

ONE AGENCY'S
LESSONS LEARNED
WORKPLACE VIOLENCE

SEPTEMBER 26, 2019



OBJECTIVES

- Recognizing contributing factors to workplace violence
- Developing a process for assessing workplace hazards
- Implementing an integrated workplace violence program
- Establishing an emergency response plan



NOVEMBER 11, 2016



HOW SAFE ARE YOU?

- “We have not had any serious injuries.”
- “We are safe at work”
- “That’s the way it has always been”

- Do you really know how safe you are?
 - What facts have you reviewed in the past year?

What you don’t know will hurt you!



CAN YOU SEE RISK?

- Back doors propped open
- Staff in vehicles with aggressive consumers
- Piggybacking
- Staff not following procedures
- Staff on phone, carrying bags, crossing streets

Who's job is it to identify and address risk?



INCIDENT REPORTING

- Who reviews the incident reports?
- Do you know your “near misses”?
- Does the information get to the right people on time to lower the risk
- How is data shared with Management/CEO/Board



DO YOU HAVE A SAFETY CULTURE

- Are staff able to express safety concerns to their supervisor and feel confident that their concerns will get addressed?
- It's everyone's job to see safety concerns and bring concerns to the attention of – WHO?
- See something- say something – to WHO?



MOST VALUABLE RESOURCES

- Supervisor stabbed
- Therapist stabbed
- Team Leader stabbed
- Nurse - head trauma
- 2 residents stabbed
- Actor – shot by SWAT
- Photo of staff



ESTABLISH WHO IS IN CHARGE

- Who is in charge of incident management at the time of the incident?
 - Police and Media
 - Program Directors overwhelmed as are others who have been trained in Incident Management
 - Who will direct, who will develop the plan for next 4 hours, 12 hours, 24 hours...



LEADERSHIP

- Who is responsible - during, after, later?
- Where is the Crisis Coordinator?
- How prepared is the person?
 - What am I to do?
 - Role and responsibility with police, OSHA, parents, staff...
 - Does the Emergency Preparedness Plan include what is needed for something like this?
 - Does the plan include an Aftermath Action Plan
 - What should I be doing now?



WHAT STEPS SHOULD BE TAKEN

- Who are the senior staff and what is their role in managing an incident?
- Where are the injured staff/residents?
 - Deploy qualified staff to hospitals to support the injured staff/residents
 - Assign qualified staff to communicate with family members/significant others



ESTABLISH STABILITY

Leaders need to make fast critical decisions with limited information.

- Police and Investigators
- Media
- Staff
- Consumers
- Families/Significant others
- Board of Directors
- Inspectors: District Attorney, State licensing

Stay focused - high stress and competing priorities.



ESTABLISH STABILITY

- CEO needs to establish authority with police, investigators- take charge of crime scene.
 - The 40 residents had to sleep there that night.
 - Do we have sufficient staff to support the residents involved in the incident?
- What do I do to ensure a sense of safety for the staff, tenants and visitors so they will come back to work?
 - Security measures are required.
 - Be there and be in charge!



ESTABLISH STABILITY

- Senior Management not prepared
 - OSHA
 - Workers Comp
 - Injured Staff/residents
 - Maintaining connection with those injured and their families/SCs
- Clear communication from CEO to ensure accurate information internally and externally.



OSHA

OCCUPATIONAL SAFETY HEALTH ADMINISTRATION DEPARTMENT OF LABOR

- Workers Safety - Only focus
- More than 18 million health care workers are at high risk to experience workplace violence
 - (80 % are women)
- Of all non-fatal and violent acts that occurred in the workplace, 70% occurred in the health care and social assistance industry.
- OSHA is on to us!

OSHA

- Do you know what needs to be reported to OSHA and when?
- It is the law – there are monetary penalties
- How will you work with OSHA?
 - Will you be transparent or get an attorney involved?
- Will you be able to prove that the place of work is free from recognized hazards..... Do you have a prevention and hazard control workplace violence program?



OSHA

OSHA website: www.osha.gov

Guidelines for Preventing Workplace
Violence for Healthcare and Social
Service Workers

www.osha.gov/Publications/osha3148.pdf



WHAT WE LEARNED

- The building and clinical Emergency Response Systems increased danger in a workplace violence incident
- No systematic “threat” assessments
- Lack of attendance in crisis training
- Records of incidents not maintained or reported
- Very serious threats and “near misses” unknown
- Guns and weapons common in treatment sites
- Unsafe conditions :doors left open; sharing of keys



ELEMENTS OF OUR SAFETY CULTURE

- Commitment of CEO to make significant investment in building a Culture of Safety
- Developed a Workplace Violence policy with procedures
- Establish an internal procedure for “near misses” and incident management systems
- Establish clear accountability for workplace safety with each senior manager
- Each work location had to develop site specific safety plan that include staff training, safe rooms, and drills

ROBUST SAFETY COMMITTEE

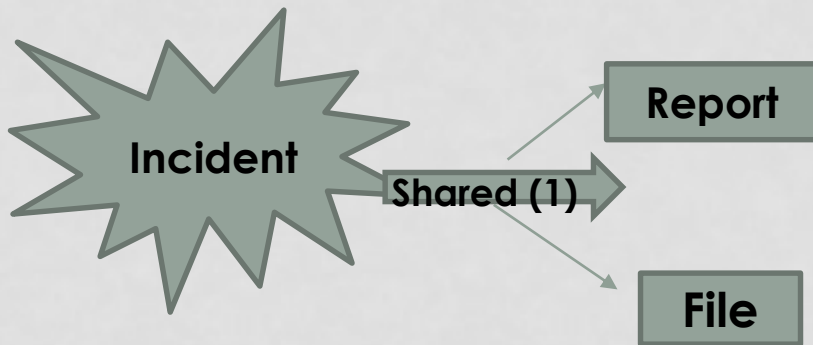
Identify new Safety Leader

- Safety Committee- Make it matter!
 - More than 5% premium savings
 - More than review of workers injuries
 - It can have a major impact on safety
- Revised every safety related policy
- Revised every safety inspection worksheets
- Employee training on hire for each work site
- Established new reporting system

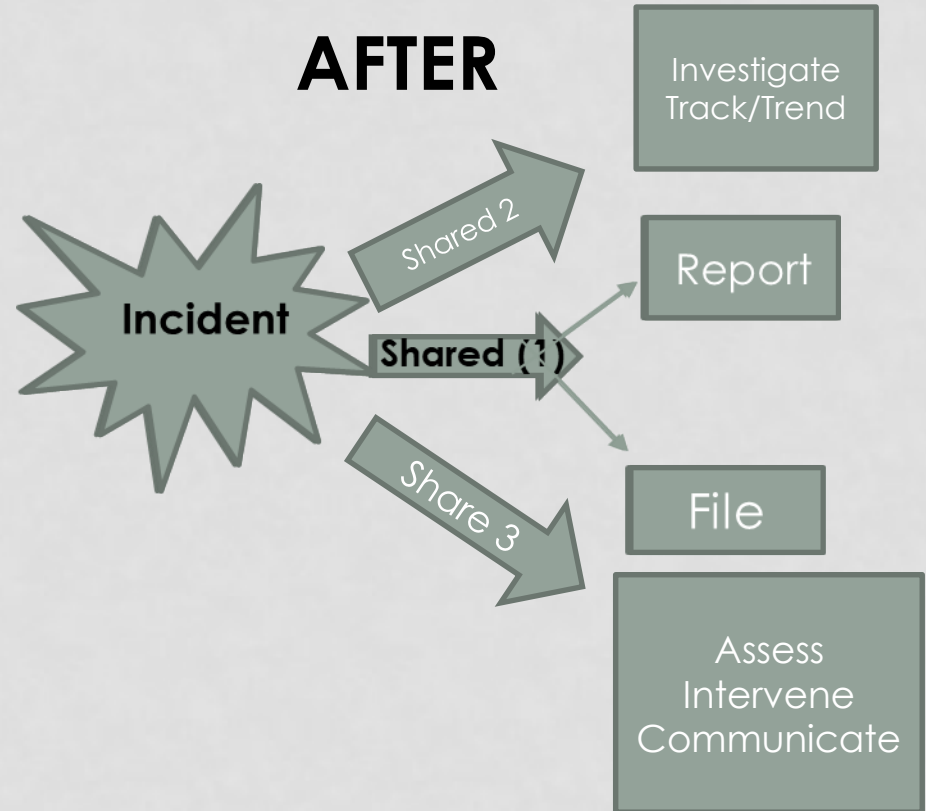


CHANGE THE PROCESS

BEFORE



AFTER



BOARD MEMBER LEARNED

- What if the CEO is not capable/or not there to manage a significant incident – Who is in charge?
- The role of the Chair of the Board of Directors
 - Respond to Press – be proactive
 - Express sympathy of those affected, staff, families
 - Restate commitment to the Mission and Values
- Who will maintain operations – what is needed?
- The aftermath – legal, etc. can take years!

ENSURE MISSION

- Reinforce screening procedures for potential violence/risk – not to screen out but ensure safety.
- Establish effective communication internally between the programs that precautions are shared
 - “ If you see something – say something..”
 - Getting the right information to the right person at the right time

Safety - It's everyone's responsibility.



ENSURE THE MISSION

- One consumer saves his therapist ... our mission!

Staff & consumer photos



Q&A



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