Workplace Violence (WPV) Program Development, Implementation & Evaluation

Suggested sequence of activities

Define the Need for or to Enhance a WPV Program *Toolkit Sections 1&2*

Step 1
Use WPV Toolkit and resources provided to review best practices for assessing risk of, control & prevention of WPV, & related regulations/legal responsibilities. Collect baseline incident/injury data (OSHA 300 log; HCA log; Code Grey rpts. etc) and associated workers comp costs related to WPV*

Step 2
Analyze data to identify units/depts, & employee groups with higher risk of exposure to WPV; & the nature, severity, & cost of WPV injuries. Begin to identify hazards/risks & program elements that need to be addressed

WPV Program Foundation & Management *Toolkit Sections 1&2*

Step 3
Enlist support of senior leadership to develop or enhance a WPV program

Step 4
Identify a WPV program champion; program/project coordinator, & interdisciplinary WPV committee (include behavioral health experts as needed & external resources e.g., local law enforcement)

Step 5
Educate committee about principles of WPV & elements of successful programs; current evidence base; & the proposed approach to addressing WPV at your facility and function of the team

Hazard Identification & Assessment *Toolkit Section 3*

Step 6
Determine the scope of the issue & program needs. Identify stakeholders. Assess organization's culture & readiness for change. Review current policy/procedures. Conduct gap analysis, staff survey & safety/security assessment

Step 7
Analyze all data collected & prioritize hazards & program needs. Start developing WPV program plan

Hazard Control and Prevention *Toolkit Section 5*

Step 8**
Formulate solutions to address and control hazards or risks identified & prioritized i.e., E**ngineering controls** *(e.g., design of the physical environment and access & surveillance of the facility)* A**dministrative controls and safe work practices** *(e.g., identification and management of patients/ visitors at risk of violence; incident response, reporting & post incident management; security protocols; WPV zero tolerance policies).* **Identify** the need & process for piloting any controls.

Developing the WPV Program Plan *Toolkit Section 4*

Step 9
Develop a WPV communications plan; employee/stakeholder education & training plan; & zero tolerance WPV policy

Step 10
Complete the WPV program plan (what, how, who, cost, return on investment, timelines, measurement tools, etc.) & program implementation plan

Step 11
Obtain approval of the WPV program plan, implementation approach, & draft zero tolerance policy from senior leadership

Step 12
Finalize the WPV program, plan, approach, & policy per leadership input

Implementing & Evaluating the Program *Toolkit Sections 6, 7, & 8*

Step 13
Implement the WPV program policy, plan and hazard controls
Implement the WPV communications plan***
Educate and train employees***

Step 14
Evaluate solutions & processes (inc. training & communications) Evaluate program implementation process. Communicate outcomes/successes to all stakeholders

Program Improvement & Sustainability *Toolkit Section 9*

Step 15
Plan, implement & standardize pilot processes to other depts./locations (as applicable).
Monitor solutions, processes, communications, & improve as needed using process & tools noted in **Steps 1&6**.
Conduct proactive audits of units/departments to identify risk for WPV & gaps in current policies & practices.
Develop a process to integrate security/safety design principles into building remodel & new construction facility wide.

Management Leadership & Employee Participation

Concurrent & Ongoing Activities

Evaluation of program metrics & processes. Continuous improvement of program	**Communication & marketing of program to stakeholders**	**Documentation and overall program management**	**Update program & project management plans periodically**	**Workers comp injury case management**

Source: HumanFit, LLC, 2017   *** Program may address violence by patients and visitors; incivility/bullying by employees or both**

*Step 1 - If WPV injury/incidence data is not sufficient to identify the initial need to implement a program then the tools listed in **Step 6** can be used to gather more data.

**Step 8 is an ongoing process as new WPV evidence base and security related technology is made available; and some controls may take time to implement due to feasibility etc.

***Steps 8, 13-15 Development of hazard controls, processes & program implementation activities may need to occur concurrently or in a different sequence depending on facility needs and resources