HQIC Community of Practice Call

Preventing and Reducing Workplace Violence

February 8, 2024

This material was prepared by The Bizzell Group (Bizzell), the Data Validation and Administrative (DVA) contractor, under contract with the Centers for Medicare & Medicaid Services (CMS), an agency of the U.S. Department of Health and Human Services (HHS) specific. Views expressed in this material do not necessarily reflect the official views or policy of CMS or HHS, and any reference to a product or entity herein does not constitute endorsement of that product or entity by CMS or HHS. 12SOW/Bizzell/DVA-1276 01/11/2024

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HQIC
Hospital Quality Improvement Contractors
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iQUALITY IMPROVEMENT & INNOVATION GROUP

Introduction

Welcome!

Shaterra Smith
Social Science Research Analyst
Division of Quality Improvement Innovation
Models Testing
iQuality Improvement and Innovations Group
Center for Clinical Standards and Quality
Centers for Medicare & Medicaid Services

Agenda

- Introduction
- Today's topic: Preventing and Reducing Workplace Violence
- Presenters:
  - **Jen Murphy**, Senior Consultant, Health Quality Innovators
  - **Mary Ann Fuchs**, SVP, Chief Nurse Executive, Centra Health
  - **Matthew Exley**, Director of Employee and Public Safety, Evangelical Community Hospital
- Open discussion
- Closing remarks

As You Listen, Ponder…

- What impactful actions can you take as a result of the information shared today?
- How are you able to increase engagement within your facilities to ensure a true change in patient safety?
- Based on what you heard today, what activities do you currently have underway that can leverage immediate action over the next 30, 60 or 90 days?

Meet Your Speakers

Jen Murphy, MHA, CPPS
Senior Consultant
Health Quality Innovators

Mary Ann Fuchs,
DNP, RN, NEA-BC, FAAN
SVP, Chief Nurse Executive
Centra Health
Chair of American Hospital Association's Hospitals Against Violence (HAV) Advisory Group

Matthew Exley, CHSS
Director of Employee and Public Safety
Evangelical Community Hospital

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Health Quality Innovation Network

Preventing and Reducing Workplace Violence

Health Quality Innovators

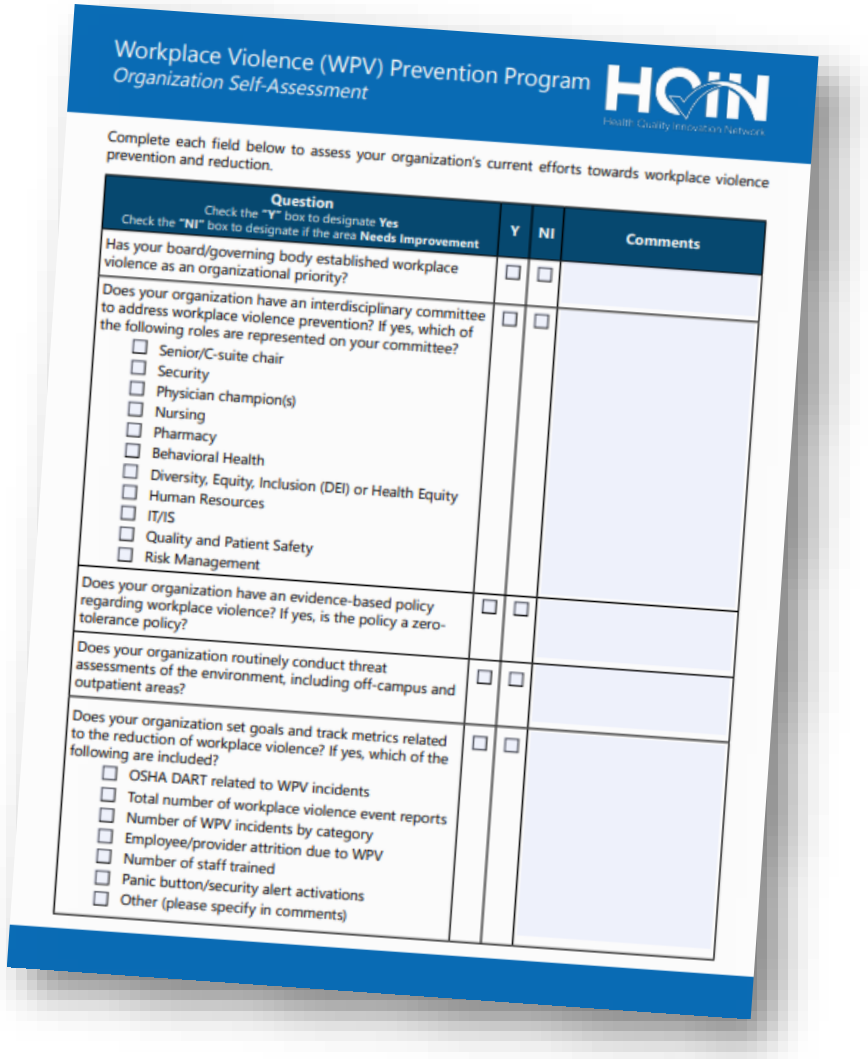
Jen Murphy, MHA, CPPS, Senior Consultant

HQI Workplace Violence Efforts

1. Analysis of data from environmental scan.
2. Developed an organizational assessment tool.
3. 3-part educational webinar series featuring AHA and HQIC hospitals.
4. Affinity group focused on assessment, data, and action planning.

Organizational Self-Assessment

- Leadership support
- Policies and procedures
- Data collection and analysis
- Education and training
- Support for employees



Workplace Violence (WPV) Prevention Program
Organization Self-Assessment

HQIN Health Quality Innovation Network

Complete each field below to assess your organization's current efforts towards workplace violence prevention and reduction.

Question Check the "Y" box to designate **Yes** Check the "NI" box to designate if the area **Needs Improvement**	Y	NI	Comments
Has your board/governing body established workplace violence as an organizational priority?	☐	☐	
Does your organization have an interdisciplinary committee to address workplace violence prevention? If yes, which of the following roles are represented on your committee? ☐ Senior/C-suite chair ☐ Security ☐ Physician champion(s) ☐ Nursing ☐ Pharmacy ☐ Behavioral Health ☐ Diversity, Equity, Inclusion (DEI) or Health Equity ☐ Human Resources ☐ IT/IS ☐ Quality and Patient Safety ☐ Risk Management	☐	☐	
Does your organization have an evidence-based policy regarding workplace violence? If yes, is the policy a zero-tolerance policy?	☐	☐	
Does your organization routinely conduct threat assessments of the environment, including off-campus and outpatient areas?	☐	☐	
Does your organization set goals and track metrics related to the reduction of workplace violence? If yes, which of the following are included? ☐ OSHA DART related to WPV incidents ☐ Total number of workplace violence event reports ☐ Number of WPV incidents by category ☐ Employee/provider attrition due to WPV ☐ Number of staff trained ☐ Panic button/security alert activations ☐ Other (please specify in comments)	☐	☐	

Resources

- Preventing and Reducing Workplace Violence Webinars
- Workplace Violence Organizational Assessment

American Hospital Association™

Advancing Health in America

125TH Anniversary 1898 - 2023

Hospitals Against Violence

Mary Ann Fuchs, DNP, RN, NEA-BC, FAAN

Hospitals Against Violence

In 2016, the AHA's Hospital Against Violence (HAV) initiative was created in recognition of the **growing public health threat posed by violence**. HAV supports AHA members and the health care field as they work to combat workplace and community violence by:

Providing educational offerings, tools and resources

Identifying national partnerships or coalitions

Supporting data and information collection and research

Community Violence

- **Combating Human Trafficking**
- **Gun Violence Prevention**
- **Mass Violence Incidents**

Workforce and Workplace Violence Prevention

- **Culture of Safety**
- **Mitigating Risk**
- **Violence Intervention**
- **Trauma Support**

American Hospital Association™

Advancing Health in America

AHA 2023 Advocacy Agenda

Providing a Safe Environment to Care

- **Enhance workplace safety for all team members, including by enacting federal protections for health care workers against violence and intimidation,** and providing hospital grant funding for violence prevention training programs, coordination with state and local law enforcement, and physical plant improvements.

https://www.aha.org/system/files/media/file/2023/02/AHA-Advocacy-Agenda-2023.pdf

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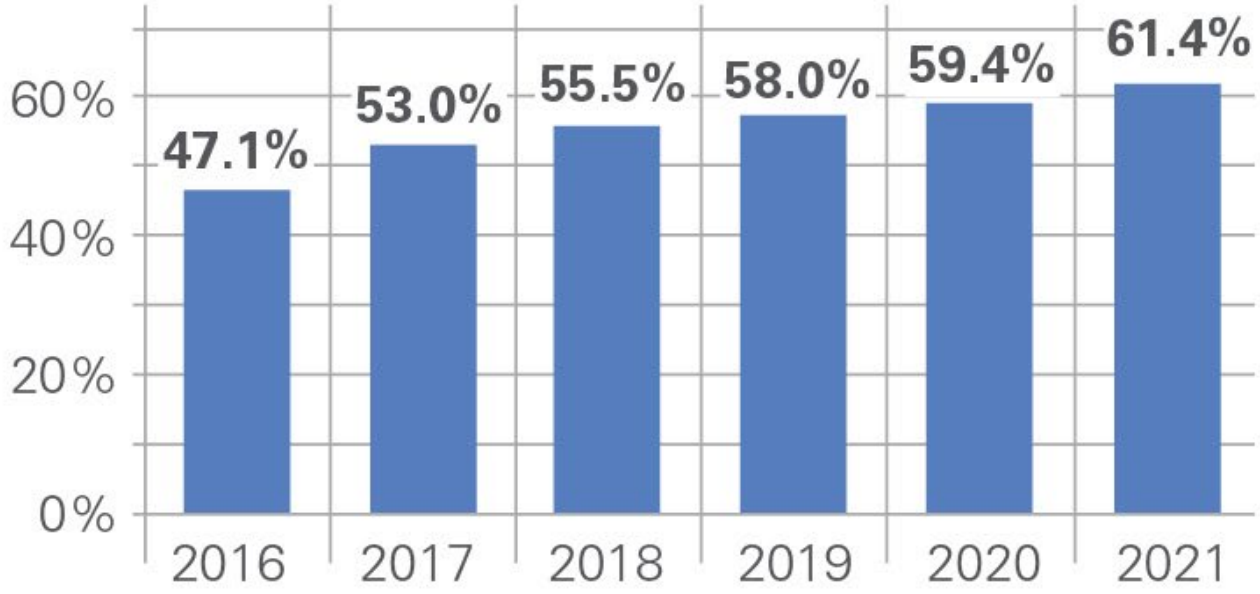
Workplace violence prevention initiatives at U.S. hospitals and health systems



Source: American Hospital Association Annual Survey, 2016 - 2021.

HAV

Hospitals Against Violence

#HAVhope

A national day of awareness to end violence

HAV Framework

Building a Safe Workplace and Community

A Framework for Hospital and Health System Leadership

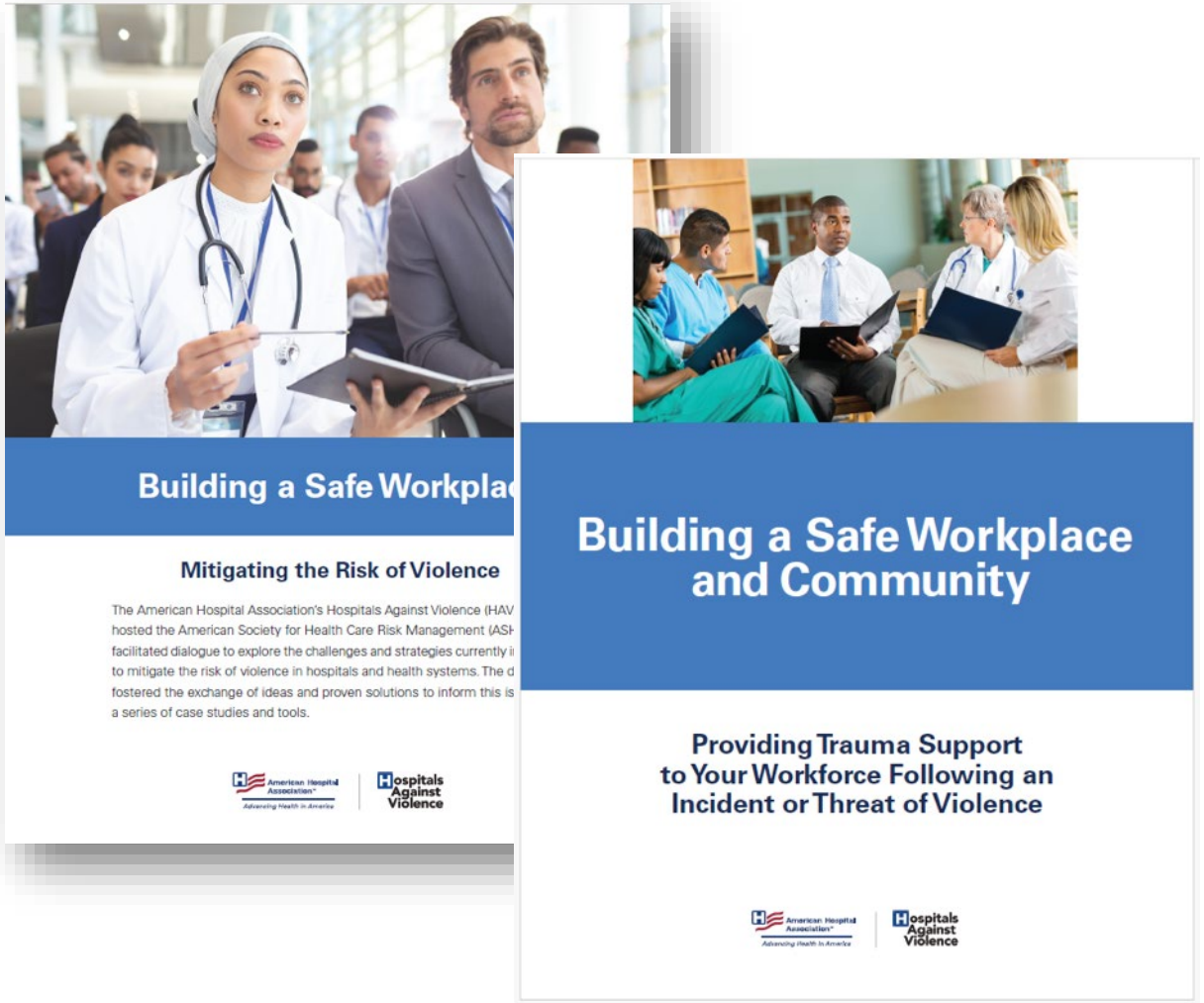
AHA's Hospitals Against Violence framework helps guide hospital and health system leadership address the issues of violence in their workplaces, with an emphasis on educating and protecting the workforce. In this effort, we must acknowledge that community violence encroaches into the health care setting, and our workforce is part of the community.

Leadership should push for greater data collection, collective accountability, and ongoing education and training. With this approach, we can achieve the four pillars necessary for implementing a comprehensive violence mitigation strategy: trauma support, violence intervention, culture of safety and mitigating risk.

To learn more about the AHA's **Hospitals Against Violence** initiative, visit www.aha.org/HAV.

Hospitals Against Violence | #HAVhope

Foster safety for your **workforce**, in your **workplace** and in your **community**.



https://www.aha.org/system/files/media/file/2021/10/building-a-safe-workplace-and-community-framework-for-hospitals-and-health-systems.pdf

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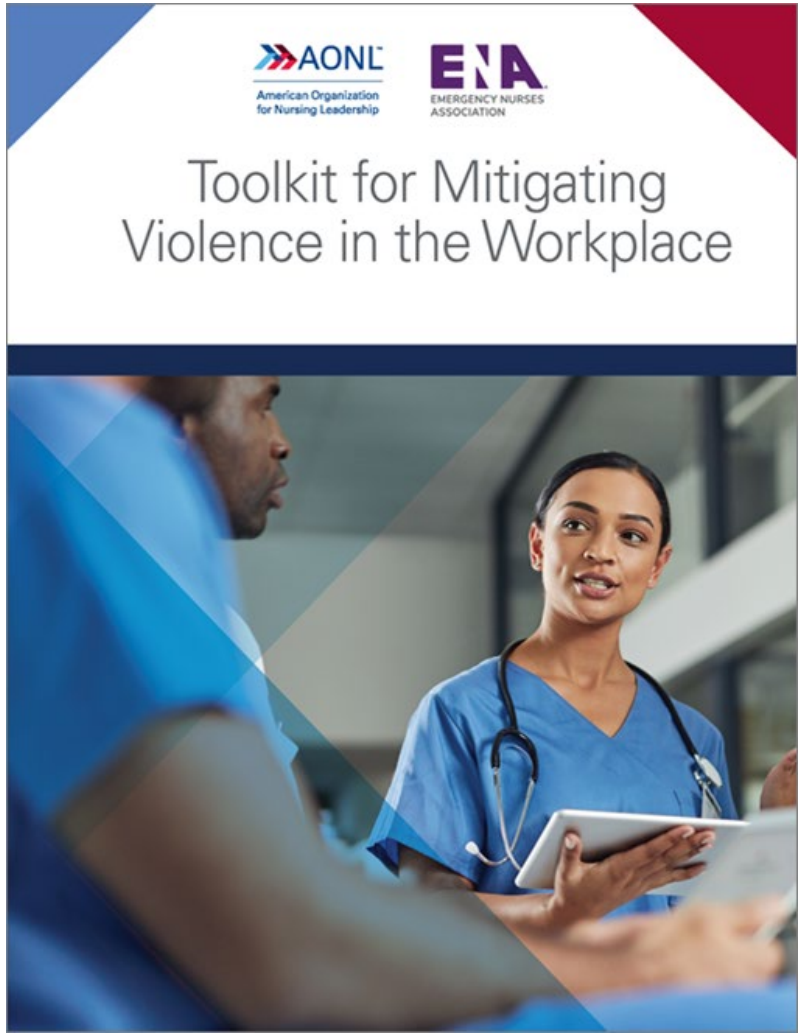


Guiding Principles

1. Organizations should use **evidence-based strategies** to address all aspects of workplace violence.

2. Address workplace violence with **comprehensive solutions** from establishing a zero-tolerance workplace to recognizing the intersecting layers of intrusive, consumer, relational and organizational violence.

3. Mitigate workplace violence by **establishing support** from human resources, nursing staff, legal services, security, risk management and other areas of staffing support.

4. **Promote a culture of safety** to create a healthy work environment, which leads to improved job satisfaction, less absenteeism, reduced turnover and nurse retention.

5. Effective workplace violence prevention requires **commitment and action from interprofessional teams** including leadership, staff, patients and visitors.

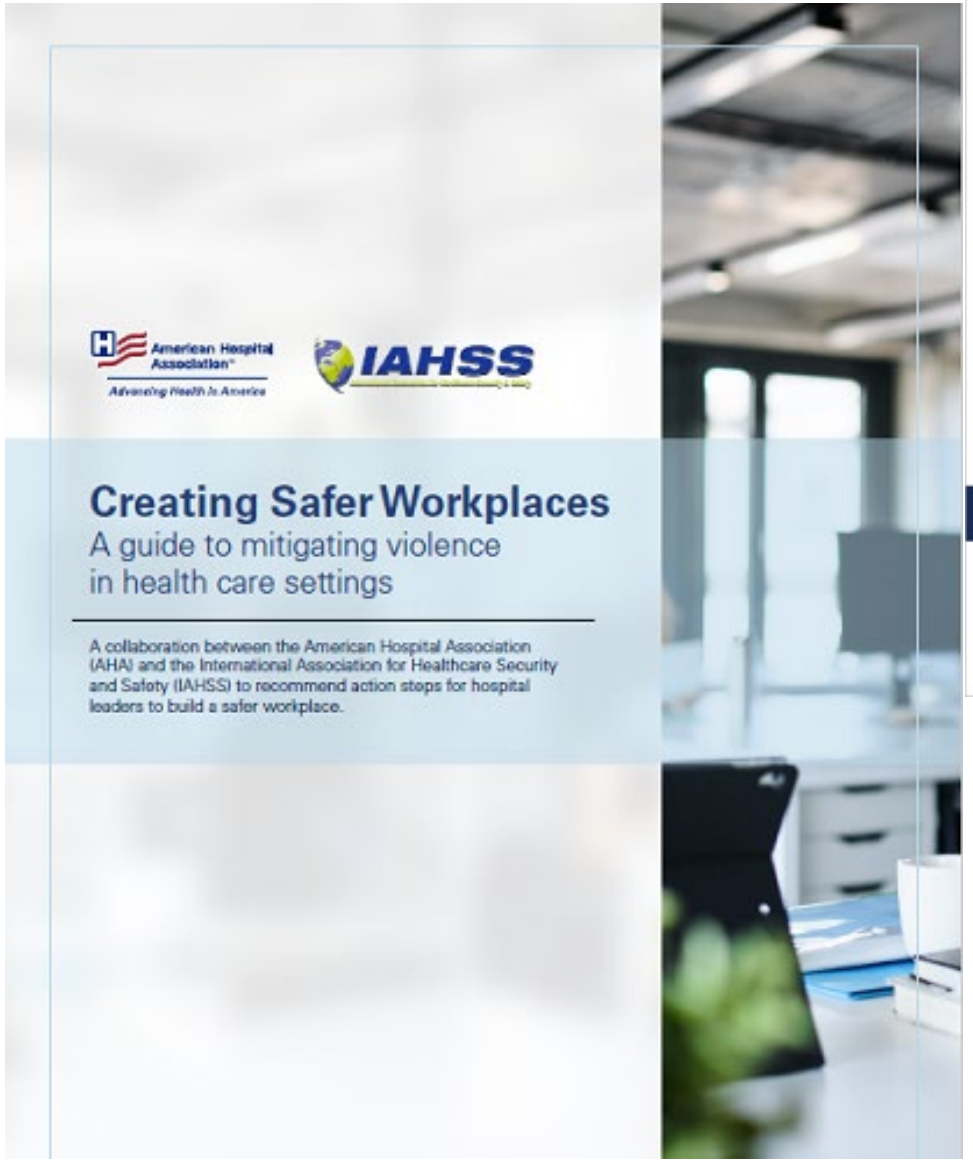
6. **Everyone in the organization is accountable** for upholding foundational standards of non-violent behavior, regardless of position or discipline.

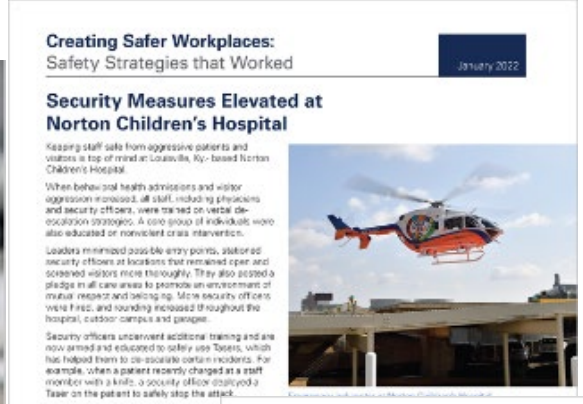
7. Encourage the health care team to **identify and address violence in the workplace**.

8. **Create a culture of nonviolence** through intention, commitment and collaboration from everyone in an organization.

9. **Address workplace violence** to increase the effectiveness of nurse-delivered care and patient care experience.

https://www.aonl.org/system/files/media/file/2022/10/AONL-ENA_workplace_guiding_principles.pdf





https://www.aha.org/system/files/media/file/2021/10/creating-safer-workplaces-guide-to-mitigating-violence-in-health-care-settings-f.pdf

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Workforce Navigation Guide

- Chapter 3: Workplace Violence Prevention released June 2022
- The HAV advisory group, framework, AHA-IAHSS guide, case studies and other key stakeholder discussions informed the “top takeaways”

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Advancing Health in America

https://www.aha.org/system/files/media/file/2022/06/strengthening-the-health-care-workforce-Supporting-the-Team.pdf

Codes of Conduct Podcast

Last year, Massachusetts health care workers faced a threat, verbal abuse or a physical assault every 38 minutes on average. A report on the situation summarized it with one word: untenable. The report also recommended a new patient and visitor Code of Conduct to help promote a safe and respectful environment.

https://www.aha.org/advancing-health-podcast/2023-04-19-codes-conduct-approach-reducing-workplace-violence

STATEWIDE PATIENT and FAMILY CODE OF CONDUCT POLICY

Exceptional patient care requires a safe, supportive, inclusive, equitable and respectful environment that involves a commitment by patients, hospital staff, families, and visitors to maintain such an environment.

Behavior that interferes with the delivery of healthcare or creates an unsafe and disrespectful environment is unacceptable.

Connecticut hospitals and health systems will not tolerate actions that intentionally disrupt any healthcare environment, including inpatient, outpatient, office-based, and home care settings. Such actions include:

- Aggressive or violent behavior, such as physical assaults, threats (verbal and non-verbal), or abusive language
- Discriminatory language
- Language or actions that may be perceived as sexual harassment
- The possession of weapons of any kind in hospital or health system facilities

The safety of patients and staff are a top priority of Connecticut hospitals. Behavior that jeopardizes their safety may result in potential consequences, including being asked to leave the facility.

This policy was developed at the direction of the Connecticut Hospital Association (CHA) Workforce Sustainability Task Force by the Workplace Violence Prevention Work Group. It was approved by the CHA Board of Trustees on October 4, 2023.

cthosp.org
Connecticut Hospital Association
@connecticuthospitalassociation
@cthospitalassociation
CHA CONNECTICUT HOSPITAL ASSOCIATION

MHA Member United Code of Conduct Principles

Approved by the Board of Trustees on January 26, 2023

Promotion of a Safe and Respectful Environment

I. Healthcare organizations are committed to uphold a Code of Conduct to maintain a safe, inclusive, equitable, and respectful environment for patients, staff, and visitors.
II. Healthcare organizations commit to the creation of policies and practices that promote the protection of staff, patients, and visitors.
III. A safe environment promotes patient, visitor, and staff safety.
IV. Offensive, abusive, or discriminatory language or behavior undermines the safety of patients and staff.

Code of Conduct Violations Could Include, but Are Not Limited to:

I. Disrespectful, aggressive, abusive, or violent behaviors or actions towards staff, patients, and visitors.
II. Threatening, discriminatory, bullying, disrespectful, or offensive language towards staff, patients, and visitors.
III. Possession of weapons or firearms.
IV. Disruption of other patients' care or experience.
V. Taking photos or videos of patients, visitors, and/or staff without permission.

Potential Consequences

All violations will be addressed by hospital staff per the organization's policies and procedures.

I. Patients violating the code of conduct may be asked to continue their care plan elsewhere and their future ability to obtain non-emergent care at the facility may require further review.
II. Anyone found violating the code of conduct may be asked to leave and future visits may be restricted.
III. The hospital may report violations of personal conduct to appropriate authorities.

Maintenance of Code of Conduct

I. Alert members of your care team if you witness or are a victim of behaviors or actions that violate the Code of Conduct.
II. Retaliation for reporting a violation is prohibited.
III. Staff will report all observed or experienced violations of the Code of Conduct to the appropriate individual or offices per the organization's violence prevention policy.

Collaboration with the FBI's Behavioral Analysis Unit

John Riggi, AHA national advisory on cybersecurity and risk, hosted a podcast with **Karie Gibson, Psy.D**., unit section chief of FBI's Behavioral Analysis Unit-1 and the Behavioral Threat Assessment Center.

https://www.aha.org/news/headline/2023-09-20-aha-podcast-fbi-approach-violence-prevention-health-care

Hospitals Against Violence

Facility Safety and Security in Health Care Webinar

This webinar explores facility safety and security strategies and the technologies that aim to mitigate workforce and workplace violence.

Learn about new and innovative approaches to prevent targeted violence, improve physical and psychological safety and increase collaboration with law enforcement.

https://www.aha.org/education-events/facility-safety-and-security-health-care

Join us June 7, 2024, for #HAVhope Friday: National Day of Awareness to End Violence

ALL IN DIGITAL

SAFE TO CARE

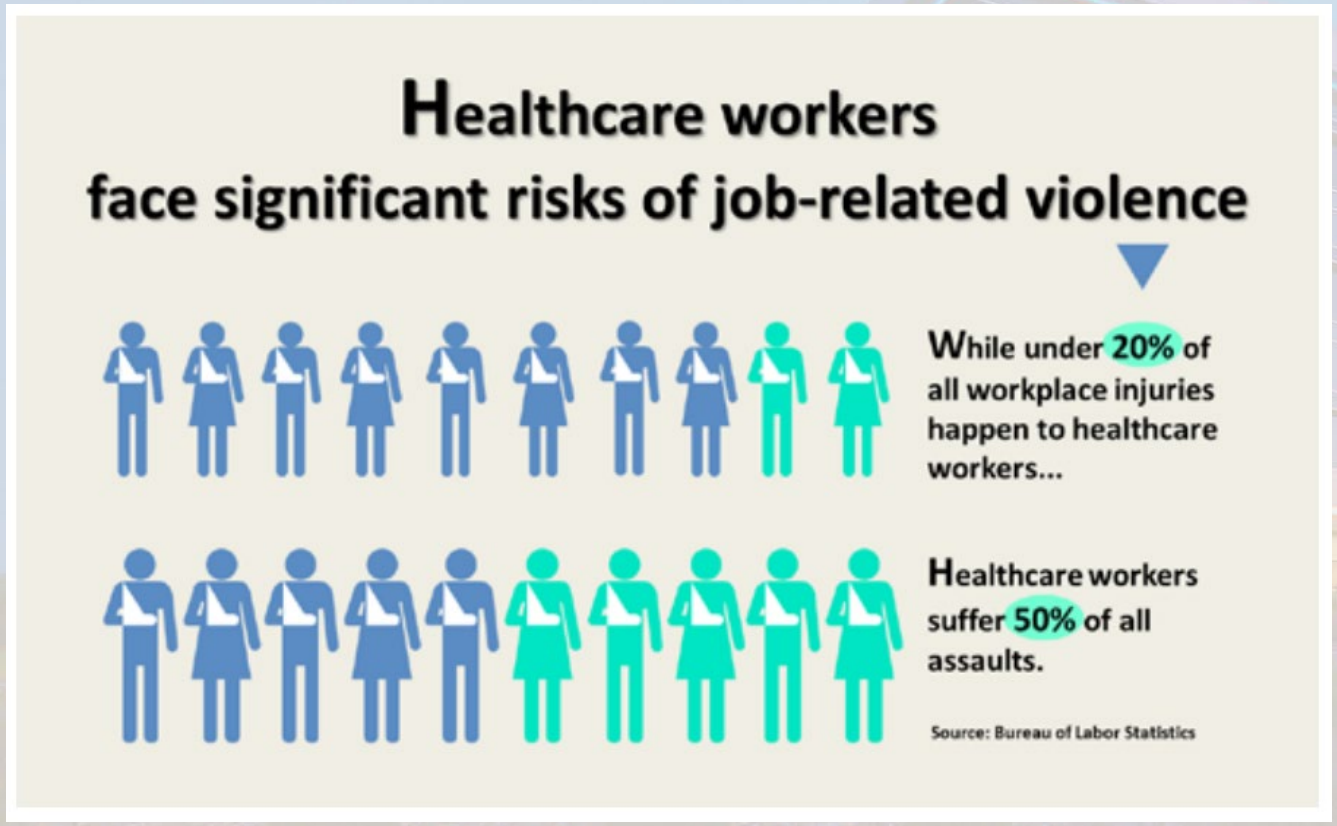
DEVELOPING A WORKPLACE VIOLENCE PROGRAM

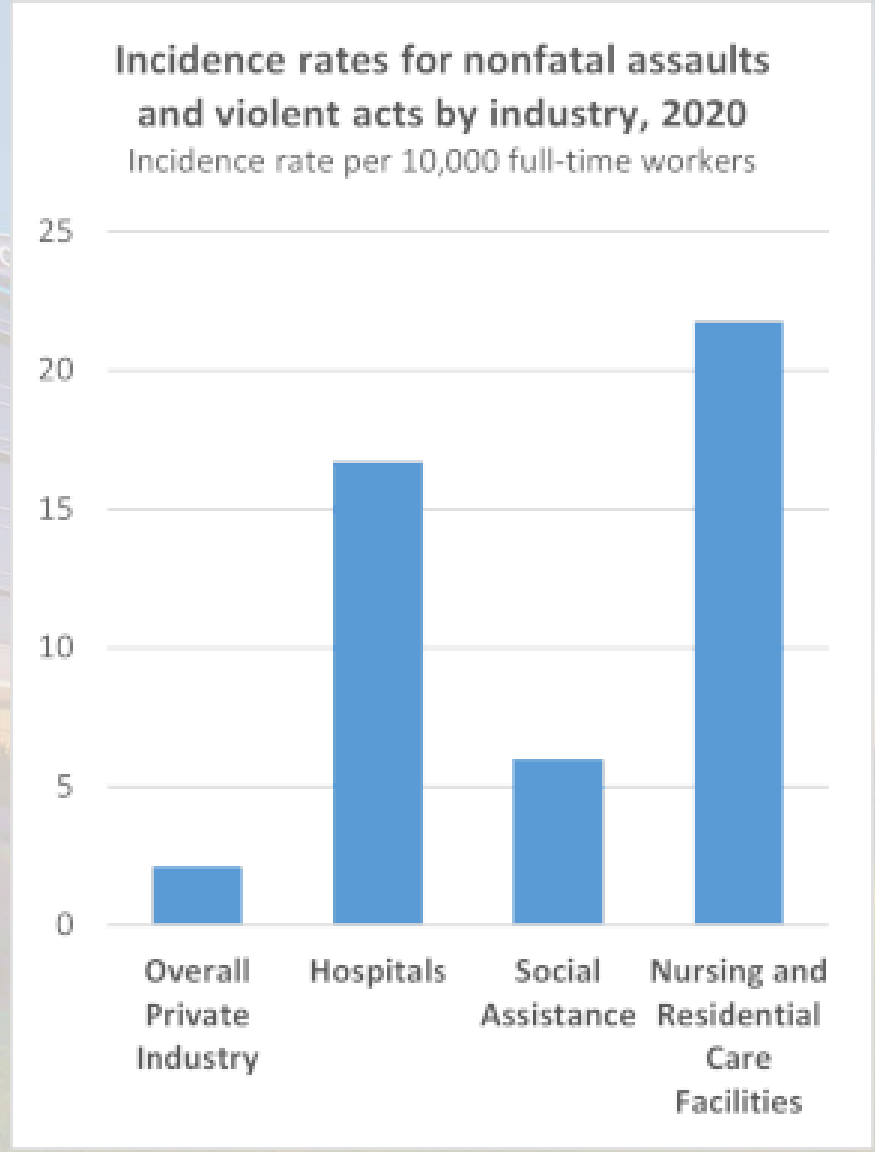
MATTHEW EXLEY, CHSS

DIRECTOR

EMPLOYEE AND PUBLIC SAFETY

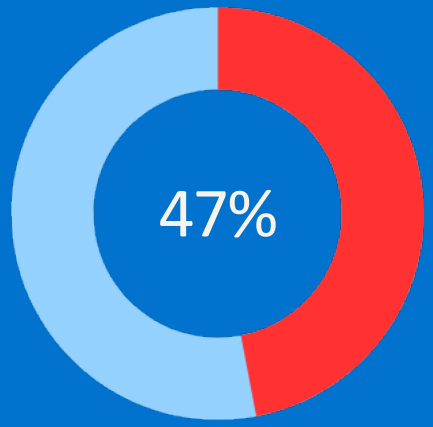
Why Safe to Care?





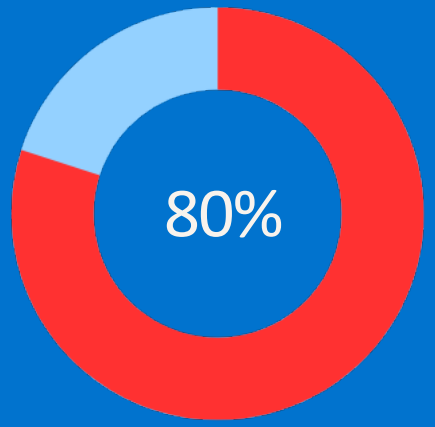
SAFE TO CARE

The Extent of the Problem



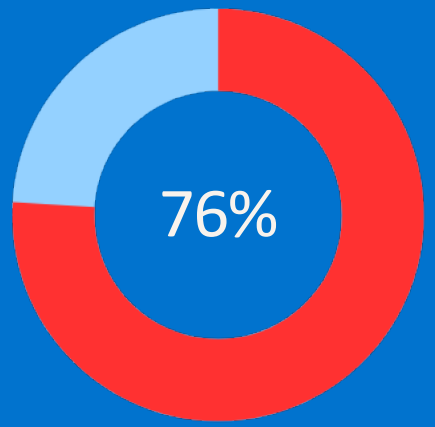
EMERGENCY PHYSICIANS

Report that they've been assaulted in the Emergency Department



NURSES

Say they don't feel safe at work



NURSES

Said their decision to report would be based on whether the patient was perceived as being responsible for their action

Content source: [National Institute for Occupational Safety and Health]

The Challenge of Underreporting

- "IT'S JUST PART OF THE JOB" / VICTIM BLAMING
- FREQUENCY OF VIOLENCE
- POOR POLICIES, PROCEDURES, TRAINING, SUPPORTS
- LACK OF RESPONSE
- COMPLEX REPORTING PROCEDURES
- LACK OF PEER/ MANAGEMENT SUPPORT

Coffee With Kendra

Employees meet with Kendra Aucker, CEO and President of Evangelical Community Hospital in groups of 8-10 employees yearly.

These small group sessions are designed for open, honest conversation with Kendra about what is going well at Evangelical and identifying opportunities to become even better.

Workplace Violence Reduction Plan

SAFE TO CARE

STAFF TRAINING

SECURITY REBRAND

POLICIES/ COMMS

EQUIPMENT

K-9 PROGRAM

OUTREACH

Staff Training

THE KEY TO OUR SUCCESS

- **AVADE Workplace Violence Prevention Training**
  - **All Staff - Level dependent on work assignment**
- **In-house produced situational awareness video**
- **Improved restraint training**
- **Commitment to training**

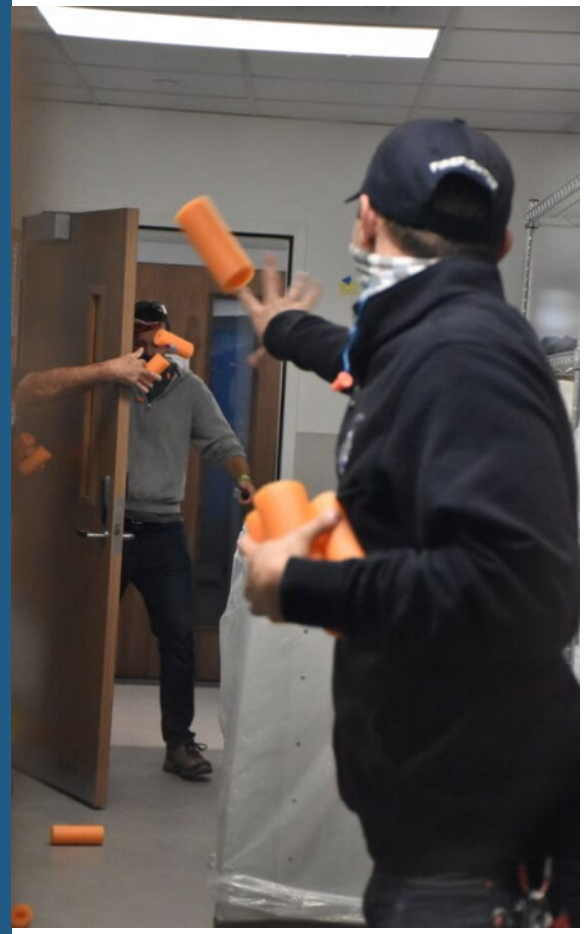
AVADE®
WORKPLACE VIOLENCE PREVENTION

Staff Training

THE KEY TO OUR SUCCESS

- **Tabletop Exercises**
- **Full Scale Exercises**
- **Envelope Drills**

"NO FAULT Exercises"



Security Rebrand

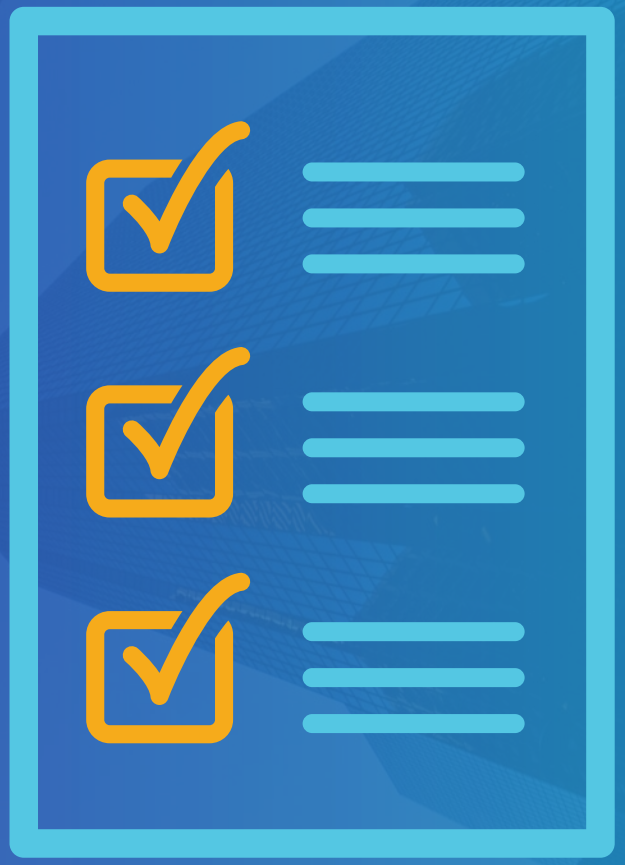
REAFFIRMING OUR MISSION

- **“They’re only security”**
- **Multi-mission expectations**
- **Professionalism / Identity**
- **State of the art equipment**
- **All Officers IAHSS Certified**
- **Program of Distinction Application**

Security Rebrand

REAFFIRMING OUR MISSION

- **Ambassador First - Security Second**
- **City/Neighborhood Concept**
  - **The campus is its own city**
  - **Each unit/department is a unique neighborhood**
  - **Community-oriented patrols**



Policies / Communications

SETTING EXPECTATIONS

- Patient/Visitor Code of Conduct
- Lockdown Policy Revision
- Aggressive/Behavioral Health Policy
  - Nursing
  - Hospitalist
  - Care Coordination
  - Public Safety
  - Emergency Department
  - Critical Care
- Workplace Violence Policy Revision
- No “Zero-Tolerance” Messaging
- Staff Townhalls

Policies / Communications

SETTING EXPECTATIONS

ATTENTION
Visitors and Guests

Evangelical Community Hospital supports a safe, caring, and secure environment for everyone. Aggressive and disruptive behavior will not be tolerated here.

Please refrain from:

- Verbal harassment
- Bullying
- Physical assault
- Foul language
- Inappropriate touching
- Threats or intimidation
- Sexually explicit comments or suggestions
- Interfering with staff providing care and services
- Unauthorized video or audio recording of patients or staff
- Destruction or damage of Hospital property
- Possession of weapons of any kind

Be informed that assaulting a health care professional is a felony. Visitor privileges can be revoked, and visitors can be removed from campus.

SAFE TO CARE

Why Joe is no Longer Welcome Here

Joe was frustrated.
He yelled at an employee, calling him stupid.

Now he can't visit his aunt anymore.

Evangelical Community Hospital is committed to providing a respectful environment for everyone.

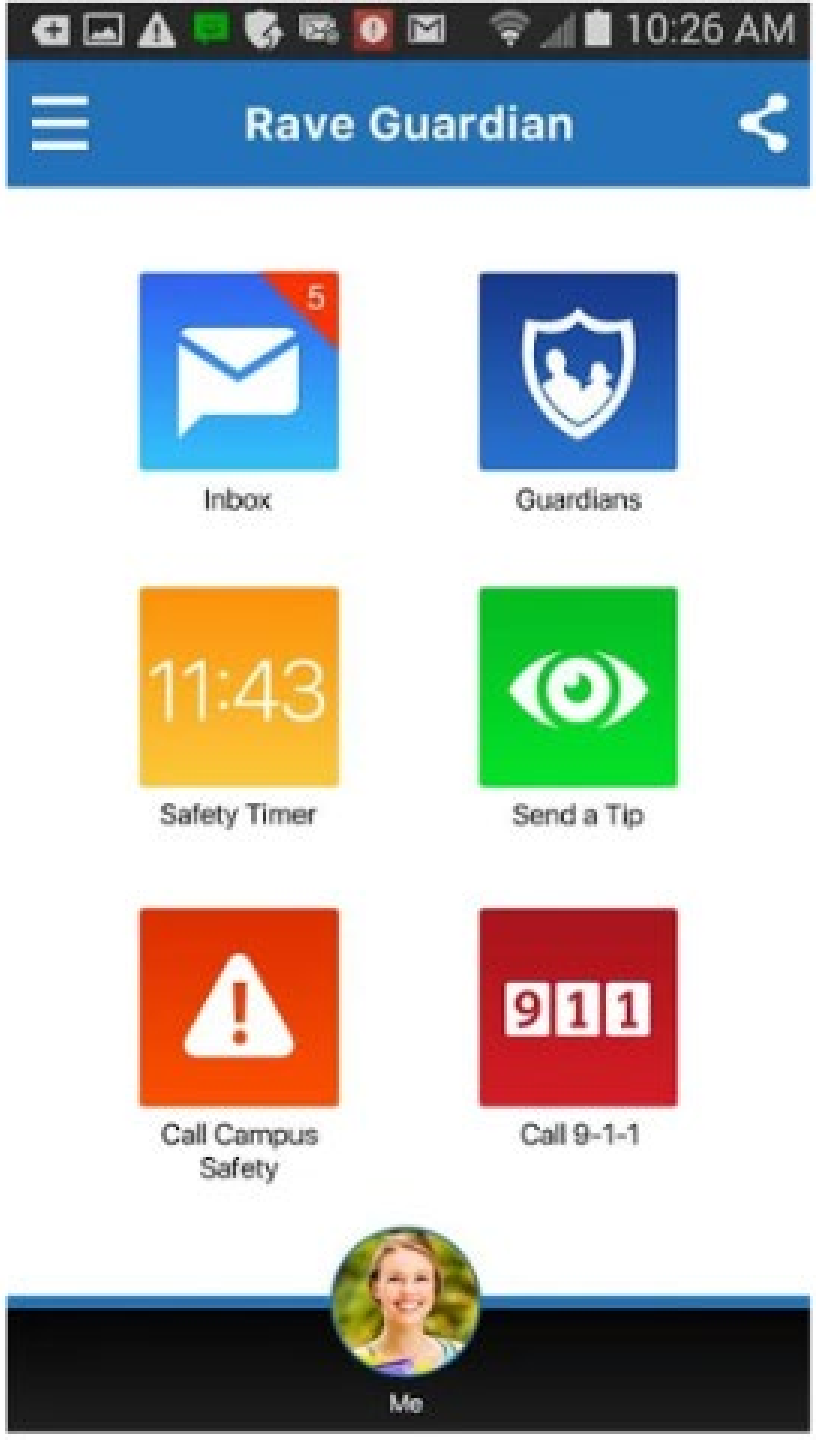
Verbal abuse will not be tolerated.

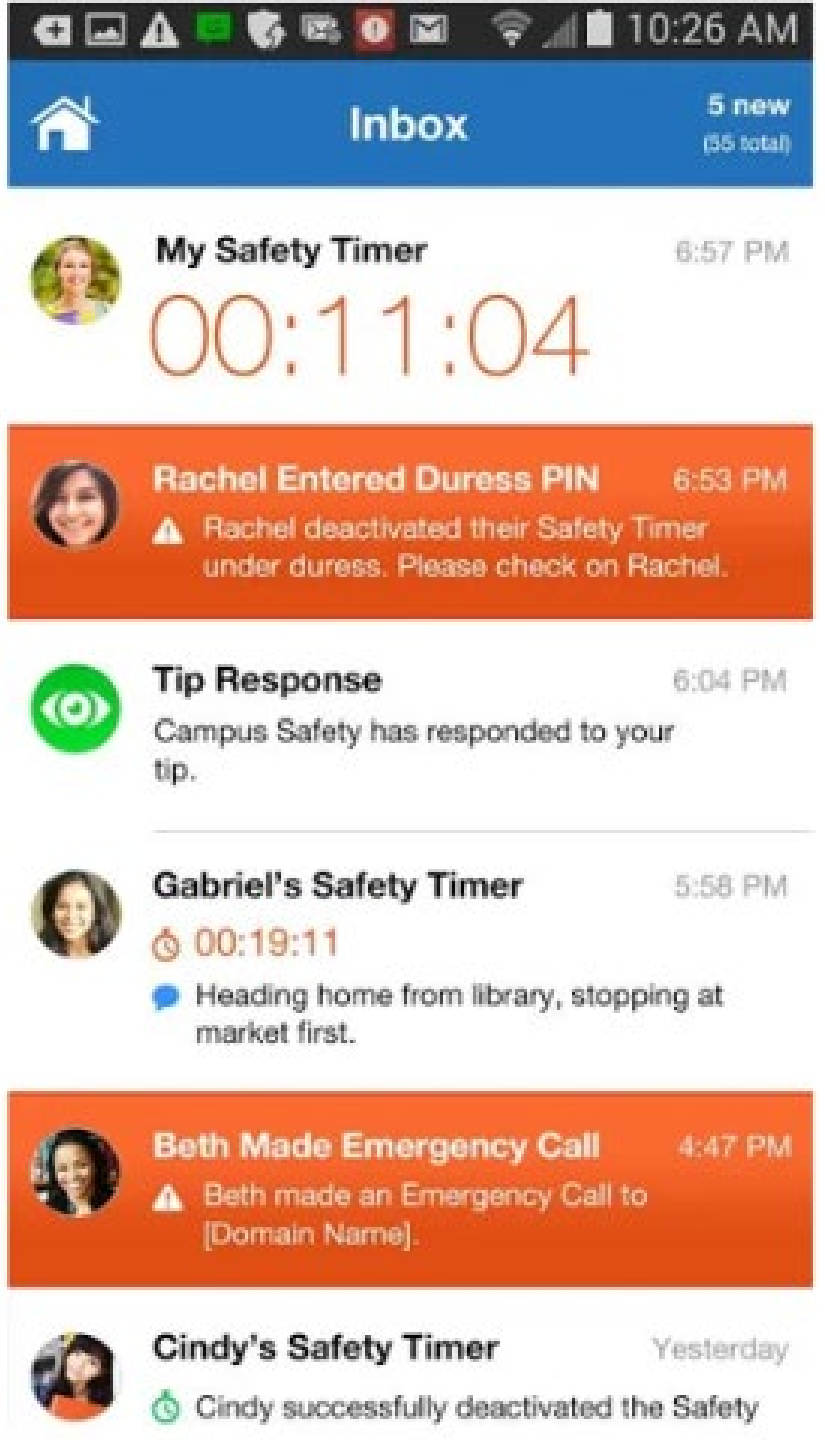
SAFE TO CARE

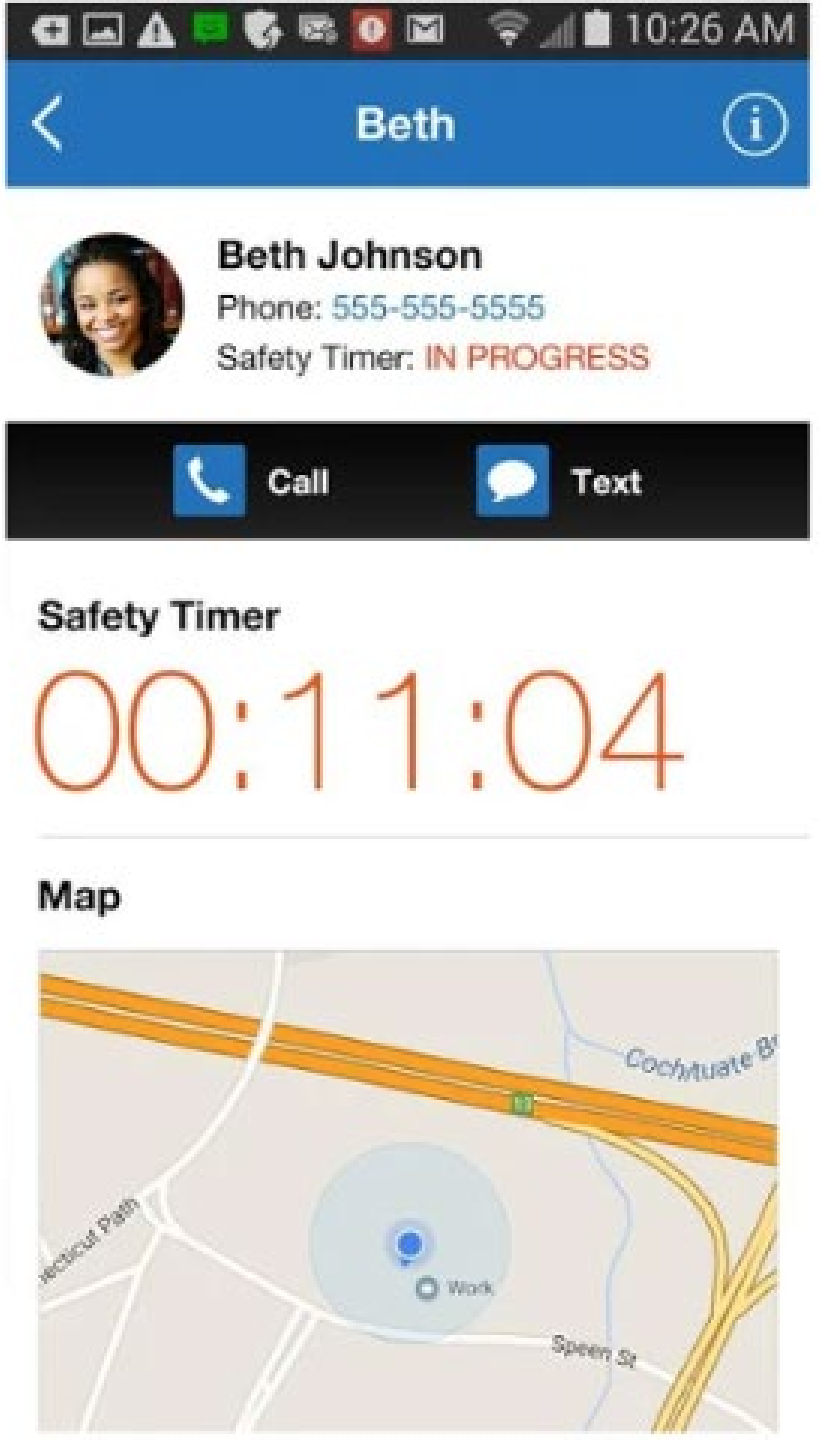
Equipment

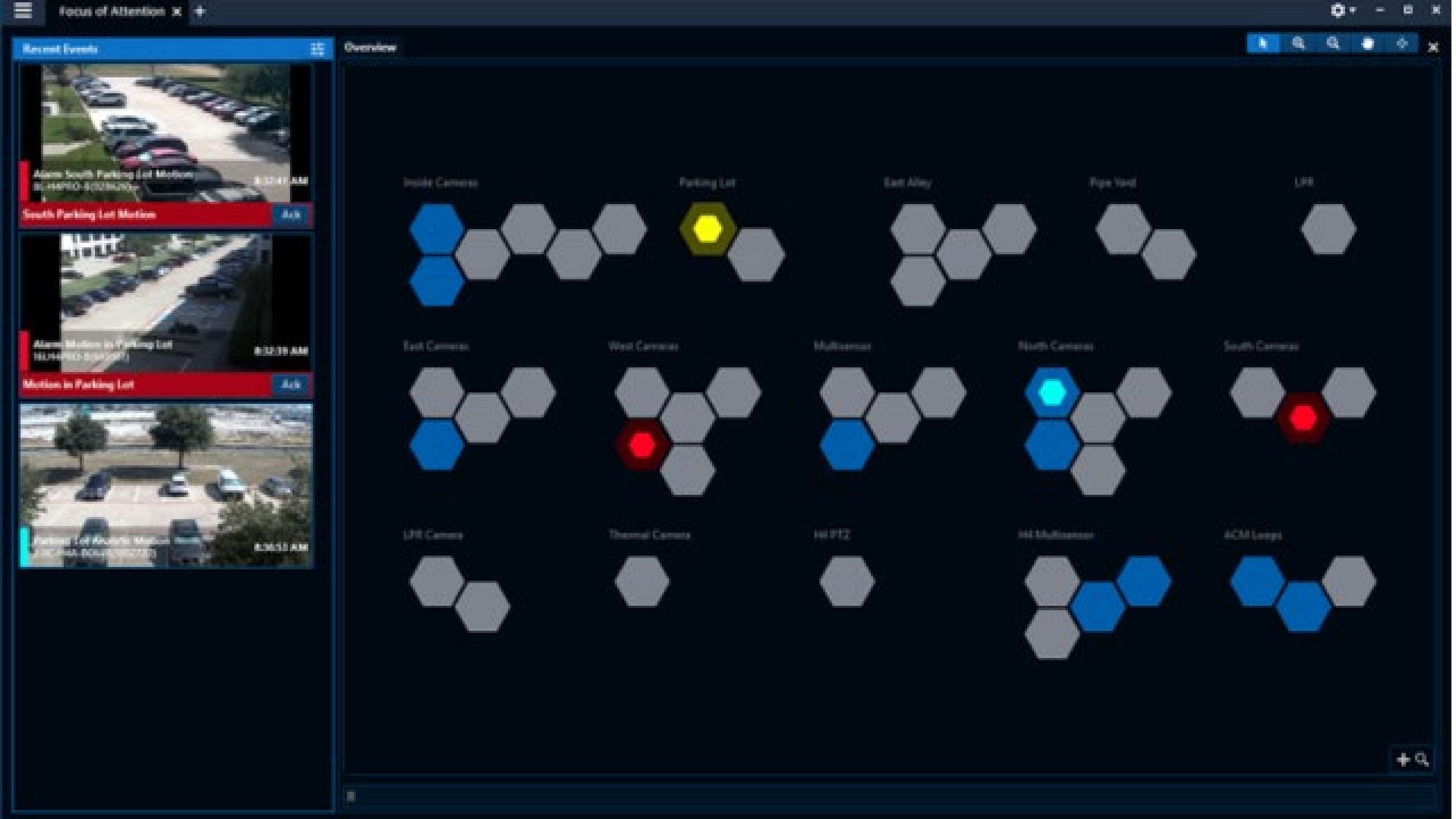
THE RIGHT TOOLS FOR THE JOB

- Replacing Video/Access Control System
  - Artificial Intelligence/Facial Recognition
- Midmark/Staff Duress Buttons
- RAVE Communications Platform
  - Guardian
- Omnigo Reporting System
- Evidence/Property Room
- Bullet/stab/slash resistant vest - Mandatory Wear
- Motorola ION Radios


10:26 AM
Rave Guardian
5
Inbox
Guardians
11:43
Safety Timer
Send a Tip
Call Campus Safety
9 1 1
Call 9-1-1
Me


10:26 AM
Inbox
5 new
(55 total)
My Safety Timer
6:57 PM
00:11:04
Rachel Entered Duress PIN
6:53 PM
Rachel deactivated their Safety Timer under duress. Please check on Rachel.
Tip Response
6:04 PM
Campus Safety has responded to your tip.
Gabriel's Safety Timer
5:58 PM
00:19:11
Heading home from library, stopping at market first.
Beth Made Emergency Call
4:47 PM
Beth made an Emergency Call to [Domain Name].
Cindy's Safety Timer
Yesterday
Cindy successfully deactivated the Safety


10:26 AM
Beth
Beth Johnson
Phone: 555-555-5555
Safety Timer: IN PROGRESS
Call
Text
Safety Timer
00:11:04
Map
Work
Speen St


Focus of Attention
Recent Events
Overview
Alarm South Parking Lot Motion
South Parking Lot Motion
Ack
Alarm Motion in Parking Lot
Motion in Parking Lot
Ack
Inside Cameras
Parking Lot
East Alley
Pipe Yard
LPR
East Cameras
West Cameras
Multisensor
North Cameras
South Cameras
LPR Camera
Thermal Camera
H4 PTZ
H4 Multisensor
ACM Loops

K-9 Program

After seeing the success of hospitals across the country like Geisinger, Evangelical is moving towards adding a K-9 to our team.

Our research indicates that in hospitals with a K-9, the dog is the #1 most effective de-escalation tool.

“The presence of that canine unit diminished violence by upwards of 80%. Two years after, there’s a steady decline in the number of staff members quitting and an increase in the hospitals’ ability to hire and retain new staff," - Mike Dunning

COUNTY of UNION

PENNSYLVANIA

DISTRICT ATTORNEY

OUTREACH

- People outside of the field don't understand what happens within these walls
- Patrol Officers may not always be your best resource
- Establish relationships and expectations
- Discussions with administration
- Consistent response/charging of crimes
- Monitor status of cases for accuracy
- Improve chain of custody
- BOP - Familiarization training

What's Next?

ACT 235 CERTIFICATION

- In 2016, a PSP RVAT team recommended security be armed with firearms
- Internal committee elected for Tasers
- Environment has changed

PA 501

- Due to the unique nature of healthcare violence, external law enforcement is not always able to provide the most consistent response to crimes on campus
- Internal police may increase compliance and reduce burden on external law enforcement
- Much research needed due to lack of standards

ASSESSMENTS

- Ongoing Assessments of External Facilities
- Public Safety now attending expansion/ remodel meetings from day one.
- Public Safety now assesses all capital projects
- Yearly vulnerability and risk assessments - on-campus and external offices

THANK YOU

Matthew Exley, CHSS
Director of Employee and Public Safety
570-522-4434 | matthew.exley@evanhospital.com

SAFE TO CARE

As You Listen, Ponder…

- What impactful actions can you take as a result of the information shared today?
- How are you able to increase engagement within your facilities to ensure a true change in patient safety?
- Based on what you heard today, what activities do you currently have underway that can leverage immediate action over the next 30, 60 or 90 days?

Final Thoughts

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Join Us for the Next Community of Practice Call!

Join us for the next
Community of Practice Call on March 14, 2024
from 1:00 – 2:00 p.m. ET

We invite you to register at the following link:
https://zoom.us/webinar/register/WN_ASl_l3p_TEyx_VY_YYFFeA

You will receive a confirmation email with login details.

Thank You!

Your opinion is valuable to us. Please take 4 minutes to complete the post assessment.

We will use the information you provide to improve future events.