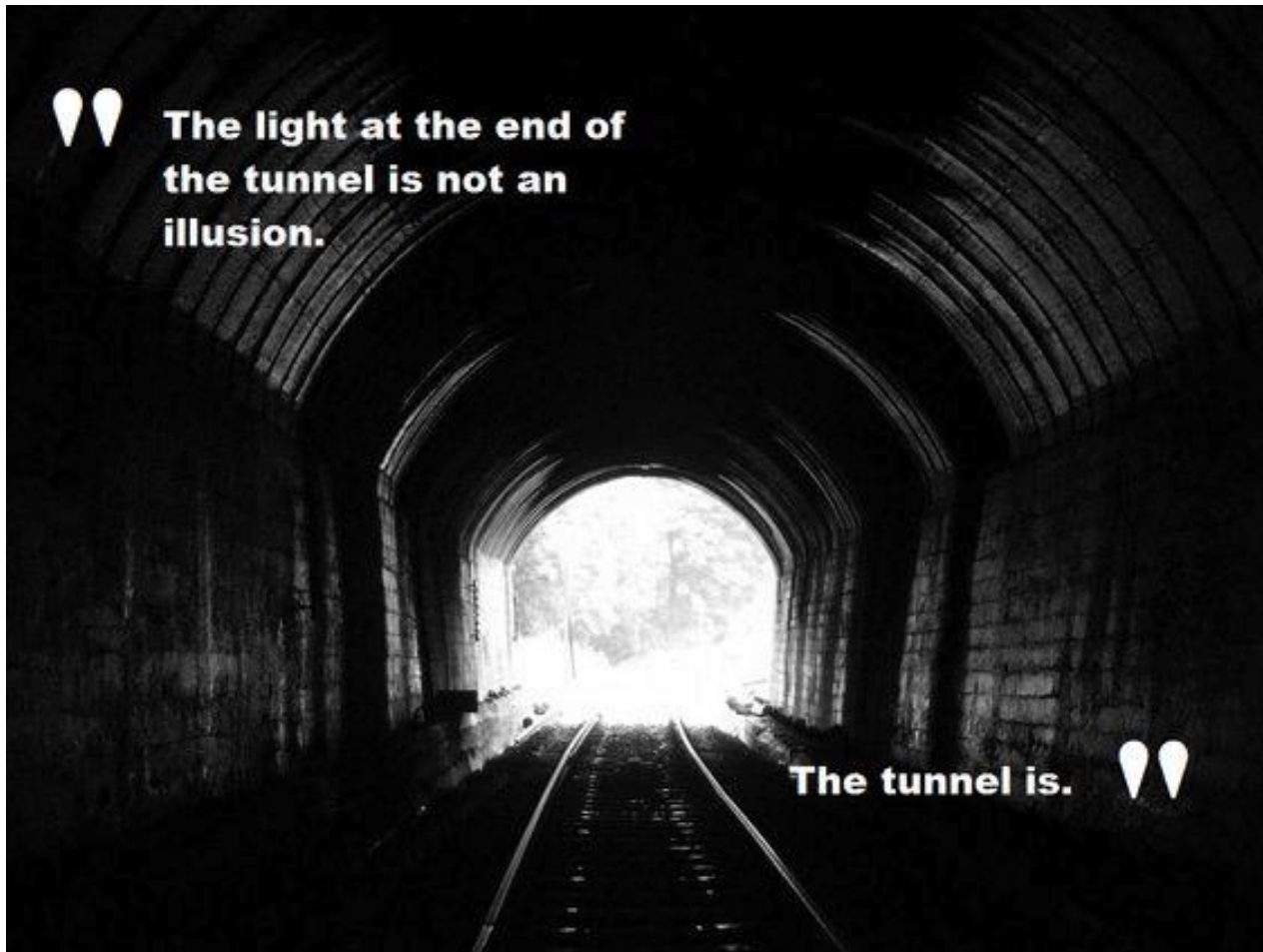
Principle 2: Board-Certified Case Managers (CCMs) will respect the rights and inherent dignity of all of their clients.

Principle 3: Board-Certified Case Managers (CCMs) will always maintain objectivity in their relationships with clients.

Principle 4: Board-Certified Case Managers (CCMs) will act with integrity and fidelity with clients and others.



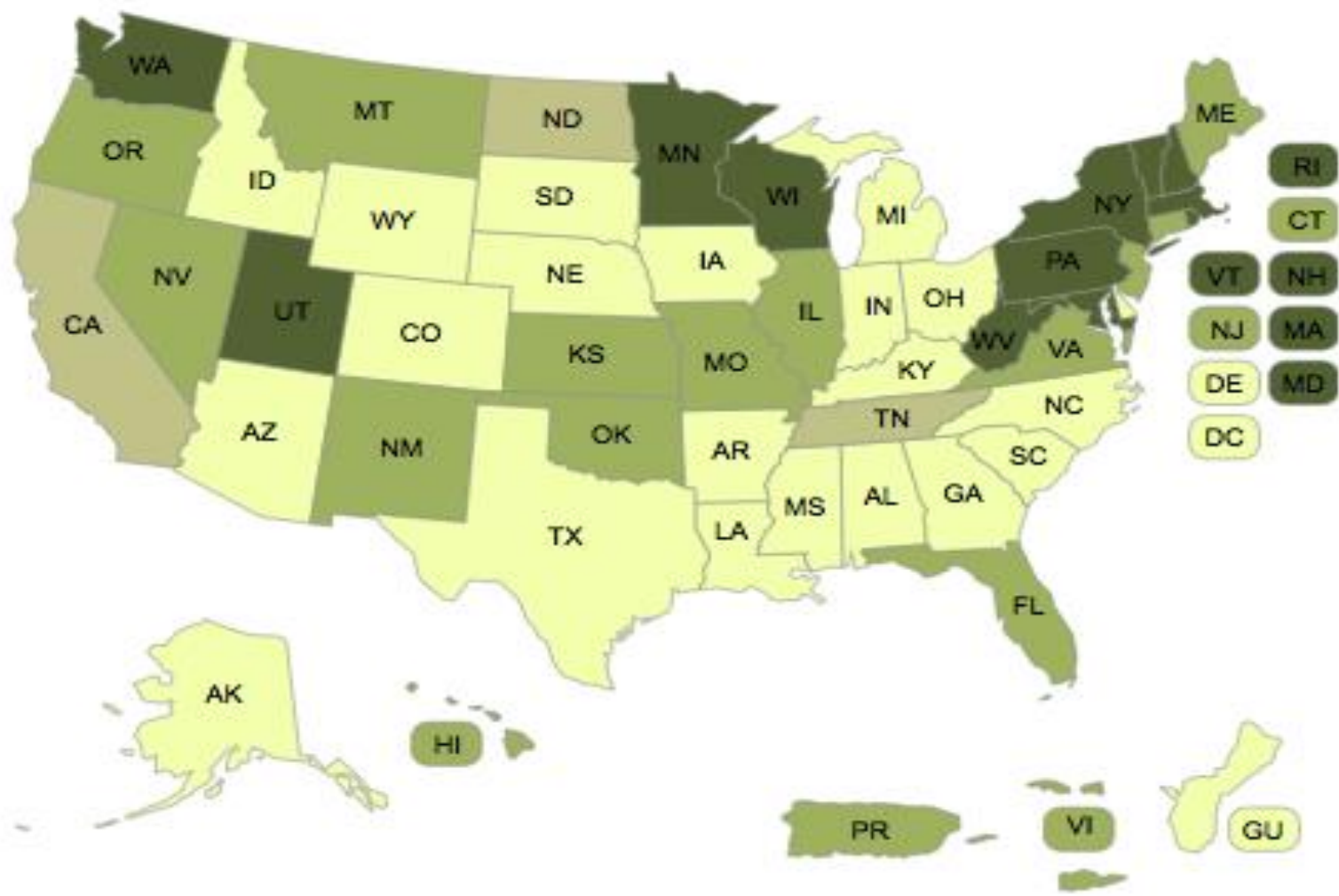
There's **Light** at the End of the Tunnel



Legislation

The Healthy Workplace Bill (HWB)-Template of a bill that:

- Defines an "abusive work environment"
- Requires proof of health harm by licensed health or mental health professionals
- Protects employers from vicarious liability risk when internal correction and prevention mechanisms are in effect
- Gives employers the reason to terminate or sanction offenders
- Requires plaintiffs to use private attorneys
- Plugs gaps in current state and federal civil rights protections
- Supports those in 'at will' situations who fear retribution



- Current Bill**
- Previous Bill**
- HWB as Law**
- Related Law**

Healthy Workplace Bill

Professional and Regulatory Standards

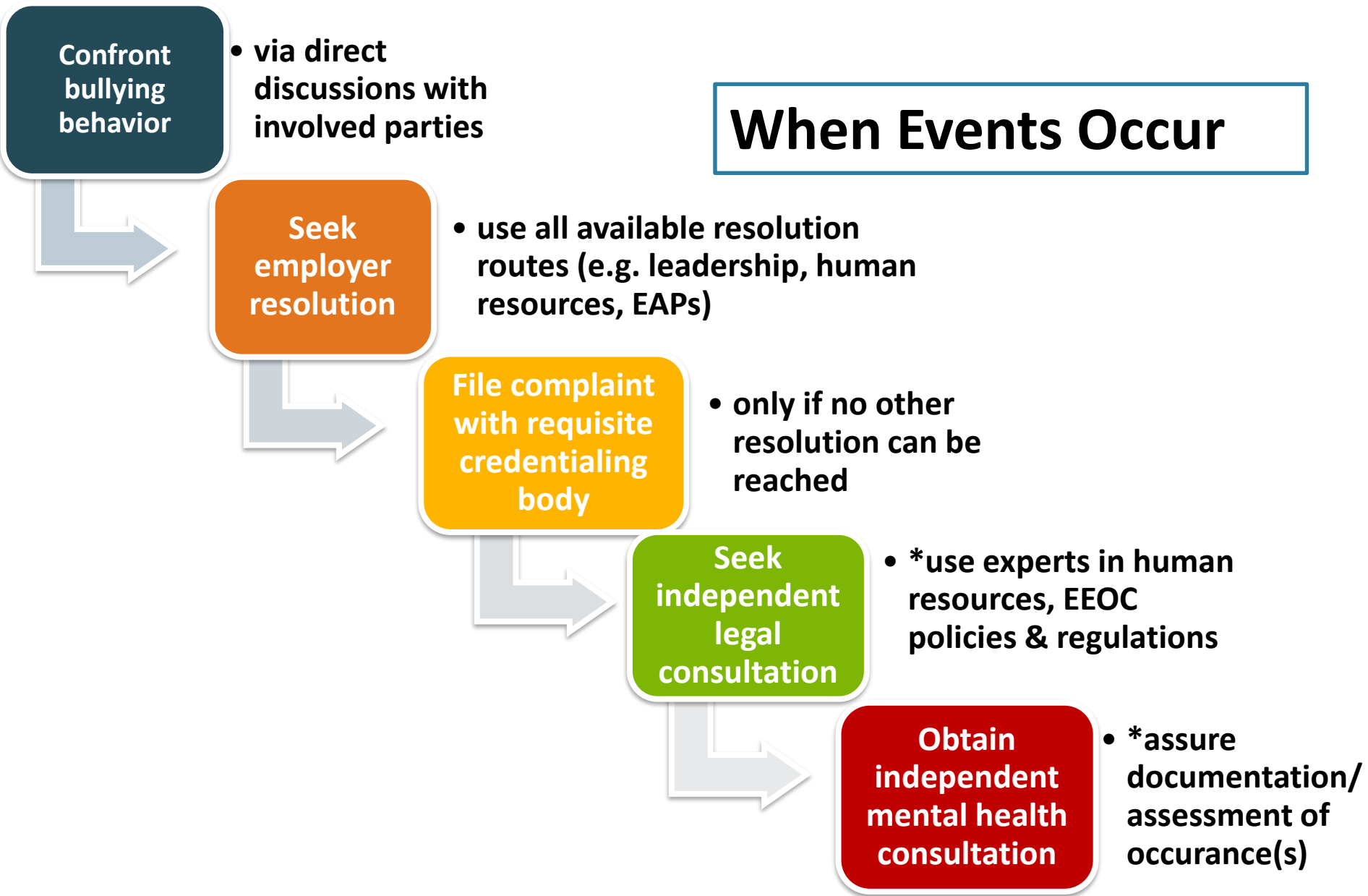
- **The Joint Commission**- LD.03.01.01. Organizational leaders should create and maintain a culture of safety and quality throughout the organization (TJC, 2008)
- **US Department of Veterans Affairs** (The Secretary of Veterans Affairs, Washington DC, 4/2015)
- **American Nurses Association**-Incivility, Bullying and Workplace Violence: Position Statement (2015)
- **Case Management Society of America**-Standard K: Ethics (CMSA, 2016)
- **National Association of Social Workers**-Standard 2.04 Disputes Involving Colleagues (NASW, 2017)

Shift the Practice Culture

Shift from traditional professional education models

- National average of bullying & mistreatment in medical education: **50%**
- Advance from a '*nurses eat their young*' approach to one of empowering and mentoring
- Teach *Interprofessional Education* models that promote mutual respect for discipline specific expertise.

When Events Occur



(Fink-Samnack, 2017)

Promote Your Workplace Resilience!

Intervene early!

Don't get isolated!

**Document,
Document,
Document**

**Promote your
professional self!**

**Set limits on what
negative behavior is
acceptable!**

**Don't react to the
bully!**

**Take time to heal and
recharge.**

**Protect your personal
information.**

**Approach bullying
like a work project,
including financial
costs!**

Costs of Workplace Bullying

(Workplace Bullying Institute (2017b))

- **Employee turnover:** to estimate cost multiply the combined salaries of departed workers by 1.5. (e.g. for a person who earned a \$50,000 salary, the recruit and replace expenses are \$75,000)

Costs of Workplace Bullying

(Workplace Bullying Institute (2017b))

- **Litigation and settlements**: safe estimates
 - \$30,000 per lawsuit.
 - If case filed in court, increase to \$60,000.
- **Workers Comp and Disability Insurance Claims**:
 - tough to know the cost
 - call to a firm who manages disability claims to provide a more accurate number.

Resources

Alberta Research, Resources, & Recovery Center, Inc.:

<http://abrc.ca>

Healthy Workplace Bill:

<http://healthyworkplacebill.org>

Interprofessional Education Collaborative:

<https://ipecollaborative.org>

Overcome Bullying

<http://www.overcomebullying.org>

Occupational Safety and Health Administration

<https://www.osha.gov/SLTC/workplaceviolence/>

Partnership for Workplace Mental Health™

<http://www.workplacementalhealth.org>

Times Up Now

<https://www.timesupnow.com>

Workplace Bullying Institute

<http://www.workplacebullying.org>

**'No one can
make you feel
inferior
without your
consent'
-Eleanor
Roosevelt**





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Question and Answer Session

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Thank you!

- Please fill out the survey after today's session
- Those who signed up for continuing education will receive an evaluation from the Commission.
- A recording of today's webinar and slides will be available in one week at <http://ccmcertification.org>

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