# Workplace Violence (WPV) Program Development, Implementation & Evaluation

## Suggested sequence of activities

### Define the Need for or to Enhance a WPV Program

- **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*

### WPV Program Foundation & Management

- **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

- **Step 3**: Enlist support of interdisciplinary 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

- **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 Identification & Assessment

- **Step 8**

  - Formulate solutions to address & control hazards or risks identified & prioritized i.e., Engineering controls (e.g., design of the physical environment & access & surveillance of the facility)
  - Administrative controls & safe work practices (e.g., identification & 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

- **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

- **Step 13**: Implement the WPV program policy, plan & hazard controls

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

- **Step 15**: Plan, implement & standardize pilot processes to other dept./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.

## Concurrent & Ongoing Activities

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

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*Source: HumanFit, LLC, 2017

* Program may address violence by patients and visitors; incivility/bullying by employees or both

**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.