

AN ANTI-WORKPLACE VIOLENCE AND WELLNESS
PROGRAM FOR HEALTH CARE WORKERS

WORKPLACE CIVILITY AND WELLNESS PROMOTION IN HEALTH SERVICES

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OUTLINE

- ⦿ Workplace victimization
 - Antecedents
 - Outcomes
 - Moderators
- ⦿ Translational research
- ⦿ Workplace civility and wellness promotion

Workplace Victimization (WV)

- Experiences of being a target of workplace aggression.
- Occurs when an employee's well-being is harmed by an act of aggression
- An employee's well-being is harmed when fundamental psychosocial and physiological needs are unmet or thwarted.

Antecedents of WV

- ⦿ Workplace conflict
- ⦿ Workplace incivility
- ⦿ Workplace aggression
- ⦿ Workplace bullying
- ⦿ Workplace harassment
- ⦿ Workplace transgression
- ⦿ Workplace violence

❖ Intentionality;
❖ Targets;
❖ Perpetrators;
❖ Actions;
❖ Severity;
❖ Outcomes;
(Synder et al., 2005)

The risk of workplace violence in health services

- Studies show that nurses and other healthcare professionals are second only to the police and security staff in terms of their likelihood of experiencing violence at work.
- 153 more times likely to be a victim of workplace violence than those in the least at risk occupations such as clerk
- Under-reporting rate: 39%

(Beech & Leather, 2006)

In Hong Kong

- ⦿ the number of reported incidents of physical violence rose from 736 in 2005 to 2341 in 2008,
- ⦿ while the number of reported incidents of verbal violence including humiliation and threats soared from 441 in 2005 to 4124 in 2008.
 - Data from the Hospital Authority, 2009

Source of violence in health services

- Mainly patients and their relatives
- Also include nursing colleagues, seniors, managers, and doctors

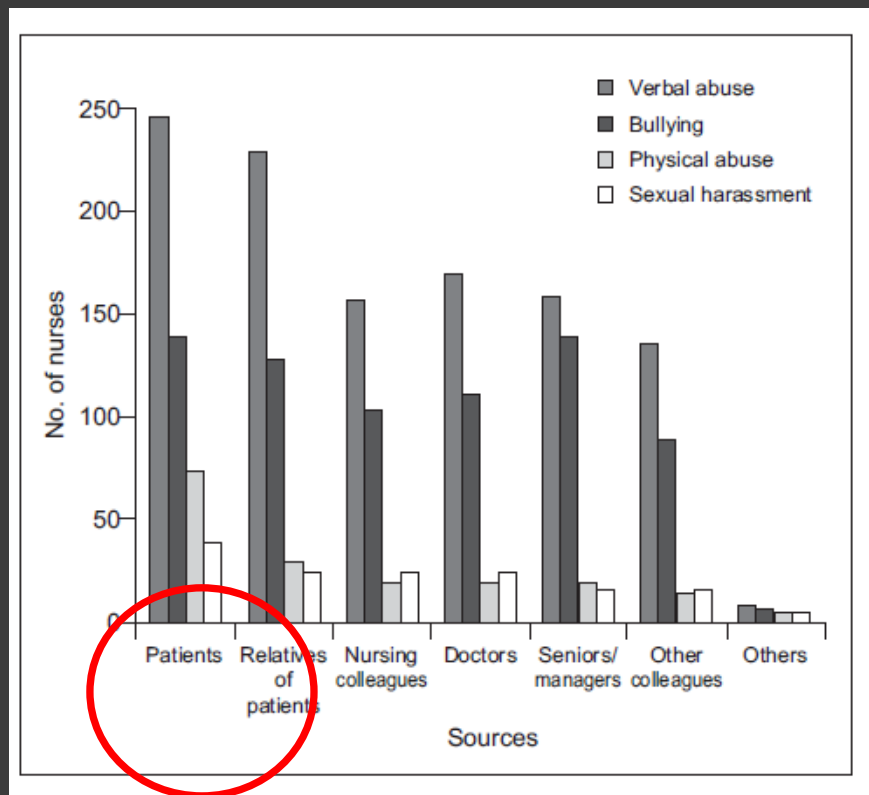


Fig 2. Source of workplace violence in the previous 12 months*

* Respondents could choose more than one source

Prevalence rate of violence in different specialties

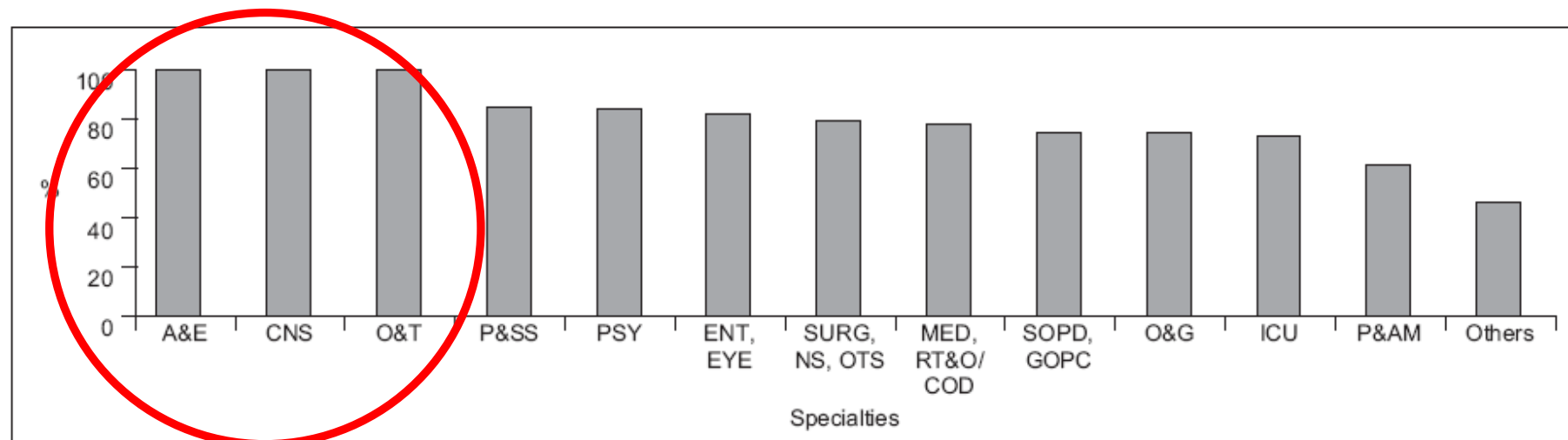


Fig 3. Prevalence of any kind of abuse against nurses in different specialties*

* A&E denotes Accident & Emergency; CNS Community Nursing Service; O&T Orthopaedics & Traumatology; P&SS Private & Specialty Services; PSY Psychiatry; ENT Ear, Nose and Throat; EYE Ophthalmology; SURG Surgical; NS Neurosurgery; OTS Operating Theatre; MED Medical; RT&O/COD Clinical Oncology; SOPD Specialty Out-Patient Department; GOPC General Out-Patient Clinic; O&G Obstetrics & Gynaecology; ICU Intensive Care Unit; and P&AM Paediatrics & Adolescent Medicine

External Sources of WV

⦿ Outsiders

- The public
 - >65% of workplace homicides occur during a robbery (Sygnatur & Toscano, 2000)
- Clients / service users / customers / patients....
 - Approximately 60%--70%

Type I and Type II aggression

⦿ Insiders

- Supervisors
- Colleagues
- Subordinates
 - Approximately 30%

Type III aggression

(Braverman 1999, Calif. Occup. Saf. Health Admin.1995)

Outcomes of WV

- Bad public image
- Dissatisfaction of service users (i.e., patients and/or their family)
- Increased cost (\$ 35 billion) in law suits, medical care, accidents and mistakes, etc.
- High job turnover rate
- Toxic organizational climate
- Lowered morale and decreased productivity among staff
- Job burnout
- Posttraumatic stress
- Depression
- Anxiety
- Low organizational commitment
- Low perceived organizational justice
- Low trust....

Organizational Level

Barling, 1996; Hershcovis & Barling, 2010

Individual Level

Needham et al., 2005; Briere & Scott, 2006

Job burnout and escalating conflicts

(Winstanley & Whittington, 2002, 2004)



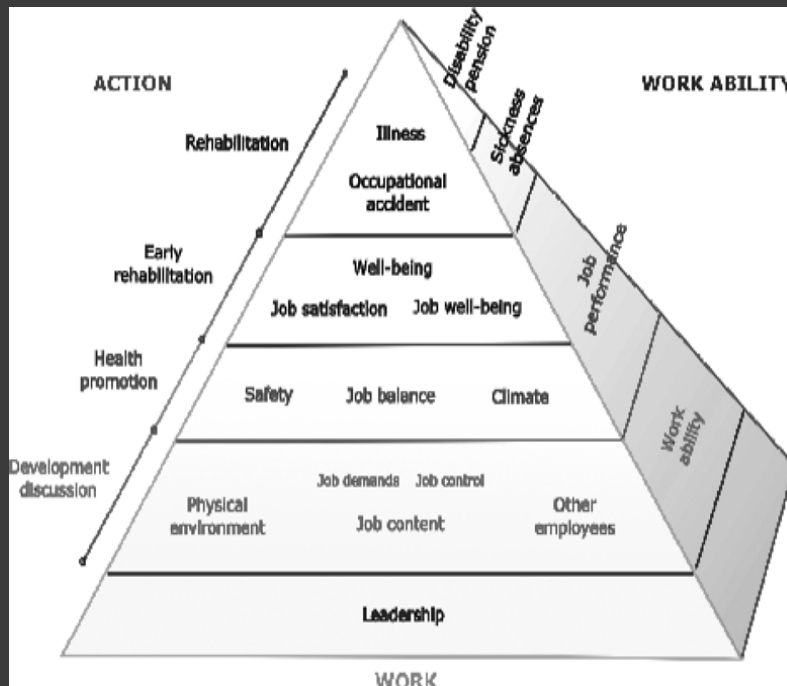
Moderators of WV

- Leadership
- Job design
 - Role ambiguity
 - Role conflict
 - Task interdependence
- Organizational justice
-
- Core self-evaluation
 - Self-esteem
 - Generalized self-efficacy
 - Neuroticism
 - Locus of control

Organizational level

Individual level

- Good leadership has been found to be associated with better employees' well-being (Risk Ratio 1.40 ranging from 1.36 to 1.57) and health—a decreased risk of sickness absence (RR 0.73, range from 0.70 to 0.89)



Kuoppala et al., 2008
Journal of Occupational
Environmental Medicine

○ Self-concordance theory

- People with positive self-evaluations are more likely to choose goals that are concordant with their ideas, interests and values, and hence are happier than those who pursue goals for other (extrinsic or defensive) reasons (avoidance or prevention)
- People with positive self evaluations are more likely to **focus on and be aware of their goals and engage in work instead of be burnt out at work.**

Judge et al., 2005
Journal of Applied Psychology



Translational Research

Organizational resilience

◆ organizational/team level

◆ individual level

Interventions at the organizational level

⦿ Leadership development

- Self-awareness (Avolio & Gardner, 2005)
 - Coaching
 - 360 degree feedback
 - **Mindfulness training**
 - Emotional intelligence—fMRI: Increased widespread prefrontal cortical activation and decreased bilateral amygdala activity (David et al., 2007)
 - More empathy (Brown, Ryan & Creswell, 2007)
 - More self-concordant behaviors.

Interventions at the individual level--

Integrative body-mind-spirit approach

- ◎ To improve core self-evaluation and hence a sense of coherence
- ◎ Capacity building for conflict management
 - KSAO: knowledge, skills, abilities, other characteristics such as attitudes and the like
- ◎ Post-conflict self-care
 - Mindfulness (Awareness) and regulation of emotions and bodily sensations after disturbances
 - Meaning making, acceptance and forgiveness, compassion
 - From victimhood to survivorhood

Thank You!

