



Workplace Violence Prevention: Emerging Regulations

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Objectives

- Understand the new proposed Cal/OSHA regulation for Workplace Violence Prevention for all industries including definitions, program requirements and applicability
- Identify environmental risks that may increase the likelihood of violent incidents
- Recognize precursors to violent behavior and the phases of behavioral change
- Learn techniques to deescalate and prevent potentially violent situations

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Background

Background

8 CCR 3342

Adopted in 2017

- Workplace Violence Prevention in Healthcare
- Very broad in scope
 - Hospitals, home health, paramedics, emergency medical services, including fire fighters, field operations, drug treatment clinics, and ancillary health care

8 CCR 3343 - Proposed

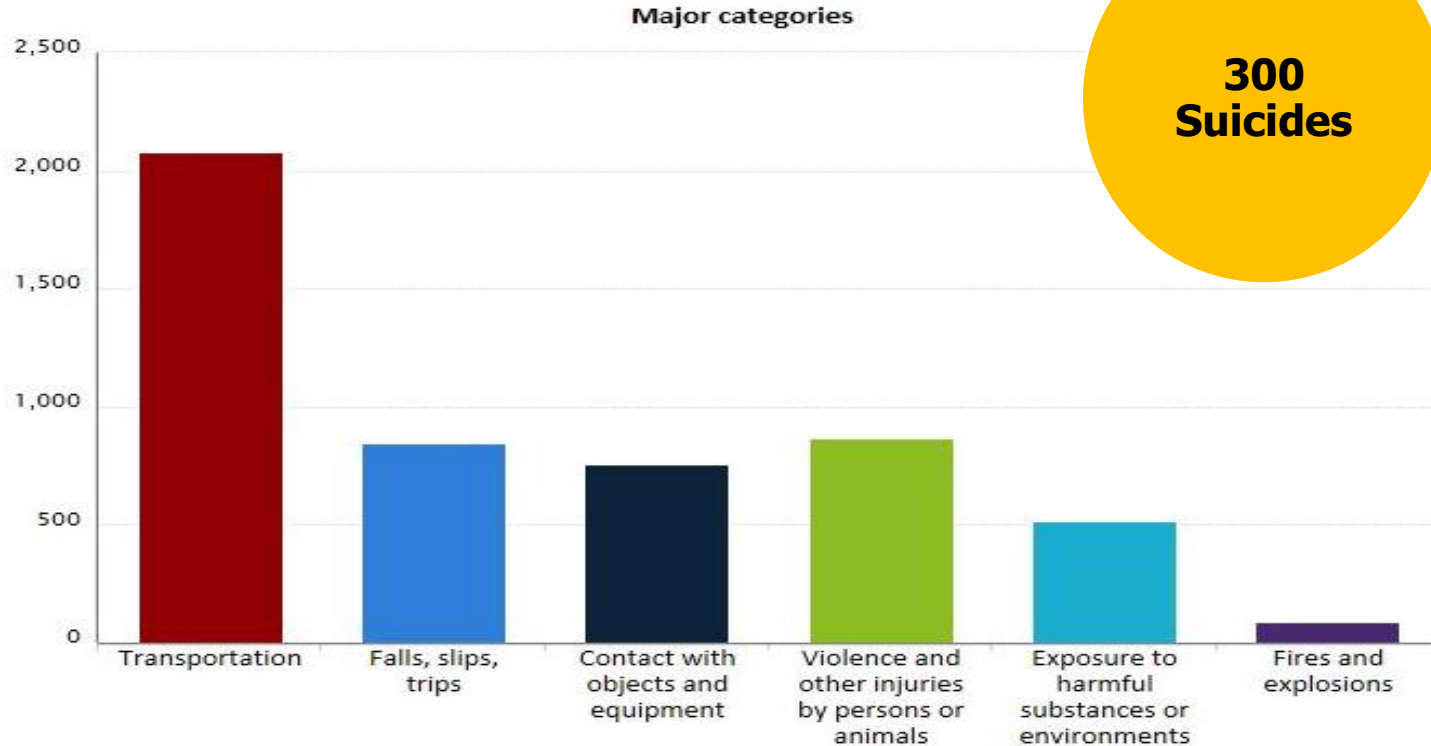
- Workplace Violence Prevention in General Industry
- Very broad in scope
 - All industries not covered in the healthcare regulation



2 Million American workers report having been victims of workplace violence each year
(Reference: OSHA)

Workplace Violence Fatalities

Fatal occupational injuries by event, 2016



What is Workplace Violence?

Workplace Violence according to OSHA and Cal/OSHA

Occurs at the
work site or
involves on-
duty
employees

An Act or
Threat of
Violence

Threat or use
of Physical
Force

Threat or use
of a firearm
or other
dangerous
weapon

Workplace Violence Categories

Type 1

Type 2

Type 3

Type 4

- **Strangers**, not associated with the company, for crime
 - Robbery
 - Other criminal act



Workplace Violence Categories

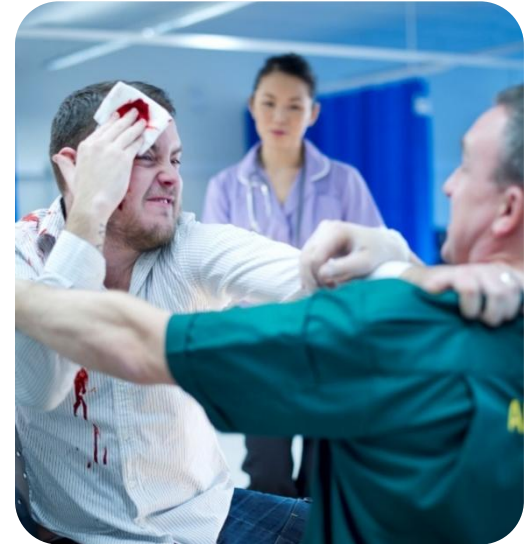
Type 1

Type 2

Type 3

Type 4

- **Someone who received service** from a company or agency
 - Current or former client
 - Patient
 - Customer / Client



Workplace Violence Categories

Type 1

Type 2

Type 3

Type 4

- Someone connected by employment at the workplace
 - Current or former employee
 - Current or former supervisor or manager



Workplace Violence Categories

Type 1

Type 2

Type 3

Type 4

- **Someone with a personal relationship** (outside of the workplace) with an employee:
 - Spouse
 - Partner
 - Other family member



Workplace Violence Prevention Program Requirements

8 CCR 3343 - Proposed

- Policies & Plans
- Hazard Evaluation
- Training
- Recordkeeping



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Risk Factors

Potential Risk Factors

- Isolated areas
- Working remotely or alone at odd hours
- Poor illumination
- Lack of physical barriers
- Poor escape routes
- Lack of alarm systems
- Areas where unauthorized access may occur
- Storage of high value items such as cash or pharmaceuticals



Assess your work areas

Critically examine your work environment

- Parking lots
- Walkways
- Entryways
- Reception areas
- Offices

Questions to ask about your work environment

- Is there adequate lighting?
- Do you have a convenient escape route?
- Are you able to call for assistance if you need it?
- What objects can potentially be used as weapons?

What Risk Factors do you see?

Assess this picture for potential hazards

- Poor illumination
- Lack of security cameras
- No designated exit route
- No visible phones or panic buttons
- Isolated area



Behavioral Risk Factors

Personal Risk Factors

- Increased personal stress
- Loss of job, raise, or promotion
- Break-up of a relationship
- Family/marital problems
- Financial problems
- Drug or alcohol abuse
- Mental illness
- Domestic violence





Precursors to violent behavior

Phases of behavior change

Characteristics of a potentially violent person

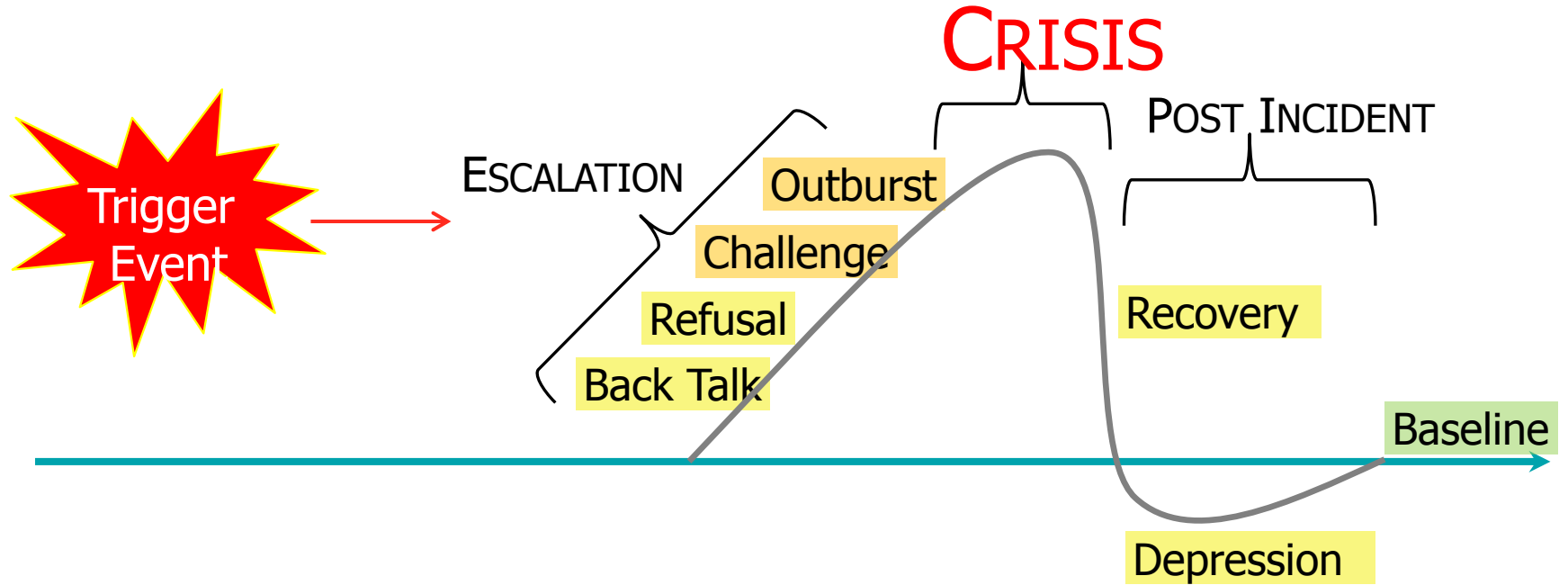
- Obsession with weapons
- Direct or veiled threats
- Intimidation or instilling fear in others
- Can be described as a loner
- Unwanted romantic interest in a co-worker
- Hyper-sensitive to criticism/doesn't accept responsibility
- Holds grudges and blames others
- Depressed/suicidal thoughts

Physical signs an individual may become violent

- Sweating
- Pacing, restless, or repetitive movements
- Trembling or shaking
- Clenched jaws or fists
- Exaggerated or violent gestures
- Change in voice
- Loud talking
- Shallow, rapid breathing
- Scowling, sneering, or use of abusive language
- Glaring or avoiding eye contact
- Violating personal space



Aggression Cycle



Triggering Event

Initiated through threat or stressor to aggressor

Typical stressors:

- Personal situations: family fights, isolation, abuse, stress
- Environment: high stress healthcare setting, crowded areas
- Healthcare staff: non-active or reflective listening, not enough time with individual, short or confusing information
- Physical trigger: invasion of personal space, confrontational body language, uncaring expressions, eye contact
- Loss of privileges

Things to remember about the aggression cycle

VIOLENCE RARELY EVER MANIFESTS WITHOUT VARIOUS TRIGGERS LEADING TO ESCALATION

- Follows predictable pattern of levels
- There are opportunities to intervene at every step of the aggression cycle
- Detectable signs of escalating behavior at every level
- You are an active participant in the cycle to escalate or de-escalate the person
- The situation is not personal

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Strategies for de-escalation

Supervisor Actions for Employee Situations

Initial Warning Signs

- Meet with employee
- Document behavior and discussion



Escalation

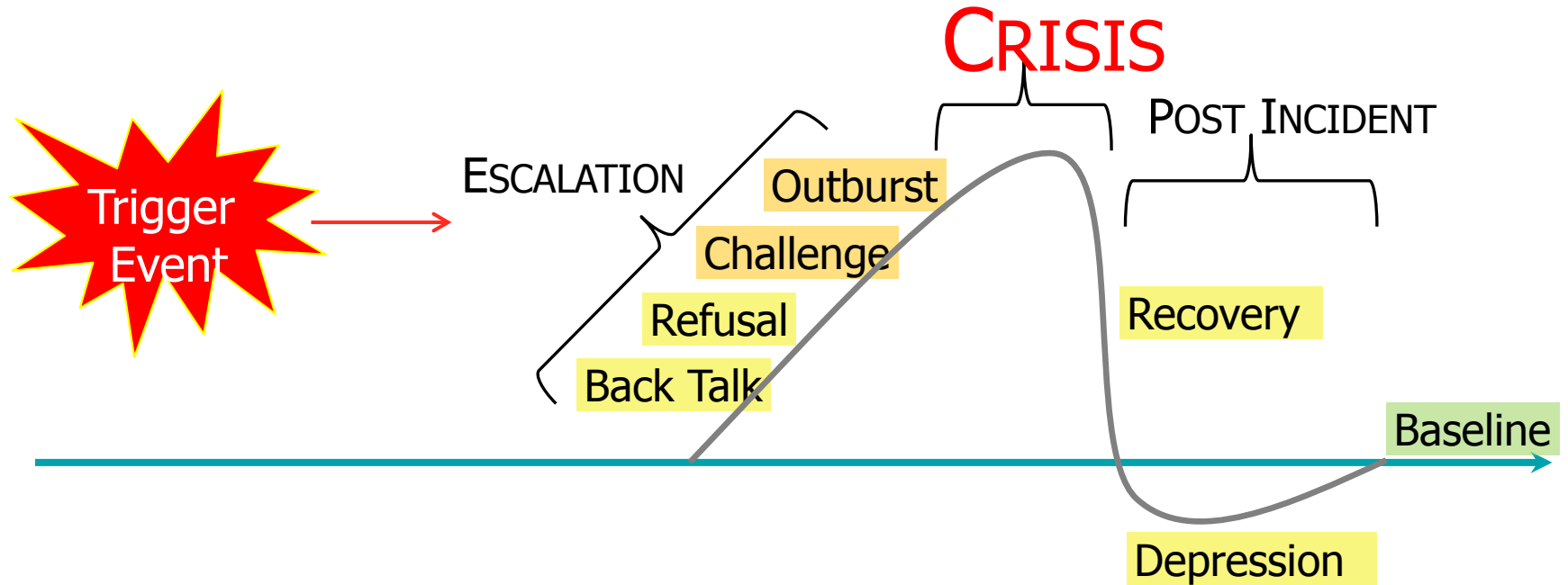
- Ask for assistance, consult with others
- Conduct follow-up meetings with others present
- Document actions and discussion



Further Escalation

- Follow up with verbal and written warnings
- Execute disciplinary action, up to and including termination

Aggression Cycle



Self control and verbal tone

- Important to access your own verbal and non-verbal actions
- Keep calm and composed
- DON'T TAKE IT PERSONAL
- Tone - try to avoid inflections of impatience, condescension, inattention, etc.
- Volume - keep the volume appropriate for the distance and situation
- Cadence - deliver your message using an even rate and rhythm

Active Listening

- Let the person talk without talking over them, remain calm and non-threatening
- Focus on what person is saying and their body language
- Restate what the patient is saying to show you hear them and understand
- Keep answers short & clear



Limit Setting

- Keep it simple, providing simple explanations why a behavior isn't acceptable
- Offer choices (choices = power)
- Enforceable, make sure it's something you can do it
- When appropriate give them time to make a decision
- Separate the person from the behavior; simply state what you see vs. labeling person
- If behavior continues, give options and consequences

Personal Space Awareness

- Personal space - an area surrounding the body as defined by the person
- Average is 1-1/2 to 3 feet, varies by culture and by individual
- Invasion of an individual's personal space will increase anxiety
- Always position yourself towards an exit

Body language awareness

- Body language; the nonverbal message transmitted by motion and posture of the body
- Facial expressions, gestures, posture and movements
- Examples:
 - Crossing arms
 - Clinched fists
 - Aggressive looks



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Workplace Violence Prevention Program Elements

Workplace Violence Prevention Policy

Should include:

1. Policy against violence actions
2. Definition of prohibited behavior
3. Consequences of violent actions
4. Responsibilities for program implementation
5. Training and instruction
6. Instructions for reporting acts or threats of violence
7. Support for victims and observers
8. Incident investigation process
9. Corrective Action & Follow-up



Prevention Steps

- Security
- Work Environment
- Education & Training
- Performance & Behavior Indicators



Prevention Steps

- Security
 - Use a receptionist area
 - Use employee photo ID badges
 - Have procedures to report suspicious persons
 - Support employees in responding to violent behavior
 - Employ on-site guard services (where feasible)
 - Other security measures
- Work Environment
- Education & Training
- Performance & Behavior Indicators



Prevention Steps

- Security
- Work Environment
 - Open communication among employees
 - Have a process to log complaints, concerns & response
 - Use consistent, fair discipline
 - Implement a conflict resolution process
 - Create a safe physical workplace
- Education & Training
- Performance & Behavior Indicators



Prevention Steps

- Security
- Work Environment
- Education & Training
 - Workplace Violence Prevention Training
 - Communication
 - Conflict resolution
 - Anger management
 - Stress reduction
 - Anticipate confrontational situations
- Performance & Behavior Indicators



Prevention Steps

- Security
- Work Environment
- Education & Training
- Performance & Behavior Indicators
 - Attendance problems
 - Decreased productivity
 - Inconsistent work patterns
 - Evidence of serious stress
 - Changed behavior
 - Verbalization of hurting self or others
 - Physical display of aggression





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