



## OBJECTIVES

- ✓ Participants will be able to define PMDB.
- ✓ Participants will demonstrate basic understanding of statistics and tracking information.
- ✓ Participants will understand and develop skills in the Eight Core Competencies and Customer Service. These are the foundations in achieving our mission and strategic goals of providing quality and excellent service to our veterans.
- ✓ These skills also provide staff the interpersonal skills, flexibility and creativity in providing customer service in defusing disruptive individuals, therefore turning a negative situation into a positive outcome.

## The Global Picture



- VA National Training Program for Workplace Violence for >20 years.
- PMDB Continually Evolving
- Partners Include VA, VHA, DoD, Private Facilities

## What is PMDB?

For more than twenty years, PMDB has been the Department of Veterans Affairs' national training program for workplace violence.

From the beginning through the present day, PMDB has been a responsibility of the VA Employee Education System, Birmingham Center.

As the program continuously evolves with the ever changing environment, PMDB provides awareness training, prevention & intervention training, and "after incident" training.

PMDB strategically partners with OSHA and NIOSH. Customers include: VA, VHA, DoD, and private facilities.

# Course Outline

TAB 1	<b>Overall PMDB Picture: Module 1</b> Violence statistics PMDB policy Reporting mechanisms Tracking data Exceptional Customer Service Eight Core Competencies
TAB 2	<b>Awareness: Module 2</b> <b>Video 1</b> <b>Predisposing/Precipitating Factors</b>
TAB 3	<b>Environmental Strategies: Module 3</b> Environmental Assessment Administrative Strategies Risk Reduction
TAB 4	<b>Interventions: Module 4</b> <b>VIDEO II - Verbal &amp; Non-verbal interventions</b>
TAB 5	<b>Limit Setting: Module 5</b> <b>VIDEO III – Limit Setting</b>
TAB 6	<b>Personal Safety Skills: Module 6</b> <b>VIDEO IV</b>
TAB 7	<b>Therapeutic Containment: Module 7</b> <b>VIDEO V</b>
TAB 8	<b>Geriatrics: Module 8</b> <b>VIDEO - “Look at Me”</b>
TAB 9	<b>Weapons: Module 9</b>
TAB 10	<b>Trainers’ Section: Adult Learners</b>
TAB 11	<b>Program Logistics: Certification Process</b>
TAB 12	<b>OSHA Guidelines</b>
TAB 13	<b>References and Resources for Workplace Violence</b>
TAB 14	<b>Pre &amp; Post Test</b>
TAB 15	<b>Notes</b>

## **Purpose:**

**To assure a safe & healthful workplace is maintained, to minimize or eliminate violent behavior & to assure that employees exposed to violent behavior are provided appropriate medical care & counseling.**

Required by Federal Law,  
Executive Order and  
Department Policy 2/03/97



**Excerpt** from letter from Dr. Kizer. Letter also outlines the responsibilities of the following:

- ▶ Facility Director
- ▶ Chief of Mental Health Services
- ▶ Chief of Police
- ▶ Safety Officer
- ▶ Supervisor
- ▶ Employees / Volunteers
  - Safety committees, training, etc.

### Six for 2006 Strategic Plan

- ▶ Put Quality First Until We Are First in Quality
- ▶ Provide Easy Access to Medical Knowledge, Expertise, & Care
- ▶ Enhance Preserve & Restore Patient Function
- ▶ Exceed Customer's Expectations
- ▶ Save More Dollars to Serve More Veterans
- ▶ Build Healthy Communities

## Strategic Goals

Strategic Goal 1	PMDB provides skills to improve the environmental safety for staff , veterans, patients, families and visitors by increasing our awareness the layout of the facility (furniture, lighting, etc); staff's clothing & jewelry, office/technical equipment use.
Strategic Goal 2	PMDB emphasizes staff being knowledgeable of processes & procedures to assist the veteran & their families in receiving services in a timely and accurate manner.
Strategic Goal 3	PMDB encourages staff to continue to update their technical/job specific competencies to provide exceptional service
Strategic Goal 4	PMDB provides skills in staff providing exceptional customer service & retaining customers when a veteran, family member, co-worker, visitor, vendor/stakeholder is dissatisfied, stressed, or angry. Also presents skills in demonstrating ompassion and sensitivity towards geriatrics or individuals with dementia
Strategic Goal 5	PMDB focuses on staff's continuous improvement, flexibility in serving the veteran. PMDB has partnered with DoD.
Strategic Goal 6	PMDB expands the focus of the VA expanding to include our role in building healthy communities. Violence in any location has an impact or ripple effect on others in the community.



**GOAL**

*To Develop a Highly Skilled Workforce in  
Providing Quality Service to Our Veterans,  
Families, and the Community*

- High Performance Development Model:  
National Education Initiative
- Annual Performance Measure:  
Patient Safety Training Program

## HPDM (one of 8 Core Competencies)

- High Performance Development Model (HPDM) - Competency development of all employees is one of the six tracks of the HPDM.
- HPDM is an annual performance measure
- Annual competency reviews of all employees are mandated by Joint Commission of Healthcare Accreditation.
- Performance Measure - “customer satisfaction” - Twenty hours of patient safety training is required by all clinical staff who provide direct patient care services. The 2-day PMDB course provides 16 hours of patient safety training. (OR pro-rated for segmented TABs)
- In addition, continuing education credits are provided for physicians, nurses, pharmacists, psychologists, and social workers.

**DID YOU KNOW?**



"23% of working Americans can identify at least one person in their environment who could be violent..."

Gallup Poll: November 1999

Is 25% accurate, too low or too high a percentage? **Why?**

Has this changed our lives? How so?

It is estimated that violence in the workplace is underreported by 80%.

**What is Workplace Violence?**



- Violence by Strangers
- Violence by Customers or Clients
- Violence by Co-Workers
- Violence by Personal Relations

**Incidents** include past co-workers, who have retired, or terminated...left the organization with a negative attitude...felt he or she did not receive fair treatment (EG: retirement, pay, leave, employment recommendation, etc). How often do we see in the media where a past employee returns to a company in a violent manner? Recent example?

## Subtle Forms of Violence



- Harassment
- Stalking
- Discrimination
- Intimidation
- Coercion
- Manipulation
- Rumors
- Extortion
- Degradation
- Humiliation
- Demands
- Disrespect
- Verbal Abuse
- E-mail
- Sabotage
- Obsession

Disruptive or potentially violent behavior may begin in a subtle or sporadic manner. We may not initially recognize these as violent tendencies. Remember awareness and early warning signs can alert us to perform an earlier intervention.

- These are warning signs for a potential increase in disruptive or even dangerous behavior.
- After a disruptive incident, we look back and typically see clues of the individual's behavior: the person will state they are angry; "someone will be sorry some day," or even discuss a plan to harm someone.

*Note: the publicized incidents of kids taking guns to school in which there is an intervention due to other students' reporting those type of statements. Also, after a school shooting, students will report they heard the perpetrator talk about bringing a gun to school, although they say they didn't believe him or her.*



## STATISTICS

- 40.34 percent of all female deaths in the workplace are the result of homicide!
- 25 percent of all male deaths in the workplace are the result of homicide!
- The number one cause of physician death in the workplace is homicide!

Warchol, Greg, Ph.D. National Crime Victims Survey; Workplace Violence, 1992-96

- **Homicide** is the cause of death in the workplace about 17% of the time (1992-1996). There are more than 1,000 homicides a year.
- Female deaths – In your opinion, what / who is the source or perpetrator of these crimes? Domestic violence has significantly increased in spilling over into the workplace. Women or men who are living with or have separated / relocated from an abusive spouse, are often tracked down at their place of employment. There are many examples of double murder/suicide deaths in the media in public and/or workplace locations.

***Workplace Violence Costs  
US Businesses an Estimated  
\$36 billion annually***

- 500,000 Employees Lose 1,175,100 Work Days
- \$55 Million Lost Wages a Year
  - Medical costs
  - Sick Leave/Productivity
  - Legal Expenses, Property Damage, Diminished Public Image, Increased security

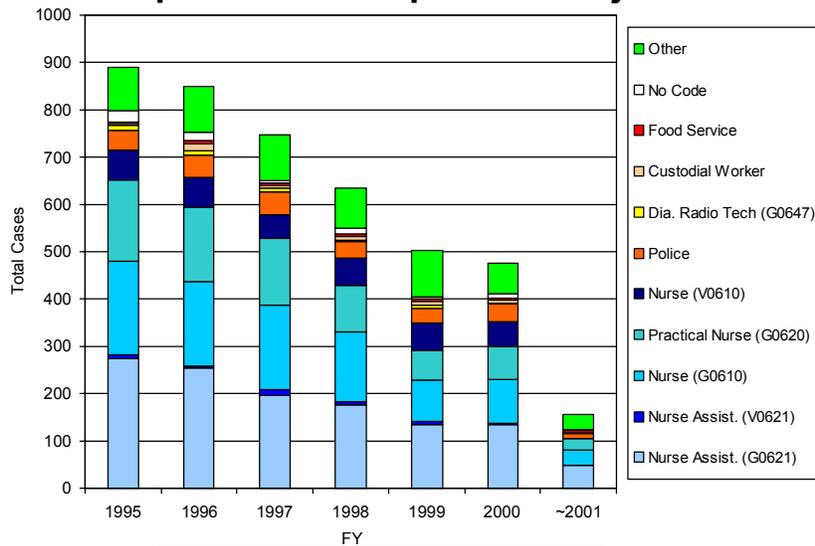


Though this is an impressive number, remember that violent incidents are **underreported** by an estimated 80%.

Costly litigation involving acts of violence by employees is generally due to negligent hiring and negligent retention. Most cases are settled out of court, therefore the average costs are unknown.

However, recently several awards in excess of 3 million dollars have been made, including the \$4.35 million awarded on 12/3/93 to a postal employee shot by a co-worker in Dearborn, Michigan.

## Violence Without a Weapon in VA: total incidents reported as compensable injuries



WC-MIS

Note: Includes VHA, VBA, NCA, and VSC

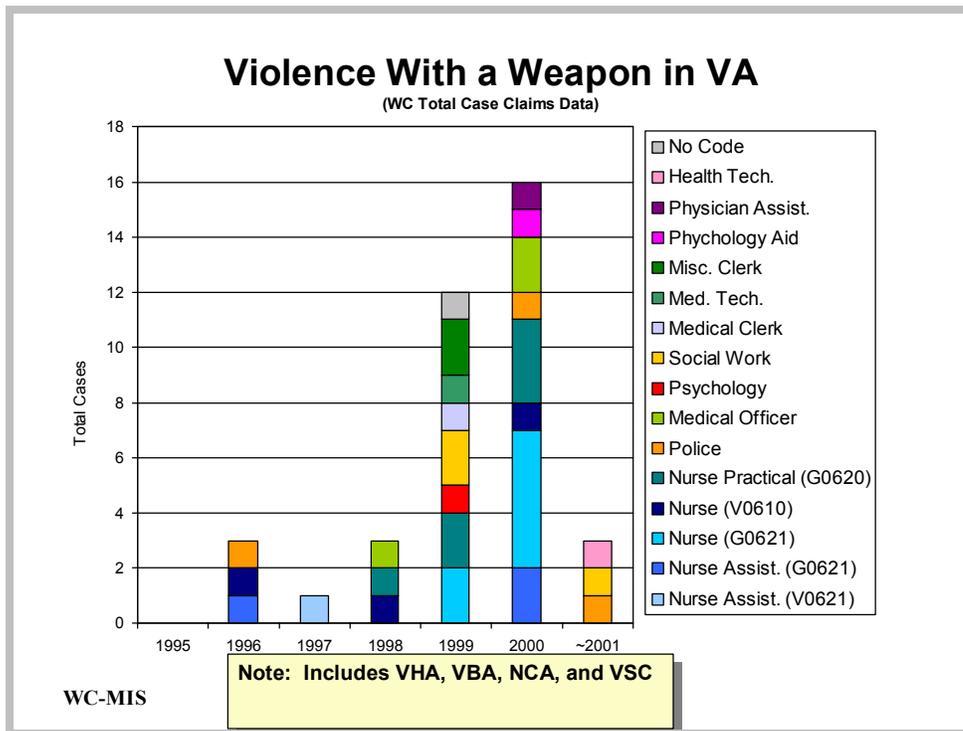
## OSHA WORKERS COMPENSATION CLAIMS

NOTE: *Though violence in the workplace has significantly increased over the years, the VA, VHA, VBA, NCA and VSC total workman's compensation claims have decreased over the last 6 years.*

OSHA's Workers compensation web site [yaww.va.gov/vasafety](http://yaww.va.gov/vasafety)

Highest Categories of Claims:

- other
- Police
- Food service worker
- Technicians
- Practical Nurse
- Nurse



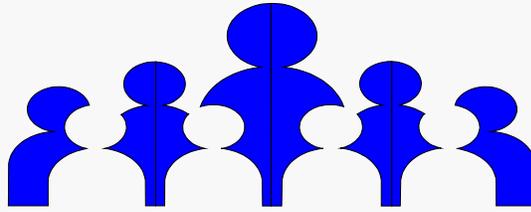
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### Highest Categories of Claims:

- other
- Police
- Food service worker
- Technicians
- Practical Nurse
- Nurse



Violence has long lasting effects on the victim, their families, organizations, co-workers, customers, and the community

**Victims** of violence often pay a huge price in their lives.

We can quantify the cost of treatment, etc., however, we cannot quantify the cost of:

- Emotional and possible physical harm to victim (s).
- Drop in productivity at work
- Stress on co-workers...present or not present at incident
- Present and potential customers
- Community image



## U.S. Department of Justice Statistics, July 1998

- 2 Million Victims of Assaults and Threats of Violence in the Workplace.
- Homicide is 2nd Leading Cause of Death in the Workplace.
- Almost 1,000 Homicides
- 1.5 Million Simple Assaults
- 51,000 Rapes and Sexual Assaults
- 84,000 Robberies
- 230,000 Police Officers Nonfatal Victims

These statistics reflect the entire **workforce** -- not just staff in medical facilities.

These are the reported acts of violence.

“Police officers as nonfatal victims” are police officers who were injured as a result of violence but did not die.



# WORKPLACE VIOLENCE

- 2 Million Violent Crimes/Year
- 10% Involve Handguns
- 16% of All Assaults
- 4% of All Homicides

Warchol, Greg, Ph.D. National Crime Victims Survey;  
Workplace Violence, 1992-96

## Prevalence of handguns & other weapons among patients, families & friends

Increasingly, the criminal justice system is using hospitals for criminal holds  
and the care of acutely disturbed, violent individuals.



## U.S. Department of Justice Statistics, July 1998

### *Assaults by Profession*

	Simple	Aggravated
<b>Law Enforcement</b>	<b>326,900</b>	<b>98,500</b>
<b>Retail Sales</b>	<b>215,700</b>	<b>90,700</b>
<b>Medical</b>	<b>137,000</b>	<b>12,800</b>
<b>Teaching</b>	<b>126,500</b>	<b>16,800</b>
<b>Mental Health</b>	<b>79,000</b>	<b>15,300</b>
<b>Transportation</b>	<b>45,200</b>	<b>17,400</b>

**NIOSH** data identifies the same high risk demographics and occupational groups as the data from the Bureau of Labor Statistics (BLS).

#### **HIGHEST RISK of HOMICIDE by JOB CLASSIFICATION:**

- ▶ Taxicab drivers
- ▶ Retail trade workers
- ▶ Law enforcement
- ▶ Teaching
- ▶ Medical
- ▶ Mental Health
- ▶ Security

**“More assaults  
occur today in  
the health care  
and  
social service  
settings  
than in any  
other”**



**NIOSH - Current Intelligence  
Bulletin 57; June 1996**

## Health Care Workers

High Risk Areas:

- Executive Leadership , ER/ICU, Nursing Home, Behavioral Health, Community Outreach Clinics, Front Desk/Operators/MAA's
- Higher incidents also occur in the administrative sides, such as the canteen, library, waiting areas, Human Resources, Fiscal.

## **Eight Core Competencies**



### **All Employees**

VA is Utilizing Competency Development to Build a Highly Skilled Workforce in order to Provide Quality Service to Our Veterans, Families and the Community.

- Competency development is one the six tracks of the High Performance Development Model (HPDM), a national education initiative and performance measure.

## Eight Core Competencies

Technical Patient Safety	Customer Service
Personal Mastery	Interpersonal Effectiveness
Flexibility / Adaptability	Creative Thinking
Organizational Stewardship	Systems Thinking

1. Technical - job position, patient/environmental safety, infection control, age-specific, equipment
2. Customer Service - Exceeding our customer's expectations. Quality of care, empathy, shared problem solving
3. Personal Mastery - Self development, both personal & professional
4. Interpersonal Effectiveness- Effectively working with customers, co-workers. Professionalism, verbal skills, trusting relationships
5. Flexibility/Adaptability - Becoming comfortable with ongoing changes and unpredictability. Prioritizing a customer's needs rather than sticking out our schedule
6. Creative Thinking -" Taking risks. Thinking outside the box" on different ways to meet organizational and customers' needs. Example: improving access/timeliness for medical appointments.
7. Systems Thinking - "Looking at the big picture." Linking information and services to better serve the veteran
8. Organizational Stewardship - Leadership at all levels of the organization. Serving the community\

### VA Core Values



- Respect and Commitment
- Open Communication
- Excellence in Services, Programs and People

The concept of the “ONE VA.” These are the VA’s core values which represent the foundation of our culture. These values are through all organizational boundaries and apply to everything that we do as the ONE VA. These core values are our common language as we work with one another to implement our mission and achieve our strategic goals.

### Exceptional Customer Service

- Who are our customers?
- What is important to them?
- How can we serve them?



*Seek Responses from the group. Next slide for details*

## Who Are Our Customers?

Congress



Supervisors and Employees



Taxpayers



Families



Veterans

- **Who** are customers?
- Veterans, families, visitors, congress, tax payers, co-workers, vendors, contractors, stakeholders, affiliations, and the community.
- Others?
- They each have different needs which change over time. How are we doing as an organization and individually in anticipating and meeting these ever changing needs?
- Reminder: Customer service and quality of care are among VA's strategic goals and are also core values.

# PRODUCT DELIVERY



Looks Yummy!

Good Selection

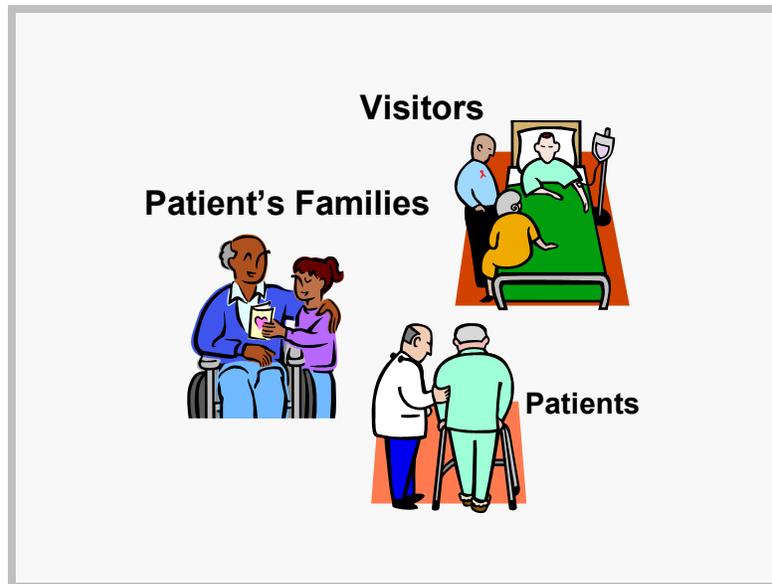
Hot Foods are HOT

Cold Foods are COLD

**Product delivery** in relation to **expectations** of a quality experience

## **Discussion Issues:**

1. How are the qualities we identified, which result in a positive dining experience, different from patient expectations of quality at our facility?
2. What are some of the ways staff can go the extra mile in meeting their customers' needs?
3. How much it would cost to provide most of the things identified in their lists? Obviously the things we consider to create a quality experience cost little or nothing.
4. Use example of a server who becomes angry when a customer problem arises. This can suggest that perhaps the server's lack of empowerment to solve the complaint led to their frustration and possible anger.



How do our **customers** benefit from a quality environment?

A. Let's start with the patient.

1. Has anyone ever been a patient in a hospital?
2. How did you feel?
3. How could we help patients feel safer and less fearful?
4. Provide anecdotal experiences.

B. Has anyone ever had a family member or child in the hospital?

1. How did it feel?
2. Provide anecdotal experiences.
3. If the environment is not supportive family members may become disruptive.

C. Have you ever heard VA employees make negative remarks in public about their facility? Example: When asked about the quality of care in the VA, a staff member might say, *"If you have any insurance at all, don't bring your father to the VA."*

1. What does that statement say about the person making it?

D. How does the community feel when they see negative media reports quality of care in the VA?

1. How can employees counteract the negative PR?

## Customer Service Tips

Allow the Person to Express Concern	Use a Shared Problem Solving Approach
Be Empathetic	Be an Active Listener
Avoid Being Defensive	Apologize if Appropriate
Follow Through with Their Problem	Avoid Blaming Others or "Not My Job"

- Allow the person to vent or express their frustration. Even if you are not responsible for their frustration. Allow them to feel they are being heard.
- Active listening expanded on in LIMIT SETTING.
- Be empathetic - no sympathetic. The person experiences being heard and understood, rather than judged. Normalize their situation when possible.
- Apologize for your mistakes. Or apologize for their situation and their frustrating - a great diffuser for anger.
- Avoid being defensive - don't take their anger personally.
- Create a dual decision making or problem solving approach, "Let's work this out together..."
- Follow through or get back to them if there is a delay. When you are stressed or frustrated, time seems to stand still.
- Avoid blaming others for the situation (even though it may be true!) - show a willingness to assist to resolve the situation.

## **Customer Service**

- Handout “You are the Hospital”
- Video “Look at Me”

Handout: “You are the Hospital”

Video: “Look at Me” (also a resource if you use Module 8/Geriatrics as a stand alone training module for clinical staff)