

### LEADERSHIP AND ACCOUNTABILITY

---

#### TRANSITION TOOLKIT

The Transition Toolkit is a resource for Ontario hospitals (including leadership, and Joint Health and Safety Committees (JHSC)). It assembles good practices supported by experts in six key Workplace Violence Prevention (WVP) areas:

1. Leadership and Cultural Transformation;
2. Integrated Incident Management;
3. Policies, Programs, Measures and Procedures;
4. Training;
5. Response Teams; and
6. Physical Plant and Structural Impacts

The assembled resources may be adapted to help enhance prevention efforts for each hospital's unique care environment. Frontline staff, management, patient advocates JHSC members, and unions should be involved in the development and adaptation of materials in these six key areas in order to ensure effectiveness, and a positive workplace culture.

Every hospital employer must embrace and adopt a culture of safety. Preventing violence will only be achieved through collaborative partnerships between members of the board of directors, executive teams, senior management, unions, JHSCs, frontline workers, patients, families, the public, and other local healthcare facilities. Everyone must be well informed, trained, motivated to collaborate, proactively protect, respond, and learn in order to close any existing gaps that may harm workers.

Employers should aim to exceed the minimum requirements of the Occupational Health and Safety Act (OHSA) and its regulations in order to ensure a profound impact in overall safety improvement and culture change.

Transition Teams have been developed with a goal to assist organization with the implementation of the tools located in this resource. To access a Transition Team, please contact (insert link).

### LEADERSHIP AND CULTURAL TRANSFORMATION

Promoting a culture of safety begins with members of the Board of Directors and senior leadership who provide the stewardship necessary to ensure that the best patient care possible is delivered within a violence-free working environment.

Hospital CEOs create and implement a strategic plan that places importance on the creation of a working environment free of violence for workers and patients, and members of the board of directors maintain oversight on its outcome.

The strategic plan is shared with everyone in the working environment, targets are set, and achievements towards those targets are also shared and monitored by the most senior committees and the JHSC. Workplace violence prevention is a clear priority for all.

Increased reporting of incidents is promoted and celebrated, and staff feel supported, heard and protected when reporting hazards. Staff and JHSCs members also feel supported and heard providing input into policy, measures and procedures, and training that could positively impact worker safety.

Everyone, from the members of the board to patients and families understand how they contribute to a violence-free workplace, and become champions to implement change.

---

### **There are several tools that may assist hospital employers in planning for a transformation toward a culture of safety and a workplace free of violence.**

---

Accountability framework

[http://www.pshsa.ca/wp-content/uploads/2017/03/P1\\_VPRTLZEN0217-Accountability-Framework-2.pdf](http://www.pshsa.ca/wp-content/uploads/2017/03/P1_VPRTLZEN0217-Accountability-Framework-2.pdf)

An organizational assessment tool that assists hospitals in identifying where they are in their workplace violence prevention journey

[http://www.pshsa.ca/wp-content/uploads/2017/03/P3\\_VPRTLXEN0217-An-Assessment-Tool-that-Assists-Hospitals-in-Identifying-Where-they-are-in-their-WVP-Journey-2.pdf](http://www.pshsa.ca/wp-content/uploads/2017/03/P3_VPRTLXEN0217-An-Assessment-Tool-that-Assists-Hospitals-in-Identifying-Where-they-are-in-their-WVP-Journey-2.pdf)

Workplace Communication and knowledge translation plan for workplace parties

[http://www.pshsa.ca/wp-content/uploads/2017/03/P11\\_VPRTLGEN0317-Communication-Plan-for-Workplace-Parties.pdf](http://www.pshsa.ca/wp-content/uploads/2017/03/P11_VPRTLGEN0317-Communication-Plan-for-Workplace-Parties.pdf)

Communication and Knowledge Translation Guide for external communication

[http://www.pshsa.ca/wp-content/uploads/2017/03/P12\\_VPRTLHEN0317-Communication-Plan-for-External-Stakeholders.pdf](http://www.pshsa.ca/wp-content/uploads/2017/03/P12_VPRTLHEN0317-Communication-Plan-for-External-Stakeholders.pdf)

## Workplace Violence Prevention in Health Care Leadership Table

Public awareness campaign

[http://www.pshsa.ca/wp-content/uploads/2017/03/P13\\_VPRTLZEN0317-Public-Awareness-Campaign.pdf](http://www.pshsa.ca/wp-content/uploads/2017/03/P13_VPRTLZEN0317-Public-Awareness-Campaign.pdf)

Ontario Hospital Association

<https://www.oha.com/Documents/OHA%20Workplace%20Violence%20Prevention%20Summary%20Report.pdf>

Health Quality Ontario

<http://www.hqontario.ca/Quality-Improvement/What-Is-Quality-Improvement>

Accreditation Canada

<https://accreditation.ca/>

### INTEGRATED INCIDENT MANAGEMENT

Consistent reporting and data collection provides insights to create a more accurate picture of incident causes, trends, and gaps and successes in the existing policies, procedures, measures, training and programs. Results should be reported to the senior management team, the board of directors, and Joint Health and Safety Committee and unions as applicable. Reporting makes everyone safer.

---

### **A set of suggested data collection methods and metrics are provided here:**

---

A set of organizational and provincial indicators

[http://www.pshsa.ca/wp-content/uploads/2017/03/P10\\_VPRTLJEN0317-A-set-of-Organizational-and-Provincial-Indicators-1.pdf](http://www.pshsa.ca/wp-content/uploads/2017/03/P10_VPRTLJEN0317-A-set-of-Organizational-and-Provincial-Indicators-1.pdf)

Health Quality Ontario Tools and Resources

<http://www.hqontario.ca/Quality-Improvement/Tools-and-Resources>

### **POLICIES, PROGRAMS, MEASURES AND PROCEDURES**

Effective workplace violence prevention programs are supported by a clear organizational policy and a commitment to the prevention of workplace violence must be present in the hospital's strategic plan. Policies must be developed in collaboration with JHSCs, frontline workers, and partners in the hospital setting. Once created, the policy must be communicated in language that is accessible, understandable, and engages all parties. The presence of a clear, unambiguous and action-oriented policy lets everyone know that management is committed to reducing violence in the workplace.

Policies, programs, measures and procedures, and guidelines should articulate accountabilities, responsibilities, actions, and highlight awareness. There are several levels of policies, measures and procedures that may prevent incidents of violence or provide a standardized response to incidents of violence.

---

#### **Samples of policies from leading organizations:**

---

Workplace violence program assessment checklist

[http://www.pshsa.ca/wp-content/uploads/2017/03/P4\\_VPRCHAEN0217-Workplace-Violence-Prevention-Checklist.pdf](http://www.pshsa.ca/wp-content/uploads/2017/03/P4_VPRCHAEN0217-Workplace-Violence-Prevention-Checklist.pdf)

Pre-risk assessment survey

[http://www.pshsa.ca/wp-content/uploads/2017/03/P5\\_VPRASAEN0217-Pre-Risk-Assessment-Survey\\_HPCWG.docx](http://www.pshsa.ca/wp-content/uploads/2017/03/P5_VPRASAEN0217-Pre-Risk-Assessment-Survey_HPCWG.docx)

Workplace violence prevention committee - sample terms of reference

[http://www.pshsa.ca/wp-content/uploads/2017/03/P6\\_Terms-of-Reference-for-a-WVP-Committee.pdf](http://www.pshsa.ca/wp-content/uploads/2017/03/P6_Terms-of-Reference-for-a-WVP-Committee.pdf)

Triggers and care planning

[http://www.pshsa.ca/wp-content/uploads/2017/03/P7\\_VPRTLZEN0317-Triggers-and-Care-Planning.pdf](http://www.pshsa.ca/wp-content/uploads/2017/03/P7_VPRTLZEN0317-Triggers-and-Care-Planning.pdf)

Engaging patients and families in workplace violence prevention for leaders

[http://www.pshsa.ca/wp-content/uploads/2017/03/P8\\_VPRTLBEN0317-Engaging-Patients-and-Families-in-Workplace-Violence-Prevention-and-sample-brochure.pdf](http://www.pshsa.ca/wp-content/uploads/2017/03/P8_VPRTLBEN0317-Engaging-Patients-and-Families-in-Workplace-Violence-Prevention-and-sample-brochure.pdf)

PSHSA VARB Tools

<http://www.pshsa.ca/article/marb-project/>

### TRAINING

All staff, including management, should be thoroughly trained on all of the hospital's policies, measures and procedures that are relevant to their work, the goals of the hospital with respect to workplace violence prevention, and the support structure for reporting, investigation and follow up, and:

- Hospitals will need to determine appropriate additional training for staff in high risk areas in order to keep them safe from workplace violence; and
- Senior management, members of the board of directors, and workers should be trained on their accountabilities through laws and regulations.

A training matrix has been developed with the intention to guide employers in providing the most comprehensive training to workers. The matrix includes suggested training for workers based on their occupation and potential exposure to risk.

---

### Training Matrix

---

Training matrix

[http://www.pshsa.ca/wp-content/uploads/2017/03/P9\\_VPRTLAEN0317-Training-Matrix.pdf](http://www.pshsa.ca/wp-content/uploads/2017/03/P9_VPRTLAEN0317-Training-Matrix.pdf)

PSHSA Training

[http://www.pshsa.ca/shop/?swoof=1&pa\\_training-category=training-cat](http://www.pshsa.ca/shop/?swoof=1&pa_training-category=training-cat)

## Workplace Violence Prevention in Health Care Leadership Table

### RESPONSE TEAM

Responding quickly to prevent or provide assistance when an incident of workplace violence occurs is crucial to keeping workers safe. Workers must feel supported and see visible action to protect them when reporting potential or actual workplace hazards, providing details of an incident of workplace violence or advice to shape policy, measures, procedures or programs, and must receive the appropriate level of after-care.

---

### Response Team Tools and Products

---

Occupational Health and Safety Agency for Healthcare in BC Guidelines: Code White Response

<http://www.phsa.ca/Documents/Occupational-Health-Safety/GuideGuidelinesCodeWhiteResponse.pdf>

Ontario Hospital Association Code Silver Policy Template

<https://www.oha.com/Documents/Code%20Silver%20Policy%20template%20tool.docx>

### PHYSICAL PLANT AND STRUCTURAL IMPACTS

Modifying the physical structure and interior design of hospital spaces will contribute to a violence-free work environment. Some examples may include; restricted access to areas, egress routes, offices designed with alternate exits, intentional furniture placement, personal panic alarms linked to security, safety alarms, centralized help buttons, visual aids (orbs, convex mirrors) at blind corners, and other elements.

---

#### **A collection of research has been provided below:**

---

CPTED Ontario

<http://cptedontario.ca/>