

Title: Developing a Collaborative, Sustainable Plan to Mitigate Workplace Violence in an Academic Learning Health System

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Background: Workplace violence (WPV) in healthcare is on the rise globally and has serious negative consequences for healthcare employees and organizations alike. WPV causes burnout, PTSD, and reduced job satisfaction. The American Hospital Association estimates that in the United States alone, workplace violence costs healthcare systems more than \$4.2 billion annually. According to The Joint Commission (TJC), 73% of workplace injuries causing days of missed work in healthcare are connected to workplace violence.

Purpose: To assess the impact of WPV on our health system and develop a collaborative, sustainable model for mitigating the negative impact on our workforce.

Approach: Interviews with key internal stakeholders and national experts in workplace violence followed by a system-wide, longitudinal review of reported workplace violence events, staff turnover, and safety survey results. Our steering committee then shared these findings with key leaders and our board who helped prioritize interventions based on impact, feasibility, and ability to scale across the market.

Outcomes:

- August – October 2022 – Empowered by our CEO, I formed our Regional Security Action Team. The team led stakeholder interviews, performed a gap analysis, and identified WPV opportunity areas: prevention, leadership response, and communication.
- October 2022 – Partnered with Office of DEI around structural racism in WPV events and increasing active bystander training amongst teammates. Provider and Trainee Management of Aggressive Behavior (MOAB) training and metal detector implementation timeline developed.
- November 2022 – Video montage of WPV events shared with our board along with findings to date and proposed interventions. Solicited feedback, support, and assistance with prioritization.
- December 2022 – Audible alarms initiated for safety sitters, Trauma weapons screening revamped, STAMP Aggression triage protocol implemented, and weapons screening added to NC EMS Universal Protocol for pre-arrival screening.
- January 2023 - CMO Aggressor Leadership Response workflow initiated, security shifted from site based to rounding/neighborhood model of support.
- February 2023 – Partnered with NC Hospital Association to improve advocacy for healthcare workers and WPV prevention. Board updated on progress of Regional Security Action Team, revealing increased feelings of safety at work reported by providers and staff alike on our Culture of Safety Survey.
- March 2023 – Partnered with district attorney to reflect our zero-tolerance policy. Sustainability plan in development for presentation to board May 2023.

Discussion: Creating sustainable impact in mitigating WPV requires ongoing collaboration and periodic reassessment of teammate needs. While many regulatory agencies offer “standards” for WPV, national best practices for WPV mitigation do not exist. There is opportunity for collaboration in this area.

Summary: The negative impact of WPV on our health system contributes to challenges in staff wellbeing, recruitment and retention. Through deliberate, focused interventions tailored to the needs of our academic learning health system, we can improve the culture of safety that surrounds our teammates. Further data analysis is ongoing to assess the impact of this safety culture change on staff turnover and burnout.