

## HNA Actions

# What Has HNA Done For You Lately?

After five years of effort, Nurses at **North Hawai'i Community Hospital** have succeeded in forming an HNA bargaining unit, winning required support in an election of their colleagues. The election was held May 9<sup>th</sup> and the results officially certified on May 21<sup>st</sup>. HNA is now the representative of the 108 Nurses in the unit. A Nurse negotiating committee has been formed and is already formulating proposals for negotiations expected to begin in mid-July. Skye Bergen, RN, played a key role in the organizing efforts at her facility in cooperation with HNA LRS Randy Perez, who was the lead organizer for HNA, and HNA LRS Rosalynn Perez (no relation to Randy). HNA Collective Bargaining Chair as well as HNA and UAN Vice President Joan

Craft, RN, met with the Nurses during the election effort.

In a related matter, a hearing was held on June 24<sup>th</sup> regarding setting an election for Nurses at the **Avalon Care Center - VA Hilo LLC dba Yukio Okutsu State Veterans Home**. The unit currently numbers nine and requested representation by HNA. With no dissension, an election was ordered in what appears to be record time, less than a month after the filing of the petition. The vote was scheduled for July 2<sup>nd</sup>, just as this issue is being printed. HNA LRA Bruce Hom assisted the Nurses in the unit with the organization. We hope to have good news about the election results in our next issue.

### Negotiations

**Molokai Nurses** - a unit of nine Nurses - are half completed with their negotiations and are working now on cost proposals.

As to the "Big Five" negotiations, Nurse Negotiating Teams have been formed and are operational for the upcoming contract negotiations happening this fall. The "Big Five" contracts end November 30, 2008, and HNA RNs are ready and willing to take on the challenges of winning strong successor agreements.

**Queens, Kaiser, Kapiolani, HMC-East, SF Hospice and Home Health, and Kuakini** negotiating teams have been meeting since before June, each making

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## UAN Endorses Obama For President



The United American Nurses (UAN, AFL-CIO) has announced its endorsement of Illinois Senator Barack Obama for the office of President of the United States.

The statement was made by UAN President Ann Converso on behalf of the UAN Executive Council which approved the endorsement unanimously. UAN will be participating in the AFL-CIO's Labor 2008 election activities. HNA, a UAN affiliate, will keep members up to date on opportunities to take part in the united nursing profession's efforts to help elect Senator Obama President to help start making the changes needed to get our country moving again in so many vital areas including turning around the economy, dealing with devastating climate changes, and regaining needed support for healthcare in America.

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preparations for their own negotiations. HNA's Board of Directors is making plans to insure that every negotiating team and the HNA Nurses at every facility have all the support they need to achieve success. This covers a wide range of subjects, including strike preparations as well as communications with members regarding negotiations and what they can do to prepare in the event of a strike.

If you have not already done so, please fill out the Negotiations survey on the HNA website ([www.hawaiinurses.org](http://www.hawaiinurses.org)) and let your Nurse negotiators know what the priorities are for you and your co-workers. Get involved as a support member of your negotiations team - passing out flyers and transmit-

ting information is a tremendous help to your team.

No one wants to strike, but sometimes that is the vote of the members, to stand firm on their convictions. If YOU and your co-workers decide that is what must be done to achieve necessary goals that YOU establish with YOUR Nurse Negotiating Team, HNA's job is to support you in your efforts and assist you to achieve your goals!

HNA urges you to prepare yourself and your family. Start saving your money in the event you may be off work for a length of time. Get a second call-in or part time job at a non-negotiating facility. Sign up with an agency so you can fill in at non-striking facilities. Contact your mortgage lender and find out how you can get a deferment on your mortgage in the event of a strike.

Take control of your finances now, and you will be prepared and in control in the event of a strike.

### Other HNA Actions

HNA has helped several Nurses get their jobs back. One Nurse received substantial back pay. HNA has also recently organized several more facilities. **Kaiser Home Health** Nurses are in the process of negotiating their first contract as are **Queen's Medical Center IV** team. The **Radiation Therapists at QMC** continue to push for a finalized contract. One key element to all these units have been that the Nurses and Radiation Therapists involved have driven their own efforts to organize their coworkers prior to coming to HNA for the final push for recognition as union members. We all join in congratulating them for persevering to become part of HNA.

## HNA CALENDAR

### Monthly Meetings

**1st Friday:** Collective Bargaining Committee meets at 4:00 pm.

**2nd Friday:** Finance Committee meets at 4:00 pm.

**2nd Friday:** Executive Committee meets at 6:00 pm.

**3rd Saturday of each month:** HNA's Board of Directors meets at 10:00 am to 3:00 pm.

All committees meet at HNA, 677 Ala Moana Blvd., Suite 301, Honolulu. Times are subject to change, so please phone HNA before planning to attend a meeting.

## HNA ACTION

### HNA OFFICERS

Luanne Long, RN – President  
Joan Craft, RN – Vice-President  
Robin Tanner, RN – Secretary  
Wilmalee Kimble, RN – Treasurer

### EDITORIAL BOARD

Luanne Long, RN – HNA President  
Joan Craft, RN – HNA Vice President  
Robin Tanner, RN – HNA Secretary  
Claudine Tomasa, RN – ANA HOD  
Barry Abel – Editor  
Designed by Glenn McHugh

### HNA MAJOR COMMITTEE CHAIRPERSONS

#### Executive Committee:

Luanne Long, RN, HNA President

#### Finance Committee:

Wilmalee Kimble, RN, HNA Treasurer

#### Collective Bargaining Committee:

Joan Craft, RN, HNA Vice President

#### Nominations Committee:

Sheri Kearns, RN

#### Continuing Education:

Faith Rossman, RN

#### Communications:

Vacancy

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by Luanne Long, RN  
President, HNA

E Pluribus Unum – out of many, one

# Challenging Times

These are, surely, challenging times for us as Nurses and for our Union as well.

As individual Nurses, we practice our honored profession, working hard to be prepared to serve the needs of our patients no matter what those needs may be. Together, as a united profession, we work together to make our union strong enough to serve our collective needs, whatever those needs may be.

Today, we are preparing to support so many of our colleagues who are covered by the Big Five and other negotiations. You have elected from among our numbers truly excellent leaders, Nurses who donate their time to plan and provide for our support in all our endeavors. Also, we have put together an outstanding staff to work full-time on our behalf, striving to implement the policies and achieve the goals set by our elected leadership from the House of Delegates to the Board of Directors to the Executive Committee.

To be candid, all of these talented individuals are laboring under the handicap of inadequate funding support. However, HNA leaders and staff will do all that is possible under the current conditions and provide the support we need, as Hawai'i Nurses. HNA will be there when we need it.

### Gearing up for action

I write these words at the very start of Summer 2008. These summer months give us our preparation period as we gear up for action on two very important fronts: **Negotiations**, in which we negotiate with management to establish the rules that govern our wages, hours and working conditions, and **Political Action**, in which we work to elect to public office individuals who will truly understand the issues involved in meeting the mounting crisis in public health and will be prepared to listen to Hawai'i's Nurses and take action to improve our chances for success, for both our profession and the patients whose needs we serve.

My message to you is direct and basic: this is YOUR union. In fact, HNA is YOU. HNA is the forum

through which we work together – as ONE – to gain the collective strength we need to accomplish our goals and provide for our own protection and collective achievement.

### Get involved

Get involved. Connect with your Nurse Negotiating Team at YOUR facility. Find out what YOU can do to support the efforts there that support you and your family. At the same time, get involved with HNA's Political Action Committee. Follow along in the candidate interview process. Learn why HNA decides to endorse specific candidates and give those candidates your personal support. Join in our efforts to elect supporters of quality healthcare to public office so we may change conditions in our facilities for the better.

Get involved. 2008 is a year of critical importance to our country, our state, our communities, our entire way of life. Each of us is needed. Each of us can make a difference.

Join with your union to be the voice – the **Nurse** – who makes the difference on behalf of everyone.

Mahalo.

## Register and Vote

The 2008 Hawai'i State Legislative session closed without adopting key legislation of great importance to Nurses and patients. HNA will, of course, reintroduce our most important bills in next year's session. In the meantime, we need to focus now on Election Year 2008.

The time is now for Hawai'i's Nurses and other Healthcare Workers to organize and activate our voices, united as one, to make a difference in our practice, our workplace, and our community.

In order to assure that Our Voices are heard by leadership in Government, we – the members of the Hawai'i Nurses Association - must step up to make sure we elect officials who are committed to supporting our needs and championing our bills which are vital for the health and safety of Hawai'i's People.

**If you are not a registered voter, NOW is the time to take care of business. Call HNA at 521-8361 for more information or request to have a Wiki Wiki Voter Registration form mailed to your residence. Complete the form and mail it in to your county office.**

You may also visit the Office of the County Clerk where you reside to fill out the WikiWiki Voter Registration.

**The Primary Election is Saturday, Sept. 20, 2008.**

**The General Election is Tuesday, Nov. 4, 2008.**

Do your part to help elect good public officials who will shape the future of our State and our Country. Be sure to register and vote for the candidates endorsed by our HNA Political Action Committee.

## AMA WANTS TO LIMIT NURSING EDUCATION & PRACTICE

The American Medical Association's (AMA) House of Delegates June 14-18 passed Resolutions intended to limit nursing practice and education including a proposal that would require physician supervision of DNP's practice.

**HNA believes that state law, state boards of nursing, and the nursing profession itself are the only appropriate entities to regulate the practice of nursing. It is not appropriate for the AMA to attempt to regulate the practice**

**of nursing any more than it would be appropriate for the nursing profession to attempt to regulate physicians. The AMA is not the "starting place" from which all other healthcare professions must seek authorization to practice. HNA believes this is an attempt to diminish the unique contribution and role of Nurses and other healthcare providers, and assumes a level of knowledge of nursing care, education and practice that is simply not the province of the AMA.**

## HNA Executive Director Position Open

**- HNA President Luanne Long, RN**

Given the ongoing changes in our profession and needs of Hawai'i Nurses, HNA's Board of Directors regularly reviews how we are meeting our objectives.

Our organization, while having roots back nearly 100 years now, is really still quite young in its current form, the result of the merger of the old HNA with the CBO. As such, we know that transition is the norm today rather than the exception and we must be prepared to make adjustments as they are needed.

In this context, HNA's Board of Directors and former Executive Director Stuart McKinley have agreed to end our previous relationship. A comprehensive search for a new Executive Director is planned. This will include naming an interim ED in the near term to manage the affairs of HNA.

On a personal note: while we feel a change was necessary at this time to help HNA address the challenges we face, especially in view of the failure of the dues adjustment proposal, I want to thank Stuart for his efforts on behalf of HNA and the cause of strengthening our union and improving healthcare in Hawai'i.

By provision of law, an organization may not get into the details about personnel decisions. More than that, we intend to move forward on a positive note. We wish Stuart nothing but the very best as he continues his career and we hope and expect that everyone will join us in this.

## NY Nurses Gain Mandatory OT Protections

New York RNs and LPNs will now be able to enjoy protections from mandatory overtime similar to those negotiated by HNA for Hawai'i Nurses, for example in the contract HNA negotiated back in 2005 for Nurses at Queens Medical Center. Protections in the NY law become effective July 1, 2009.

**For more details on provisions in HNA-negotiated contracts, please see our HNA website – [www.hawaiinurses.org](http://www.hawaiinurses.org) – and use the *search* function to take you directly to the article on *mandatory overtime*.**

The law passed by New York's legislature mandates that no health care employer, excluding home care, can require a Nurse to work more than that Nurse's regularly scheduled work hours except during declared disaster situations or emergency situations (including of course a definition of what constitutes a true unforeseen emergency); states that nothing shall prohibit a Nurse from voluntarily working overtime; and says also that the refusal of a licensed practical Nurse or registered professional Nurse to work beyond the Nurse's regularly scheduled hours of work shall not constitute patient abandonment or neglect.

## BECK NOTICE TO SERVICE FEE PAYORS

If you are represented for collective bargaining by the Hawai'i Nurses Association (HNA), you have the right to be a union member or to stay a non-union member in which case you will pay what is known as a service or agency fee for your representation. As a non-member, you are entitled to object to paying for activities unrelated to the Association's duties as a bargaining agent and to obtain a reduction in fees for such activities. The fee will include costs incurred by the union for expenditures related to collective bargaining, contract administration, grievances and arbitration, and other matters affecting wages, hours, and other conditions of employment. If you choose to enter into a service fee arrangement, please be aware that you will deny yourself the opportunity to exercise full rights and benefits of Union membership, including the right to: 1) vote on acceptance or rejection of proposed contracts covering wages and working conditions, thereby ensuring your input on issues central to your working life; 2) participate in development of contract proposals; and 3) vote for your union officers. Contact HNA's Membership Coordinator for information concerning service fee arrangements.

# ANA Will Not Renew Agreement With UAN; Sweeping Changes Endanger Affiliations

The ANA House of Delegates (HOD), meeting in Washington DC, has adopted major changes in how ANA will operate in the future. ANA has decided not to renew their agreement with HNA's national union, UAN, which had its origins as the national union for ANA's collective bargaining members. The ANA delegates put off (until 2010) a move to declare itself a non-labor organization, but did vote to start a new coalition of bargaining organizations. ANA apparently hopes to create a situation in which it can accept money from employers, illegal for a labor organization, and is seeking some way to also take money from Nurses involved in collective bargaining at the same time.

The ANA moves have significant implications for HNA. Labor law experts inform us that HNA cannot contribute money or belong to a non-labor organization without violating several laws which could involve felony charges that could carry fines of up to \$15,000 and even possible jail time for all union staff, board of directors members, and employers who contribute HNA members' money to ANA through dues money or check off.

Another move by the ANA HOD would allow union members to join and pay dues to ANA individually in the future, just NOT through their local or state bargaining unions as has been the case.

The delegation from the Michigan Nurses Association walked out of the ANA HOD as a protest against ANA's decisions and MNA officially disaffiliated from ANA. The delegations of the DC Nurses and HNA also walked out in support of the Michigan Nurses, HNA on the last day of the meeting. The HNA representatives said the ANA decisions were extremely frustrating, especially coming at a time when unity among Nurses is so very important. HNA's attorneys are studying the legal issues involved in order to best advise HNA's Board of Directors and September House of Delegates on the subject.

## HNA PAC Endorsements

Nurses are the experts in the field of Healthcare. In order to improve and expedite change in this industry, we will need to capture the attention of officials with positions of influence, educate them on the issues, and promote our goals and priorities.

This aggressive stance can only happen when ALL MEMBERS participate and support the HNA PAC's endorsed candidates for the following offices:

### Federal Elections

- President and Vice President of the United States
- US Senator (no seat open this election)
- US House of Representatives

### State Elections

- State of Hawai'i Senate (12 out of the 25 Senate seats are up for election this time)
- State of Hawai'i House of Representatives (All House seats are up)

Expect some interesting changes in the State Legislature. As of the Summer Newsletter issue, we are aware of two members from the House of Representatives who will be stepping up and running for a seat in the Senate. These are Rep. Josh Green (District 6 North Kona, Keauhou, Kailua-Kona, Honokohau) and Rep. Alex Sonson (District 35 Pearl City, Waipahu).

### Other Elected Government Positions Of Influence

The HNA PAC may also consider endorsement of candidates in the following offices:

- The Mayoral Offices for O'ahu and the Big Island of Hawai'i are open for nominations this year.
- Council Seats on Kaua'i, Maui, and the Big Island are all open for election this year.
- In the City and County of Honolulu, five of the nine council seats expire in 2008 (Todd Apo, Barbara Marshall, Ann Kobayashi, Romy Cachola, and Nestor Garcia). The other four council seats expire in 2010 (Donovan Dela Cruz, Charles Djou, Rod Tam, and Gary Okino).

### Take ownership of this moment & move forward

ALL members are urged to get active with the HNA PAC and the HNA Governmental Affairs Committee.

Start by contributing your:

**1. TIME** - To provide input during HNA PAC's endorsement period. Call HNA's President Luanne Long with your recommendations (521-8361). HNA members should also give their time by helping HNA endorsed candidates with "sign waving" during the election campaign. The public is very much aware of the strength and determination of HNA Nurses, particularly in efforts to protect the health and safety of their patients as witnessed on the picket lines of 2002, 2003, and 2006.

**2. FINANCIAL SUPPORT** to help grow the PAC. The HNA PAC will be able to help us by screening, educating, and supporting candidates who will be able to strategize and pass laws on safe staffing and protection of healthcare workers in their place of employment. It is obvious that the healthcare industry is driven by fears of financial loss and, more and more, the desire for financial gain, often at the risk of compromising patient safety and nursing practice. Without question, HNA-negotiated contracts have deterred further negative impacts on public health and safety in the facilities covered by our Union. However, better regulated statutes are the way to assure that standards are enforced in ALL healthcare facilities. A Safe Staffing Bill will set and enforce clear standards to which all parties must adhere.

### Now is the time to make a difference

The time is ripe for change. Get involved now. Support your union and its PAC's efforts to improve conditions for everyone by electing public officials who understand the issues and will support Nurses and patients. Watch the HNA Website ([www.hawaiinurses.org](http://www.hawaiinurses.org)) for updates and chances for YOU to get involved and help make the difference throughout Election Year 2008.

# What is Partnership

*As we have reported previously, the **Kaiser Partnership** is breaking new ground in the healthcare industry in terms of giving employees – through their unions – a far greater degree of participation in decision-making in their participating facilities, a principle for which our brothers and sisters at **Kaua'i Wilcox** fought so valiantly not very long ago. This approach has been proven effective in other industries. It was central in the creation of the Saturn car company, actually created and planned from the beginning by a partnership between General Motors and the United Automobile Workers, AFL-CIO. This approach also thrives at Harley-Davidson Motorcycles, to the great advantage of everyone involved.*

*The Kaiser Partnership is, however, a ground-breaking effort in OUR industry, healthcare. The Partnership provided this report to HNA to share with our entire membership in the **HNA ACTION**. It deals with how the Partnership approaches the concept of Partnership and how this operates in actuality within participating Kaiser facilities. (Unions must vote to participate in a partnership as our HNA Kaiser members have done.) Thanks to Tanya Wallace of the Kaiser Partnership for contributing this article to us. – ed*

As we see and approach it in the Kaiser Partnership, between Kaiser Permanente and unions of Kaiser employees, partnership is a shared vision between management and labor. It compels Kaiser to work with the participating unions to align policies and practices to support the success of the Labor Management Partnership, to provide systems and information to prepare union and management leaders and employees for challenging new roles, and to substantially engage the workforce in making Kaiser Permanente the best it can be.

Achieving this vision will require the collective commitment of

everyone involved to unwavering sponsorship, leadership and investment. Together we are committed to working toward Kaiser Permanente becoming the high-performance organization that we know it can, and should be.

## **The Pathways to Partnership are:**

- All employees understand how they contribute to the success of the organization and are motivated to do so.
- Union leaders are fully integrated into the strategic decision-making process and are knowledgeable about the health care environment, budget, and performance issues.
- Decision-making occurs as close to the Health Plan member as practical.
- The decision-making process includes those affected by the outcome, and those who could contribute to the quality of the decision-making process.
- Employees work in teams, as appropriate. Teams require minimal supervision and accept accountability for results. The role of managers and union representatives is to provide support to the team.
- The union and management both focus on joint problem-solving at all levels of the organization.
- Employees are engaged in continuous improvement initiatives, with a shared goal of quality care and quality service.
- There is shared leadership and decision-making responsibility at all organizational levels.

## **Decision Making in Partnership**

Our shared vision for a high performance workplace indicates that employees will increasingly make

more decisions regarding how the work is accomplished. In order to achieve this goal, parallel Labor Management Partnership structures should be integrated into existing operational structures of the organization at every level.

Integration of labor into the normal business structures of the organization does not mean co-management, but rather full participation in the decision-making forums and processes at every level of the organization as described on pages 14-16 of the Labor Management Partnership Vision.

At the workplace level, nearly all of the day-to-day decisions will be of some level of interest to employees. For this reason employees should be informed, asked for input, or consulted and engaged on a wide range of workplace decisions that affect their work environment.

## **Criteria for Involvement**

The National Labor-Management Partnership Agreement states that, while the degree of participation in the decision-making process may vary from issue to issue, two criteria help determine what is appropriate: the degree to which either party's interests are likely to be affected, and the level of expertise or added value the parties can bring to the decision.

In applying these criteria, the parties must exercise sound judgment, being both sensitive to time constraints in matters of great urgency and cautious about inordinate investment in matters that may be insignificant or frivolous.

The National Agreement states that, in the absence of consensus on vital issues, mandatory bargaining subjects will be resolved in accordance with contractual and legal rights. For other subjects, management reserves the sole responsibility for the final decision. In such circumstances, the unions retain their right to respond, thereby retaining all normal union rights and protections.

# Hyperbaric Oxygen Therapy

## Healthline Information

**- Keeping you informed about new developments in healthcare and our profession...**



Robin Tanner, RN

Hyperbaric Oxygen Therapy. Never heard of it? HBOT is not just another alternative therapy based on non-evidence. Traditionally, Hyperbarics was used as a treatment for decompression sickness (the bends) which is usually related to scuba diving or aviation. Now, and for more than 80 years, there are many Hyperbaric Oxygen Therapy chambers around the world to treat many conditions such as gas gangrene, osteoradionecrosis, diabetic and non-healing wounds, carbon monoxide poisoning, near-drowning and near-hangings, brain and nerve disorders, calciphylaxis, and some digestive disorders. In the USA, there are 14 evidence-based conditions that receive CMS reimbursements (the bottom-line gold standard). Other countries use HBOT to treat a wider range of conditions such as strokes, multiple sclerosis, cerebral palsy, autism, fibromyalgia, and even migraines.

## So What is Hyperbaric Oxygen Therapy and How Does HBOT Work?

HBOT is a method of administering to a patient pure oxygen at greater than atmospheric pressure in order to improve or correct certain conditions experienced by the

patient. Providing pure oxygen in a pressurized chamber delivers 10-15 times more oxygen than if delivered at sea level. Oxygen given with increased pressure can correct many serious health problems. Oxygen given under a slight increase in pressure within a chamber raises the oxygen tension above normal red blood cell saturation.

Under normal circumstances, only the red blood cells carry oxygen. However, because HBOT forces oxygen into the body under pressure, oxygen dissolves into all of the body's fluids, including the plasma, the Lymph, and the cerebrospinal fluids surrounding the brain and spinal cord. These fluids can carry the extra oxygen even to areas where circulation is poor or blocked, either by trickling past the blockages or by seeping into the affected area.

This extra oxygen helps in the healing process and enhances the white blood cells' ability to fight infection. It can promote the development of new capillaries (neangiogenesis), the tiny blood vessels that connect arteries to veins. It also helps the body build new connective tissue. Edema and inflammation are reduced under high oxygen tension. These functions help in wound and bone healing, as well as brain injuries. In addition, HBOT helps some organs to function in a normal manner.

As we age, we can lose vital lung capacity and the ability to effectively obtain adequate oxygen. Some disease conditions impair oxygen utilization. In addition, with injuries or conditions where there is swelling or edema, this causes pressure within the tissue, which cuts off circulation flow and increases tissue hypoxia (lack of oxygen).

## Other Uses

There is some research-backed evidence that shows HBOT may be beneficial in other conditions beyond the Medicare-approved ones. More research is needed and is currently being done around the world. However, it is important to realize that, in most cases, HBOT is best used when combined with other treatments such as physical therapy and or surgery. In addition, with minimal side effects and being a non-invasive therapy, this is a viable complementary therapy for Nurses and healthcare workers to promote for their patients' health improvement for many indications.

In Hawai'i, there are three commercial Hyperbaric Oxygen Therapy chamber centers on O'ahu and one soon to be opening on Maui. There are many more in the Islands that individuals are using on their own or as networking groups to treat particular conditions. Hawai'i is fortunate to have Dr. David Youngblood, a world renowned expert in the Hyperbaric Medicine field who consults on HBOT and wound care cases all over the world.

For Nurses, Hyperbaric Medicine is a new field that includes professional certification and is a dynamic, exciting career opportunity. The work is rewarding, while readily and easily assimilating other skill sets such as wound care, diabetic education, and stroke rehabilitation. Check out some of interesting chambers in your own backyard (Hawai'i) and search the web for research articles on this exciting field. The Baromedical Nursing Association (BNA) website can be found at <http://www.hyperbaricnurses.org/>.

**Submitted by:**  
**Robin Tanner, MSN, RN, CNN**

# HAWAI'I NURSES ASSOCIATION ACTION

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## Aggression On Job May Be More Harmful Than Sexual Harassment

Persistent criticism, belittling comments, bullying and other forms of workplace aggression may inflict more harm on employees than sexual harassment, according to a Canadian study, the UAN reports.

"As sexual harassment becomes less acceptable in society, organizations may be more attuned to helping victims who may therefore find it easier to cope. In contrast, non-violent forms of workplace aggression such as incivility and bullying are not illegal, leaving victims to fend for themselves," lead author M. Sandy Hershcovis, of the University of Manitoba, said in a prepared statement.

### 110 studies over 21 years

In their work, the researchers reviewed 110 studies conducted over 21 years. They found that both workplace aggression and sexual harassment create negative work environments and unhealthy consequences for workers, but aggression has more severe consequences. Workers faced with bullying, incivility or interpersonal conflict were more likely to quit their jobs, have a lower level of well-being, be less satisfied with their jobs, and have less satisfying relationships with their bosses than workers who were sexually harassed, the researchers concluded. In addition, bullied employees reported more job stress, less job commitment and higher levels of anger and anxiety.

**"Bullying is often more subtle and may include behaviors that do not appear obvious to others," Hershcovis said. "For instance, how does an employee report to their boss that they have been excluded from lunch? Or that they are being ignored by a co-worker? The insidious nature of these behaviors makes them difficult to deal with and sanction."**

The study was presented in Washington, D.C., at the International Conference on Work, Stress and Health, co-sponsored by the American Psychological Association, the U.S. National Institute of Occupational Safety and Health, and the Society for Occupational Health Psychology.