

# **Ohio Hospital Association Annual Meeting 2025**

**Team Management of Workplace Violence  
ONE FOR ALL AND ALL FOR ONE**

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# *Our Challenge*

# Workplace Violence – Healthcare

- The Occupational Safety and Health Administration (OSHA) reports approximately 75% of nearly 25,000 workplace assaults are reported annually in healthcare and social service settings.
- The US Bureau of Labor Statistics (BLS) reports that although healthcare workers make up 10% of the workforce, they experience 48% of nonfatal injuries due to workplace violence.
- The Joint Commission found workers in healthcare are 5 times more likely to be assaulted than workers in other industries.

# Workplace Violence – The Impact

- Safety, Health, and Wellness
- Quality of Work Life
- Employee Recruitment and Retention
- Decreased Efficiency (Increased Absences, Reduced Productivity, Distracted Work Environment)
- Increased Cost (Worker's Compensation, Legal Costs)
- Regulatory Compliance

***Solutions***

***Manage Risk***

***Achieve Compliance***

# Risk Assessment

- OSHA Guidelines for Preventing Workplace Violence
- ECRI Workplace Violence Risk Assessment
- The Joint Commission Worksite Analysis
- Ohio House Bill 452 – Security Plan's Risk Assessment
- NFPA 99 – Chapter 13 Security Management
- Gap Analysis – Regulations / Accreditation Standards

# Compliance

- OSHA's General Duty Clause, Section 5(a)(1)
- The Joint Commission
  - Environment of Care Chapter
  - Human Relations Chapter
- DNV
  - NFPA 99 (2012) Chapter 13 Security Management
- Ohio House Bill 452, Healthcare Workplace Safety Act

# Security – A Multi layered Approach

- Physical Environment
- Administrative Processes
- Education and Training
- Employee Development
- Team Management

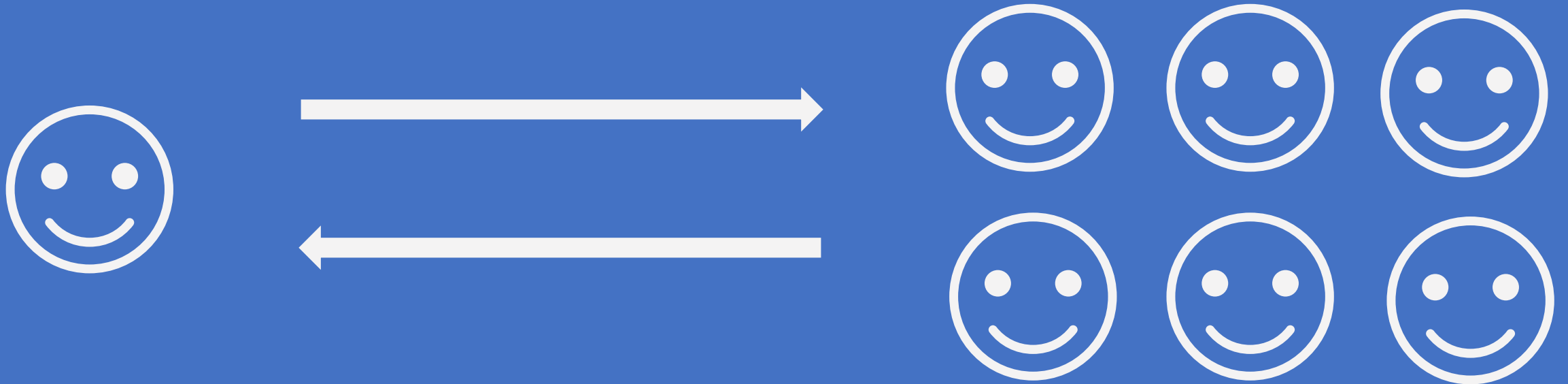
# Team Management

## ONE FOR ALL AND ALL FOR ONE

*Each individual should act for the benefit of the team, and the team should act for the benefit of each individual.*

# Team Management

**ONE FOR ALL AND ALL FOR ONE**



# The Circle of Workplace Wellness



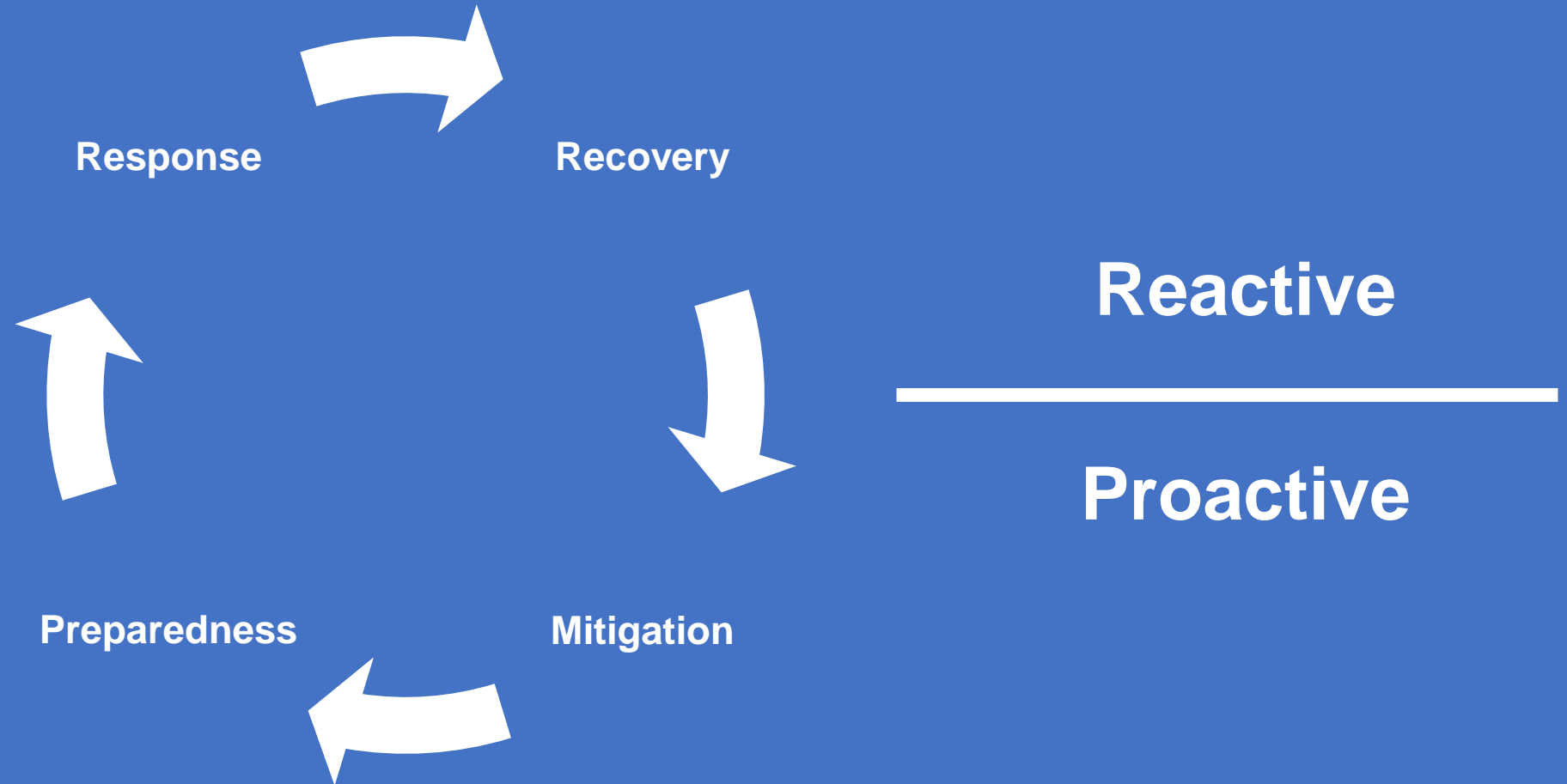
## Wellness Support:

1. Physical Safety
2. Social
3. Mental
4. Emotional

# Comprehensive Management Program

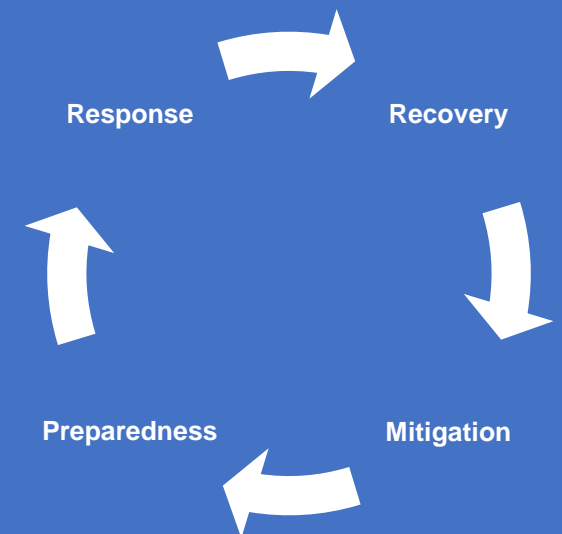
*Workplace Violence is a complex issue that requires a comprehensive management program.*

# Comprehensive Management



# Mitigation

*Efforts made to prevent incidents or minimize impact when incidents occur.*



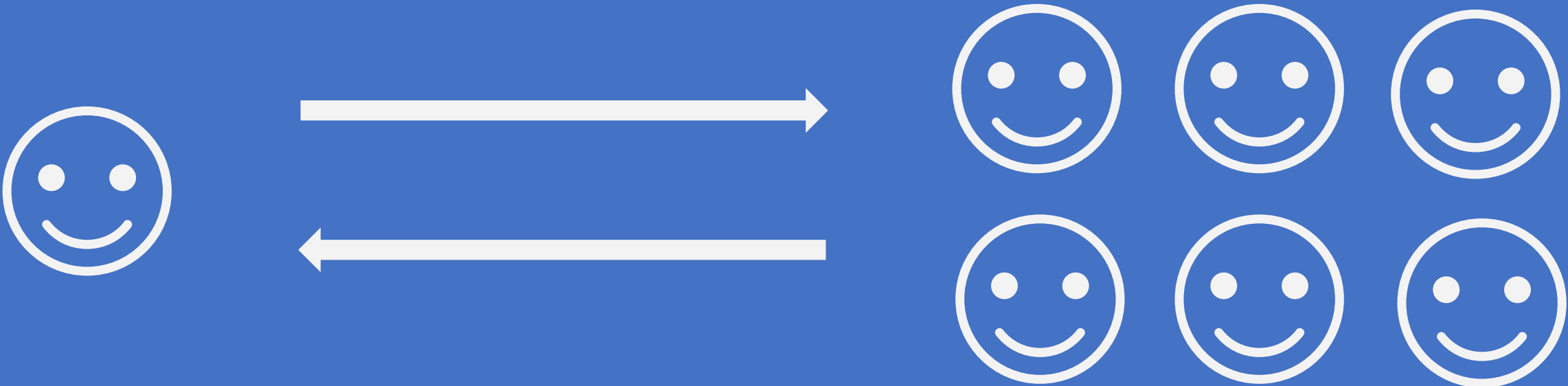
**What are you doing to mitigate  
workplace violence?**

# Mitigation

- Pre-employment Screening
- Workplace Violence Prevention and Response Policy
- Crime Prevention – Risk Assessments
- Employee Development – Team Management
- Identification of High-Risk Patients
- Safety Culture – Zero Tolerance, Campaign, Community

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## Mitigation



**What is Workplace Violence?**

***Everyone Needs to Know!***

# Workplace Violence – Defined

## The Joint Commission definition:

An act or threat occurring at the workplace that can include any of the following: verbal, nonverbal, written, or physical aggression; threatening, intimidating, harassing, or humiliating words or actions; bullying; sabotage; sexual harassment; physical assaults; or other behaviors of concern involving staff, licensed practitioners, patients, or visitors.

# Workplace Violence – Typology

## Classified by Relationship Between Perpetrator and Victim:

Type I – Criminal acts

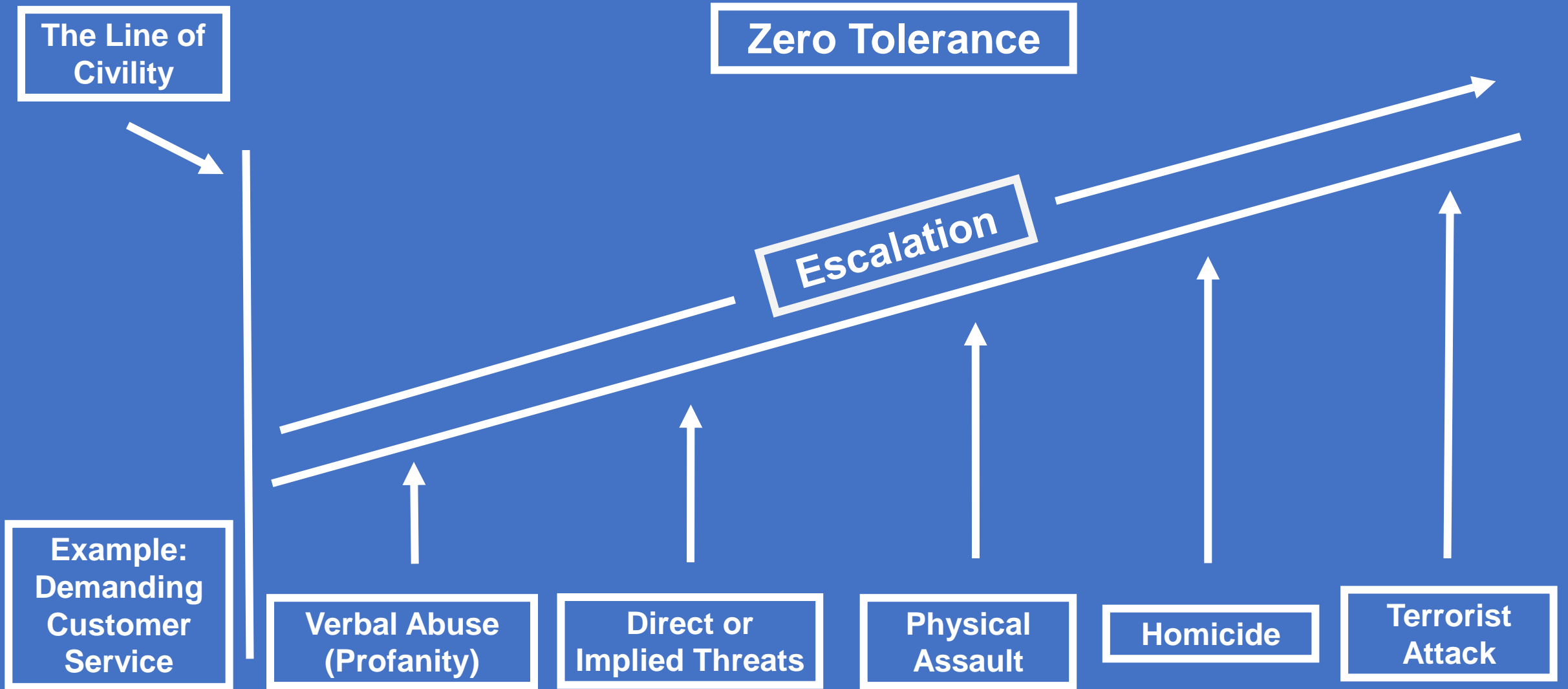
Type II – Customer/client/patient violence

Type III – Worker on worker violence

Type IV – Violence stemming from a personal relationship

Type V – Ideological Violence

# Violence Continuum

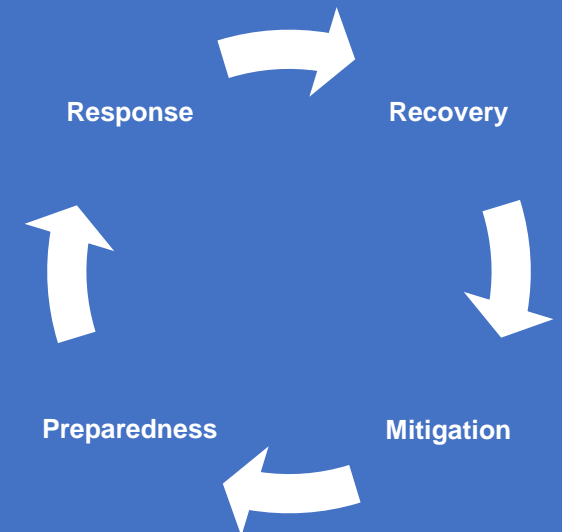


# Team Management

- Workplace Violence Committee
- Security Plan Team (Ohio House Bill 452)
- Workplace Violence Case Review Team
- Incident Management Team
  - Security Huddles
- Threat Assessment Team
- Security Outreach Education Team

# Preparedness

*Efforts made to prepare employees to prevent or respond to workplace violence.*



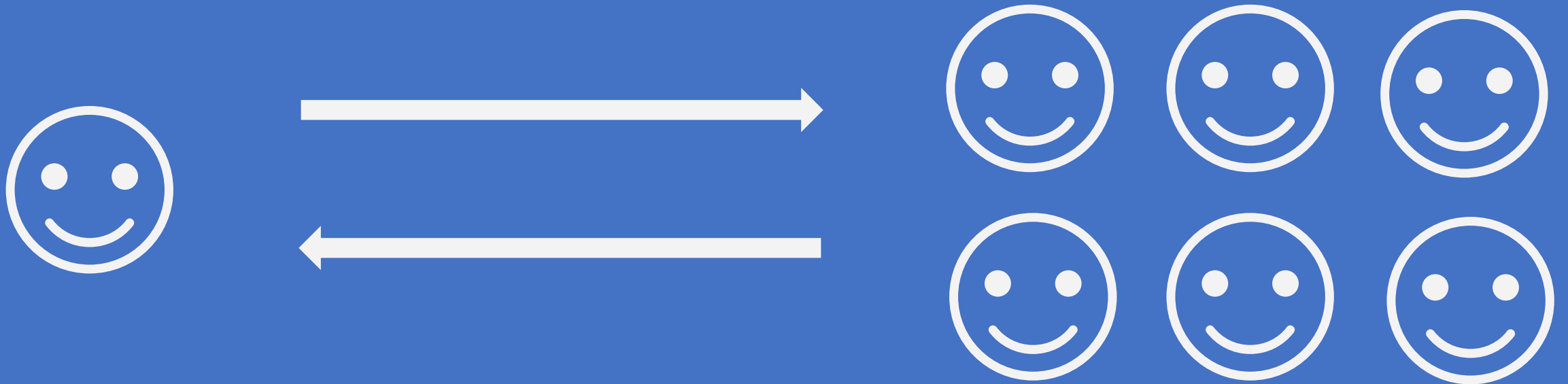
**What are you doing to prepare your employees to prevent or respond to workplace violence?**

# Preparedness

- New Employee Orientation
- Department Orientation
- Annual Education
- Workplace Violence Prevention and Response Policy
- Security Practices and Crime Prevention
- Crisis Management and De-escalation Techniques
- Emergency Action Plans

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## Preparedness



# Education

- Zero Tolerance – Establish Expectations
- Workplace Violence – General Information
- Early Recognition and Reporting
- De-escalation and Personal Safety
- Employee and Management Responsibilities
- Documentation

# Computer Based vs In Person Training



# De-escalation Education Programs

- Crisis Prevention Institute (CPI)
- MOAB Training International, Inc  
Management of Aggressive Behavior
- Crisis Intervention Team (CIT)
- Center for Aggression Management  
Critical Aggression Prevention System (CAPS)
- AVADE De-escalation Training

# De-escalation Training

- Integrated Experience
- Crisis Development Model / De-escalation
- Verbal Escalation Model / De-escalation
- Communication
- Precipitating Factors
- Rational Detachment
- Personal Safety and Control Techniques

# Leadership Education

## *Leaders Missing Link!*



# Security Outreach Education

## Emergency Management

*Mitigation, Preparedness, Response, Recovery*

### Security Emergencies – How Do We Respond?

The healthcare industry is confronted with the challenge of managing aggressive and violent behavior. Addiction, behavioral health issues, diseases of aging, and criminal behavior all contribute to aggression and violence in the healthcare environment creating unsafe conditions for caregivers, patients, and visitors. Security and Emergency Management have teamed up to outline our response strategies to protect all from aggression and violence.

#### WORKPLACE VIOLENCE

The Joint Commission defines workplace violence as: An act or threat occurring at the workplace that can include any of the following: verbal, nonverbal, written, or physical aggression; threatening, intimidating, harassing, or humiliating words or actions; bullying; sabotage; sexual harassment; physical assaults; or other behaviors of concern involving staff, licensed practitioners, patients, or visitors.

Violence Include:

- Criminal acts
- Customer/client/patient violence
- Worker on worker violence
- Violence from a personal relationship
- Ideological violence

#### DISRUPTIVE AND AGGRESSIVE BEHAVIOR

One of the keys to managing disruptive, aggressive, and violent behavior is early recognition of the behavior and then taking action:

- Act early! Being proactive can assist in deescalating situations which will increase safety for all.
- Report disruptive, aggressive, and violent behavior to security. Security can support caregivers by providing presence, increase security rounding, and assist with managing the behavior.
- Use a team approach. There is support and safety in numbers. No caregiver should manage this behavior alone.
- Increase personal space when managing disruptive, aggressive, and violent behavior. Increasing personal space, to 5 feet or more, allows you to react if someone attempts to strike or grab you. Honoring personal space of someone in crisis can also help to reduce their anxiety.
- Do not allow aggressive or disruptive persons to position themselves between you and the door.
- Security number is XXX-XXX-XXXX.

#### CODE ATLAS – ADMIN 08.05.18

Code Atlas is the emergency code to get an immediate response to aggressive or violent behavior.

- How to Report – # # 40 (Overhead Page)
- Page 3 times overhead Code Atlas and location
- Immediate Area Response – Code Atlas Team
- Call Security at XXX-XXX-XXXX

#### CODE SILVER – ADMIN 07.01.43

Code Silver is the emergency code for active shooter or a person who is using another weapon to kill or harm people.

- How to Report – 911 and XXX-XXX-XXXX
- Communicated – Overhead Page (# # 40)
- Immediate Area Response is RUN – HIDE – FIGHT
- Non-Immediate Area Response is 'Shelter In-Place' and prepare to RUN – HIDE – FIGHT

#### RESTRICTED ACCESS – ADMIN 07.01.43

##### Restricted Access – Facility

Restricted Access – Facility is the lockdown of the entire facility. This emergency code is paged overhead when there is a direct threat to the hospital or an emerging security threat in the immediate vicinity of the hospital.

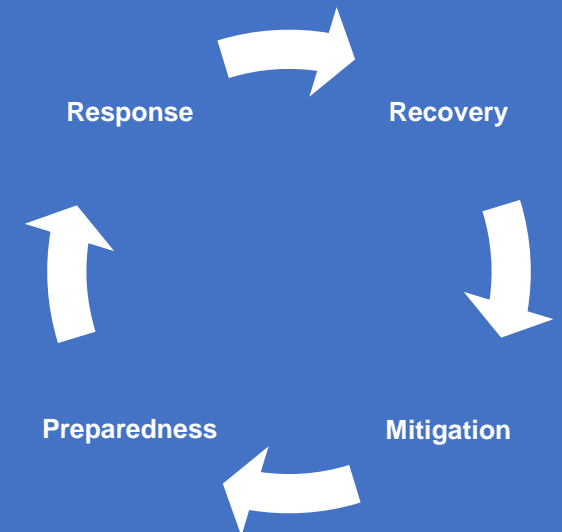
- Shelter In-Place to protect occupants.
- Secure patients and visitors in patient rooms and close doors. Instruct patients and visitors to remain in the patient's room. Remove all visitors from lobby areas and secure them in nearby office areas.
- Close and lock all doors in your department. Be ready to lock yourself in a room with a telephone.
- Be prepared to RUN – HIDE – FIGHT.

## Management:

1. Be Proactive
2. Report to Security
3. Teamwork
4. Practice Proxemics
  - Personal Space
  - Room Positioning
5. Code Atlas –  
Emergency Code for  
out-of-control behavior  
and violence.

# Response

*How do we respond to workplace violence.*



**What are you doing respond to  
workplace violence?**

# Response

## 1. Proactive Response

- Incident Response Team
- Threat Assessment Team

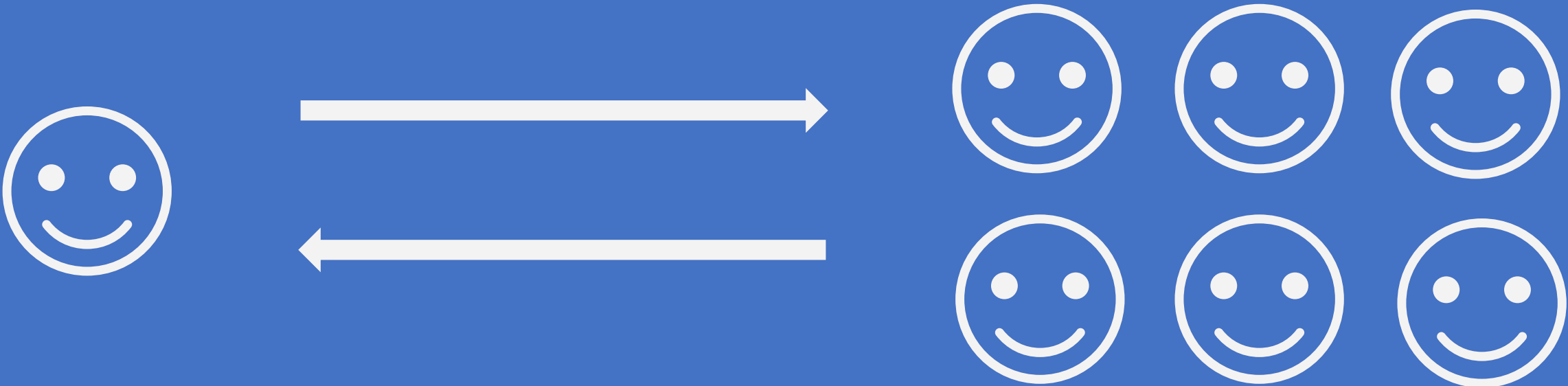
## 2. Emergency Response

- Code Violet – Out of Control and Violent Behavior
- Code Silver – Active Threat (Active Shooter)
- Code Green – Facility Lockdown
- Code Black – Bomb or Bomb Threat
- Code Green – Facility Lockdown

<b>Code ADAM</b> Infant/Child Abduction	<b>Code VIOLET</b> Violent Combative Patient	<b>Code BLACK</b> Bomb Threat	<b>Code GREEN</b> Security Lockdown	<b>Code SILVER</b> Weapon/Hostage Situation
<b>Code RED</b> Fire	<b>Code YELLOW</b> Disaster Mass Casualty	<b>Code ORANGE</b> Hazardous Material Spill/Release	<b>Code E</b> Evacuation	<b>Code BLUE</b> Cardio-Pulmonary Arrest Adult-Child
<b>Code ASSIST</b> Medical Non-Emergency	<b>Code GRAY</b> Severe Weather (Snow, Ice, Flood)	<b>Code U</b> Loss of Utilities	Hospital Command Center Telephone #1 - 8672 • Telephone #2 - 8901 Telephone #3 - 8456 Power Down # - 387-8821	

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Response



# Threats – Take Seriously!

## Early Warning Signals!

- Direct Threats

“I am going to kick your --- because you...”

- Conditional Threats

“If I get suspended or fired I’ll shoot this place up”

- Implied Threats

“You haven’t heard the end to this”

# Computer Based vs In Person Training

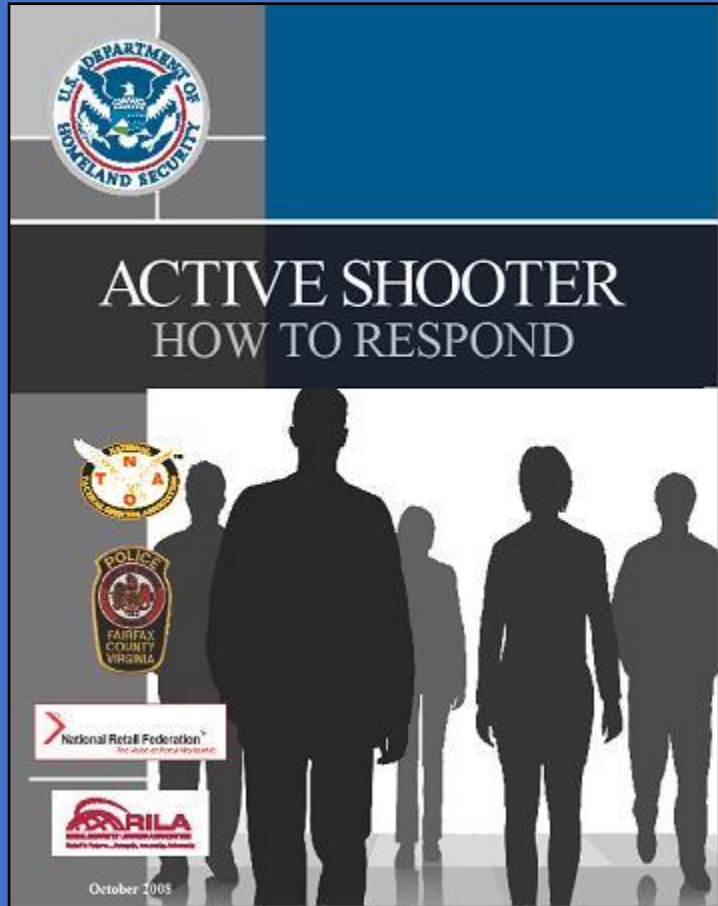


# Active Threat / Shooter – Training

- ALICE Training
- Run, Hide, Fight
- Avoid, Deny, Defend



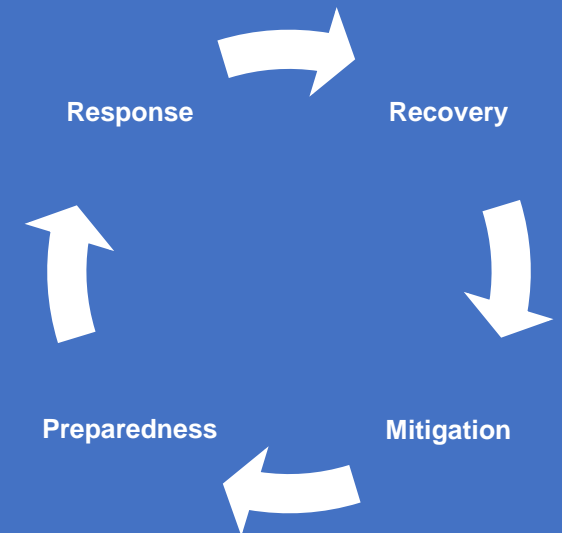
# Homeland Security



1. Run – Evacuate
2. Hide – Secure in Safe Area
3. Fight – Take Action

# Recovery

*How do we recover after a workplace violence incident occurs.*



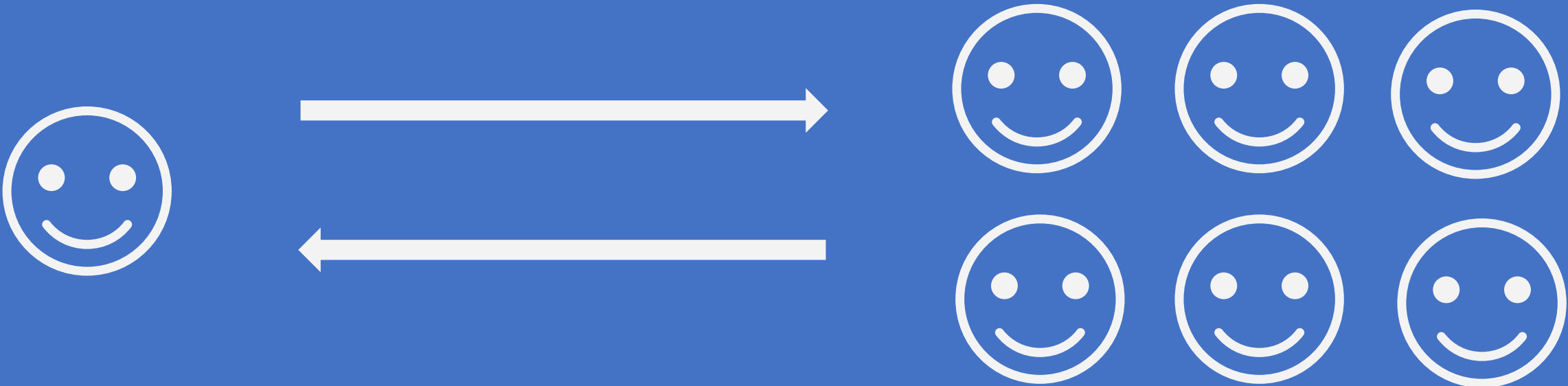
**What are you doing recover from  
workplace violence?**

# Recovery

- Document Workplace Violence Incidents
- Post Incident Debriefing
- Workplace Violence Toolkit (Employee Wellness)
- Code Lavender
- Critical Incident Stress Debriefing
- Employee Assistance Program (EAP)

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## Recovery



# The Circle of Workplace Wellness



## Wellness Support:

1. Physical Safety
2. Social
3. Mental
4. Emotional

**Questions?**

# Thank you!

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