

Violence Prevention and Intervention

HealthEast Care System

Multi-disciplinary Collaboration

- Security leader partners with a committee consisting of: Emergency Preparedness, Risk Management/Legal, Human Resources, Employee Occupational Health, Nursing Leadership, Labor Leadership, Operational Leadership

Definitions of Workplace Violence

- Occupational Health and Safety Administration (OHSA)
- 4 Categories
- Definition based on the type of perpetrator and his/her relationship to the organization and victim(s)
- Violent acts including physical assaults and threats of assault

Definitions of Workplace Violence

- Category 1: Criminal intent; no legitimate relationship to the organization, enters to commit a crime
- Category 2: Customer, client, patient; persons who receive services from the organization
- Category 3: Co-worker; violence/threats by a current or former employees against an employee
- Category 4: Personal; current or former personally related or intimate person threatening, and/or assaulting staff

The Spectrum of Violence

- Behaviors of Concern
- Threatening Behaviors
- Physical Assault/Injury
- Deadly Force

Behaviors of Concern

- Disruptive
- Aggressive
- Hostile
- Emotionally Abusive
- Generate Anxiety
- Create a climate of distrust
- Affect Productivity and Morale

Behaviors of Concern

- Prolonged Anger
- Holding Grudges
- Hypersensitivity to Criticism
- Blaming Others
- Collecting Injustices
- Preoccupation with Violence Themes
- Obsessions, Extreme anxiety, Visible Distress
- Isolation

Behaviors of Concern

- Can be a gray area
- People “have bad days” and personal struggles and tragic events in their lives
- What we are looking for are patterns and escalations of behaviors, and severe changes in behavior

General Workplace Violence Prevention Efforts

- Maintain Human Resources policy and procedure, and a formal reporting process
- Staff education that defines types of workplace violence and shows the prevention and response efforts for each
- Site Environment of Care (EOC) Committees tracks and trends security incidents and works as a multi-disciplinary site team to proactively address issues.
- System Violence Prevention Committee addresses trends and concerns from a care system level

General Workplace Violence Prevention Efforts

- Education includes discussion of physical violence/assaults and threats of violence ***and other behaviors of concern*** that may be precursors
- Innuendos
- Intimidation / Bullying
- Harassment
- Stalking

Organizational culture and practices that support prevention

- Monthly dialogue between leader and individual staff members
- Forum for addressing behaviors of concern and pre-incident indicators that can be address through proactive measures
- Strong connection between the site Human Resources and site leadership group

Category 1 Workplace Violence

- Criminal Intent; perpetrator with no legitimate relationship to the organization; enters to commit a crime

Security Measures that promote prevention

- Security identification policy and practice
- Visitor screening and access control at main entrances to facility
- Key and card access control; secured areas
- Security camera system, panic buttons, officer patrols
- Staff education on reporting suspicious persons and situations
- Hazard and vulnerability assessments and analysis; action planning and response

Category 2 Workplace Violence

- Customer, client, patient; persons who received services from the organization: in-patients, out-patients, patients' family, clients, other customers

Security Department prevention efforts

- Security role in preventing workplace violence
 - Security consults and security stand-bys for disruptive patients, family, and other visitors
 - Review of patients care plan with clinical team when a threat or concern arises
 - Security will communicate behavioral expectations for disruptive patients, family, and visitors
 - Behavioral contracts when appropriate
 - Provider and nursing administration support for discharges when medically/legally possible for disruptive patients
 - Annual staff education in the prevention and management of hostile and disruptive behavior by patients and patients' visitors.

Security Department Prevention Efforts

- Code Green (Behavioral Emergency Response Team)
 - Policy and Procedure
 - Defined and trained responder team (Security Officers, Administrative Nursing Supervisor, SWAT RN and/or PCA, Emergency Technician, Emergency RN)
 - Training for support team staff
 - See Code Green education and policy for greater detail

Security Officer strategies

- Security's role in preventing workplace violence
 - Officer: Attend designated nurse huddles; ask if there are any security concerns on the units
 - Officer: Round through each nursing unit every 60 to 90 minutes, check in with staff on security concerns
 - Security staffing patterns promote connection between shift leaders and officers; Officers remain on consistent shifts so as to build relationships with clinical staff

Security Leader strategies

- Security Leader's role in preventing workplace violence
 - 10-20 minutes at unit council meetings for safety and security issues
 - Attend clinical and support services staff meetings twice per year, 10-20 minutes depending on needs present
 - Maximize targeted use of Outlook distribution groups; send communications to leader list and ask them to forward to their respective teams with department specific comments

Category 3 Workplace Violence

- Co-worker; current or former employees who may be under discipline, termination, or otherwise disgruntled with the organization enter to commit violence or the threat of violence against another employee, a supervisor, or a manager

Security Department strategies

- Partnership between Human Resources and Security Team
- Investigation and information sharing with Human Resources and the department leader(s) connected to the disgruntled staff person
- Assess and develop a security plan around the incident(s)
- Selective use of security stand-by for corrective action meetings
- Security stand-by for terminations; security monitoring and/or escorts of the subject out of the building and off property
- Security a partner in termination communication and safety strategy
- Personal safety assessments for Human Resources and leaders, as needed; work and/or home security assessment

High Risk Terminations and Corrective Action

- Security partners with Human Resources and department leaders to identify situations where corrective action and terminations require extra security precautions
- Security uses a metric for evaluating threats and preparing protective measures based on behavioral concerns and indicators

Behavioral Concerns and Indicators

- Employees demonstrating particular behaviors and behavioral patterns will merit further evaluations
- Behaviors, in and of themselves, may not be evidence of any misconduct or crime, but prompt caution, discussion, and advance planning
- Security measures are discreet and low profile so as to not be a triggering point on their own

Specific Behavioral Concerns and Indicators

- Inflexibility, rigidity, inability to consider other viewpoints
- Frequently discusses weapons that he or she owns; strong, intense interest in weapons
- Has shown a pattern of sadness, depression, hopelessness, and/or pessimism
- Pattern of anger and threatening outbursts

Specific Behavioral Concerns and Indicators

- Views workplace disagreements as a win/lose competition
- Unrealistic expectations regarding workplace dynamics
 - Expects a formal, written apology letter
 - Expects elevation or promotion as compensation for a wrong-doing against him or her
 - Expects to be declared the “winner” in the “dispute”

Specific Behavioral Concerns and Indicators

- Individual collects “injustices” against them; paranoia, feels that leader and/or co-workers are “out to get them.”
- Uses bullying, threats, and/or manipulation to influence co-workers and leaders
- Co-workers and/or leaders have expressed fear of this individual
- Identifies with or praises others who have acted out in the workplace

Behavioral Analysis, Evaluation, and Response

- All terminations will merit notification and review with security
- Corrective action involving an employee displaying two or more of the behavioral concerns and indicators will merit security notification and review

Effective management of termination involving a person of concern

- Protect dignity of person being terminated
- Articulate the termination in non-negotiable terms (this is a final decision)
- Keep the discussion future based
- Articulate incentives to cooperation
- The employee should ***not*** be made aware of the situation ahead of time

Effective management of termination involving a person of concern

- Be direct and clear from the beginning
- Time it correctly; plan based on the employee's shift and how the timing affects when they leave the building and how that impacts the employee and others

Effective management of termination involving a person of concern

- Make it private and confidential, without interruptions. Have a location where security can stand by to intervene, if necessary. HR and leadership needs to have an easy path of exit
- Have the right staff present; reflect on what each person contributes to the dynamic versus any draw-backs of their presence and personality.

Criteria for Category 3 Concerns/Incident Response

- All reports will be documented and investigated by Security and Human Resources
- Security and Human Resources will create an action plan based on the specific variables and needs of each case

Category 4 Workplace Violence

- Personal; perpetrator is a current or former spouse or intimate partner of the employee, or otherwise personally related to the employee and is engaged in threats, and/or assault.

Security Department strategies

- Security role in preventing workplace violence
 - Individualized security plans for staff experience domestic violence issues, harassment, and stalking to include:
 - Referral to employee's local (their personal residence) police department, The policy department for the HealthEast site, and county attorney's office as appropriate
 - Order for Protection, Restraining Order
 - Escorts to and from vehicle
 - Personalized education and training
 - Unit security assessment
 - Home security assessment
 - ***Connect the staff member with personal/emotional support resources***

Profile of Intimate Partner Abuser

- Accelerates the pace of the relationship at the beginning
- Resolves conflict with intimidation, bullying, threats, and physical violence
- Uses threats and intimidation to control others
- Breaks objects in anger
- Uses money and finances to control others

Profile of Intimate Partner Abuser

- Verbally degrading of partner
- Embarrasses and shames partner
- Minimizes or tries to justify past incidents of abuse, “You made me do it!”
- Cycle of abuse, sorrow and remorse, honeymoon period, further abuse

Profile of Intimate Partner Abuser

- Requires partner to account for her/his time away
- Becomes jealous of persons and activities that take time away from him/her
- Isolates partner from his/her family and friends
- Refusal to accept egalitarian decision making; does not share power in the relationship

Profile of Intimate Partner Abuser

- Projects extreme emotion onto others
- Follows and spies on partner
- Makes extreme and unsubstantiated accusations
- History of violence or abuse
- Refusal to accept rejection of any kind
- Expresses belief that “we will be together forever, even after death.”

Possible Warning Signs of Abuse

- Employee has unexplained pattern of absences and/or tardiness
- Out of character emotional outbursts
- Employee has unusual bruising or other injuries
- Employee wearing clothing inconsistent with season to hide injuries
- Employee receiving pattern of emotionally unsettling phone calls at work
- Friends at work express concern

Security Strategy for Domestic Violence Protection

- “Seek and apply strategies that make you unavailable to your pursuer.” (Gavin de Becker)
- Connect the victim with short and long term resources that will provide physical safety first, and support over time

Security Strategy for Domestic Violence Protection

- Training is practical and focused solely on your safety and children / loved one's safety
- Hierarchy of Personal Safety
 - Avoidance (Not being there, or, access denied to pursuer)
 - Evasion/Escape (awareness, recognition, and getting away)
 - De-escalation and verbal distraction
 - Fast, efficient physical defensive tactics

Criteria for Category 4 Concerns/Incident Response

- All reports will be documented and investigated by Security and Human Resources
- Security and Human Resources will create an action plan based on the specific variables and needs of each case

Reporting, Tracking, and Trending

- Workplace Violence incidents within all four categories will be documented and tracked
- Security will continue to document in Report Exec software
- HealthEast staff at all levels can enter information into a Safety Event Report

Reporting, Tracking and Trending

- Electronic Safety Event Reporting (RL Solutions) tool
- Accessible to employee via log-in from any computer to enter their report
- Tracking and Trending limited to designated threat management group
- Can report and track physical assaults and injuries, versus verbal threats and behaviors of concern
- Software will forward the report for follow-up to appropriate staff or leader based on type of incident

Threat Assessment Guidelines

- Each reported threat will be evaluated by a team appropriate to the situation and role of the persons involved
- Security may partner with: Emergency Preparedness, Risk Management/Legal, Human Resources, Employee Occupational Health, Nursing Leadership, Labor Leadership, Operational Leadership

Definition of a threat

- Any act or verbiage (spoken or written) intended by the subject to illicit fear or intimidation in another and the recipient is fearful or intimidated by the act or verbiage, whether it is direct or indirect.

Factors for Analyzing a Threat

- How detailed is the threat?
- How well planned out is the threat?
- Are the plan and details realistic?
- Does the subject have the physical ability to carry out the threat?
- Does the subject have access to weapons?
- Who is/are the intended victim(s)?

Factors for Analyzing a Threat

- Are there situations where the subject and victim(s) will be in the same area at the same time?
- What barriers or access control are between the subject and victim?
- Does the subject have legitimate access to the intended victim(s) place of work or other areas of access?

Factors for Analyzing a Threat

- Does the subject have a history of intoxication?
- Drug or alcohol abuse?
- Mental Health Diagnosis?
- History of impulsive behavior?
- History of violent outbursts?
- A preoccupation with guns, knives, and/or other weapons?

Threat Analysis and Response

- Based on how many threat factors are present, the team will plan a scaled response and identify who will carry out the action steps.
- Each response will be subjective to the circumstances of each reported situation.

Summary

- Staff education and training continues to be a significant focal point for a strong program
- Our success as an organization will be based on open communication between staff, partnership between disciplines, and diligent investigation, response, documentation and tracking

Questions?

Steve Daniel

651-232-0083

651-796-8079

smdaniel@healtheast.org