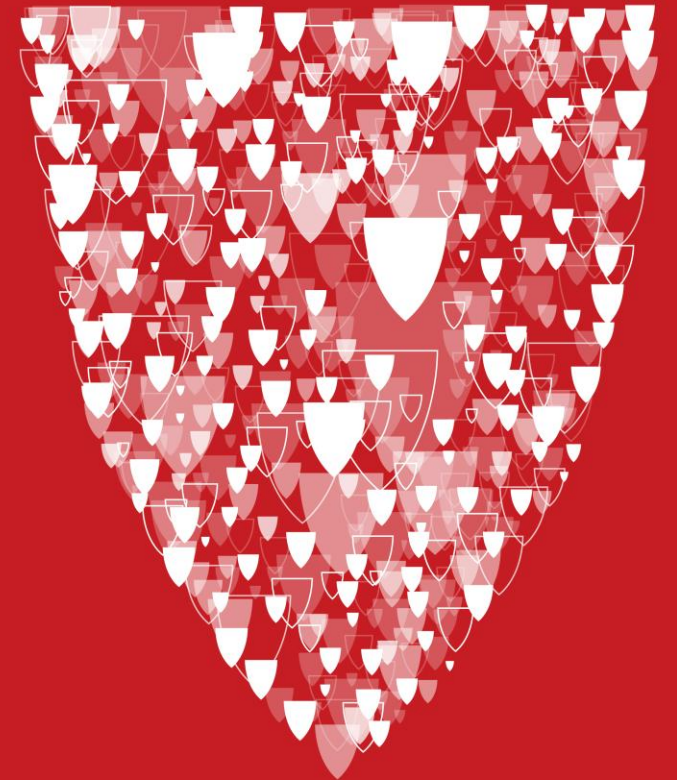
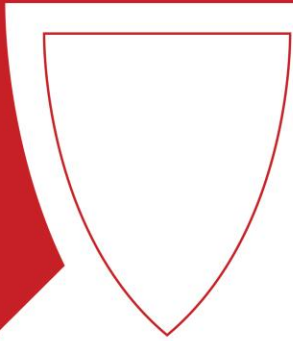


# **Workplace Violence Prevention: Our Journey of Safety Culture Transformation, Empowerment, and Love**

Karen Snyder, BSN, RN, COKRP  
Principle Project Manager  
Quality Institute and Veale Foundation for Healthcare Innovation  
University Hospitals Health System

May 19, 2025





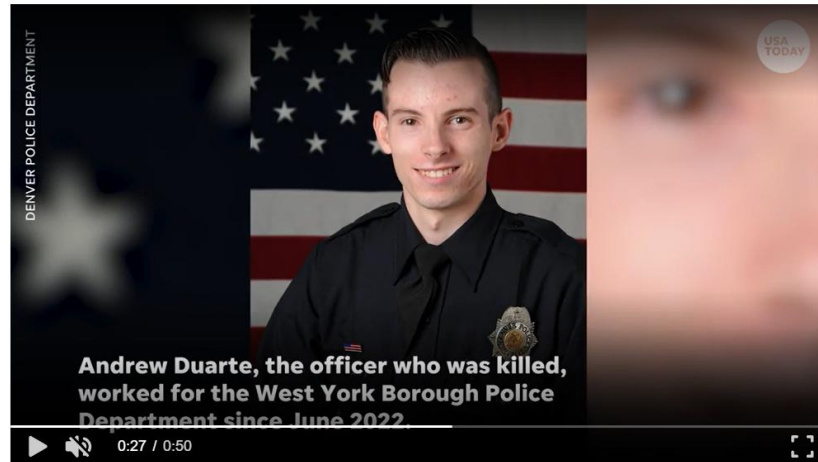
## **Conflict of Interest Disclaimer:**

**I have no real or perceived conflicts of interest that relate to this presentation.**

# 6 hurt, 2 dead including police officer in Pennsylvania hospital shooting: What to know

**[Natalie Neysa Alund](#) and [John Bacon](#)** USA TODAY

Published 9:29 a.m. ET Feb. 24, 2025 | Updated 11:59 a.m. ET Feb. 24, 2025



**Leela Lal worked as a nurse for 21 years at HCA Palms West Hospital**

## 911 calls released after nurse attacked by patient at Palm Beach hospital

Stephen Scantlebury, 33, was charged with attempted second-degree murder and received a hate crime enhancement

By [Julian Quintana](#) • Published February 25, 2025 • Updated on February 25, 2025 at 2:45 pm





21 hospitals (incl 5 joint ventures)



50+ health centers and outpatient facilities



200+ physician offices



6.4 Billion Operating Revenue



32,000+ Employees

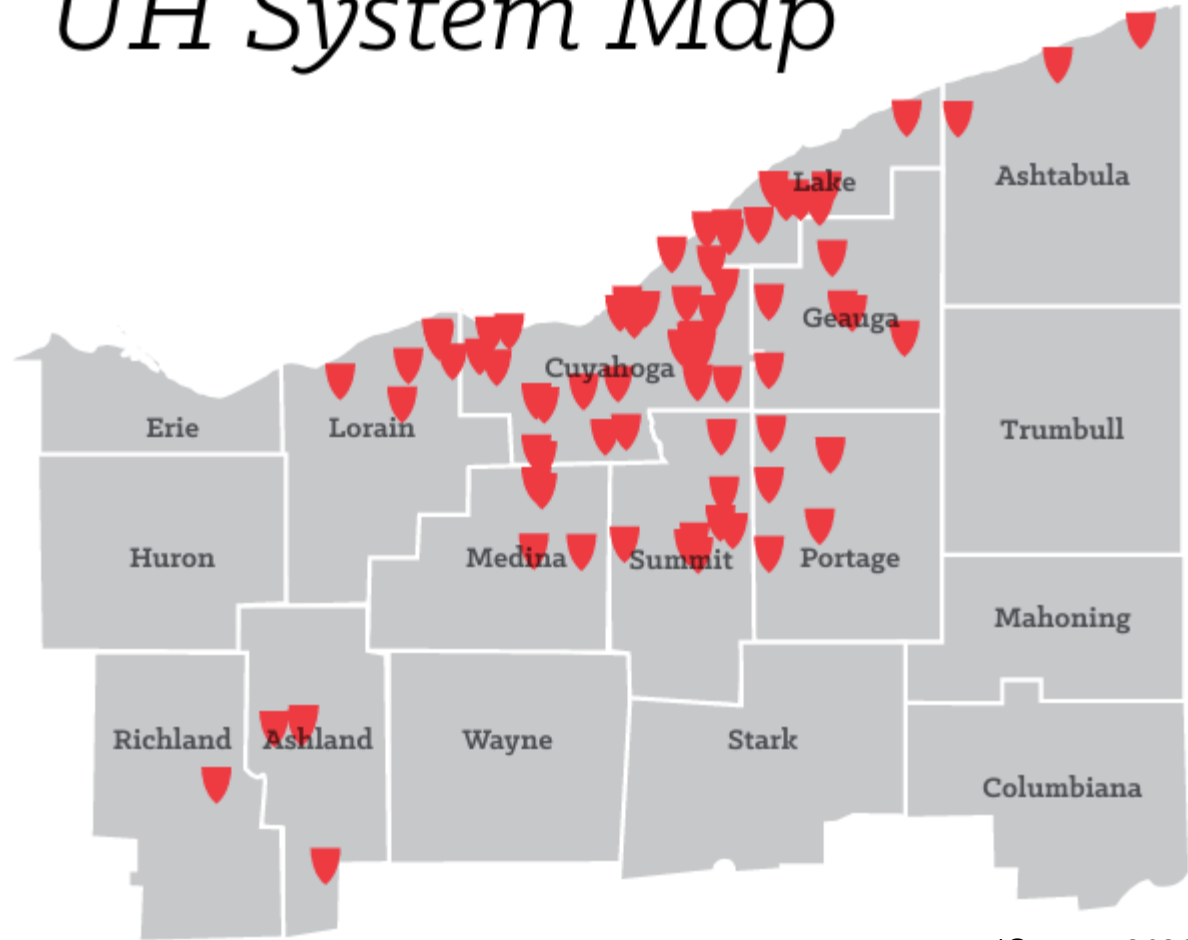


6,400+ Physicians



8,000+ Nurses

# UH System Map



\*Source: 2023 Annual Report

# Guiding Principles



**MISSION**

To Heal. To Teach. To Discover.



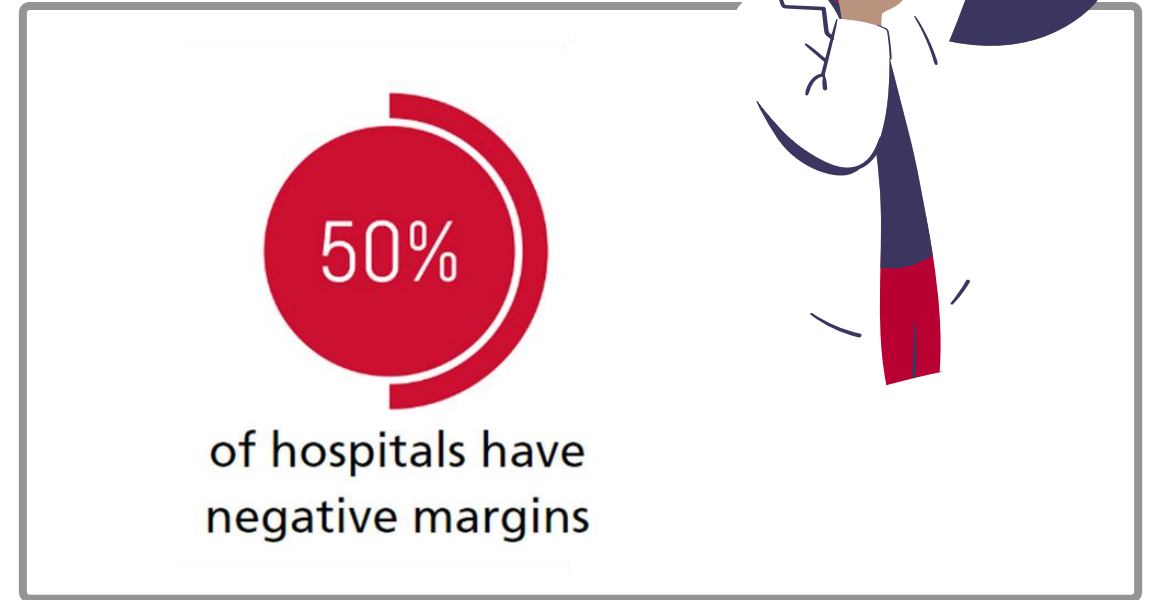
**VISION**

Advancing the Science of Health  
and the Art of Compassion.

## CORE VALUES



# The Math does not work



University Hospitals:  
\$320M Net operating income loss  
in 2022

But that wasn't  
enough..

.



## Our Why for Transformation

Physicians (42%) and nurses (47%) reported lacking confidence that hospital management would resolve problems in patient care that clinicians identify\*

Less than 10% of clinicians described their workplace as joyful\*

\*Aiken LH, Lasater KB, Sloane DM, et al. (2023). Physician and Nurse Well-Being and Preferred Interventions to Address Burnout in Hospital Practice: Factors Associated With Turnover, Outcomes, and Patient Safety.

A silhouette of two hands forming a heart shape against a bright sun over water. The sun is low on the horizon, creating a lens flare effect. The water is visible in the background, and the sky is a pale blue. The hands are positioned in the center-right of the frame, with the fingers interlocking to form the heart. The overall mood is romantic and serene.

WITH LOVE

© 2021 SHARESAFE MEDIA

# The Path to Proven Performance

## the what and why

### BELIEVE

**What:** ensure everyone is treated with respect and is empowered and resourced to do their job with dignity

**Why:** when employees connect to their purpose, organization performance increases by 40%

### BELONG

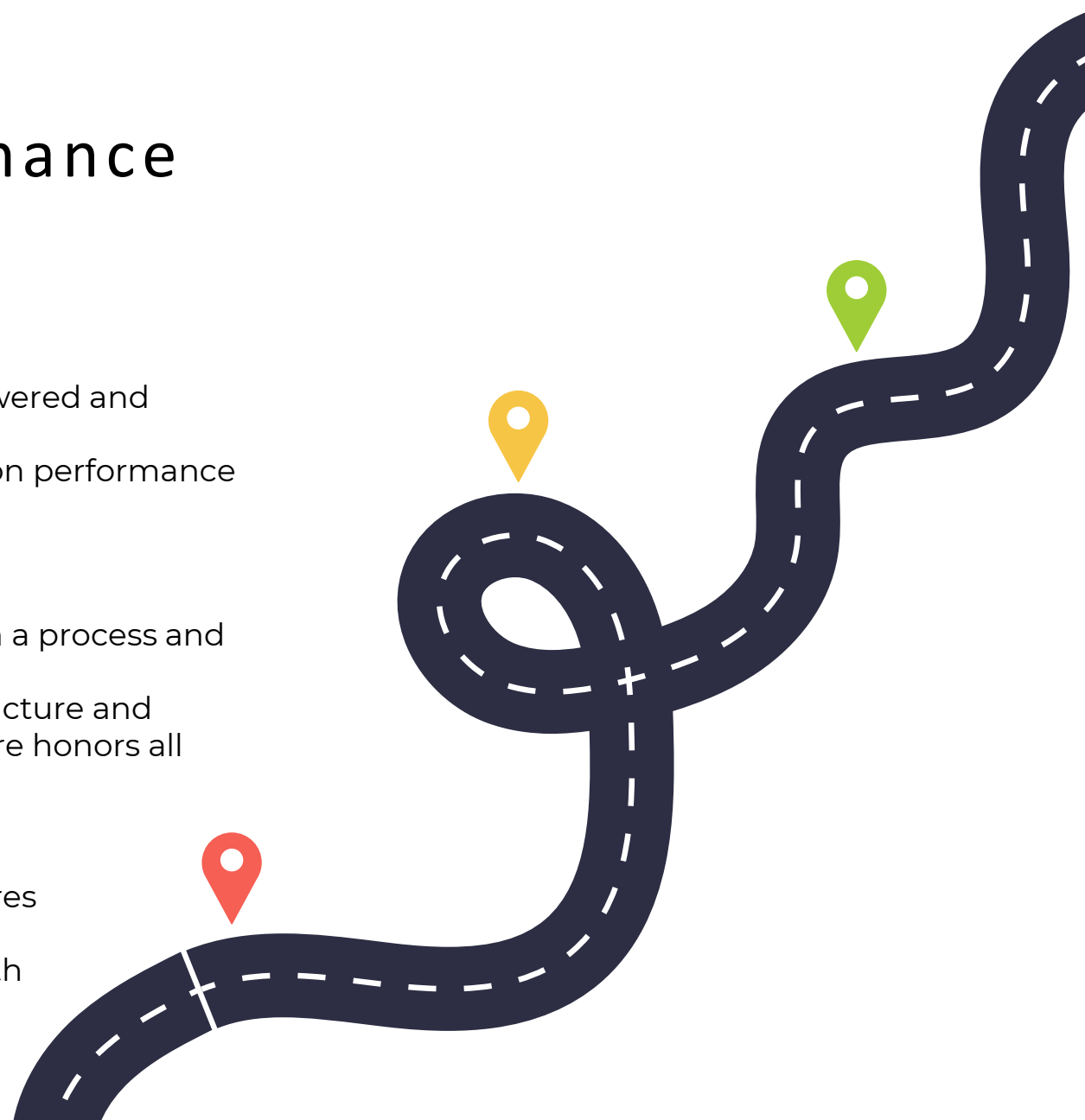
**What:** ensure every role and every site of care are involved in a process and have a voice on how to improve it.

**Why:** Innovation and learning flourish when we create a structure and culture that allows the free flow of ideas and when the culture honors all voices regardless of position.

### BUILD

**What:** A management system that tracks performance, shares transparently, and is centered on shared accountability

**Why:** good management and accountability matter and both are largely absent in healthcare today.



# The Fleas in a jar







Taking our Cues  
from nature



# Checklist for Creating A fractal management system

## Clarify & Connect

- Objectives and key results (OKRs) define what matters most
- Roles, expectations, and available resources are clear
- Forums for questions and feedback are accessible

## Communicate & Engage

- Report OKRs and progress via a digital solution that creates transparency
- Celebrate success & provide support where needed
- Identify and remove barriers

## Shared Accountability

- Higher level leaders first hold themselves accountable to create the environment for success
- Create escalating levels of oversight over time if goals are not met



**THE ILLUMINATORS;**

**connecting, uplifting  
& improving**

# Principles of an illuminator

I am humble, curious and  
compassionate

---

I respect, appreciate and help  
others

---



I am accountable to  
continuously improve myself,  
my organization, and my  
community

---



micr

MOMENTS

leveraging the power of love ...

with Dr. Peter  
Pronovost



# ZeroHarm

Zero Harm by working together:



# Workplace Violence

**ZeroHarm**  
Video Series

# Workplace Violence System Zero Harm Committee - OKRs

**Objective:** Keep caregivers and patients safe

**Key Results:** Decrease Code Violet rate per 1000 Pt. Days  
Decrease % WPV Events w/ Injury

Empower caregivers to de-escalate for safety

- **System** – 22,400 (70%) Caregivers complete initial HARP Training
- Status: 9,754 (30%)
- Implement HARP Daily Minute Calendar – Launch 2025 Q2
- Change out WPV Signage (3,000+ signs)

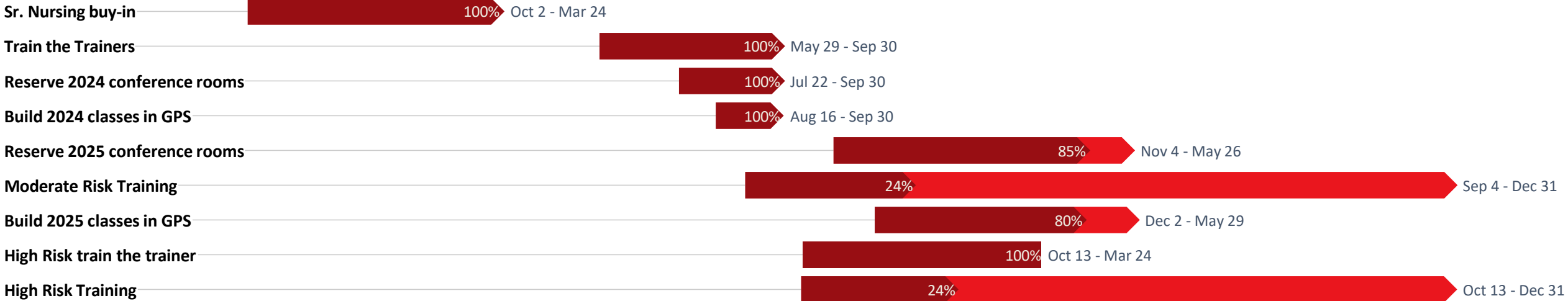
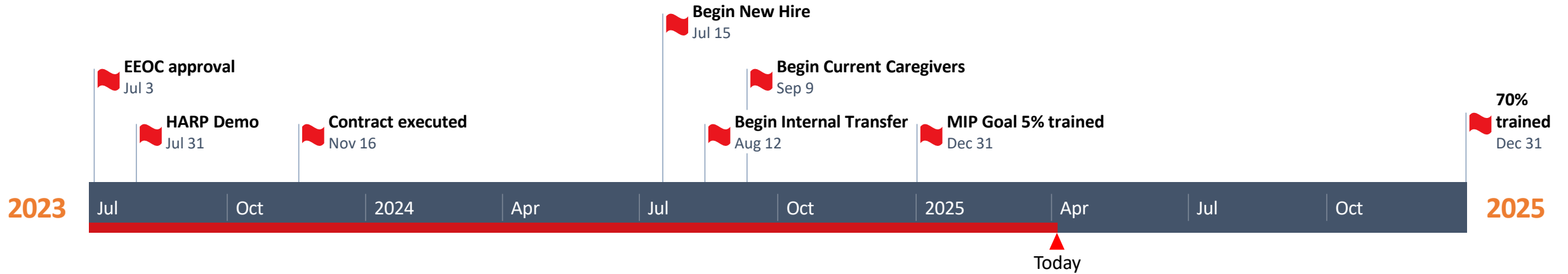
Intercept weapons at designated entrance points of all UH facilities

- Install weapons detection units at all UH Emergency Department walk-in entrances according to each hospital's entrance requirements by Q4 2025
- **CMC and Ahuja ED Complete**

Leverage digital solutions for workplace violence data

- Rebuild WPV Statit and PowerBI Scorecard with meaningful metrics
- Update WPV Toolbox site on DWP
- Implement Code Violet Note in Epic system-wide

# Project Timeline



# Workplace Violence Awareness Campaign

## Workplace Violence

Workers in the health care sector make up about **50%** of all victims of workplace violence assault.<sup>1</sup>

ED workers are exposed to significant rates of physical and verbal abuse. Under-reporting of workplace violence in the ED is common and contributes to the difficulty in accurately tracking violence.<sup>2,3</sup>

---

**76%** of patient sitters experienced at least one event of patient threats and violence in 12 months.

Of those, **61%** experienced physical assault;

**63%** experienced physical threats.<sup>4</sup>

**70%** of emergency nurses say they've been hit and kicked on the job.<sup>4</sup>

Health care workers experienced **73%** of all nonfatal workplace violence injuries.<sup>4</sup>

---

Workplace violence causes **17.2%** of nurses to leave their job every year.<sup>5</sup>

**Our North Star: Patients & People**

Patients are at the center of all that we do. Equally important are the caregivers and staff that support patient care and quality improvement. We recognize that **people matter most.**

- ✓ UH provides staff training to handle emergency situations to minimize the risk of violence in the workplace.
- ✓ UH is committed to support of our employee's physical and emotional health in a timely and appropriate fashion.
- ✓ Reports of workplace violence will be fully investigated.

<sup>1</sup> Occupational Safety and Health Administration (OSHA), US Department of Labor osha.gov  
<sup>2</sup> Taylor & New, A systematic review of the literature: workplace violence in the emergency department (2011), Journal of Clinical Nursing  
<sup>3</sup> Garcia-Smith et al, Violence against nurses working in US emergency departments (2009), Journal of Nursing Administration  
<sup>4</sup> Barachi, et al, "Preventing Health Care Violence in the ED Requires Moving from Safety to Security," JGIM, 10 Jan, 2024  
<sup>5</sup> Schwaninger, et al, "Workplace Violence in Health Care: A Systematic Review of the Literature and Implications for Practice," Am J Med 2016; 129(1):17-26

## Workplace Violence Campaign

Steps we are taking to prevent workplace violence

**1. Annual training for all caregivers**

We will be implementing an evidence-based workplace violence training program, called Hospital Assault Response and Prevention training (HARP) for all of our caregivers.

**2. Upgraded weapons detection systems**

This includes the implementation of improved weapons screening equipment and surveillance programs throughout high-risk points of entry.

---

**3. Standard, clear, concise Workplace Violence signage**

The new standard signage will be posted to communicate expected behaviors and will be located at:

- All main entrances
- ED entrances
- Busy waiting areas
- Registration areas
- Doctors' offices
- Dept./unit entrances

**4. Epic enhancements**

The Violence Risk Indicator in EPIC provides caregivers a location to communicate if a patient has a history of violence or has previously displayed violent behaviors or actions.

⚠ Risk of Violence FYI Flag Active ⚠

---

**5. Importance of reporting**

If you experience violent or threatening behavior, notify your supervisor and complete a **PASS Report or Employee Incident Report.**

It's important that incidents involving workplace violence are investigated.

**6. Post-event support**

UH has resources to support victims and witnesses affected by workplace violence, including trauma and psychological counseling if necessary.

- Reach out to your HR representative, and/or
- Access the UH Caregiver Support Program through MYUHHR

# Signage

**Welcome.**  
Please treat others with  
kindness and respect.

**We do not tolerate:**

-  Verbal harassment,  
abusive language or threats
-  Physical or sexual assault
-  Destruction of property
-  Weapons of any kind

**Aggressive behavior** will result in removal  
from the facility and/or prosecution.



# Weapons Detection



# Lerner Tower Refresh



# Leverage Digital

## Workplace Violence DWP (Digital Workplace)

The screenshot shows the homepage of the Workplace Violence Prevention Safety Toolbox. The header is dark red with the UH logo and navigation links: Home, Policies, Education & Training, WPV Resource Tools, and Edit. Below the header is a light gray navigation bar with options: + New, Page details, Preview, Immersive reader, and Analytics. The main content area has a large heading: "Workplace Violence Prevention Safety Toolbox Home".

**Welcome!**

You are visiting Workplace Violence Prevention Safety Toolbox Home page. Here you will find information related to Workplace Violence:

- Policies related to Workplace Violence (Links to Policies in PolicyStat)
- [Education including De-escalation Techniques](#)
- [Resources Tools](#) for assistance with workplace-related incidents
- FAQ's to further assist you

**Keep your de-escalation skills sharp!**  
Practice de-escalation every day of the month:

- [HARP Low/Moderate Risk Daily Minute Calendar](#)
- [HARP High Risk Daily Minute Calendar](#)

This website is applicable to patients, families, co-workers and supervisors. Please view select menu items to the left to begin.

UH System Workplace Violence System Zero Harm Committee meets monthly and welcomes anyone who would like to join. If you are interested in joining a meeting, please email [Karen.Snyder@UHhospitals.org](mailto:Karen.Snyder@UHhospitals.org) for meeting information.

**Quick Links**

<a href="#">OHA Hospital Violence Toolkit</a>	<a href="#">KLA Risk Consulting -...</a>	<a href="#">OSHA Guidelines: WPV...</a>
<a href="#">DNV Hospital Hot Topics:...</a> DNV Hot Topics: WPV	<a href="#">ANA-Workplace Safety</a>	<a href="#">OSHA WPV Site - Healthcare...</a>
<a href="#">CDC NIOSH WPV Resources</a>	<a href="#">ENA Toolkit Workplace...</a>	<a href="#">Joint Commission Workplace...</a>

**UH Quick references:**

- A [Code Silver Plan](#) should be completed and reviewed with staff annually and during onboarding at minimum.
- [UH Safe Computer Panic Button](#)
- Encourage Staff to download the [UH Safe App](#).
- UH Police Department – 216-844-4357
- Community Resource Officer (CRO's) [Contact information](#)
- Anytime a staff member feels threatened please encourage them to utilize one of the above resources. A PASS report should be filed.
  - [How to enter a PASS Report](#)
  - [PASS Report Page](#)
- All Caregivers are required to take the appropriate level of HARP™ De-escalation Training available through GPS.

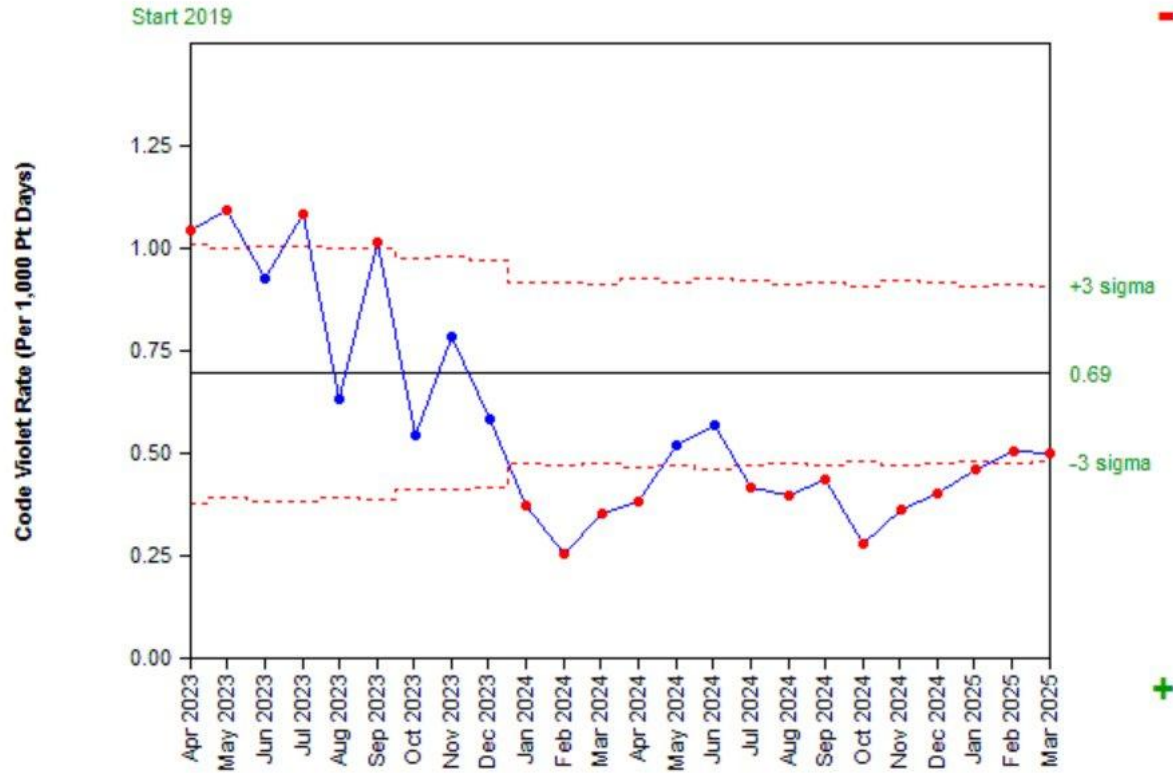
# Outcomes

**Code Violet Rate  
(Per 1,000 Pt Days) Monthly - By Facility**

Facility = ALL

U Chart 3-Sigma

Summary

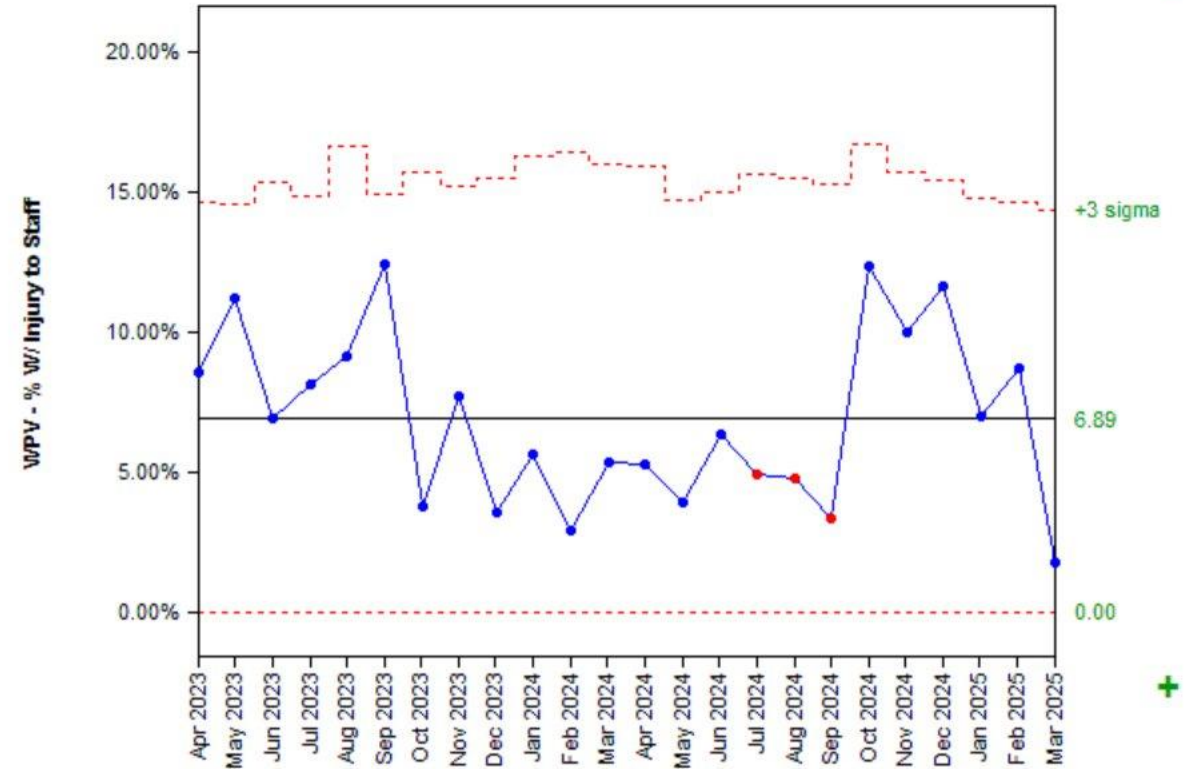


**% WPV w/Injury to Staff - By Facility**

Facility = ALL

U Chart 3-Sigma

Summary



# Outcomes - Training

# Completed Initial Training - System

9.75K

/ 22.58K

Increase from 2.87K to 22.58K | Expected: 9.77K

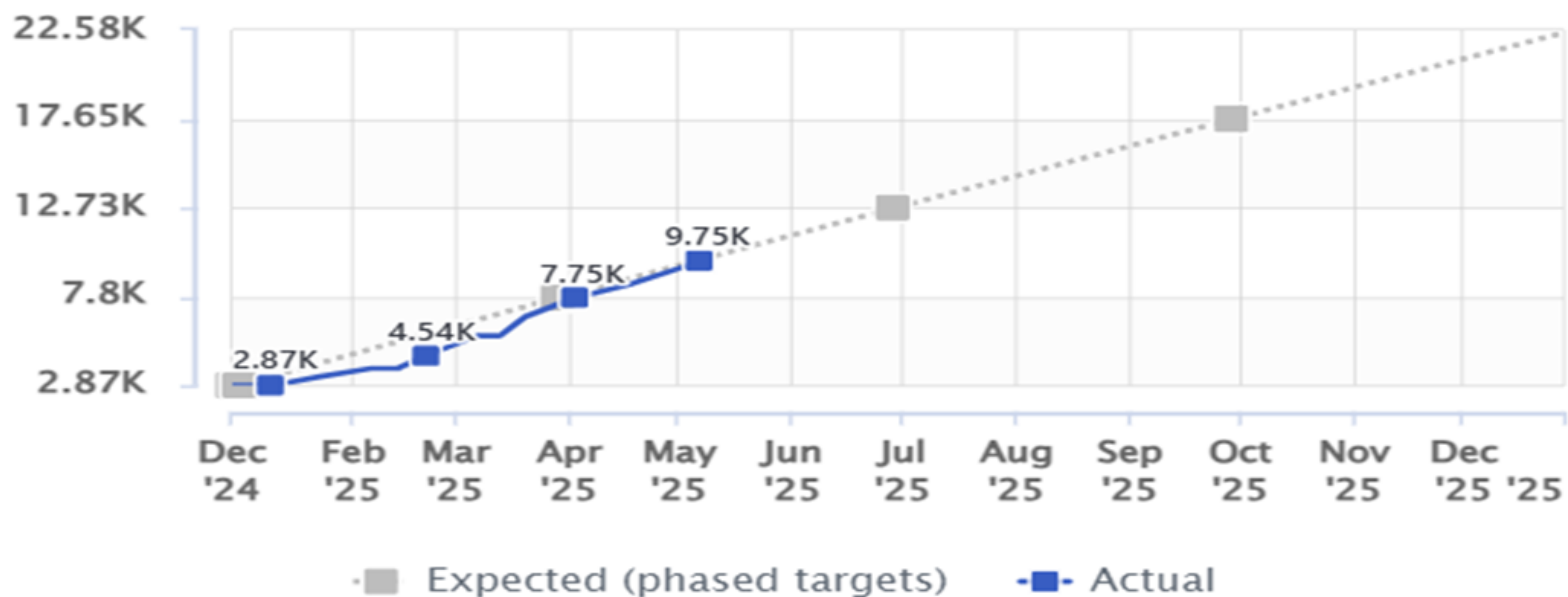
Last updated: Today • Update...

Last note: Today by Snyder, Karen Elizabeth

Status

On Track

Graph Table



# Outcomes - Training

Hospital	Low Risk - Online	Moderate Online	Moderate - ILT	Moderate - ILT Internal Trf	Moderate - ILT New Hires	Moderate - TTT	High Risk	High Risk - TTT	Grand Total
Ahuja Medical Center	33	158	164	11	69	2	48		485
Beachwood Medical Center	7	55	63	2	11	2			140
Cleveland Medical Center	200	707	1015	51	377	21	156	4	2531
Rainbow Babies & Children Hospital	48	57	335	10	75	2	82	8	617
Conneaut Medical Center	17	23	27		5	1	7		80
Elyria Medical Center	315	108	97	4	30	7	75	1	637
Geauga Medical Center	56	110	226	5	39	3	98	2	539
Geneva Medical Center	15	54	36		11	2	18		136
Lake West Medical Center	34	240	316	7	55	7	57		716
Parma Medical Center	47	203	166	7	45	3	30		501
Portage Medical Center	46	274	143	4	59	3	61		590
Samaritan Medical Center	25	160	44	1	7	3	7		247
St. John Medical Center	131	332	147	2	50	6	20		688
TriPoint Medical Center	27	106	171	2	15	2	80	1	404
System Total	1437	3266	3071	108	919	103	817	33	9754

# Outcomes - Training

Updated 5/6/2025

Includes Low Risk Online, Moderate Online, Moderate ILT, Moderate TTT, High Risk, High Risk TTT

Market/Hospital	Total Employees	Current Total Trained	Previous Total	Change	2025 Target (70% Employees Trained)	(Current Total/ Total Employees)
<b>Academic</b>				Green = ↑ White = No Change		
Cleveland Medical Center	5917	2531	2111	420	4142	43%
Rainbow Babies & Children	1849	617	521	96	1294	33%
<b>East</b>						
Ahuja Medical Center	1368	485	443	42	958	35%
Beachwood Medical Center	183	140	130	10	128	77%
Conneaut Medical Center	183	80	72	8	128	44%
Geauga Medical Center	1042	539	470	69	729	52%
Geneva Medical Center	295	136	115	21	207	46%
Lake West Medical Center	1253	716	647	69	877	57%
TriPoint Medical Center	660	404	359	45	462	61%
<b>West</b>						
Elyria Medical Center	1220	637	583	54	877	52%
Parma Medical Center	1330	501	426	75	931	38%
St. John Medical Center	1128	688	632	56	790	61%
<b>South</b>						
Portage Medical Center	1044	590	509	81	731	57%
Samaritan Medical Center	454	247	231	16	318	54%
<b>Grand Total</b>						
	32260	9754	8443	1311	22,582	30%



# Reporting - Training Totals by Market and Hospital - Academic

## # Completed Initial Training - CMC

2.53K

/ 4.14K

Increase from 541 to 4.14K | Expected: 1.8K

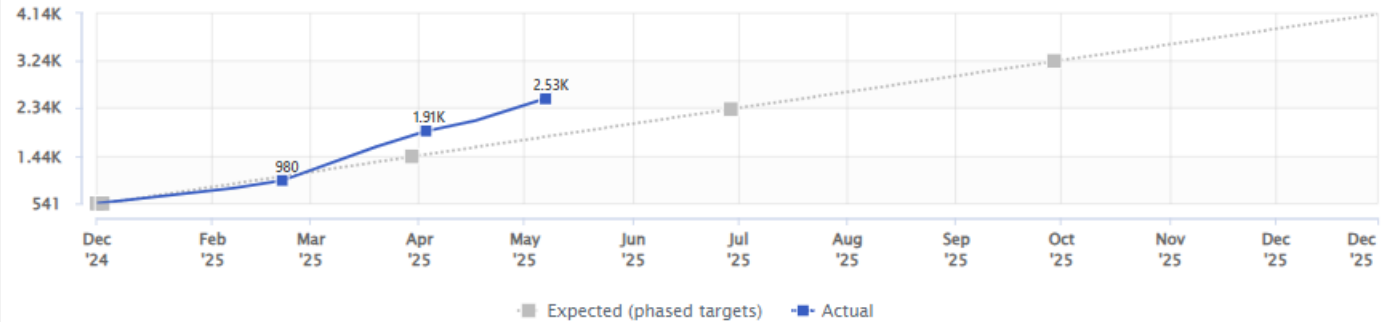
Last updated: Today • Updated manually

Last note: Today by Snyder, Karen Elizabeth

Status

On Track

Graph Table



## # Completed Initial Training - RBC

617

/ 1.29K

Increase from 133 to 1.29K | Expected: 539.35

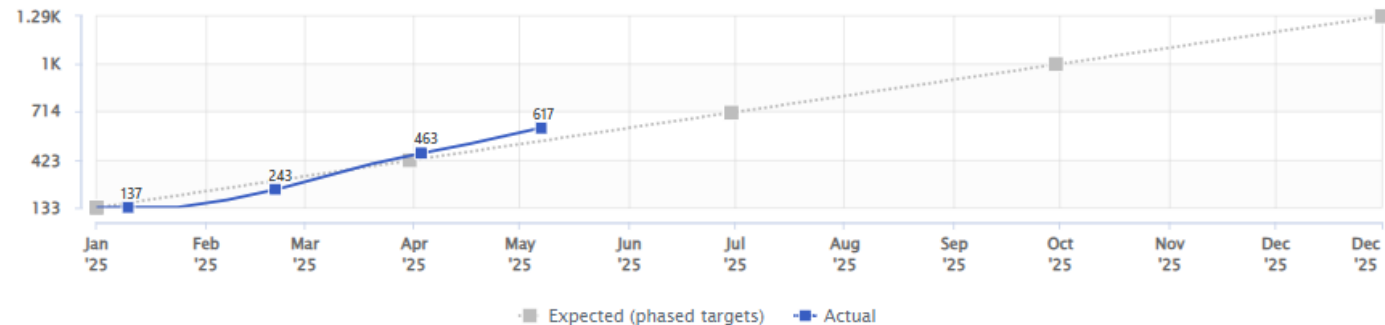
Last updated: Today • Updated manually

Last note: Today by Snyder, Karen Elizabeth

Status

On Track

Graph Table



# Reporting - Training Totals by Market and Hospital – East Market

## # Completed Initial HARP Training - Ahuja

### Overview

# Completed Initial HARP Training - Ahuja

485

/ 958

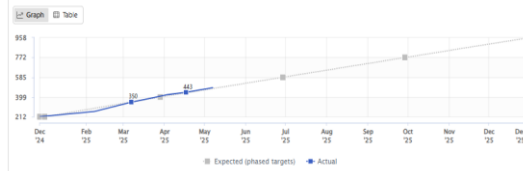
Increase from 212 to 958 | Expected: 475.1

Last updated: Today • Updated automatically from Base Online

Last note: 21d by Snyder, Karen Elizabeth

Status

On Track



## # Completed Initial HARP Training - Beachwood

### Overview

# Completed Initial Training - Beachwood

140

/ 128

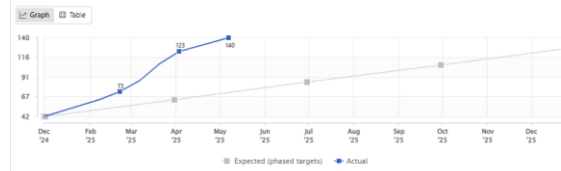
Increase from 42 to 128 | Expected: 72.1

Last updated: Today • Updated manually

Last note: Today by Snyder, Karen Elizabeth

Status

On Track



## # Completed Initial HARP Training - Conneaut

### Overview

# Completed Initial HARP Training - Conneaut

80

/ 128

Increase from 16 to 128 | Expected: 55.2

Last updated: Today • Updated manually

Last note: Today by Snyder, Karen Elizabeth

Status

On Track



## # Completed Initial HARP Training - Geauga

### Overview

# Completed Initial Training - Geauga

539

/ 729

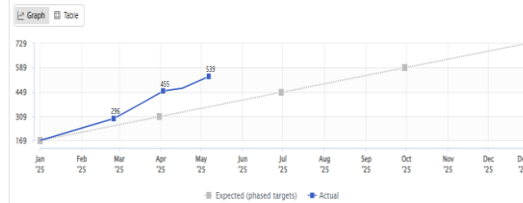
Increase from 169 to 729 | Expected: 365

Last updated: Today • Updated manually

Last note: Today by Snyder, Karen Elizabeth

Status

On Track



## # Completed Initial HARP Training - Geneva

### Overview

# Completed Initial Training - Geneva

136

/ 207

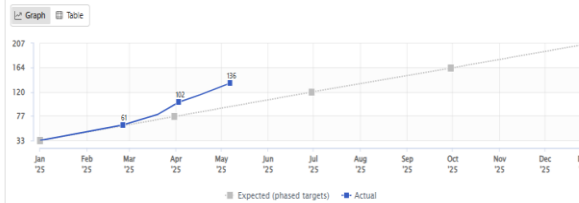
Increase from 33 to 207 | Expected: 93.9

Last updated: Today • Updated manually

Last note: Today by Snyder, Karen Elizabeth

Status

On Track



## # Completed Initial HARP Training - Lake West

### Overview

# Completed Initial Training - Lake West

716

/ 877

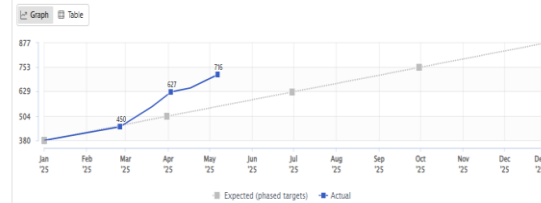
Increase from 380 to 877 | Expected: 553.95

Last updated: Today • Updated manually

Last note: Today by Snyder, Karen Elizabeth

Status

On Track



## # Completed Initial HARP Training - TriPoint

### Overview

# Completed Initial Training - TriPoint

404

/ 462

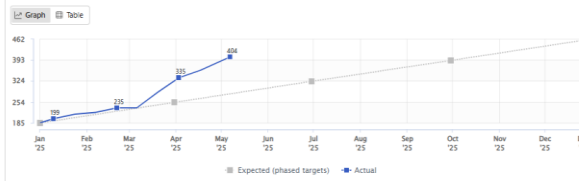
Increase from 185 to 462 | Expected: 291.95

Last updated: Today • Updated manually

Last note: Today by Snyder, Karen Elizabeth

Status

On Track



# Reporting - Training Totals by Market and Hospital – West Market

## # Completed Initial HARP Training - Elyria

### Overview

#### # Completed Initial Training - Elyria

**637**

/ 854

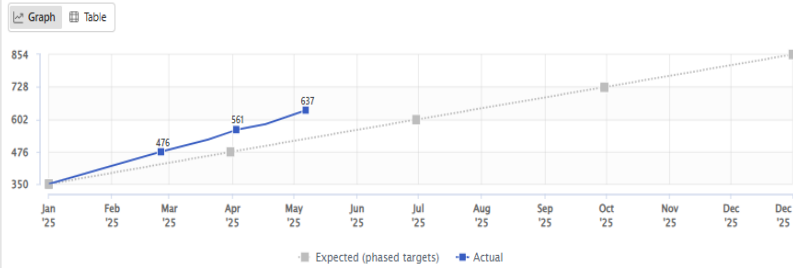
Increase from 350 to 854 | Expected: 526.4

Last updated: Today • Updated manually

Last note: Today by Snyder, Karen Elizabeth

Status

On Track



## # Completed Initial HARP Training - Parma

### Overview

#### # Completed Initial Training - Parma

**501**

/ 931

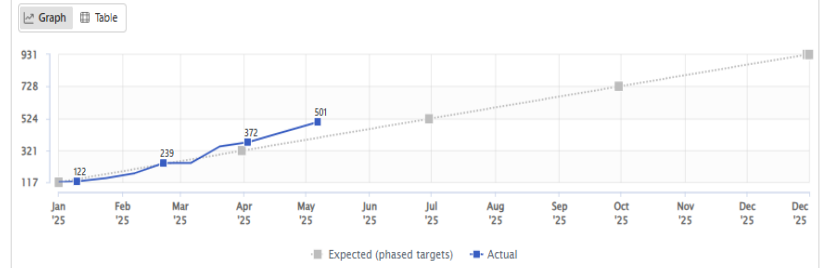
Increase from 117 to 931 | Expected: 401.9

Last updated: Today • Updated manually

Last note: Today by Snyder, Karen Elizabeth

Status

On Track



## # Completed Initial HARP Training - St. John

### Overview

#### # Completed Initial - St. John

**688**

/ 790

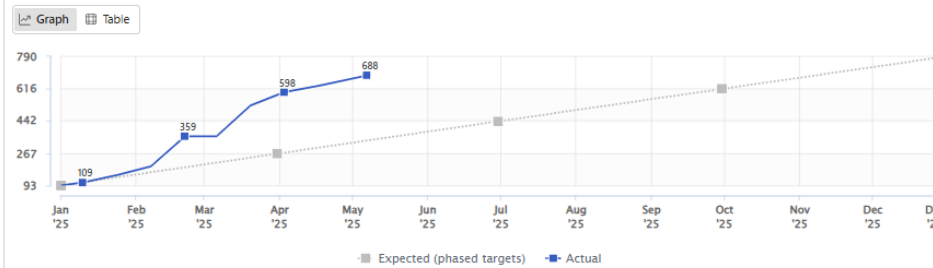
Increase from 93 to 790 | Expected: 336.95

Last updated: Today • Updated manually

Last note: Today by Snyder, Karen Elizabeth

Status

On Track



# Reporting - Training Totals by Market and Hospital – South Market

## # Completed Initial HARP Training - Portage

### Overview

#### # Completed Initial Trained - Portage

590

/ 731

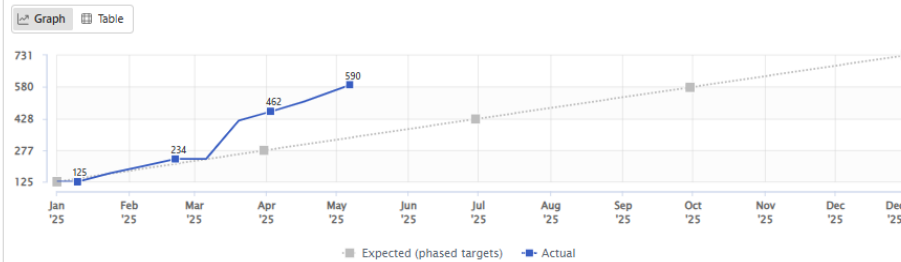
Increase from 125 to 731 | Expected: 337.1

Last updated: Today • Updated manually

Last note: Today by Snyder, Karen Elizabeth

Status

On Track



## # Completed Initial HARP Training - Samaritan

### Overview

#### # Completed Initial Training - Samaritan

247

/ 318

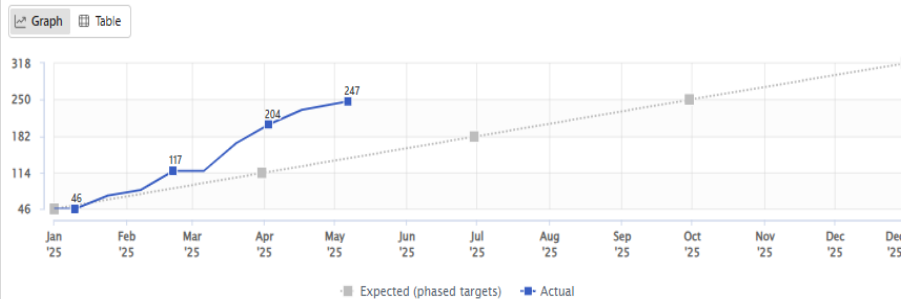
Increase from 46 to 318 | Expected: 141.2

Last updated: Today • Updated manually

Last note: Today by Snyder, Karen Elizabeth

Status

On Track



# HARP™ Training Story

## HARP Training



“This training opened my eyes to what could happen and gave me the tools to anticipate and prevent,” says Laura who was assigned to the 4-hour course. “For the first time, I feel like my employer has my back.”

-Laura Oropeza  
UH Ahuja ICU

“I feel empowered that I can file charges and be supported. HARP trains that anyone who raises their voice is considered an aggressor,” says Ann. “Super simple, no questions asked.”

-Ann Sorma  
Lake West ED

“The biggest thing I took out of the class and want to impart on caregivers is that if a patient becomes loud or aggressive, we no longer feel like we have to stay there,”

-Kristy Brueggeman  
Lake West ED

# Do Our Caregivers feel this transformation?



Inpatient Net-New  
registered nurse ftes

137.5

Net New RNs  
Added

Rolling 12 months

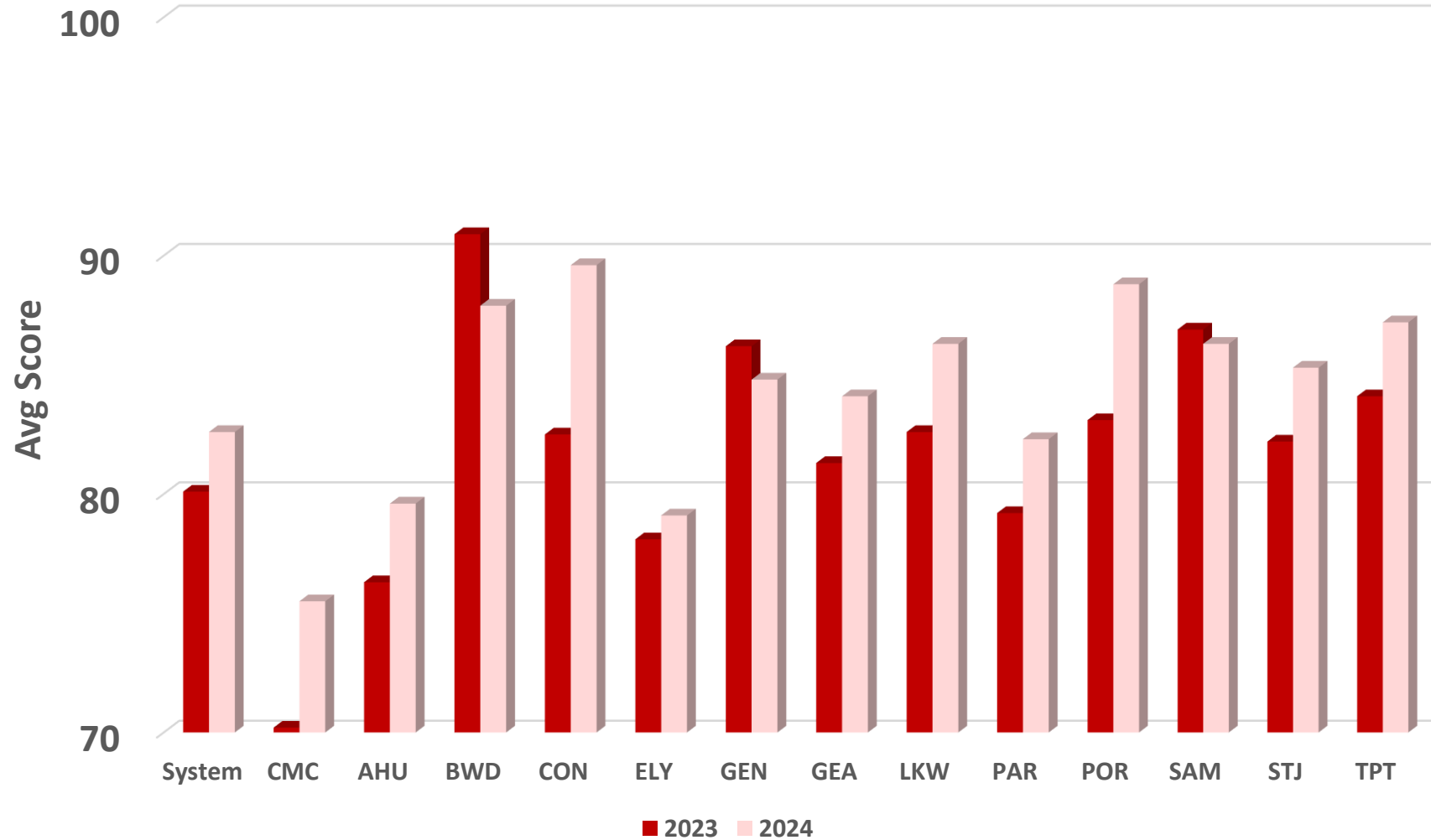
26%

New Grad RN  
Hiring

in Critical Areas (361 to 456)

# Engagement

“I work in a safe environment”



# 2024 Accomplishments



- Exemplary collaboration from all to prioritize this work!!!
- Decrease in Code Violet Event Rate
- Decrease in WPV Events w/Injury
- Exceeded HARP Training Goal of 5% (almost doubled)
- BERT Team at CMC
- Scheduled Training sessions at every system hospital location
- Changed out WPV Signage system-wide (3000+)
- Annual SVA-EOC Assessments
- Quarterly presentation to New Nurse Leaders
- Bi-Annual presentation to the QPAC, Quarterly to Market Boards

# On the Journey to zero harm

In any collective human endeavor, there comes **a moment...**

when collective voices align around a common purpose

when we know so much more about what to do

when we have the ability to make the possible real

that moment is... **NOW**



Will You Join Us...  
as we live and lead with love  
together?

Thank You!!!!

