Workplace Violence Prevention Toolkit

Tools, Training, and Resources

Created by: DAS Risk Consulting Unit and State Agency Interest Group
Date: November 8, 2018
Toolkit contents

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- Project Focus
- Incident Trends
- Program Resources
- Training Resources
- Lone Worker Safety
- Active Threats
- Post-Incident Response
- Agency Activities
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.

<table>
<thead>
<tr>
<th>Name</th>
<th>Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Craig Filip</td>
<td>DEQ</td>
</tr>
<tr>
<td>Dinah Linville</td>
<td>DHS</td>
</tr>
<tr>
<td>Gayla Andresen</td>
<td>DHS</td>
</tr>
<tr>
<td>Michelle Patton</td>
<td>DHS</td>
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<td>Stan Thomas</td>
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</tr>
<tr>
<td>Mike Stradley</td>
<td>DPSST</td>
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<tr>
<td>Laura Trevizo</td>
<td>Lottery</td>
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<td>Danee Vig</td>
<td>OBEELS</td>
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<tr>
<td>Eric Engelson</td>
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<td>David Grim</td>
<td>ODF</td>
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<tr>
<td>Jerry Cotter</td>
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<td>Kevin Drake</td>
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<td>Jeff Moore</td>
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<td>Jim Aguilar</td>
<td>ODOR (former)</td>
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<td>Robert Snyder</td>
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<td>Tim McKenzie</td>
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<td>Todd Mundinger</td>
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<td>David Solomon</td>
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<td>Scott Starha</td>
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<td>Annie Williams</td>
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<td>Trena Vandehey</td>
<td>OR-OSHA</td>
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<td>David Blakey</td>
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<td>Pat Sangster</td>
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<td>Jeff Graeme</td>
<td>OYA</td>
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<td>Chris Westfall</td>
<td>PHD</td>
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Participants

<table>
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<tr>
<td>Brian Sornson</td>
<td>SAIF</td>
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<td>Dave Adams</td>
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<td>Dawn Jacobs</td>
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<td>Laurie LaBrasseur</td>
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<td>John Van Dreal</td>
<td>Salem-Keizer Schools</td>
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<td>Michael Majors</td>
<td>Salem-Keizer Transit</td>
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<tr>
<td>Bonnie Robbins</td>
<td>Staff - DAS RM</td>
</tr>
<tr>
<td>Marie Hansen-Wargnier</td>
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<tr>
<td>Mark Noll</td>
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<tr>
<td>Shelly Hoffman</td>
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<tr>
<td>Todd Scharff</td>
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<tr>
<td>Zac Cartwright</td>
<td>Staff - DAS RM</td>
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These State Agencies representatives and outside groups contributed to the Toolbox content.
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
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
<table>
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<tr>
<th>Claim Cause</th>
<th>Total Claim</th>
<th>Count</th>
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<td>Burn/Exposure NOC</td>
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<td>Burn/Exposure Radiation</td>
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<td>Burn/Exposure Temperature Extremes</td>
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<td>Caught In/Under Collapsing Materials</td>
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<td>Caught In/Under NOC</td>
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<tr>
<td>Caught In/Under Object Handled</td>
<td>117</td>
<td>1,747</td>
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<tr>
<td>Cut/Puncture By Broken Glass</td>
<td>22</td>
<td>24</td>
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<tr>
<td>Cut/Puncture By Hand Tool/Not Powered</td>
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<td>955</td>
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<tr>
<td>Cut/Puncture By Hand Tool/Powered</td>
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<td>387</td>
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<tr>
<td>Cut/Puncture By NOC</td>
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<td>Cut/Puncture By Object Lifted/Handled</td>
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<td>313</td>
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<td>Fall/Slip or Trip From Elevation</td>
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<td>Fall/Slip or Trip Into Openings</td>
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<td>Fall/Slip or Trip NOC</td>
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<td>764</td>
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<td>Misc. Causes Other - Misc., NOC</td>
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<td>Misc. Causes Other Than Physical</td>
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<td>Misc. Causes Person, Act of Crime</td>
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<td>Motor Vehicle Collision, Fixed Obj</td>
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<td>Strain or Injury By Carpal Tunnel</td>
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<td>Strain or Injury By Continual Noise</td>
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<td>Strain or Injury By Holding or Carrying</td>
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<td>Strain or Injury By Jumping</td>
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<td>Strain or Injury By Lifting</td>
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<td>Strain or Injury By NOC</td>
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<td>Strain or Injury By Pushing or Pulling</td>
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<td>Strain or Injury By Reaching</td>
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<td>Strain or Injury By Twisting</td>
<td>267</td>
<td>8,131</td>
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<td>Strain or Injury By Using Tool/Machinery</td>
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<td>12,993</td>
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<td>Strain or Injury By Wielding or Throwing</td>
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<td>Struck or Injured By Animal or Insect</td>
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<td>Struck or Injured By Explosion/Flare Back</td>
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<td>Struck or Injured By Falling/Flying Obj.</td>
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<td>Struck or Injured By Hand Tool/Machine</td>
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<td>Struck or Injured By Motor Vehicle</td>
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<td>Struck or Injured By Moving Parts, Machine</td>
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<td>Struck or Injured By NOC</td>
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<td>Struck or Injured By Obj Handled by Other</td>
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<td>Struck or Injured By Obj. Lifted/Handled</td>
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<td>3,169</td>
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<td>Struck or Injured By Person</td>
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<td>6,598</td>
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<tr>
<td>Struck/Stepped vs Moving Part, Machine</td>
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<td>Struck/Stepped vs Sand/Scrape/Clean</td>
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<td>Struck/Stepped vs Sharp Object</td>
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<td>Struck/Stepped vs Stationary Object</td>
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<td>Grand Total</td>
<td>9541</td>
<td>$7,009</td>
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Struck-by-Person Injuries - Last 5 policy years - 7/1/13 to 6/30/18

97% incident rate increase
Struck-by-Person Injuries - Last 5 policy years - 7/1/13 to 6/30/18

Total costs and time loss days increased.
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

<table>
<thead>
<tr>
<th>Agency Name</th>
<th>Policy Number</th>
<th>Total Claim Count</th>
<th>Total Claim Costs (Paid + Reserved)</th>
<th>Average Claim Costs (Paid + Reserved)</th>
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</thead>
<tbody>
<tr>
<td>OHA HS OREGON STATE HOSPITAL</td>
<td>312145</td>
<td>715</td>
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<td>$6,114</td>
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<td>STABILIZATION AND CRISIS UNIT</td>
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<td>OREGON YOUTH AUTHORITY</td>
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<td>$1,502</td>
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<td>DRIVER &amp; MOTOR VEHICLES SERVICES</td>
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<td>OHA BLUE MTN RECOVERY CENTER</td>
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<td>DHS AGING &amp; PEOPLE WITH DISABILITIES</td>
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<td><strong>Grand Total</strong></td>
<td><strong>357678</strong></td>
<td><strong>1865</strong></td>
<td><strong>$12,144,657</strong></td>
<td><strong>$6,512</strong></td>
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</table>
Overall Top 10 Most Costly Struck-by-Person Injuries - Last 5 policy years - 7/1/13 to 6/30/18

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

• Active shooter preparedness
  • RiskWise
    https://www.oregon.gov/das/Risk/Documents/RWActivS
    htr.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
Oregon Association of Hospitals and Health Systems

- Workplace Safety Initiative website [https://www.oahhs.org/safety](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
    • 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%20Assessment.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
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
    • 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
    • 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.
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.
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
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/](http://verbaljudo.com/)

• Course lengths and costs
  • Five-day instructor certification: $1,500 per person
  • Instructor re-certification: $1195 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

• Alert – Lockdown – Inform – Counter - Evacuate
• 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

  • 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

- Plan, respond, recover program specialist online training - $249.99
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
  https://ilearn.oregon.gov/ContentDetails.aspx?id=6731481D9B5E46BB9FCEA19FF3B90D75
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

• One-day seminar - $149

  • 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
National Safety Council

- Workplace Violence video
  https://www.youtube.com/watch?v=ZDtuoEqaqQo&feature=youtu.be&utm_campaign=Membership%20Benefit%20Spotlight&utm_source=hs_email&utm_medium=email&utm_content=63980006&_hsenc=p2ANqtz--7oBQ1M4k9-y5xICzzxHjIUKzEP0iokTaYwv0KTjtyhc9rP6dpFZOMZFEcvjxxR8Hzn-pdSStqP0Kjg--i1dd0Pfvg&_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
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 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.
Verbal judo training

• Website http://verbaljudo.com/

• Course lengths and costs
  • Five-day instructor certification: $1,500 per person
  • Instructor re-certification: $1195 per person
  • One-day course: $150 per person
Collaborative problem solving


- Course types and costs
  - Instructor certification training*: $1,550 plus annual recertification fee of $1,250
    *Requires intro, tier 1, and tier 2 training
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• 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).
Active threat preparation and response

Section 7

Workplace Violence Prevention Toolkit
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.
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.
National active shooter incidents 2016-17

- FBI active shooter resources
  https://www.fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-resources

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

• Program planning checklist
  https://www.nfpa.org/nfpa3000checklist?order_src=e380

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Ready Houston

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Cal State University Video

- Active shooter safety training video
  https://www.youtube.com/watch?v=VUErkf3XEEs
Post incident 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 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.
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.
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 and incident.
- Provides psychological first aid training and resources.
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
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 if 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.
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 de-escalate. 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.
Lone workers – ODOT's 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.
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.
Lone workers – Oregon OSHA’s Experience

• Just starting the process for “peer to peer” support team. Investigators at OHSA 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 vailed 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.