



WORLD CLASS HEALTH & SAFETY EVENT

Michigan Safety Conference

Healthcare: Workplace Violence Risk Assessments & Analysis

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94 Years - Find Your Safety _____!

Healthcare Workplace Violence Risk Assessment & Analysis

Program Development Guideline

Setting the stage...

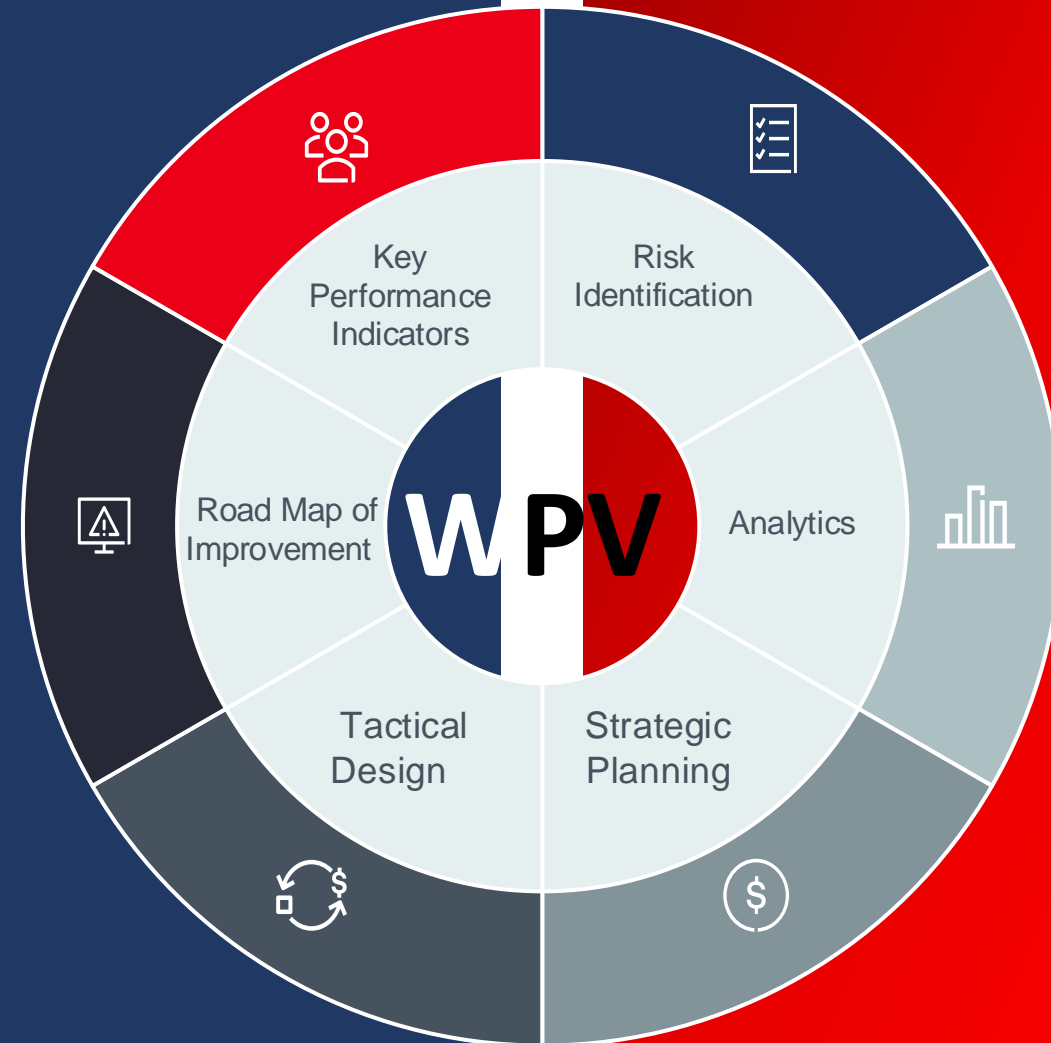
- The first step is understanding the risk
- The second step is understanding where you are vulnerable
- The third step is preparing for the risk
- The fourth step is protecting staff and the public
- The final step is developing a prevention plan to:
 - Eliminate
 - Mitigate
 - Administrate the risk

PLAN

PREPARE

PROTECT

PREVENT



Understanding the Risks...if the unthinkable happens, where is it most likely to happen...



Threatening Statements

- Verbal threats to kill or do harm to oneself or others
- Pattern of escalating threats that appear well planned
- References to other incidents of workplace violence
- Violent intentions or plans are posted to social media



Intimidating Behavior

- Intimidation of coworkers
- Belligerent behavior, open defiance or insubordination
- Persecution complex, everyone is out to get me



History of Violence

- Prior violent criminal record
- Assaults or anti-social behavior
- Different perception of risk



Performance Decline

- Attendance or concentration problems, decreased productivity
- Increasing pattern of accidents
- Continual excuses



Personality or Mood Changes

- Withdrawal, major changes in interpersonal relations
- Bizarre thoughts, paranoid behavior, strong emotional mood swings



Obsessive Behavior

- Desire to hurt a specific group or person
- Romantic attachment to someone
- Fixation on politics, religion or other social issue

PLAN

and. . .

More Signs of Trouble



Personal Life Stress

- Financial problems
- Losses: job, marriage, loved ones, children
- Divorce or bankruptcy
- Illness or addiction



Prior Knowledge

- During counseling of troubled worker
- Observations during course of employment
- When domestic disputes spill into the workplace



Community Impact

- Changes in the local economy
- Densely populated area
- Gang or violent community activity

Violence Prevention

Prepare

- Workplace Violence Prevention (Crisis Response) Teams
- Crisis Response Team Training
- Risk Assessments and Security Evaluations
- Employee assistance professionals in place to assist affected employees in cases of serious workplace violence incidents
- Local Emergency Response Coordination and Employee Training:



PREPARE

Violence Prevention

Prepare

Non-Violent Intervention Training

- Recognize early warning signs of anger or hostility.
- Effectively utilize personal space, body language, and para-verbal communication to relieve tension and diffuse hostility.
- Employ verbal intervention strategies to de-escalate situations before they become more disruptive or potentially dangerous.
- Maintain an objective and professional attitude when responding to an agitated individual.
- Effectively debrief once tension reduction occurs.

<https://www.crisisprevention.com/>

<https://proacttraining.com/>

PREPARE

Violence Prevention

Protect

Risk & Threat Assessments



Assess the work environment for potential or actual risk hazards. This includes policies, programs and protocols.

Premises Security



A physical workplace evaluation addressing site security - including building access, lighting, fencing, alarms, employee programs, etc.

Apply Appropriate Engineering and Administrative Controls

PROTECT

Violence Prevention

Engineering Controls

These are physical and technical controls that isolate or minimize the hazards in the workplace

- Premises Controls - Unobstructed Views, Vehicle and Pedestrian access restrictions
- Access Controls – Key Cards, Turnstiles, Man-traps, Passcodes, Security Staff, etc.
- Entry Detection and Alerts, Panic Buttons and Camera Systems
- Metal Detection, Intrusion Detection and Alarm Systems, Safe Rooms and Exits
- Lighting, Landscaping, and Signage
- Building Design: Exits/Safe Rooms/Shatter-Proof Glass/Perimeter Fencing & Gates

PROTECT

Violence Prevention Program

Administrative Controls

An employer program designed to prepare, prevent, and respond to any physical assault, threatening behavior or verbal abuse occurring in the workplace.

Elements of a comprehensive program include:

Management Commitment	Workplace Violence Prevention Policy	Employee Involvement
Threat Assessments	Premises Security Evaluations	Risk Controls
Employee Training	Drills and Tabletop Exercises	Reporting and Record Keeping System

Summary-Understanding the Risks...

Because of the nature of workplace violence and the challenges it presents, employers and their employees must have a solid understanding of:

- The risks and warning signs of workplace violence incidents and how to identify them.
- How events can be prevented with engineering and administrative controls.
- What is the potential for a violent incident in their workplace?
- Has everything that can be done to minimize this potential been done?

Employers must be able to ensure safety on the job for their employees. This can be accomplished with:

- Improved pre-hire qualifications and new hire training and orientation.
- Develop and implement a comprehensive preparedness and response program.
- Invest in premises security controls that make sense.
- Engage active partnerships with emergency response agencies, security and safety professionals to manage risks.
- Proactive and aggressive incident, and recovery management.

Workplace Violence Risk Assessment

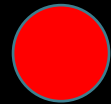
Background



Since January 1, 2022, a revised workplace violence prevention standard has been applied to all Joint Commission-accredited hospitals and critical access hospitals.



The new and revised **Joint Commission** standards provide a framework to guide hospitals in developing effective workplace violence prevention systems, including leadership oversight, policies and procedures, reporting systems, data collection and analysis, post-incident strategies, training, and education to decrease workplace violence.



The new-revised standards are embedded within the following existing **EOC** groupings:

Environment of Care

Human Resources

Leadership

Workplace Violence Risk Assessment

Environment of Care

- The new/additional standards consist of the following:
 - **Standard EC.02.01.01:** *The hospital manages safety and security risks-* EP 17: The hospital conducts an annual worksite analysis related to its workplace violence prevention program. The hospital takes actions to mitigate or resolve the workplace violence safety and security risks based upon findings from the analysis.
 - **Standard EC.04.01.01:** *The hospital collects information to monitor conditions in the environment-* EP 1: The hospital establishes a process(es) for continually monitoring, internally reporting, and investigating the following:
 - Injuries to patients or others within the hospital's facilities
 - Occupational illnesses and staff injuries
 - Incidents of damage to its property or the property of others
 - Safety and security incidents involving patients, staff, or others within its facilities, including those related to workplace violence
 - Hazardous materials and waste spills and exposures
 - Fire safety management problems, deficiencies, and failures
 - Medical or laboratory equipment management problems, failures, and use errors
 - Utility systems management problems, failures, or use errors

Workplace Violence Risk Assessment

Environment of Care

- The new standards consist of the following:
 - **Standard EC.04.01.01:** *The hospital collects information to monitor conditions in the environment-* EP 6: Based on its process(es), the hospital reports and investigates the following: Safety and security incidents involving patients, staff, or others within its facilities, including those related to workplace violence.

Workplace Violence Risk Assessment

Human Resources

- The new standards consist of the following:
 - **Standard HR.01.05.03: Staff participate in ongoing education and training- EP 29:** As part of its workplace violence prevention program, the hospital provides training, education, and resources (at time of hire, annually, and whenever changes occur regarding the workplace violence prevention program) to leadership, staff, and licensed practitioners. The hospital determines what aspects of training are appropriate for individuals based on their roles and responsibilities. The training, education, and resources address prevention, recognition, response, and reporting of workplace violence as follows:
 - What constitutes workplace violence?
 - Education on the roles and responsibilities of leadership, clinical staff, security personnel, and external law enforcement
 - Training in de-escalation, nonphysical intervention skills, physical intervention techniques, and response to emergency incidents
 - The reporting process for workplace violence incidents

Workplace Violence Risk Assessment

Leadership

- The new standards consist of the following:
- **Standard LD.03.01.01:** *Leaders create and maintain a culture of safety and quality throughout the hospital-* EP 9: The hospital has a workplace violence prevention program led by a designated individual and developed by a multidisciplinary team that includes the following:
 - Policies and procedures to prevent and respond to workplace violence
 - A process to report incidents in order to analyze incidents and trends
 - A process for follow up and support to victims and witnesses affected by workplace violence, including trauma and psychological counseling, if necessary
 - Reporting of workplace violence incidents to the governing body

Developing a Workplace Violence

Policy Statement

Most organizations have a **Zero Tolerance** approach to workplace violence. An employee found to have committed any threat of violence or act of violence, either at the facility or while engaged in facility business, will be subject to disciplinary action up to and including termination. Employees engaging in acts of violence on the facility premises or while engaged in facility business are reported to the proper authorities and prosecuted to the fullest extent of the law.

The purpose of the **Policy Statement** is to ensure the safety and security of employees, patients and visitors at all times. It should have **two key goals**:

- 1) Communicate the philosophy of the organization in dealing with workplace violence; and
- 2) Prepare staff to respond safely.

By developing a **Risk Assessment & Analysis process**, organizations can facilitate a consistent approach to evaluating and reducing WPV risks by establishing an “Event Type” or “Event Class”, a Risk Rating that indicates the understood level of evaluated risks (suggest utilizing a “traffic light approach” - Green, Yellow and Red to indicate risk level), and a Probability Scale to indicate the likelihood of an event.

Developing a Workplace Violence

Policy Statement

Policies and procedures should be designed to allow for the use of a **standardized approach** to Workplace Violence Prevention. Key Elements can include:

- Workplace Violence Prevention Policy Statement
- Workplace Violence Prevention Plan (WVPP)
- Definition of the Risk Factors to evaluated
- Workplace Violence Prevention Risk Identification and Analysis processes
- Physical Environment & Administrative Controls
- Interdepartmental Alignment

Developing a Workplace Violence

Policy Statement

- Workplace Awareness, Training, and Behavioral de-escalation techniques
- Event/Incident Reporting protocols
- WPV Event Communications (internal and external)
- Alignment and utilization of Post Event Procedures/ EAP
- Defining Protective Orders and Domestic Disputes
- Law Enforcement (LE) Coordination
- Defining Leadership Support

WVPP Risk Analysis Audit and

Operational Risk Tools



The WVPP Risk Analysis- Can be composed of 3 distinct assessment criteria and supported by an audit process and operational risk review. The 3 criteria include establishing the following:

- The **Event Class**- Determines the specific source of the type of WPV event.
- A **Risk Rating** that indicates the understood level of evaluated risks (uses a traffic light approach- **Green**, **Yellow** and **Red** to indicate risk level)
- A **Probability Scale** to indicate the likelihood of an event.

Workplace Violence Risk Factors- *Event Class*

Workplace Violence Event Classification Guideline:

Event Class A- Workplace violence occurrence committed by an individual with no known relationship at all...

Event Class B- Workplace violence occurrence committed by an individual with some type of relationship...

Event Class C- Workplace violence occurrence committed by a current or former employee.

Event Class D- Workplace violence occurrence committed by a current or former patient.

Workplace Violence Prevention Plan

Risk Rating-Using a Color Codex



GREEN= Minimal Risk-



Controls include:

- Physical barriers
- Restricted public access
- Identified risks have been mitigated with engineering controls (barriers, access controls)
- Formal situational awareness and behavioral de-escalation training has been provided

Workplace Violence Prevention Plan

Risk Rating-Using a Color Codex



YELLOW= Moderate Risk-



- Staff provided with workplace violence awareness and de-escalation training
- Area access points are restricted and monitored
- Limited barrier protection
- Night shift hours
- Remote operations
- Historical loss trending

Workplace Violence Prevention Plan

Risk Rating- Using a Color Codex

RED= Elevated Risk-



- Staff are working alone
- Working in confined areas
- Minimal barrier protection or electronic monitoring
- Dependency on training and situational awareness
- Poor historical loss experience

Workplace Violence Prevention Plan

Risk Rating- Using a Color Codex



GREY: Not applicable-Minimal exposure to risk
or

EVENT HISTORY/EXPOSURE/EXPERIENCE Metric-

- Active past loss experience
- Urban location with history of crime
- Historical "near miss" incidents
- Incident trends should be reflected within the **COLOR CODEX** to indicate level of risk.

Workplace Violence Prevention Plan

*Probability
Score*

Workplace Violence
Prevention Risk Rating
Color Codex Metric*

Likelihood of occurrence
(from Hazard Vulnerability
Assessment Tool)

0=N/A

1=Low

2=Moderate

3=High

Risk Analysis Worksheet

Sample Worksheet

Workplace Violence Prevention Plan (WVPP) Risk Analysis

LOCATION NAME:

Workplace Violence Risk Factors Guideline:

Event Class A- Workplace violence involves a violent act by a perpetrator with no legitimate relationship to the workplace/facility who enters the property to commit a criminal act.

Event Class B- Involves a violent act or threat of violence committed by an individual with some type of relationship.

Event Class C- Involves a violent act or threat of violence committed by a current or former employee.

Event Class D- Involves a violent act or threat of violence committed by a current or former patient.

Workplace Violence Prevention Risk Rating Color Codex Metric*

GREEN= Minimal Risk-Physical barriers , Restricted public access , Identified risks have been mitigated with engineering controls (barriers, access controls), Formal situational awareness and behavioral de-escalat

YELLOW= Moderate Risk- Staff provided with workplace violence awareness and de-escalation training, Area access points are restricted and monitored, Limited barrier protection, Night Shift hours, Remote oper

RED= Elevated Risk- Staff are working alone, Working in confined areas, Minimal barrier protection or electronic monitoring, Dependency on training and situational awareness, Poor historical loss experience

GREY= Not applicable-Minimal exposure to risk

*EVENT HISTORY/EXPOSURE/EXPERIENCE Metric-Past loss experience, urban location, past "near miss" incidents, staff experience, or historical loss/incident trends should be reflected within the COLOR CODEX

PROBABABILITY SCORE- Likelihood of occurence (from Hazard Vulnerability Assessment Tool)

0=N/A

1=Low

2=Moderate

3= High

Risk Analysis Worksheet

Location Risk Review

Residential Trust Risk Review

Security

RUP JOB

CTC

Current Risk Factors

UP Risk

Risk Analysis Worksheet

Applies the:

- Event Class Measurement Criteria
- Risk Rating Color Coding
- Probability Score

To:

- Specific Work Areas
- Specific Occupations

INPATIENT TREATMENT RISK REVIEW					Risk Rating									
					<div>RED=Indicates an Elevated Risk score</div> <div>GREEN= indication of Controlled OR Minimal Risk score</div> <div>YELLOW= indication of Moderate Risk</div>									
					WORK AREA EVENT CLASS (A,B,C,D)									
OCCUPATION	Parking Lot-Vehicles-Transport				Waiting Room		Admissions			Psych Holding Area			Nurses Station	
Intake Staff				N/A		A,B,C,2								
Security Staff/Guard				A,B,C,D 3		A,B,C,3								
Volunteers/Visitors				A,B,C 1		A,B,C,2								
Contractor/Vendor				A,B,C 2		A,B,C,2								
Nurse				A,B,C,D 2		A,B,C,3								
Behavioral Health Tech				A,B,C,D 2		A,B,C,3								
Receptionist				A,B,C,D 2		A,B,C,3								
Provider				A,B,C 2		A,B,C,3								
Therapist				A,B,C 1		A,B,C,3								
Housekeeping and Other Staff				A,B,C 2		A,B,C,2								
Office Staff/Administration				A,B,C 1		A,B,C,2								
AT/RT Staff				N/A		N/A								

Risk Factor Audit Tool

Includes:

- General Risk Factors
- Human Resources Risk Factors
- Workplace Violence Prevention Training
- Post WPV Event Procedures

[illegible]

[illegible]

Operational Risk Review

WPV Training

Risk Factor Identification

Risk Rating

RED=Indicates an Elevated Risk score

GREEN= indication of Controlled OR Minimal Risk score

YELLOW= indication of Moderate Risk

CRITERIA	YES	NO*	N/A	EXPOSURE CONTROLLED (Y/N)	RISK REDUCTION PLAN IN PLACE (Y/N)	COMMENTS
TRAINING (CPI, Handle with Care, TCI, SAMA, Health Stream)						
Select all that apply						
Crisis Prevention Intervention (CPI)						
Handle with Care						
Therapeutic Crisis Intervention (TCI)						
Satori Alternatives to Managing Aggression (SAMA)						
Health Stream KnowledgeQ						
Are staff trained in the emergency response plan, including awareness of escape routes and notification of authorities?						
Are staff trained to report violent incidents or threats, from any source (e.g., patients, visitors, coworkers, outside intruders)?						
Are staff assured that retaliation is not permitted in response to good-faith reporting of violent incidents or threats?						
Are staff trained in strategies for handling challenging individuals and situations (i.e., Situational Awareness programs)?						
Is training tailored according to duties and work locations?						
Does training include opportunities to practice learned skills?						

Operational Risk Review

Post-Event Procedures

Risk Factor Identification

Risk Rating

RED=Indicates an Elevated Risk score

GREEN= indication of Controlled OR Minimal Risk score

YELLOW= indication of Moderate Risk

CRITERIA

POST WPV INCIDENT PROCEDURES

Does the organization have a post-violent-incident support policy?

Are employees encouraged to be compassionate toward coworkers involved in a violent incident?

Does the policy include procedures for:

a. Providing medical care for victims?

b. Restricting access to the scene of the incident until cleared by police?

c. Restricting access to the scene until it has been cleaned (e.g., removal of blood and broken glass)?

d. Debriefing healthcare workers following an incident?

e. Internal and external reporting of incidents?

f. Investigating incidents?

g. Providing help in filing workers' compensation reports?

YES

NO*

N/A

EXPOSURE CONTROLLED (Y/N)

RISK REDUCTION PLAN IN PLACE (Y/N)

COMMENTS

Risk Factor Audit Tool

Tip:

*When utilizing the audit tool, remember that your findings should be reflective of the Color Codex. Once the appropriate determination has been made (color selection), the finding should be carried over to the Operational Elements portion of the Risk Analysis. The **Event Class** and **Probability Score** should only be applied once the audit **Risk Rating** has been completed.*



Thank you!

Questions...