ASHRM AMERICAN SOCIETY FOR HEALTHCARE RISK MANAGEMENT

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Proactive Prevention

Staff to Staff Violence/Harassment	Tools/Example Policies	Your Plan
❑ Pre-employment background screening	Prevention Policy (PDF) Policy and Procedure (PDF) Article (PDF) CPI: Workplace Violence Training CPI: Workplace Violence Continuum	
❑ Policy clearly defines: Workplace Violence/Harassment /Sexual Harassment/Code of Professional Conduct/Fitness for Duty • Train all staff to recognize and report • Provide and encourage use of EAP to deal with potential stressors • Provide and encourage use of chain of command to report concerns & frustrations before they escalate • Train leaders to recognize and mitigate high-stress work environments and danger zones • Train all team members in de-escalation techniques and encourage respectful communication		
❑ Confidential Incident Reporting system		
❑ Annual Culture of Safety Survey; measure staff perceptions of workplace safety		
❑ EOC surveillance of incident reports and trends; identify high-risk areas and intervene		
❑ Disciplined or Terminated Employees • Consistent enforcement of expectations and fair disciplinary procedures • Pre-discipline warnings re: consequences • Process establish safety plan for highly disgruntled or violent employees (security escort, exclusion from campus, notification of remaining team member to report return to campus)		

Notes:

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Reactive Response to Event

Staff to Staff Violence/Harassment	Tools/Example Policies	Your Plan
❑ Prompt-comprehensive Incident response/investigation process • Investigative lead should be leader other than direct supervisor • HR & Labor relations involvement • Ensure Employee rights • Administrative leave during investigation • Post-event background check to evaluate any changes compared to pre-employment screen	Prevention Policy Policy and Procedure Article	
❑ Potential Regulatory Reporting Requirements: • OSHA • State Labor & Industries • Worker's Compensation program • Professional Licensing Board • Local Law Enforcement		
❑ Victim support • Confidential medical screening and treatment • Temporary Administrative leave/release from duty • EAP support • Critical Incident Team debrief if necessary		

Notes:

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Physician or Third Party Professional to Staff Violence/ Harassment	Tools/Example Policies	Your Plan
❑ Pre-engagement background checks and screening	The CDC online training courses for nurses on workplace violence Lectures from local law enforcement Adapting and modifying CDC Online Training Courses (PDF) CPI: Workplace Violence Training CPI: Workplace Violence Continuum	
❑ Medical Staff Bylaws/Professional Code of Conduct clearly addresses: Workplace Violence/Harassment		
❑ Any contracts/agreements with on-campus third party contractors or vendors clearly addresses: Workplace Violence/Harassment • Contract language provides explicit expectations re: workplace violence and termination clause protects facility interests		
❑ Zero tolerance policy		
❑ Clear, transparent peer review and other accountability structure		
❑ Provide and encourage use of facility contact or incident reporting system to report concerns & frustrations before they escalate		
❑ Train facility leaders to recognize and mitigate as they liaison with contractors and Medical Groups		
❑ Training in de-escalation techniques and respectful communication (Team Stepps, CPI, etc…)		
❑ Annual Culture of Safety Survey; measure MD & vendor perceptions of workplace safety		
❑ EOC surveillance of incident reports and trends; identify high-risk areas and intervene		

Notes:

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Reactive Response to Event

Physician or Third Party Professional to Staff Violence/ Harassment	Tools/Example Policies	Your Plan
❑ Prompt-comprehensive Incident response/investigation process • Clear, transparent peer review and other accountability structure • Led by leader from facility as well as leader from vendor/medical group • Administrative leave during investigation • Post-event background check to evaluate any changes compared to pre-employment screen • Document all communications; each step of the investigation and review process • Consider contract protections/termination clauses		
❑ Potential Regulatory Reporting Requirements: • Report to leadership at vendor company/medical group • Credentialing/Privileging Board • OSHA/ State Labor & Industries • Worker's Compensation program • Professional Licensing Board • Local Law Enforcement		
❑ Ensure Victim support		

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Proactive Prevention

Patient to Staff Violence	Tools/Example Policies	Your Plan
❑ Pre-employment background screening	Policy Policy Procedure Disruptive Patient Patient Visitor Policy for Violent Abusive Behavior Violence Self Assessment Questionnaire (PDF) ENA Workplace Violence Toolkit CPI: Workplace Violence Training CPI: Workplace Violence Continuum	
❑ Patient Rights and Responsibilities clearly outline expectations re: violence, weapons, illicit substances and exclusion of visitors who are aggressive/violent • All inpatients provided copy of patient rights and responsibilities (outpatient equivalent?) • Family and Visitor Guidelines published and posted • Process for security escort off campus		
❑ Staff Training: • Recognize precursor signals of violence • Medical record documentation expectations • De-escalation and Self-Defense training • Safe restraint use		
❑ Security Environmental Risk Assessment of High Risk areas: • Secluded location (satellite clinics, isolated patient exam rooms, no direct line of sight or panic switches) • Off site location: Home Health services • Screen home for safety prior to visit (i.e. Western Health Risk Assessment Screening Tool)		
❑ Patient Specific Proactive Prevention • Intake assessment includes screening for risk of violence/aggression; documentation in medical record • Patient past history of violence or aggression is clearly communicated to all team members (electronic alert, care plan) • Unique safety plan developed based upon known risks		

Articles

The assessment and management of the violent patient in critical hospital settings
Journal: General Hospital Psychiatry

Patient Violence Against Clinicians: Managing the Risk
Innovations in Clinical Neuroscience

Compassionate Approaches to Preventing Patient Violence
Patient Safety & Quality Healthcare

Workplace Violence in Emergency Medicine: Current Knowledge and Future Directions
The Journal of Emergency Medicine

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Reactive Response to Event

Patient to Staff Violence	Tools/Example Policies	Your Plan

❑ Security response
• De-escalation attempted
• Behavioral Control
• Termination of care relationship
• Law Enforcement Notification
  • Sharing minimum necessary PHI
  • If taken into police custody, ensure ongoing medical needs are communicated to law enforcement medical clinic/MD
  • Process for discharge/transfer to law enforcement
  • Restraining order
	Prevention Policy
	Policy and Procedure
	Article	

❑ Law enforcement investigation • Witness interviews • Security video footage preserved		
❑ Public Relations/Media Notified of potential media exposure re: arrest		
❑ Ensure Victim support		
❑ Ensure safe transfer of patient care		

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Reactive Response to Event

Patient to Staff Violence	Tools/Example Policies	Your Plan
Suggested Policy review: • Patient Search/Seizure of contraband/illicit substance/Patient Belongings • Surrendered weapons: storage safety and process for return to patient • Surrendered illicit substances or contraband: Disposal v. Law enforcement release • Criteria for report to law enforcement/responsible person • Criteria for restraint/seclusion application/responsible person • Competency/Capacity/Surrogate-decision-maker/mental-health hold/involuntary confiment • When is forced medication admin/restraint acceptable? • Security use of force: handcuffs, pepper spray, etc… • Security video archive process/timeframe/expectations • Release of information to law enforcement/release of video to law enforcement • Law enforcement brining weapons on-campus/ no weapon zone in psychiatry • Show of force/Code Strong/Code Grey response processes • Administrator-on-Call/RN Supervisor Responsibilities • Chain of Command • Professional discipline/Peer Review • Resolution of Patient Complaints and Grievances • Adverse Event Incident Reporting System • Guidelines for Environmental Protections in care of Known registered sex offender/patient in law enforcement custody • HIM restrictions/Patient Directory restrictions: Confidential/ No-Publication/No Show/"Break the Glass"/ Pt Directory • Patient Alert/Care Plan/Electronic mechanism to notify all staff/ all locations of increased risk of violence • Patient Term/Termination of Care relationship • Narcotic Care Agreement • Refusal of Care Form/Process • Discharge AMA • Elopement • Administrative Discharge • Patients who will not peacefully leave campus after discharge/ Security escort off campus • Chaperone guidelines • Patient/Family Request for change in caregiver		

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Proactive Prevention

Visitor/Family to Staff Violence	Tools/Example Policies	Your Plan
❑ Staff Training: • Recognize precursor signals of violence • Divorced/ estranged patients • Parental loss of custody • Victim of gang violence or other criminal activity • Domestic violence survivor • Agitated/impaired/aggressive visitors (ICU/ED patients) • Medical record documentation expectations • De-escalation and self-defense training • Family and Visitor Guidelines published and posted • Policy for security escort off campus	Prevention Policy (PDF) Policy and Procedure (PDF) Article (PDF) CPI: Workplace Violence Training CPI: Workplace Violence Continuum	
❑ Environmental Security • Locked/restricted access (infants/intensive care/ER/ability to "lock down") • Security rounds/panic switches/lighting/alarms/video monitoring		

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Reactive Response to Event

Visitor/Family to Staff Violence	Tools/Example Policies	Your Plan
❑ Call to law enforcement		
❑ Exclusion from building		
❑ Pre-employment background screening		
❑ Document actions and exclusion in medical record		
❑ Post alert to future care givers and future security officers		
❑ Inform patient of reasons for visitor/family exclusion		
❑ If excluded person is surrogate decision-maker; document continued updates/contact/consent achieved via phone		
❑ Ensure Victim support		

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Stranger/Non-Employee to Staff Violence	Tools/Example Policies	Your Plan
❑ Non-Employee • Process for staff to report to security any personal issues impacting safety while at work (i.e. protective order/restraining order, domestic violence at home, stalker, threats from non-employees) ▪ Security assesses risk of violence and recommend safety plan while at work ▪ Security, employee and supervisor work together to implement safety plan ▪ Employee Leave related to Domestic Violence, Assault, or Stalking	CPI: Workplace Violence Training CPI: Workplace Violence Continuum	
❑ Stranger • Active Shooter • Bomb Threat • Child Abduction • Suspicious Persons • Campus Safety Plan ▪ Emergency Phones ▪ Lighting ▪ Security Escorts ▪ Security Rounds ▪ Panic Switches/Calls for help ▪ Locked/restricted Access ▪ Video Monitoring ▪ Metal Detectors • Law Enforcement notification of trespass • Ensure victim support		

Notes: