



Workplace Violence Prevention Toolkit

Tools, Training, and Resources

Created by: DAS Risk Consulting Unit and State
Agency Interest Group

Date: November 8, 2018

**workplace
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Toolkit contents

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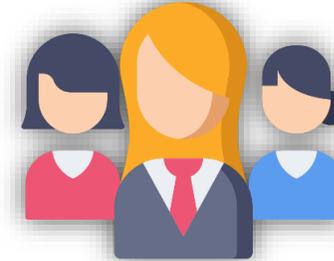
Project Focus



Incident Trends



Program Resources

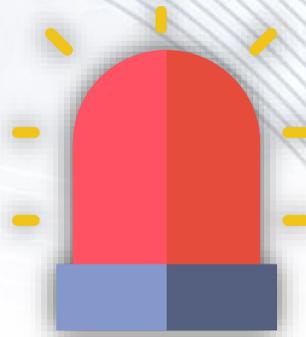


Training Resources

Lone Worker Safety



Active Threats



Post-Incident Response



Agency Activities



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Workplace violence prevention focus

Section 1





Project focus

- Upon identifying rising workplace violence-related injury trends, we asked different state agencies to share their current workplace violence prevention (WVP) activities.
- We then welcomed them to participate in an interest group to help us put together helpful resources.
- The response was enthusiastic with many agency safety and risk management staff participating. The interest group and five subgroups helped us put together this WVP toolkit to share statewide.
- The subgroups offered tips on topics such as program evaluation, training approaches, lone worker safety, active threat preparation and response, and post-incident response.





Participants

These State Agencies representatives and outside groups contributed to the Toolbox content.

Craig Filip	DEQ
Dinah Linville	DHS
Gayla Andresen	DHS
Michelle Patton	DHS
Stan Thomas	DHS
Mike Stradley	DPSST
Laura Trevizo	Lottery
Danee Vig	OBEELS
Eric Engelson	OBEELS
David Grim	ODF
Jerry Cotter	ODFW
Kevin Drake	ODFW
Jeff Moore	ODOR
Jim Aguilar	ODOR (former)

Robert Snyder	ODOT
Tim McKenzie	ODOT
Todd Munding	ODOT
David Solomon	ODOT (former)
Scott Starha	ODOT (former)
Annie Williams	OLCC (former)
Trena Vandehey	OR-OSHA
David Blakey	OSH
Pat Sangster	OSH
Jeff Graeme	OYA
Chris Westfall	PHD





Participants

These State Agencies representatives and outside groups contributed to the Toolbox content.

Brian Sornson	SAIF
Dave Adams	SAIF
Dawn Jacobs	SAIF
Laurie LaBrasseur	SAIF
John Van Dreal	Salem-Keizer Schools
Michael Majors	Salem-Keizer Transit
Bonnie Robbins	Staff - DAS RM
Marie Hansen-Wagnier	Staff - DAS RM
Mark Noll	Staff - DAS RM
Shelly Hoffman	Staff - DAS RM
Todd Scharff	Staff - DAS RM
Zac Cartwright	Staff - DAS RM





Purpose of toolkit

Share WVP tips, tools, and resources in six areas

- Workplace violence injury and incidents trends
- WVP programs
- WVP training approaches
- Lone worker procedures and training
- Active threat preparation and response
- Post-incident response
- Specific agency activities





Injury and incident trends

Section 2





National active shooter incidents 2016-17

- FBI active shooter resources
<https://www.fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-resources>
- Incident trends <https://www.fbi.gov/file-repository/active-shooter-incidents-us-2016-2017.pdf/view>





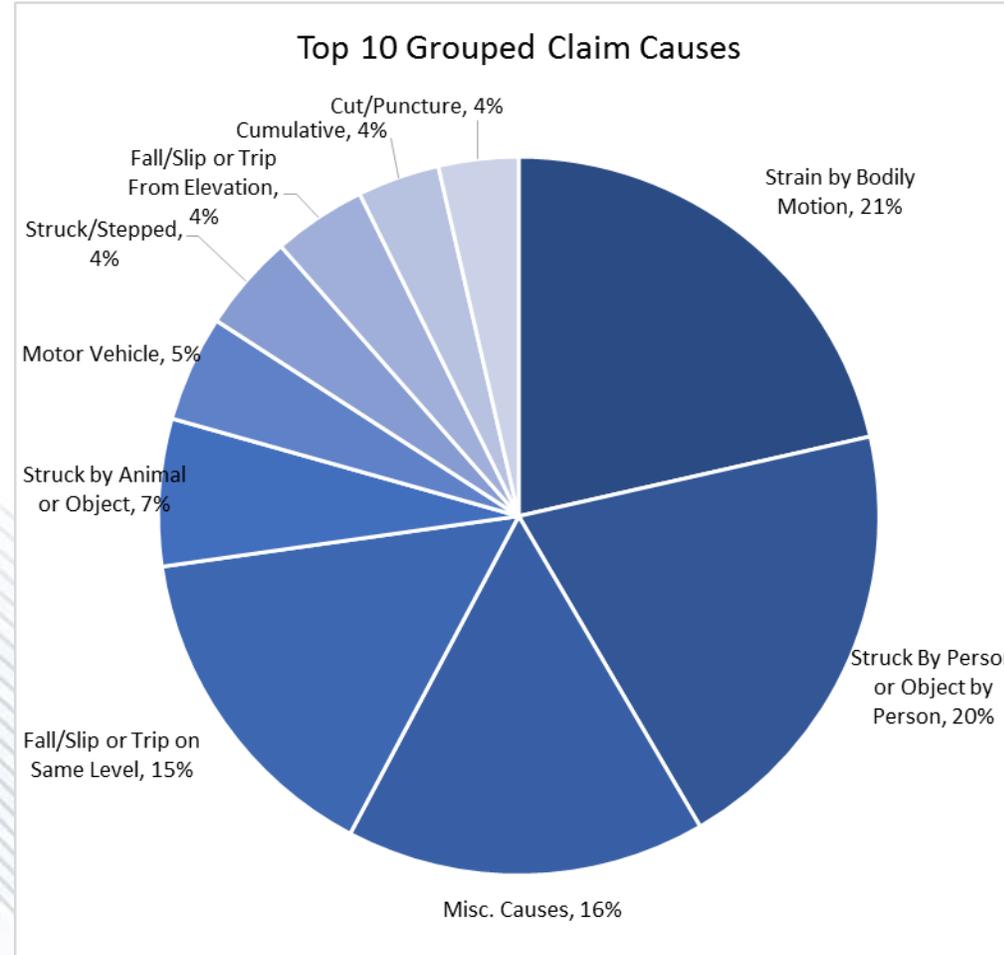
Oregon workplace violence injury trends

- DAS Risk Consulting Unit looked at “struck by person” and “struck by object handled by other person” workers compensation claims over the last five years
- “Person” includes patients, clients, inmates, and the general public
- The claim incidence rate for this cause increased more than 97 percent while the overall claim incidence rate decreased over that five-year period
- The following pages show more details



All Injuries - Last 5 policy years - 7/1/13 to 6/30/18

Grouped Struck-by-
Person injuries are
#2 most common



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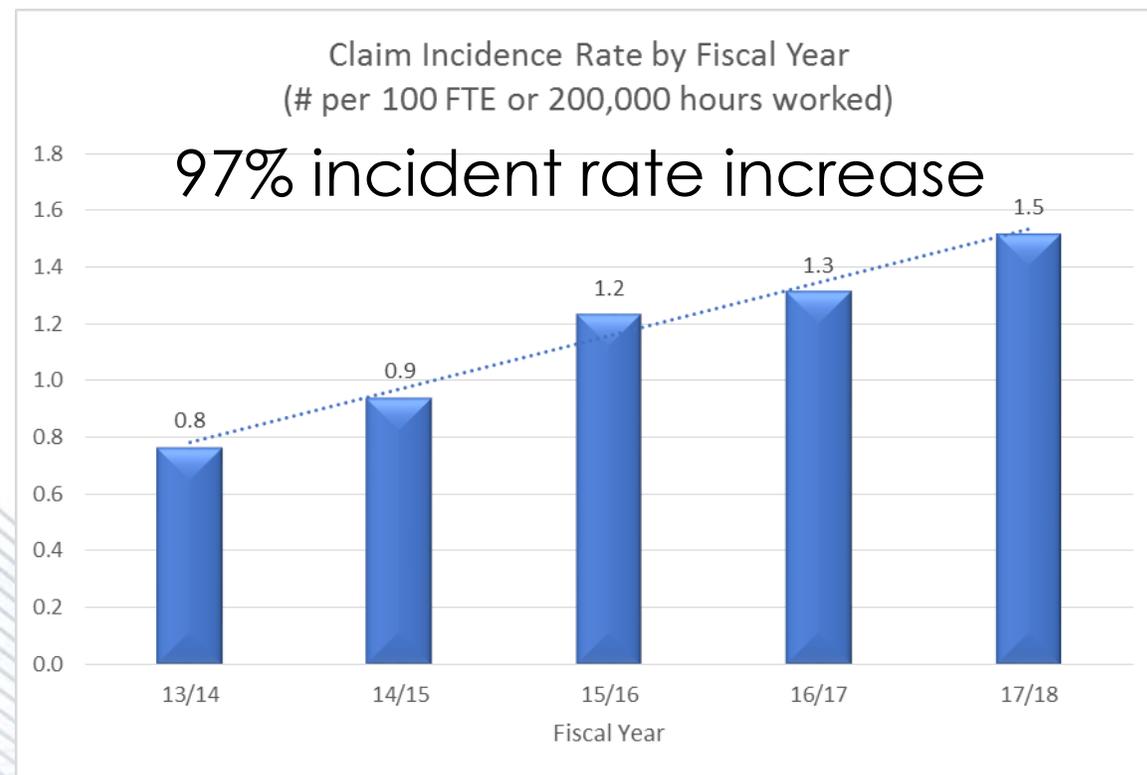
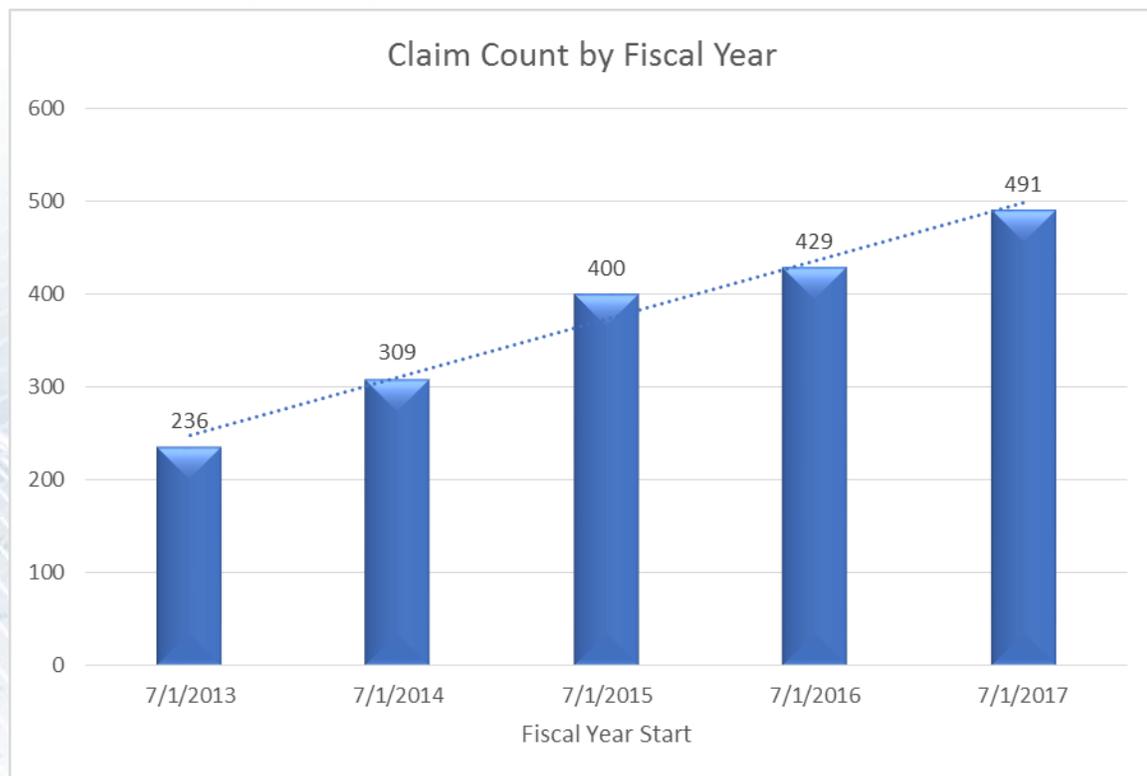
All Injuries - Last 5 policy years - 7/1/13 to 6/30/18

Claim Causes	Total Claim Count	Average Claim Costs (Paid + Reserved)
Burn/Exposure Abnormal Air-Pressur	4	\$1,069
Burn/Exposure Chemicals	11	\$21
Burn/Exposure Dust, Gases, Fumes	1	\$6,403
Burn/Exposure Electrical Current	8	\$1,970
Burn/Exposure Fire or Flame	3	\$1,196
Burn/Exposure Hot Object/Substance	16	\$332
Burn/Exposure NOC	1	\$284
Burn/Exposure Radiation	1	\$0
Burn/Exposure Steam or Hot Fluids	14	\$1,066
Burn/Exposure Temperature Extremes	17	\$430
Burn/Exposure Welding Operation	4	\$717
Caught In/Under Collapsing Materials	7	\$6,873
Caught In/Under Machine or Machinery	10	\$12,238
Caught In/Under NOC	30	\$4,535
Caught In/Under Object Handled	117	\$1,747
Cut/Puncture By Broken Glass	22	\$24
Cut/Puncture By Hand Tool/Not Power	105	\$955
Cut/Puncture By Hand Tool/Powered	26	\$387
Cut/Puncture By NOC	61	\$979
Cut/Puncture By Obj. Lifted/Handled	118	\$313
Fall/Slip or Trip From Elevation	88	\$5,670
Fall/Slip or Trip Into Openings	21	\$13,454
Fall/Slip or Trip Ladder or Scaffold	18	\$12,184
Fall/Slip or Trip NOC	262	\$8,110
Fall/Slip or Trip On Ice or Snow	215	\$9,426
Fall/Slip or Trip On Liquids or Grease	125	\$5,862
Fall/Slip or Trip On Same Level	714	\$7,623
Fall/Slip or Trip On Stairs	261	\$5,937
Fall/Slip or Trip Slipped-Did Not Fall	72	\$4,614
Misc. Causes <blank>	6	\$5,954
Misc. Causes Cumulative, NOC	341	\$6,582
Misc. Causes Firearm	5	\$3,464
Misc. Causes Foreign Body in Eye	131	\$57
Misc. Causes Ingestion/Inhalation	285	\$4,062
Misc. Causes Mold	2	\$1,129
Misc. Causes NOC	764	\$1,115
Misc. Causes Other - Misc., NOC	115	\$17,768
Misc. Causes Other Than Physical	174	\$13,081
Misc. Causes Person, Act of Crime	2	\$702,876
Motor Vehicle Collision, Fixed Obj	38	\$14,984
Motor Vehicle Crash, Airplane	2	\$301
Motor Vehicle Crash, Other Vehicle	330	\$6,227
Motor Vehicle NOC	1	\$0
Motor Vehicle Rolled Vehicle	38	\$4,875
Rubbed or Abraded By NOC	33	\$109,747
Rubbed or Abraded By Repetitive Motion	3	\$3,499
Strain or Injury By Carpal Tunnel	3	\$11,123
Strain or Injury By Continual Noise	30	\$9,612
Strain or Injury By Holding or Carrying	48	\$30,999
Strain or Injury By Jumping	285	\$10,654
Strain or Injury By Lifting	45	\$3,739
Strain or Injury By NOC	406	\$9,055
Strain or Injury By Pushing or Pulling	489	\$6,521
Strain or Injury By Reaching	280	\$10,180
Strain or Injury By Twisting	70	\$7,635
Strain or Injury By Using Tool/Machinery	98	\$12,993
Strain or Injury By Welding or Throwing	13	\$32,158
Struck or Injured By Animal or Insect	231	\$2,189
Struck or Injured By Explosion/Flare Back	3	\$109
Struck or Injured By Falling/Flying Obj.	130	\$4,260
Struck or Injured By Hand Tool/Machine	70	\$4,209
Struck or Injured By Motor Vehicle	35	\$28,220
Struck or Injured By Moving Parts, Machine	4	\$17,508
Struck or Injured By NOC	26	\$13,806
Struck or Injured By Obj Handled by Other	39	\$2,476
Struck or Injured By Obj. Lifted/Handled	117	\$3,169
Struck or Injured By Person	1826	\$6,598
Struck/Stepped vs Moving Part, Machine	3	\$6,815
Struck/Stepped vs NOC	114	\$8,375
Struck/Stepped vs Obj. Lifted/Handled	33	\$1,678
Struck/Stepped vs Sand/Scrape/Clean	1	\$0
Struck/Stepped vs Sharp Object	17	\$42
Struck/Stepped vs Stationary Object	236	\$4,030
Grand Total	9541	\$7,009

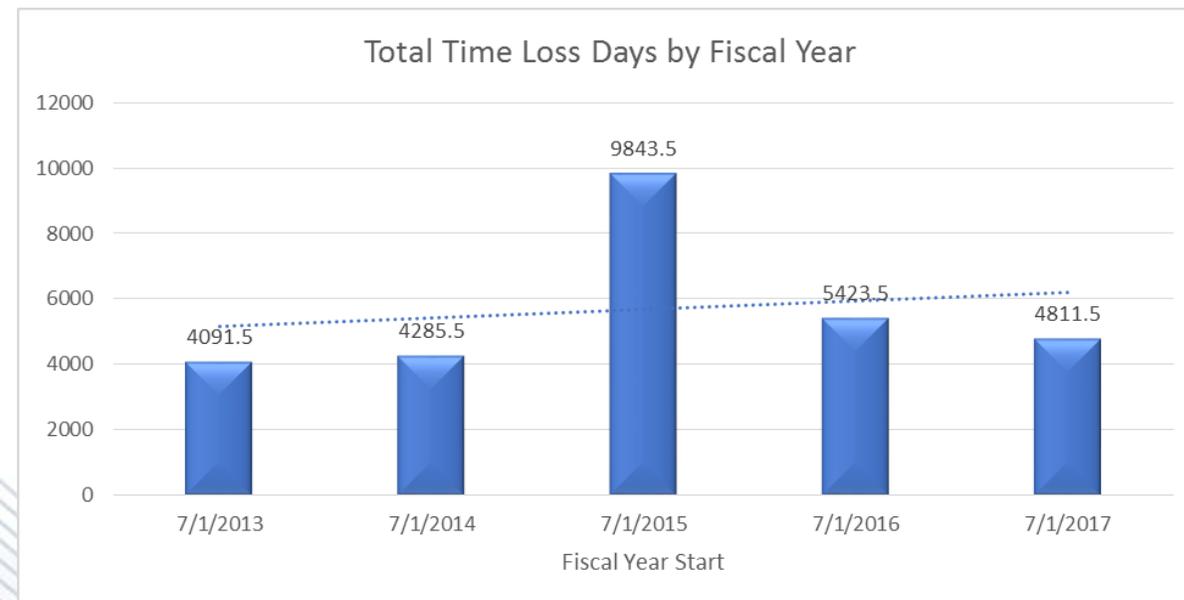
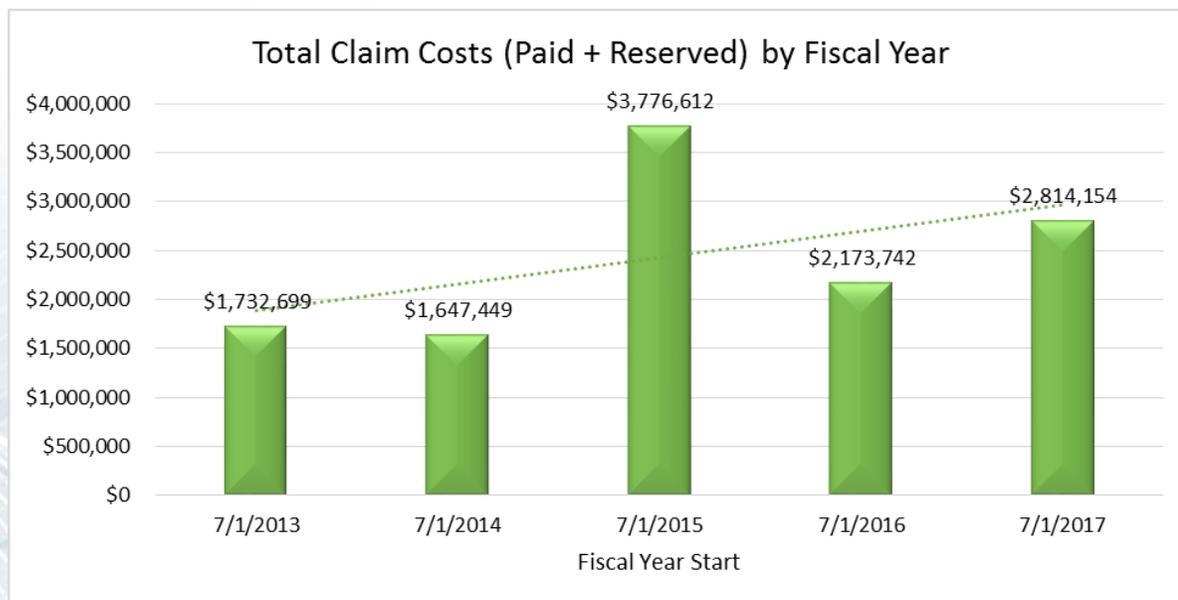
Ungrouped - Struck by Person injuries are #1 by far



Struck-by-Person Injuries - Last 5 policy years - 7/1/13 to 6/30/18



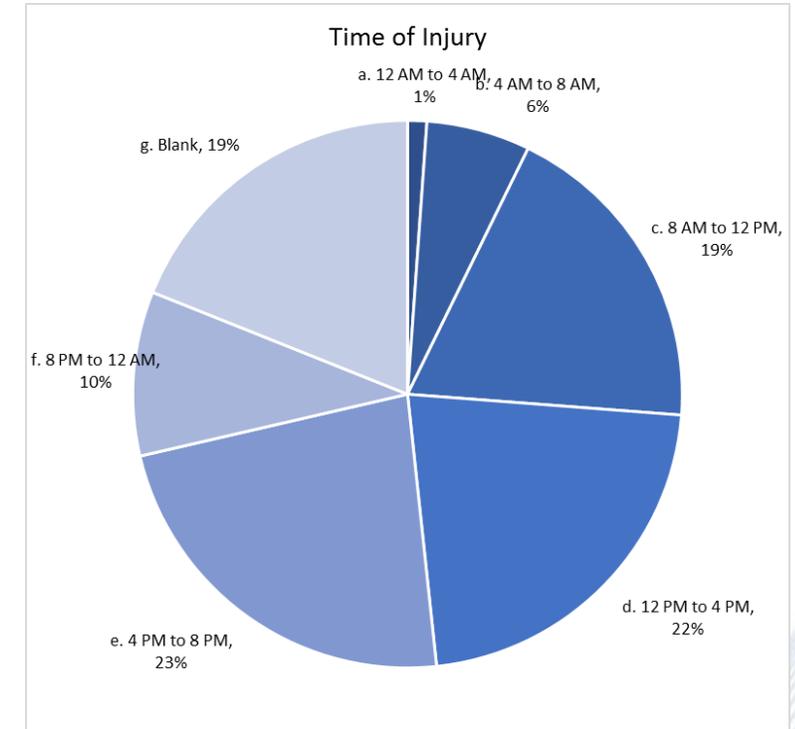
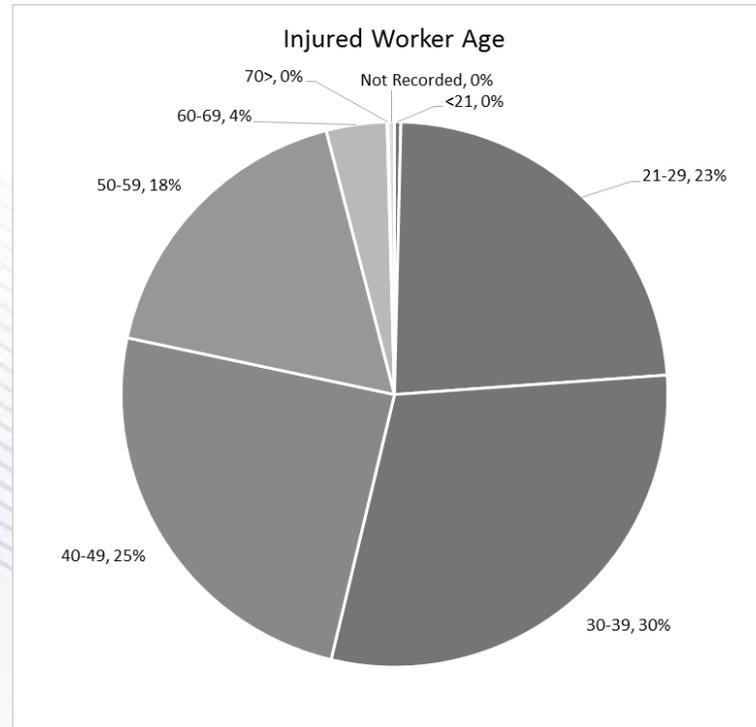
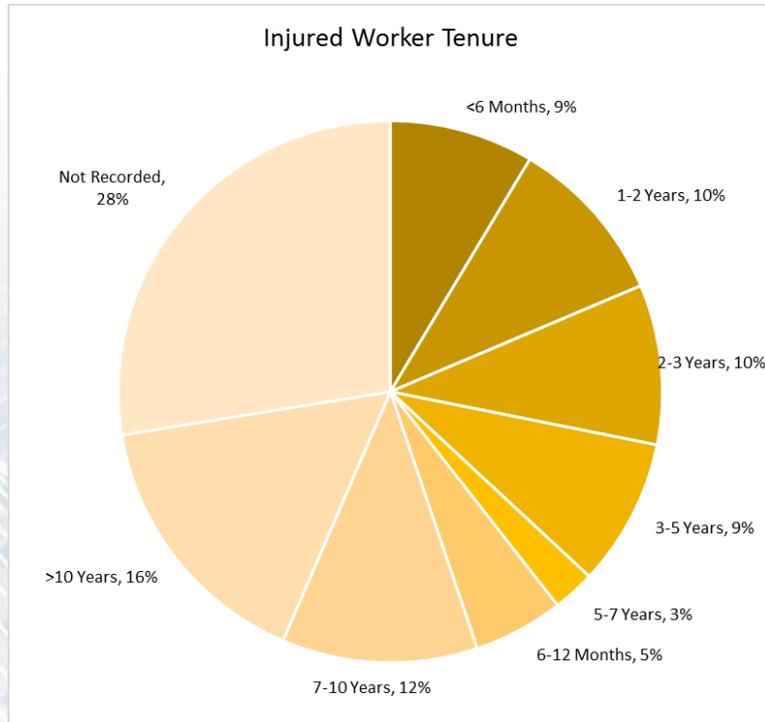
Struck-by-Person Injuries - Last 5 policy years - 7/1/13 to 6/30/18



Total costs and time loss days increased



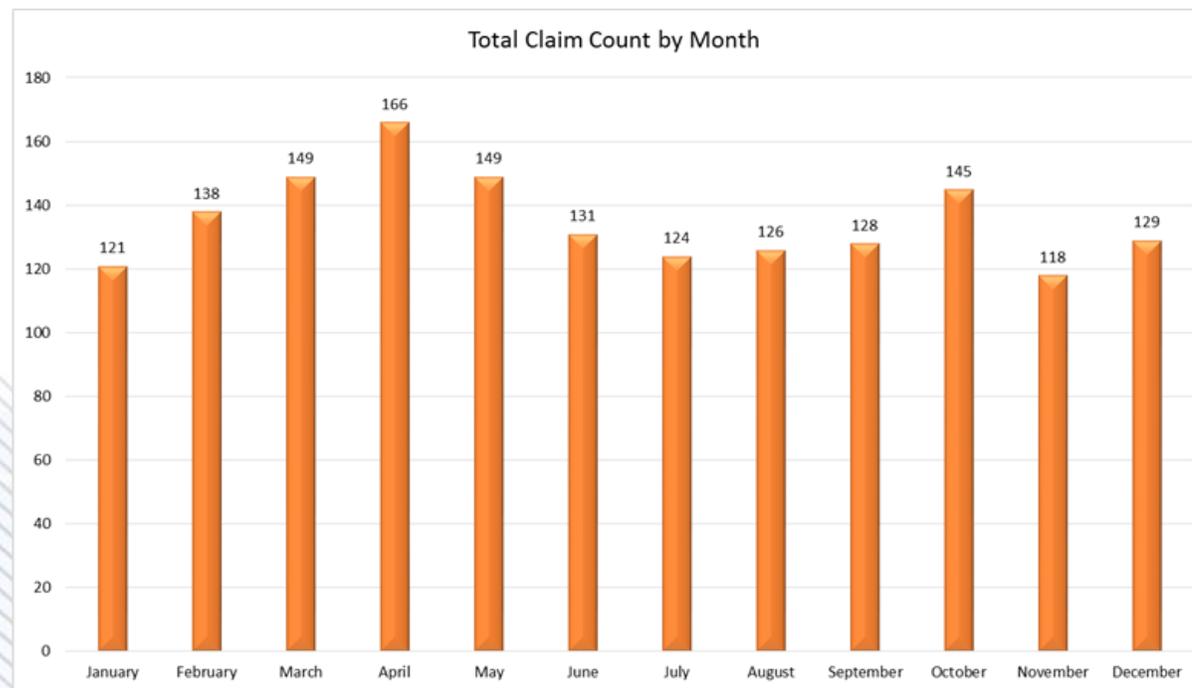
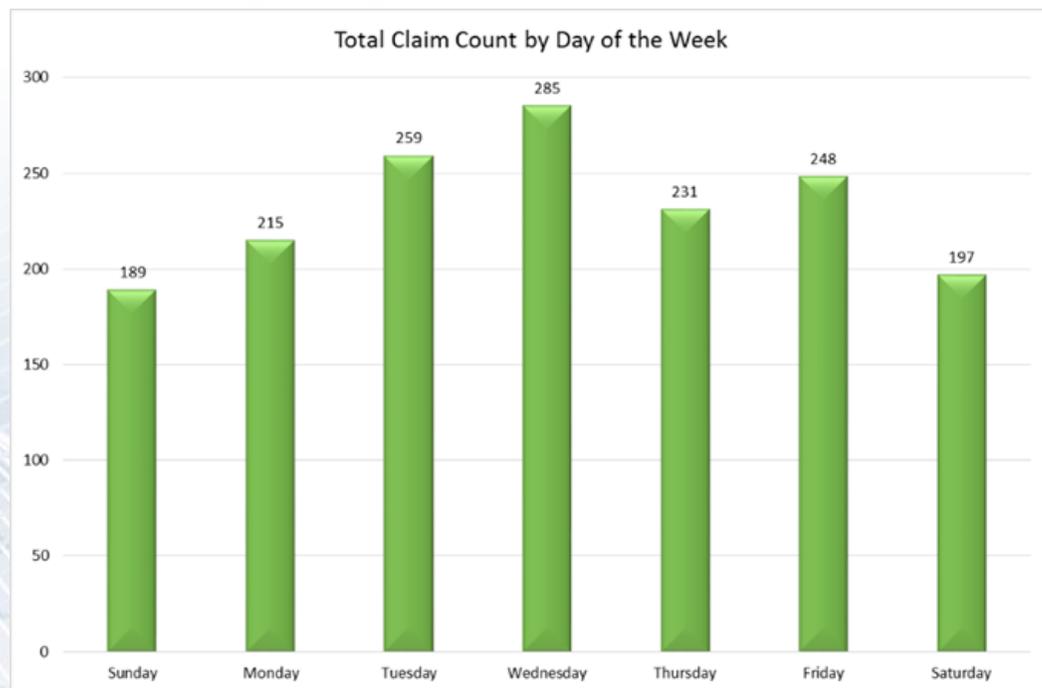
Struck-by-Person Injuries - Last 5 policy years - 7/1/13 to 6/30/18



Less than 5 years tenure had the most injuries. Age and Time of Injury were spread out.



Struck-by-Person Injuries - Last 5 policy years - 7/1/13 to 6/30/18



No major patterns for Day of Week or Month of Year



Struck-by-Person Injuries by Agency - Last 5 policy years - 7/1/13 to 6/30/18

Agency Claim Counts, Total Claim Costs, and Average Claim Costs

Agency Name	Policy Number	Total Claim Count	Total Claim Costs (Paid + Reserved)	Average Claim Costs (Paid + Reserved)
OHA HS OREGON STATE HOSPITAL	312145	715	\$4,371,272	\$6,114
STABILIZATION AND CRISIS UNIT	312146	502	\$3,898,962	\$7,767
OREGON YOUTH AUTHORITY	517080	268	\$1,476,783	\$5,510
DEPARTMENT OF CORRECTIONS	454864	246	\$1,547,442	\$6,290
OREGON STATE POLICE	64517	71	\$439,456	\$6,190
DHS CW & SSP DELIVERY	955717	23	\$138,181	\$6,008
DEPT OF PUBL SAFETY STNDRS & TRAIING	260851	12	\$18,029	\$1,502
DEPARTMENT OF EDUCATION	93907	4	\$2,004	\$501
DRIVER & MOTOR VEHICLES SERVICES	221638	4	\$72,420	\$18,105
TRANSPORTATION OPERATIONS	9300	3	\$9,963	\$3,321
DEPT OF ADMINISTRATIVE SERVICES	269089	2	\$44,879	\$22,440
OHA BLUE MTN RECOVERY CENTER	433407	2	\$107,992	\$53,996
OREGON VOCATIONAL REHABILITATION SERVICE	269183	1	\$412	\$412
OREGON LIQUOR CONTROL COMMISSION	73229	1	\$0	\$0
CONSTRUCTION CONTRACTORS BOARD	454856	1	\$10,552	\$10,552
MILITARY DEPARTMENT	155927	1	\$0	\$0
DEPARTMENT OF REVENUE	76270	1	\$30	\$30
PARKS & RECREATION DEPARTMENT	419044	1	\$18	\$18
DEPARTMENT OF ENVIRONMENTAL QUALITY	312157	1	\$6,241	\$6,241
PUBLIC EMPLOYEES RETIREMENT SYSTEM	133281	1	\$19	\$19
DHS AGING & PEOPLE WITH DISABILITIES	955718	1	\$0	\$0
DEPARTMENT OF AGRICULTURE	266035	1	\$0	\$0
DEPARTMENT OF JUSTICE	419754	1	\$0	\$0
OREGON HEALTH AUTHORITY	765030	1	\$0	\$0
FORESTRY DEPARTMENT	27393	1	\$0	\$0
Grand Total	357678	1865	\$12,144,657	\$6,512



Overall Top 10 Most Costly Struck-by-Person Injuries - Last 5 policy years - 7/1/13 to 6/30/18

Top 10 Most Costly Claims			
Injury Description	Rank Order	Total Claim Costs (Paid + Reserved)	Total Time Loss Days
containing a pt:r shldr inj	1	\$355,884	605
attacked by client, r eye/face/neck	2	\$264,101	340
strck by person in l side head	3	\$251,137	235
patient strck face/shldr, fell	4	\$215,207	309
break up fight, str r shldr	5	\$213,098	379
struck by inmate, knee/elbow/back	6	\$206,028	642
kicked, hit by client, abdominal contusn	7	\$204,437	767
punched in the nose, fracture	8	\$186,740	211
assaulted by pt:concussion	9	\$183,380	179
struck by inmate, shoulder/eye	10	\$182,902	237
Grand Total		\$2,262,915	3904





Program resources

Section 3





Program elements

Violence Prevention Program Foundation and Management

- A. Management Leadership
- B. Employee Participation
- C. Written Violence Prevention Policy
- D. Program Management
- E. Communications/Social Marketing

Violence Prevention Program Hazard Analysis

- F. Hazard Identification & Assessment

Violence Prevention Program Hazard Abatement and Evaluation

- G. Hazard Control & Prevention
- H. Education & Training
- I. Ongoing Program Evaluation





Action tips

- Assess your needs
- Get management and employee buy-in
- Develop and implement tools, training, and resources





Assess your needs

A good program

- Conducts a gap analysis self-assessment of the program using the Oregon Hospitals and Healthcare Association (OHHCA) toolkit noted in this section.
- Figures out risks and exposures for different threats.
- Then, identifies the means to mitigate those threats.
- And finally, trains on the means to mitigate those threats.
- Directs information gathered toward problem being solved. Identifies root cause(s).





Get management and employee buy-in

A good program

- Clearly defines expectations on actions and processes: (1) Answers what are the agency director, manager, supervisor, and worker expectations? (2) Provides tools that support and help meet these expectations.
- Has mission statement that aligns with improving safety culture.
- Has stated goal(s).
- Has analysis of information at various agency levels, including survey tools. Survey tools are relevant to the audience.
- Engages employees in planning, inspections, reporting incidents, education and training (whole worker for work and home), new building/space planning, and committees.
- Supports employee training and participation in committees. Follows through with that commitment.
- Overcomes barriers to reporting, such as worker has limited time or why report “minor” things. Share value with staff. Recognize reporting.
- Provides a good communication plan overall.





Develop and implement tools, training, and resources

A good program

- ❑ Covers types of workplace violence. Different agencies have different types. Different kinds of workplace violence can happen within an agency, too.
- ❑ Covers personal (i.e., employee's spouse) violence. Employees don't want to share with employer. Ensure confidentiality/privacy process is in place. Good communication.
- ❑ Has volunteer and visitor guidelines and signs.
- ❑ Safety vs. security teams often are separate groups. Shifts/defines roles so teams work better together where there's overlaps.
- ❑ Covers hierarchy of controls (i.e., from personal protective equipment to substitution/elimination).
- ❑ When implement solutions, tracks progress and pivots/adjusts for what's not working.
- ❑ Training includes personalized scenarios.
- ❑ Shares lessons learned during after-action meetings and beyond.
- ❑ Provides continuity of these processes. For example, back-ups if someone leaves.





Federal agencies

- NIOSH Occupational Violence topic page
<https://www.cdc.gov/niosh/topics/violence/>
- Federal OSHA Workplace Violence Topic Page
<https://www.osha.gov/SLTC/workplaceviolence/index.html>
 - Guidelines for Healthcare and Social Service Workers
<https://www.osha.gov/Publications/osha3148.pdf>





Oregon OSHA

- Violence in the Workplace topic page
<https://osha.oregon.gov/Pages/topics/violence-in-the-workplace.aspx>
- Workplace Violence Incidents – Enforcement Procedures for Investigating or Inspecting
<https://osha.oregon.gov/OSHARules/pd/pd-283.pdf>





DAS Risk Management

- Active shooter preparedness
 - RiskWise
<https://www.oregon.gov/das/Risk/Documents/RWActvShtr.pdf>
- Builder and keeper of this toolkit
 - DAS Risk website location (to be determined)
 - Contact DAS Risk Management at risk.management@oregon.gov with questions





SAIF Corporation

- Violence in the workplace topic page
<https://www.saif.com/safety-and-health/topics/plan-for-emergencies/violence-in-the-workplace.html>





Oregon Association of Hospitals and Health Systems

- Workplace Safety Initiative website
<https://www.oahhs.org/safety>
- Lynda Enos of ErgoFit organized and created tools and resources
- Free to use for non-commercial purposes as long as credit the source
- One-stop site for comprehensive workplace violence prevention tools and resources
- Tools apply to situations outside healthcare





OAHHS Workplace Safety Initiative

- Full Workplace Safety Violence Prevention Toolkit download
http://www.oahhs.org/sites/default/files/Toolkit%20all%20Sections%20with%20PDF%20index_0.pdf
- Developing the program
<http://www.oahhs.org/sites/default/files/Section%204%20Developing%20the%20WPV%20Program%20Plan.pdf>
 - Program policy
 - PDF
<http://www.oahhs.org/sites/default/files/4b%20WPV%20Program%20Policy.pdf>
 - Word
<http://www.oahhs.org/sites/default/files/4b%20WPV%20Program%20Policy.docx>





OAHHS Workplace Safety Initiative

- Hazard identification and assessment
<http://www.oahhs.org/sites/default/files/Section%203%20Hazard%20Indentification%20and%20Assesment.pdf>
- Gap analysis tool
 - PDF
<http://www.oahhs.org/sites/default/files/3a%20WPV%20Gap%20Analysis.pdf>
 - Excel
<http://www.oahhs.org/sites/default/files/3a%20WPV%20Gap%20Analysis.xlsx>
- Employee survey
<http://www.oahhs.org/sites/default/files/3b%20WPV%20employee%20suvey.pdf>





OAHHS Workplace Safety Initiative

- Hazard abatement
 - <http://www.oahhs.org/sites/default/files/Section%205%20Hazard%20Abatement.pdf>
 - Risk assessment tool for individual client or patient
 - PDF
 - <http://www.oahhs.org/sites/default/files/5a%20WPV%20risk%20assessment%20tool.pdf>
 - Word
 - <http://www.oahhs.org/sites/default/files/5a%20WPV%20risk%20assessment%20tool.docx>
 - Incident report
 - PDF
 - <http://www.oahhs.org/sites/default/files/5b%20WPV%20Incident%20report.pdf>
 - Word
 - <http://www.oahhs.org/sites/default/files/5b%20WPV%20Incident%20report.docx>





OAHHS Workplace Safety Initiative

- Hazard abatement
 - Management of difficult behavior flow chart
<http://www.oahhs.org/sites/default/files/5c%20Management%20of%20Difficult%20Behaviour%20Flow%20Chart.pdf>
- Education and training
<http://www.oahhs.org/sites/default/files/Section%206%20Education%20and%20Training.pdf>
 - Education and training plan
 - PDF
<http://oahhs.org/sites/default/files/6a%20Education%20and%20Training%20Plan.pdf>
 - Word
http://www.oahhs.org/sites/default/files/6a%20Education%20and%20Training%20Plan_0.docx





Training resources

Section 4





Action tips

- Assess your needs
- Get management and employee buy-in
- Develop and implement tools, training, and resources
- Sustain the program over time

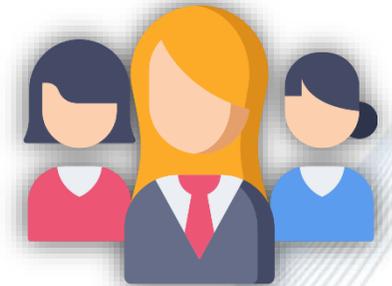




Assess your needs and get management and employee buy-in

A good training program

- Conducts a gap analysis self-assessment for the overall program and specific training concerns.
- Builds program because agency cares vs. has to do.
- Involves employees in building program.
- Has strong leader messaging.
- Exec leaders participate in the training.
- Has well defined topics, agendas, and goals. Fosters solutions.
- Has varied training methods, such as classroom vs. iLearn for various learning styles.

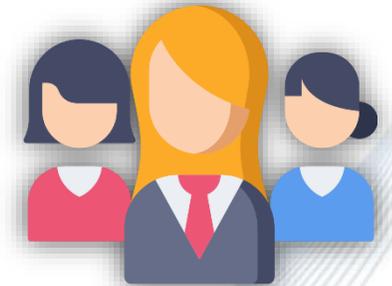




Develop and implement tools, training, and resources

A good training program

- Stays on task with clear objectives.
- Uses a training checklist that honors different people's learning styles.
- Relatable to individuals. Covers their work situation and personal life. Learners know the purpose or why, and how effects agency as a whole. Brings in injury and incident data.
- Provides resources to identify the learners' personal and communication styles.
- Interactive and uses varied teaching formats and methods.
- Customizes with visuals (photos, videos), scenarios, stories, and statistics.
- Includes practice, drills, role playing so can develop motor muscle memory.



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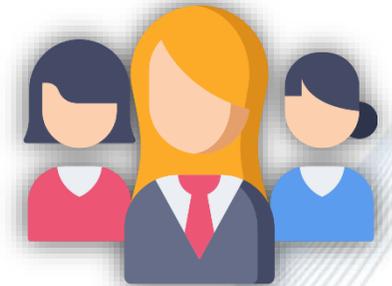




Sustain the program over time

A good training program

- ❑ Good training isn't one package, it's a multi-step process.
- ❑ Verifies the work is done as it was trained, using positive reinforcement. Consider training certifications.
- ❑ Transferrable to other parts of business, such as helps with peer-to-peer communication and in part of general business meetings.



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Cascade Centers

- Supervisor training on troubled employees
<http://www.cascadecenters.com/163>
- Manager's Guide to Critical Incident in Workplace training
- Critical Incident Stress Management following incident
<http://www.cascadecenters.com/168>





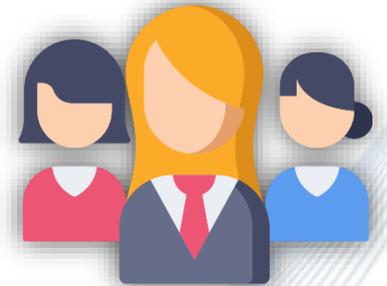
Cascade Centers

Other course examples

Organizational Development (3 -8 hours)*

Customized trainings for topics such as:

- Addressing Bullying, Sexual Harassment and Violence at Work
- Building Personal Accountability
- Developing a Team Mission Statement
- DOT Supervisor Training
- Enhancing Team Effectiveness Through Communication
- Emotional First Aid in the Workplace
- Emotional Intelligence in the Workplace
- Improving Teamwork Using Conflict Management
- Reasonable Suspicion Training
- Team Building
- Understanding Self in Relation to Other Team Members



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Field safety and situational awareness training

- Jim Aguilar from Department of Revenue presented class on June 26, 2018
- Presentation available for agencies to customize
- Contact DAS Risk Management at risk.management@oregon.gov to get a copy





Verbal judo training

- Website <http://verbaljudo.com/>
- Course lengths and costs
 - Five-day instructor certification: \$1,500 per person
 - Instructor re-certification: \$1,195 per person
 - One-day course: \$150 per person





Collaborative problem solving

- Website <http://www.thinkkids.org/learn/our-collaborative-problem-solving-approach/>
- Course types and costs
 - Instructor certification training*: \$1,550 plus annual recertification fee of \$1,250
 - *Requires intro, tier 1, and tier 2 training
 - CPS certification trainer training*: \$1,950 plus annual recertification fee of \$1,800
 - *Requires certification program training





ALICE training

- **A**lert – **L**ockdown – **I**nform – **C**ounter - **E**vacuate
- Website <https://www.alicetraining.com/our-program/alice-training/>
- Course lengths and costs
 - Two-day instructor course: \$589
 - Individual e-Learning: \$24.99





The Mandt System

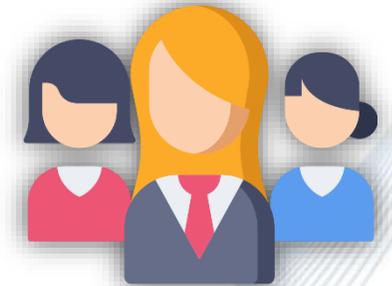
- Website
<http://www.mandtsystem.com/solutions/practice/human-services/>
- Comprehensive, integrated approach to preventing, deescalating behavior that may result in violence.
- Instructor certification involves 5-day “Train the Trainer” program \$1,505
- Certified for a 2-year period \$900-\$1,135
- Their “no restraint” system consistent with Oregon’s no restraint state approach





CPI Nonviolent Crisis Intervention training

- Website
<https://www.crisisprevention.com/Specialties/Nonviolent-Crisis-Intervention/Our-Program>
- One-day session up to four-day session (for instructor certification) available
- One-day session \$1,049, four-day certification \$3,049
- Training available in Oregon





NAMI Crisis Intervention Team (CIT) Program

- Website <https://www.nami.org/Law-Enforcement-and-Mental-Health/What-Is-CIT>
 - Law enforcement focused
 - Resources to start CIT in your community
 - Teaching how to respond to a mental health crisis
- Eugene Police Department program <https://www.eugene-or.gov/926/Crisis-Intervention-Training>
 - Developed 40-hour training and curriculum in partnership with Lane County Mental Health, National Alliance for Mental Illness, and Approved Steps to Supplement Emergency Responder Training (ASSERT)





NFPA 3000 (PS) Active Shooter/ Hostile Event Program Planning

- Program planning checklist
https://www.nfpa.org/nfpa3000checklist?order_src=e380
- Event response online training - \$99.99
https://catalog.nfpa.org/NFPA-3000-PS-Plan-for-an-Active-ShooterHostile-Event-Response-Online-Training-P18715.aspx?order_src=e380
- Plan, respond, recover program specialist online training - \$249.99
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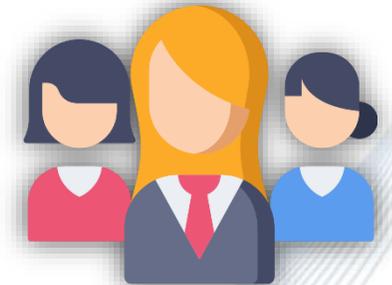




Ready Houston

- RUN. HIDE. FIGHT. Video - 5 minutes, 55 seconds long

<https://www.youtube.com/watch?v=5VcSwejU2D0>





ODOT Active Shooter Awareness

- Access through iLearn

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Cal State University Video

- Active shooter safety training video
<https://www.youtube.com/watch?v=VUErkf3XEEs>





Pryor Front Desk Safety & Security

- One-hour webinar - \$99
<https://www.pryor.com/training-webinars/safety-and-security-begins-at-the-front-desk>
- One-day seminar - \$149
<https://www.pryor.com/training-seminars/front-desk-safety-security/>
 - Violence and safety in the workplace today
 - No-nonsense management of your front desk and lobby area
 - Critical communication skills no front desk professional should be without
 - When worst-case scenarios become real; handle emergencies while keeping yourself and others safe
 - Security measures to increase workplace safety

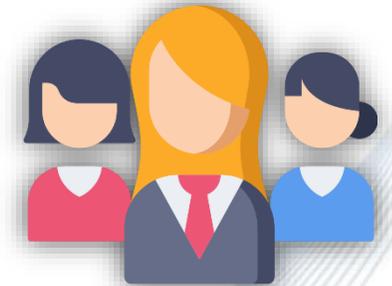




Oregon OSHA

- Developing a Violence Prevention Program online course

<https://osha.oregon.gov/edu/courses/Pages/violence-prevention-program-online-course.aspx>



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National Safety Council

- Workplace Violence video
https://www.youtube.com/watch?v=ZDtu0EqaaQo&feature=youtu.be&utm_campaign=Membership%20Benefit%20Spotlight&utm_source=hs_email&utm_medium=email&utm_content=63980006&hsenc=p2ANqtz--7oBQ1M4k9-y5xICzzxHjIUkEzP0iokTaYwvoKTjtyhc9rPU6dphFZOmZFEcvjxxR8Hzn-paSStqPuKjg--i1dd0Pfvvg&hsmi=63980007





De-escalation training for Home Care Workers

- OHSU created with grant from HCW Commission
- Web-based and in-person training
- Provided a course preview and link to walk through course
- Can customize pictures and scenarios
- Contact W. Kent Anger at anger@ohsu.edu





De-escalation training for Home Care Workers

Four parts or topics (first two are in a single training module that was tested and results published)

(1) Preparedness Measures/Confidence and Self-esteem Assertiveness

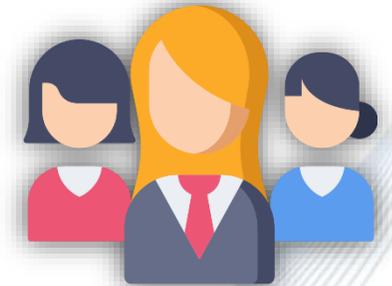
- Warning signs of impending violence
- Being prepared and recognizing you can't control the choices of others
- Assessing the situation and deciding on your response

(2) Verbal techniques

- De-escalating situations
- The 4 Rs - Re-assure, Re-orient, Re-direct, Repeat

(3) Assertive physical responses (~1/4 of training)

(4) Forceful physical responses (~1/4 of training)





De-escalation training for Home Care Workers

- Presented in cTRAIN designed for people with limited education (0 years and above) but works with all ed levels
- Computer-based training costs based on the number of trainees – small organization of up to 10 trainees (\$250), large organization of up to 1000 trainees (\$10,000) for de-escalation training; and an equal amount for the escape and defense training. Includes certificate and individual data to agency.
- Tailoring for organizations at \$25 per screen or make editing program available for \$500 for 3 months for the org to make the changes.
- Arrangements made with a non-profit that can provide practice of the techniques following the protocol developed by the research team (e.g., 3-hour session (with 3 trainers) at ~\$1200 for groups of up to 25 people).





Lone worker safety

Section 5



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Action tips

- Assess your needs
- Get management and employee buy-in
- Develop and implement tools, training, and resources
- Sustain the program over time



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Assess your needs and get management buy-in

A good lone worker safety program

- ❑ Conducts a gap analysis self-assessment for the overall program and specific lone worker safety concerns.
- ❑ Gets manager buy-in: (1) Different regions have different environments and cultures. (2) Leadership team is involved.
- ❑ Asks field managers and adapts program to needs: (1) Gets buy-in. (2) Shows a value to them. (3) Understands the environment (i.e., visiting retail locations vs. growing operations). (4) Adds group and content to program as needed (i.e., payer services).
- ❑ Does Job Hazard Analyses (JHA's).
- ❑ Identifies what the threats are: (1) Equipment, tools, and vehicles. (2) Sharps. (3) Clients or coworkers. (4) Physical surroundings. Reviews with new employees so they can anticipate the risks.
- ❑ To illustrate, DEQ has air, land, and water divisions with different risks. For example, the Land Division deals with hostile landowners, while the water division goes to remote areas where they have natural threats. Program should be comprehensive, covering the different risks. It should have: (1) Uniform policies with focus areas for individual programs. (2) These policies covered regularly in meetings. (3) Annual refresher training. (4) OSHA requirements. (5) Driver safety. (6) Equipment list and maintenance needs.





Get employee buy-in and develop and implement tools, training, and resources

A good lone worker safety program

- Provides an employee forum: (1) Ask what could hurt you? (2) Conduct a job hazard analysis (JHA). (3) Do a Spot the Hazards activity with varying scenarios. (4) Get the right equipment (i.e., cell phone vs satellite phone or other device). (5) Budget for changing technology. (6) Conduct in person, by recorded webinar, or by video.
- Engage with employees: (1) Provide overview, but adaptable as hazards evolve. (2) Employees have limitations. Make it clear that it's OK to leave the situation. (3) Provide first aid training and review roles.
- Provides training for managers, field supervisors, and employees.
- Training considers different learning styles.
- Training includes drills, mockups, and visualizations.
- Situational awareness training covers visual observations of situation. Combine with other risks.
- Employees know when to de-escalate or call backup.
- Considers health hazards like wildfire smoke: (1) Consider season and geography. (2) Check conditions ahead of time.





Sustain the program over time

A good lone worker safety program

- Does monthly review of hazards: (1) At meetings. (2) Increases workers resiliency in isolated situations – avoid complacency.
- Uses group/committee to stay abreast of current workplace violence issues within and outside agency.
- Makes resources accessible to everyone – use SharePoint, can have version control.
- Makes basic training accessible to everyone, and specific parts for different agencies.
- Uses iLearn to push out training and resources.
- Plans for updating and adding new program content, with annual review.
- Procures statewide contracts for goods and services, like GPS devices and training.
- Don't be scared, be prepared.



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Verbal judo training

- Website <http://verbaljudo.com/>
- Course lengths and costs
 - Five-day instructor certification: \$1,500 per person
 - Instructor re-certification: \$1,195 per person
 - One-day course: \$150 per person



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Collaborative problem solving

- Website <http://www.thinkkids.org/learn/our-collaborative-problem-solving-approach/>
- Course types and costs
 - Instructor certification training*: \$1,550 plus annual recertification fee of \$1,250
 - *Requires intro, tier 1, and tier 2 training
 - CPS certification trainer training*: \$1,950 plus annual recertification fee of \$1,800
 - *Requires certification program training



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Field safety and situational awareness training

- Jim Aguilar from Department of Revenue presented class on June 26
- Presentation available for agencies to customize
- Contact DAS Risk Management at risk.management@oregon.gov to get a copy



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Active threat preparation and response

Section 7





Action tips

- Assess your needs
- Get management and employee buy-in
- Develop and implement tools, training, and resources
- Sustain the program over time





Assess your need

A good active threat program

- Conducts a gap analysis self-assessment for active threat that includes: management team leads and supports, physical facilities changes, training, and manager, trainer, and employee roles.
- Makes a cultural shift agency-wide that active threat is a priority.
- Doesn't make it too complicated, generalizes the risks, and allows person to react and make the best decision.
- Considers two different terms that sometimes get lumped together: threat assessment (behavioral) and facility assessment.
- Thinks a different way with facilities assessments and training on what do if shots fired.

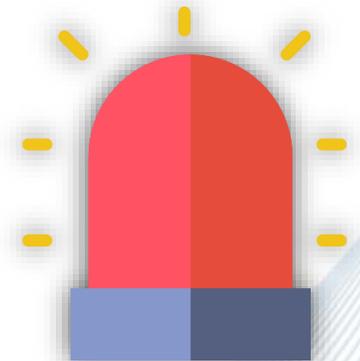




Get management and employee buy-in and develop and implement tools, training, and resources

A good active threat program

- Has mid-manager buy-in and training.
- Has procedures for dealing with public, disgruntled workers, and worker families.
- Has procedures for reception areas.
- Has threat assessment and incident response teams.
- Helps agencies understand low-cost facilities solutions. They should invest some money.
- If do active threat drills, gives people tools ahead of time, that they can win in the situation. Prep first in classroom so they can react to what they hear and see.



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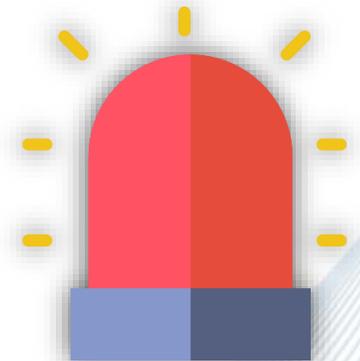




Sustain the program over time

A good active threat program

- ❑ DHS is starting to drill incident response teams and has been providing some de-escalation training.
- ❑ ODOT is making facilities changes gradually, throughout the state, such as use of cameras. DMV has a higher exposure. Some crossover to Lone Worker issues and subgroup.
- ❑ Provides sample procedures and process flow charts of what to do and reasons. For example, phone calls, threats, internal employee issues.
- ❑ Specifies roles for different activities such as with cue cards like incident command system (ICS). For example, facilities actions and radio communication.
- ❑ Provides multi-level communication options. For example, if contact(s) is on vacation. Some crossover to Post-Incident Response issues and subgroup.
- ❑ Has practices and drills.
- ❑ Stays focused on what to do around an active threat – threat is trying to kill a bunch of people.



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National active shooter incidents 2016-17

- FBI active shooter resources
<https://www.fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-resources>
- Document <https://www.fbi.gov/file-repository/active-shooter-incidents-us-2016-2017.pdf/view>





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Pryor Front Desk Safety & Security

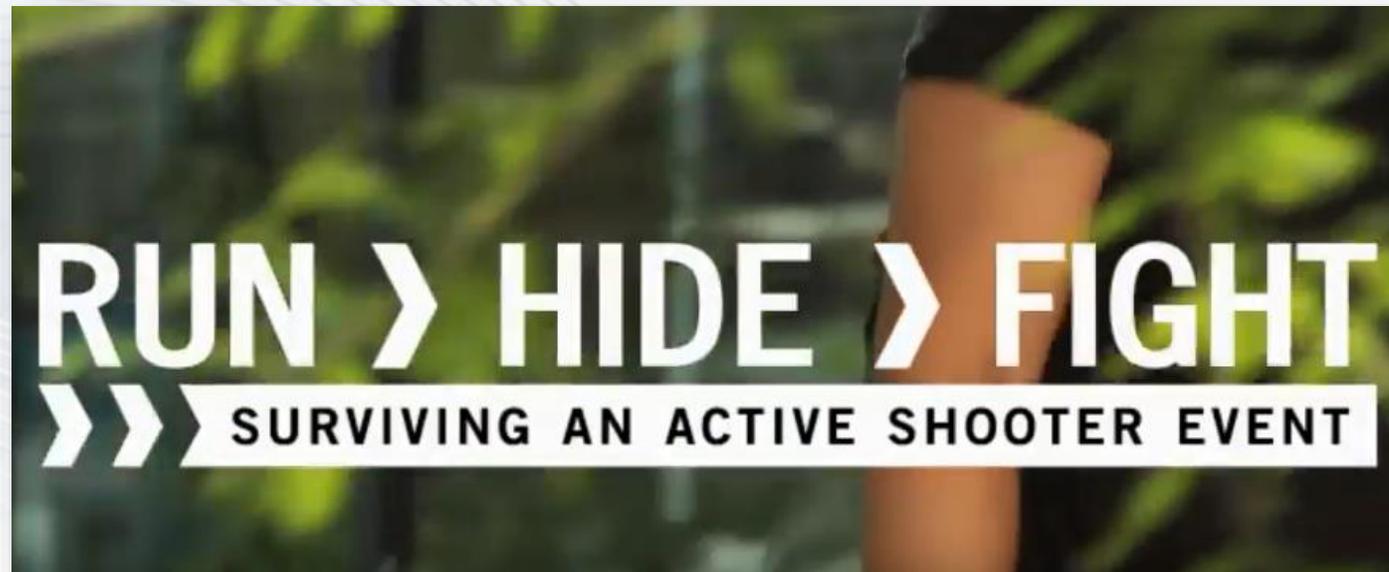
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Cal State University Video

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Post incident response

Section 7



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Action tips

- Assess your needs
- Get management and employee buy-in
- Develop and implement tools, training, and resources
- Sustain the program over time



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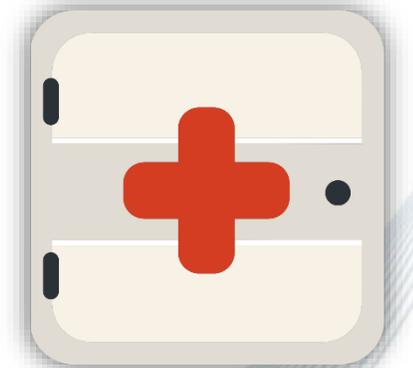




Assess your needs and get management and employee buy-in

A good post-incident response program

- ❑ Conducts a gap analysis for the overall program and specific post-incident response concerns.
- ❑ ODOT has Annex R – Fatalities in the Workplace for executive management, and peer support group and employee assistance program (EAP) to protect worker and provide ongoing assistance.
- ❑ Chemeketa Community College has resources to do a gap analysis.



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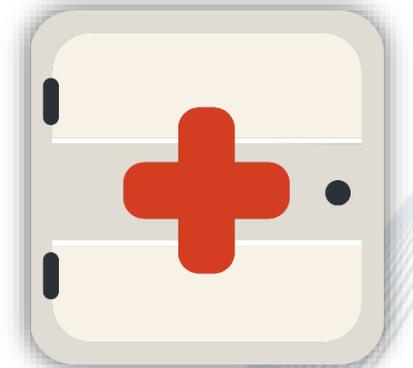




Develop and implement tools, training, and resources

A good post-incident response program

- Includes in business continuity planning. Affected employees may take sick time or not return and may be highly trained. Crime scene may close access to site for long time. Peer support is a priority. Leadership team is involved. Get organization past disaster. Plan essential duties.
- Each unit identifies priority continuity operations during planning.
- Considers active shooter versus smaller-scale events (i.e., lobby and lone worker).
- Organizes procedures by pre-plan, what to do immediately, and the timeline after the incident, including after-action debrief.
- If have clients in area, specifies what to do.
- Has communication procedures.
- Practices scenarios with the right staff. Does tabletop activities to review roles and live drills.



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Sustain the program over time

A good post-incident response program

- Has employee assistance program (EAP) with all employees involved.
- Cascade Centers can provide seminars and workshops before an incident and onsite assistance after an incident.
- Provides psychological first aid training and resources.



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Cascade Centers

- Supervisor training on troubled employees
<http://www.cascadecenters.com/163>
- Manager's Guide to Critical Incident in Workplace training
- Critical Incident Stress Management following incident
<http://www.cascadecenters.com/168>





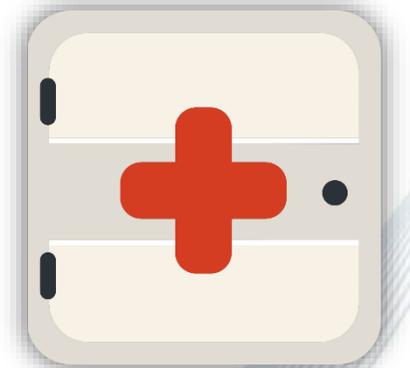
Cascade Centers

Other course examples

Organizational Development (3 -8 hours)*

Customized trainings for topics such as:

- Addressing Bullying, Sexual Harassment and Violence at Work
- Building Personal Accountability
- Developing a Team Mission Statement
- DOT Supervisor Training
- Enhancing Team Effectiveness Through Communication
- Emotional First Aid in the Workplace
- Emotional Intelligence in the Workplace
- Improving Teamwork Using Conflict Management
- Reasonable Suspicion Training
- Team Building
- Understanding Self in Relation to Other Team Members



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Agency activities

Section 8





Collaborative Problem Solving – Oregon State Hospital's Experience

- Increased training has resulted with an increase in workers' compensation claims.
- Mental Health Training Techs – increased on board training (take down and restrain)
- HEART Responder – peer to peer trauma response. Available to help staff. Contact information is given for EAP and follow employees.
- Concussions are being tracked. There is a lot more effort to assist the employee to not get additional concussions. Moving staff to a new area.
- Collaborative Problem Solving developed 15 to 20 years ago – Massachusetts Hospital
- New York & Boston police department
- 3 options
 - Staff have imposed their will.
 - Staff drops expectations at time being – have a reason to do this
 - Staff and patients expectations are being meet.
 - A lot of push back at the beginning – People do well if they want too.
 - Efforts to education staff on a different way – lagging skills and motivation is not the issue
 - Verbal judo
 - Neuro issues due to stress
 - Know what you are getting
- Safe together – physical self-defense course. Will go hands on it needed but may not need to when you think you do.
- Implementation is still happening even though it has been going on for 3 years.
- After first year comparison of 2014/15 vs 2015/16 (did not get all the stats)
 - 6% decrease overall for hospital
 - 12% CPS units
- In the last few months there has been an uptick on incidents due to a couple of “individuals”.
- Calendar year injuries – Salem a slight increase by 4 to 5 claims. Increase numbers of patients in the Junction City campus.





Verbal judo and lone workers – Oregon Parks & Recreation's Experience

- In 2011, verbal judo was adopted. Park Rangers can write citations.
- Rangers and other workers have seen an increase with encounters with homeless, displaced, or persons not at the parks for recreation.
- Some of the interactions can escalate.
- Curtis Smith worked for OPRD and is now a senior national trainer for Verbal Judo. A lot of different options for the training depending on the type of work being performed.
- Professional officer safety training – one week of training and an additional week of scenarios. Training is annually. The big academy is every other year. There are instructors within OPRD that do training. Not national recognized but recognized within OPRD.
 - Idea is to gain voluntary compliance.
 - You use reason, logic and your demeanor to deescalate the situation.
 - Training has been very successful.
- Defensive tactics training also – trained to get out of the area.
 - Two injuries during defensive tactics training.
- Look for general verbal and physical clues. There is a scene assessment, crowd control plan before engaging.
- Are incidents tracked? We have the ability to capture trends. We asked them to include everything. Saw an increase in incidents when the deposit for bottles doubled. Non-recreational (homeless) campers is on the increase.
- Sometimes it is a “no go” situation. The staff safety is most important.
- Urgency often leads to an emergency. Backing staff is important.



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ALICE and lone workers – Salem Area Mass Transit's Experience

- Increase in trends toward the transit operators in general. Very few are physical.
 - People have attacked the bus.
 - People have attacked others on the bus.
 - People pound on doors, want to get on/off buses during transit, some in mental health crisis.
- Operator training & Administrative staff
 - Verbal de-escalation similar to Verbal Judo – six hours of training during the six week training. Also includes defense from a seated position.
 - Money collection – allow the person to ride and call the enforcement to deal with the issue.
 - Drivers can push a button which activates radio channels for others to hear the situation on the bus.
- E-net is an emergency button that the transit driver can push if help is needed. One-way not a two-way device.
 - Bus drivers talk to individual on bus and describe the situation at the same time.
- Also spread the training to the Administrative staff so that they can interact with the public.
- Looking toward ALICE (alert, lockdown, inform, counter and evacuate). Saw at last GOSH conference. Will be going through the train the trainer program.





Lone workers and active threat – Revenue's Experience

- Seeing a rise in the amount of aggressiveness. Threats in person and over the phone.
- Phone complaints all day long
- TCI – tax payers who feel that they should not pay taxes.
- Auditors – fly outside of state to deal with people/businesses.
- Training is two-fold – proactive when dealing with people in crisis. Revenue staff were letting it go too long. Conversation is 50/50 and if this was not resolving they need to end using de-escalation techniques. The first behavior that they see they need to deescalate. What someone is not saying is the most important.
- Field tax revenue agent – knocking on the door if the individual does not respond to any communication. Two-hour training to deal with how to deal with pre-recognizing the situation.
- Making physical changes to the locations. Seated vs standing. Made changes to the conference rooms – exit doors have been added so that they have emergency escapes.
- Venting is not a good idea for deescalating. Removed the venting in the conversation and redirected the conversation to what the issues/concern is.
- Pressing that we make changes before people get hurt. Needed the buy off of the managers and they agreed to it.
- Working on developing a check in program. Mandated two person revenue calls for rural calls.
- Looking at GPS finder for cars.



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Lone workers – ODOTs Experience

- Highway workers have been subject to verbal abuse over the years.
 - Could lead to a PTSD issues, however have not seen this to date.
 - A lot of one-on-one verbal.
- One employee was physically assaulted it affected him, his family, crew.
 - Also have assaults with individuals who have items thrown at them. Including dead fish, etc.
 - Remote locations are especially an issue.
- Verbal Judo does not work well with ODOT employees, it is designed for OSP.
- For fatality claims they have a CERT team.
- In the last five years the assaults have been increasing.
- Training – Talked with Curtis Smith, verbal judo training, four-hour to one day. Hit and miss at ODOT with training in general. Looked also at DAS.
- OSP is very quick to respond to any escalated assault. Response time in populated areas is faster than rural area.



workplace violence





Lone workers – ODFW's Experience

- Garmin in-reach device – satellite communication two-way. GPS tracking is built in the device. One button immediately connects you to emergency services.
- Assigned to staff who are out rurally.
- ALICE – as an agency they rolled out on-line ALICE training. They are backing this up with in person training. They currently have one in person training and will have another by the end of summer.
- Verbal Judo – a lot of staff in forcing rules without the enforcement capacity. Helps to know when and when not to deploy the move forward with enforcement.
- Removing the SPOTs devices out. They are a one-way device only.





Lone workers – Lottery's Experience

- Increase aggressive behavior in Portland. Establishments were the intoxicated behavior is a concern.
- Employee request for training. Verbal Judo is that enough? General awareness training, blood borne pathogen and sexual harassment.
- In a vulnerable position since the equipment in the machine is at the bottom.
- The environment is changing. Been asked if I can defend myself? Make yourself visible and remove yourself from the situation.



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Lone workers – Oregon OSHA's Experience

- Just starting the process for “peer to peer” support team. Investigators at OSHA who are dealing with fatalities, employers and employees.
- A lot of it has been built from what ODOT has put together.
- Someone who can discretely reach out and ask “how are you doing”?
- The actual “hands on assaults” have been very few. Usually there are veiled threats – verbal.
- The marijuana warehouse and processing plants have been a real issue. Some of the investigators have had to leave before starting any investigation.
- Some of the cars have GPS.

