

Training & Education Center

2024 THERAPEUTIC CRISIS INTERVENTION & WORKPLACE VIOLENCE

Walter Armstrong, Skills Instructor-RN, PMH-BC Organizational Development & Education Reviewed 2023 September

Conflict in Healthcare ...

Patients and their families may sometimes present us with challenging and potentially dangerous situations. Loss, fear, chronic pain, chemical dependency/withdrawal, or psychiatric condition can lead to difficult behaviors.



While no training or online learning can substitute for experience and judgment, the following module may provide a useful starting point for the de-escalating process.



For additional information, please contact:

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OBJECTIVES

- Define Workplace Violence.
- Review the new Patient and Visitor conduct policy & Tools.
- Review risk factors and triggers of aggression.
- Recognize behavioral warning signs of violence in individuals.
- Identify the importance of Cultural Diversity and Sensitivity
- Identify verbal and nonverbal de-escalation and prevention techniques.
- Provide tools to help you de-escalate a volatile situation.

St Elizabeth Healthcare strives to provide a safe workplace, free of verbal or physical threat. Your safety and welfare are important to us.



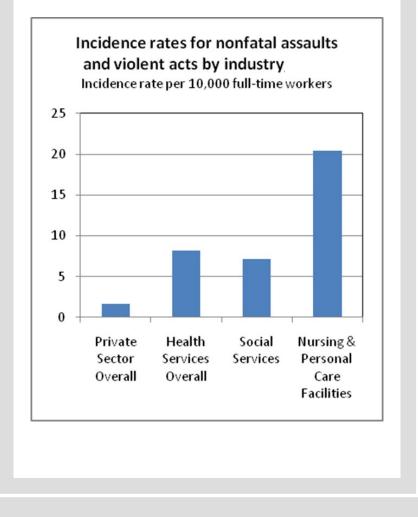
WORKPLACE VIOLENCE IS DEFINED AS ANY SITUATION THAT MAY:

- Threaten the safety of an associate.
- Have an impact on any associate's physical, emotional or psychological well-being.
- Cause damage to company property.
- Horizontal violence (HV) is a familiar term used in nursing. Meissner (1986) first coined the expression "nurses eating their young, it can be covert or overt i.e., intimidating behavior, eye rolling, gossiping etc. it occurs among those who share the same status in a hierarchy. It can have an impact upon the ability of a nurse to practice safely.

Source: www.ltlmagazine.com/article/minimizing-workplace-violence-ltc-facilities

PREVALENCE

Over the last decade, healthcare workers have accounted for approximately two-thirds of the nonfatal workplace violence injuries involving days off work



Source: Bureau of Labor Statistics, U.S. Department of Labor (BLS, 2014

CLINICAL RISK FACTORS

The clinical setting is one of intensified emotions. Patients who are at risk of perpetrating violence include those who:

Are under the influence of drugs or alcohol which may decrease impulse control.

Are in pain.

Have a history of violence.

Have cognitive impairments or a psychiatric illness.

Feel like they are not in control or have lost independence.

Any physically or mentally ill (acute or chronic) person may pose a risk to others. This could include patients, family members or visitors.



ENVIRONMENTAL RISK FACTORS

- Accessible, open environment
- Wide range of clientele
- High stress circumstances
- Gaps in communication
- Environmental stressors: noise, rules, lack of privacy
- Prolonged waiting times
- Overcrowded, uncomfortable waiting rooms
- Isolated work with clients during exams or treatment

Be alert to any changes in your environment



ENVIRONMENTAL RISK FACTORS

- SEHC is working to ensure staff safety by consolidating and updating the policies and procedures that currently guide our associates on patient belongings, valuables, and lost items.
- The 2 changes to the patient belongings flowsheet, includes separating out storage of nicotine products and including and separating out potentially harmful items.



MANAGING AGGRESSIVE BEHAVIOR

- Know your patient!
- Form therapeutic relationships.
- Prevent communication failures by increasing communication among all members of the healthcare team including patients and families.
 - Handoff/SBAR

- Chart review

- Partners in Care

- Listen to patients & families
- Communication Boards
- Bedside report

SIGNS OF ESCALATION

- Early recognition of risk factors, potential triggers and warning signs are critical to your health and safety.
- Early identification is key to prevention.

Verbal Cues

- Speaking loudly or yelling
- Swearing
- Threatening tone of voice

Non-verbal or Behavioral Cues

- Arms held tight across chest
- Clenched fists
- Heavy breathing
- Pacing or agitation
- A fixed stare
- Aggressive or threatening posture
- Sudden changes in behavior



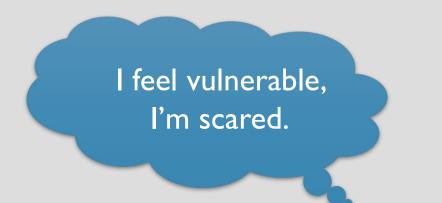
SIGNS OF ESCALATION

Displaced Anger

- Anger is a response to feeling vulnerable, threatened, scared or hurt.
- People displace their anger on a "safe target".
- People are upset that they are in the "patient" role and displace their anger on those who are providing their care and healing.

PATIENTS AND FAMILIES

- Feel vulnerable and distressed
- Fear of unknown
- Have feelings of powerless
- May be unfamiliar with and intimidated by the healthcare system
- Not always at their best
- Emotionally raw due to circumstance



I am scared something bad will happen.

TOP IO DE-ESCALATION TECHNIQUES CRISIS PREVENTION INSTITUTE

RESPECT Respect personal space	AWARE Be aware of your own body position	KEEP Keep nonverbal cues nonthreatening	STAY Stay composed, avoid overreacting	EMPATHETIC Be empathetic to others' feelings
PERMIT Permit verbal venting when possible	IDENTIFY Identify real reason for the behavior	IGNORE Ignore challenging questions	ENFORCE Set and enforce reasonable limits	USE Use physical techniques only as A last resort

NEVER attempt a physical intervention unless you have received proper training and are following organizational policy and procedure.

DE-ESCALATION TIPS

Identify yourself and role



Anticipate their questions using your experience. People want to know what to expect.



Explain the process and procedures in plain terms.



Acknowledge their emotional pain, feelings of helplessness and fears.



Apologize if appropriate.

Maintain a respectful and professional attitude.



Empathize with their "plight".

BE EMPATHETIC

Empathy – identifying with the feelings, thoughts, attitudes of another.

- Listen to the person's frustration
- Understand how they perceive the situation
 - What do they want that they are not getting ?
 - Address their concerns
 - Offer a solution or an alternative
 - How would you feel in that situation?

Empathy is patiently and sincerely seeing the world through the other person's eyes. It is not learned in school; it is cultivated over a lifetime.

- Albert Einstein -

Be kind and patient

- Be caring
- Be interested
- Be honest
- Be attentive
- Be non-judgmental

CULTURAL DIVERSITY AND SENSITIVITY

 St. Elizabeth Associates respects the dignity and diversity of our associates, physicians, patients, family, and community members. We promote trust, fairness, and inclusiveness through honest and open communication.

Implicit bias is an **unconscious belief** that tends to favor one's own group.

An implicit bias is a **discriminatory bias** that is largely based on **implicit attitudes or stereotypes** and can be either favorable or unfavorable.

BE ATTUNED TO YOUR OWN RESPONSES

Part of violence prevention is to be aware of your own feelings, responses, and sensitivities.

Pay attention to your instincts.



Your "fight or flight" response can be an early warning sign of impending danger, to get help, or get out.



Be Proactive not Reactive.



Be aware that the way you express yourself can have a significant effect on how others respond to you.



It is very stressful to deal with threatening, volatile or out of control patients/families.



Debriefings after such an incident may be beneficial.

EMPLOYEE ASSISTANCE PROGRAM (EAP)

Connecting associates to appropriate resources when life situations become challenging

- Counseling
- Referral to Community Resources
- Departmental Workshops

For more information or a confidential appointment, please call: (859) 301-2570

To access link, log on to St Elizabeth Intranet. EAP Menu is in the Department Sites tab

#StESTRONG

Employee Assistance Program

- Educational Topics
- Bibliotherapy
- Documents and Forms
- DOT Requirements
- Drug Screening Procedures
- Drug/Alcohol Testing
- FAQs
- Hours/Location/Directions
- Selecting an EAP
- Warning Signs of Violence
- Resource Center





PATIENT & VISITOR CONDUCT POLICY & TOOLS

When interacting with our patients and visitors, all associates, physicians, providers, volunteers, and staff have **the right to feel safe and free from discriminatory or insensitive conduct** while working on St. Elizabeth's private property.

POLICY HIGHLIGHTS

PATIENT & VISITOR CONDUCT

- When any staff member encounters behavior that is disrespectful, derogatory or discriminatory, the behavior should be addressed in the moment (if safe to do so).
- The behavior should be reported to a supervisor.
- The incident should be addressed verbally or in writing with the patient or visitor and documented in MIDAS for SEH associates or to SEPPatientExperience@stelizabeth.com for SEP associates.
- If the behavior continues, reiterate expectations, up to and including that care will be terminated and/or visitors who engage in the behavior may be asked to leave the property.



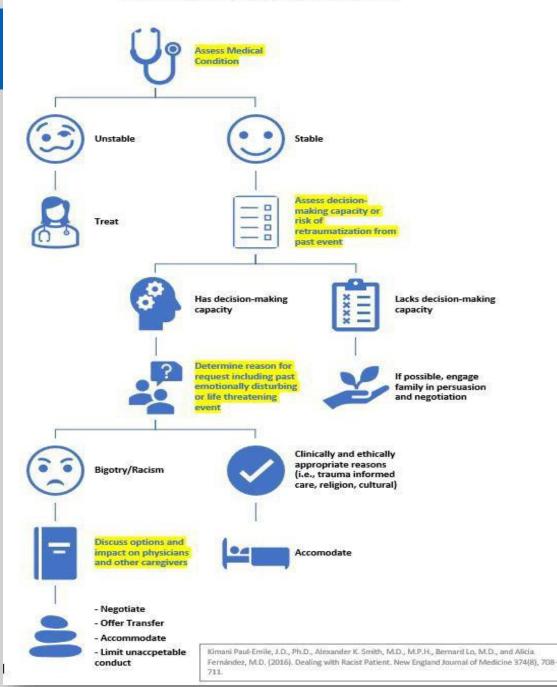
POLICY HIGHLIGHTS (CONT.)

PATIENT & VISITOR CONDUCT

 Requests for caregiver reassignment may occur for many reasons, some of which are not based in bigotry such as religious accommodations, cultural norms, or instances where PTSD or trauma may be present. In the event of a request, utilize the assessment tool as a guide.



Patient Request for Caregiver Reassignment



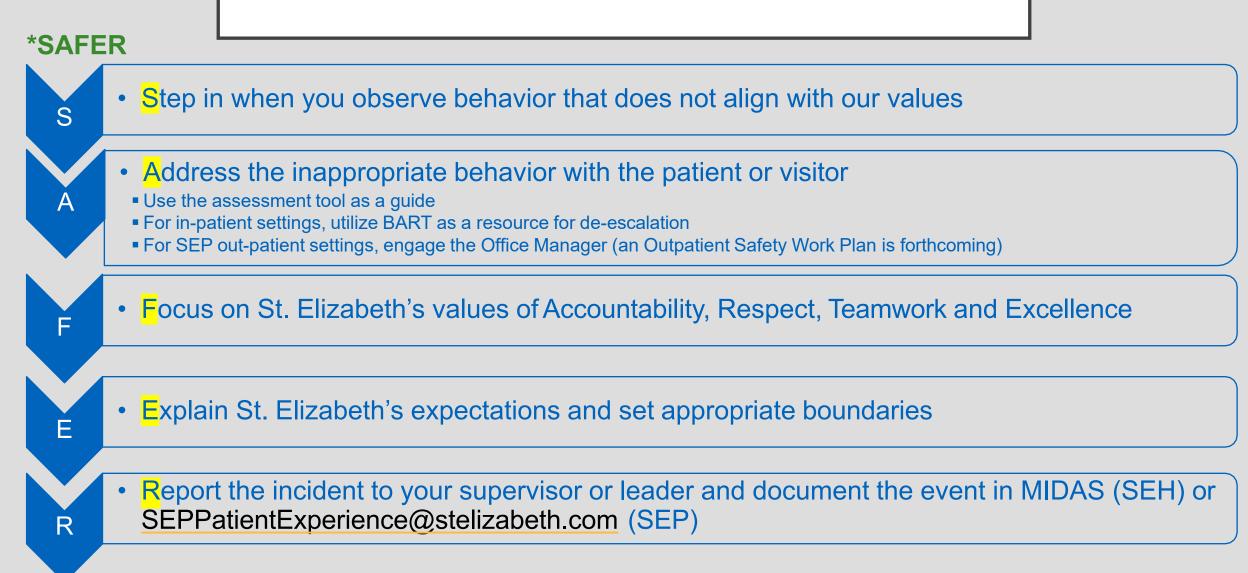
PATIENT REQUEST FOR CAREGIVER REASSIGNMENT

Requests from patients or visitors for a specific gender, race, religion, sexual orientation or other personal attribute of any staff member should be addressed using this assessment tool.*

* Exceptions to the policy should be reviewed with a manager with escalation (if warranted) to Human Resources, the Behavioral Assistance Response Team (BART), and/or the department of Diversity, Equity, and Inclusion.

*Adopted from the Mayo Clinic

SAFER MODEL AS A GUIDE



*Adopted from the Mayo Clinic

GET INVOLVED

According to OSHA (2015), employee involvement is an essential element for the success of any workplace violence prevention program. At a minimum, staff should:

- Be familiar with workplace violence prevention programs and hospital policies.
- Regularly attend safety training programs offered by our organization.
- Participate in safety and health committees.
- Alert supervisors to any concerns and report all incidents to Security as soon as possible.

DE-ESCALATION OVERVIEW



Prevention is the best way to promote a culture of caring and a safe and respectful workplace for everyone.



The art of conflict management is a skill that can be developed.



There is the potential for any patient or visitor to become verbally or physically assaultive under extreme distress.



Not every crisis may be successfully de-escalated, but trained staff members who know these key principles are much more likely to influence behavior in a positive way, defusing potential crisis situations before they become dangerous.



Remember, your safety is of the utmost importance. Take care of yourself and each other.

PHYSICAL CONTAINMENT DRAFT 10/17/23 WA

In some situations, verbal de-escalation is ineffective, to provide a safe environment for the patient/visitor and staff, physical intervention is required.

Staff should refer to the PolicyStat (Restraint and/or Seclusion, ACLIN-R-03)



It is important for us as practitioners and service providers to take care of ourselves.

Work-life balance can be challenging.

What have you done for yourself today ?

SO WHAT ABOUT YOU?

Vicarious trauma is real.

It is what happens to you over time as you witness cruelty and loss and hear distressing stories, day after day, and year after year.

Simply put, it changes you. It changes ALL OF US.

Symptoms include:



Hyper arousal-trouble sleeping or concentrating, easily startled, anxious, agitated, depression

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Physical problems such as aches & pains, various illnesses, weight gain, accidents

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Difficulty feeling connected to what's going on around and within you



Cynicism; loss of idealism; anger; disgust



May lead to Burn Out, Counter-transference, or Compassion Fatigue

TAKING CARE OF YOURSELF

- Relate, Rest and Relax.
- ESCAPE and UNPLUG.
- Remind yourself of the importance and value of the work we do.
- Stay connected with family, friends, and colleagues.
- Taking time to reflect (e.g., by reading, writing, prayer, and meditation). Noticing and deliberately paying attention to the "little things".
- Identifying and challenging your own cynical beliefs .
- Maintain a healthy balance of work, play, and rest.
- Increase physical activity, maintain a healthy diet, and get enough sleep.
- Ask for help when needed EAP services are available and free of charge.

COMPLETING MIDAS WORKPLACE VIOLENCE (WPV) REPORTS

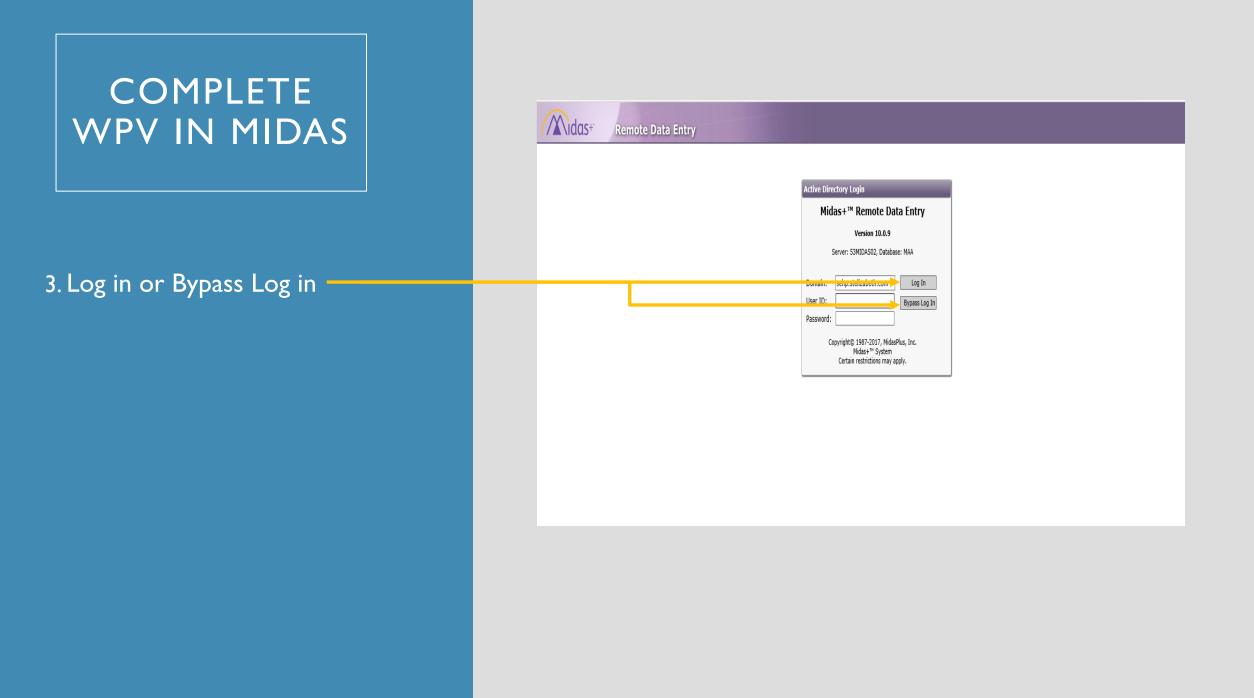
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Step-by-step in MIDAS

COMPLETE WPV IN MIDAS

- I. Access MIDAS through SharePoint
- 2. Click MIDAS Tile





Midas+ Remote Data Entry COMPLETE Select a Form Risk Patient Relations WPV IN MIDAS ADVERSE DRUG REACTION DIALYSIS EVENT EXTUBATION UNPLANNED FALL EVENT ALL FACILITIES HOSPITAL ACQUIRED INFECTION HOSPITAL ACQUIRED PRESSURE ULCER IV EVENTS MEDICATION VARIANCE OTHER PT/VISITOR ALL FACILITIES PATIENT COMPLAINT PUMP ISSUE 4. Choose Workplace Violence -WORKPLACE VIOLENCE REPORT Report Help



5. Choose location/facility

	Form: WORKPLACE VIO	Remote Data Entry				Log Out
			 Select the Facilit Facility: Event Date: Affected Individual:	y and Event Date		

COMPLETE WPV IN MIDAS

6. Indicate affected individual:

Patient: a current patient in the system who exhibited WPV

Non-patient: any one other than a patient that has exhibited WPV, i.e. visitor, family member

7. By selecting patient:

- Type last name
- Click lookup
- Select correct patient
- Click OK

Form: WORKPLACE VIOLENCE REPORT

ookup By: Name Number St. ELIZABETH EDGEW Asst Name: Jones	Event Date: 11 First Name:	/18/2019					Looku
ncounters							
Patient Name	Birth Date	Encounter Type	Enc. Start Date	Discharge Date	Location		OK
ONES,ALI	· Budate	1.0	11/18/2018	11/18/2018	ADM No. LAR		
ONES,ALI	(Bola) (Bola) (Bola) (Bola) (Bola) (Bola) (Bola) (Bola) (Bola) (Bola)	Lab	11/4/2019	11/4/2019	EDG LAB CRIT		Canc
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ONES,AM	- Worked -	Lab	15/54/2019	15/34/2019	PLD HOB LAB FTT HOB DRAW		
ONES,AM	- Backed -	Lab	15/7/2008	15/7/2019	FTT MOB DRAW		
ONES,AM	 Blacked - 	Lab	10/24/2019	10/24/2019	PLD INDE BDN INI: Lab PLD INDE LAB BDN Laboratory PLD INDE LAB BDN LAB CRT1		
ONES,AM	«Blocked»	Lab	11/7/2019	11/7/2019	EDG Rec Lab		
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ONES,AS	< Blocked >	Lab	15/9/2019	14/9/2019	EDG Laboratory		
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COMPLETE WPV IN MIDAS

Fill all fields in by either free text or selecting options.

If free texting, please be as specific as possible to ensure flagging.

Do not put "See Epic Note" Security has NO access to Epic.

Event Date:	11/7/2018
Time:	
Event No.:	18-6417
Event Type:	
Facility:	ST. ELIZABETH FT. THOMAS
Location:	
Non-Patient ID:	
Non-Patient Name:	
Entered by:	
Info Source:	
Specific location of incident:	
Violence Directed toward [select all that apply]:	
Patient/Assailants Name if known:	

If Staff Injury occured fill out an employee incident form

This will only show if non-patient is selected on opening screen.

**Note employees do not put your name in the "non-patient box" This makes it look like you committed the WPV.

This is for visitors, family, etc.





RESOURCES AND REFERENCES

The National Child Traumatic Stress Network www.NCTSNet.org

The Crisis Prevention Institute www.crisisprevention.com

Department of Health and Human Services

Centers for Disease Control and Prevention <u>www.cdc.gov</u>

Occupational Hazards in Hospitals. (2012). National Institute for Occupational Safety and Health. www.ced.gov/niosh

SAMHSA www.SAMHSA.gov

Headington Institute www.headington-institute.org

Lipscomb, J. & London, M. (2015). Not Part of the Job: How to Take a Stand Against Violence in the Work Setting. Distributed by the American Nurses Association.

National Center for Trauma Informed Care www.SAMHSA.gov/nctic

Center for Study of Traumatic Stress www.cstsonline.org

Preventing Workplace Violence in Healthcare www.osha.gov/dsg/hospitals/workplace_violence

The Joint Commission. 2010. Preventing Violence in the Healthcare setting. Sentinel Event Alert (45)

Occupational Safety & Health Administration (OSHA) www.osha.gov/SLTC/healthcarefacilities/violence

The impact of horizontal violence on the individual nurse: A qualitative research study: Nurse Education in Practice, 2021-07-01, Volume 54, Article 103079, Copyright © 2021 Elsevier Ltd

Horizontal Violence Among Hospital Staff Nurses Related to Oppressed Self or Oppressed Group: Journal of Professional Nursing, 2012-09-01, Volume 28, Issue 5, Pages 306-314, Copyright © 2012 Elsevier Inc.

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Attestation Statement

I have read this module and agree to abide by the expectations of this module.



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