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ACT Health

Aiding the right response at the right time: assisting health workers to respond to Occupational Violence

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ACT Chief Nursing and Midwifery Office
ACT Health Directorate



Manager's occupational violence incident response toolkit



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Calvary



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**Canberra Health
Services**

Nurses and Midwives: Towards a Safer Culture (TASC)

The First Step- Strategy

To provide a safe and healthy environment, an environment where our staff and all persons who enter ACT Health workplaces, encompassing **ACT Health Directorate, Canberra Health Services and Calvary Public Hospital Bruce**, are protected from harm and feel safe at all times



Occupational Violence

- OV is defined as any action, incident or behaviour that departs from reasonable conduct in which a person is assaulted, threatened, harmed or injured in the course of, or as a direct result of, his or her **work** (International Labour Organisations Code of Practice)
 - Personal intimidation, verbal abuse, physical assault, sexual harassment, threatening behaviour, abuse through technology (text, emails, and phone calls), making vexatious complaints, and making derogatory, slanderous or threatening statements to or about another person.



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Protecting workers and others from harm

- The ACT public health system are committed to implementing various initiatives and strategies, to improve workplace safety and continued compliance with their legislated responsibility to protect workers and others from harm.
 - *Under the Work Health Safety ACT 2011 (ACT), reasonably practicable steps must be taken to protect workers through the **elimination** or **minimisation** of risks related to work practices.*

The TASC journey so far..



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NM Strategy – 4 Pillars – 22 Priority Actions

NM TASC

PILLAR 1

Organisational Wide Actions

- PA 1 – Establish Strategy Governance
- PA 2 – Review and strengthen Governance
- PA 3 - Implementation of WHS Plans
- PA 4 - Staff Engagement
- PA 5 – Clinical Leadership and Leadership Support
- PA 6 – Ongoing Review to ensure meeting legislative requirements
- PA 7 - Strategy Evaluation

PILLAR 2

Occupational Violence and Aggression

- PA 8 – Disruptive Behaviour Guideline (Challenging Behaviour Guideline)
- PA 9 - Safewards
- PA 10 – Increased OVA visibility across organisation
- PA 11 – Target strategies to prevent OVA
- **PA12 – Post OVA follow up (Managers OV Incident Response Toolkit)**
- PA 13 – Lone worker Guidelines (Isolated & Remote Worker Guideline)
- PA 14 - Community Awareness communication strategy

PILLAR 3

Challenging Occupational Behaviours

- PA 15 - Civility Index Measurement
 - PA 16 – Use PA 15 to develop targeted strategies
 - PA 17 - Review of bullying and harassment prevention and management guidelines
 - PA 18 - Review of dispute and conflict resolution guidelines to focus on management and early intervention
- (Culture Review)

PILLAR 4

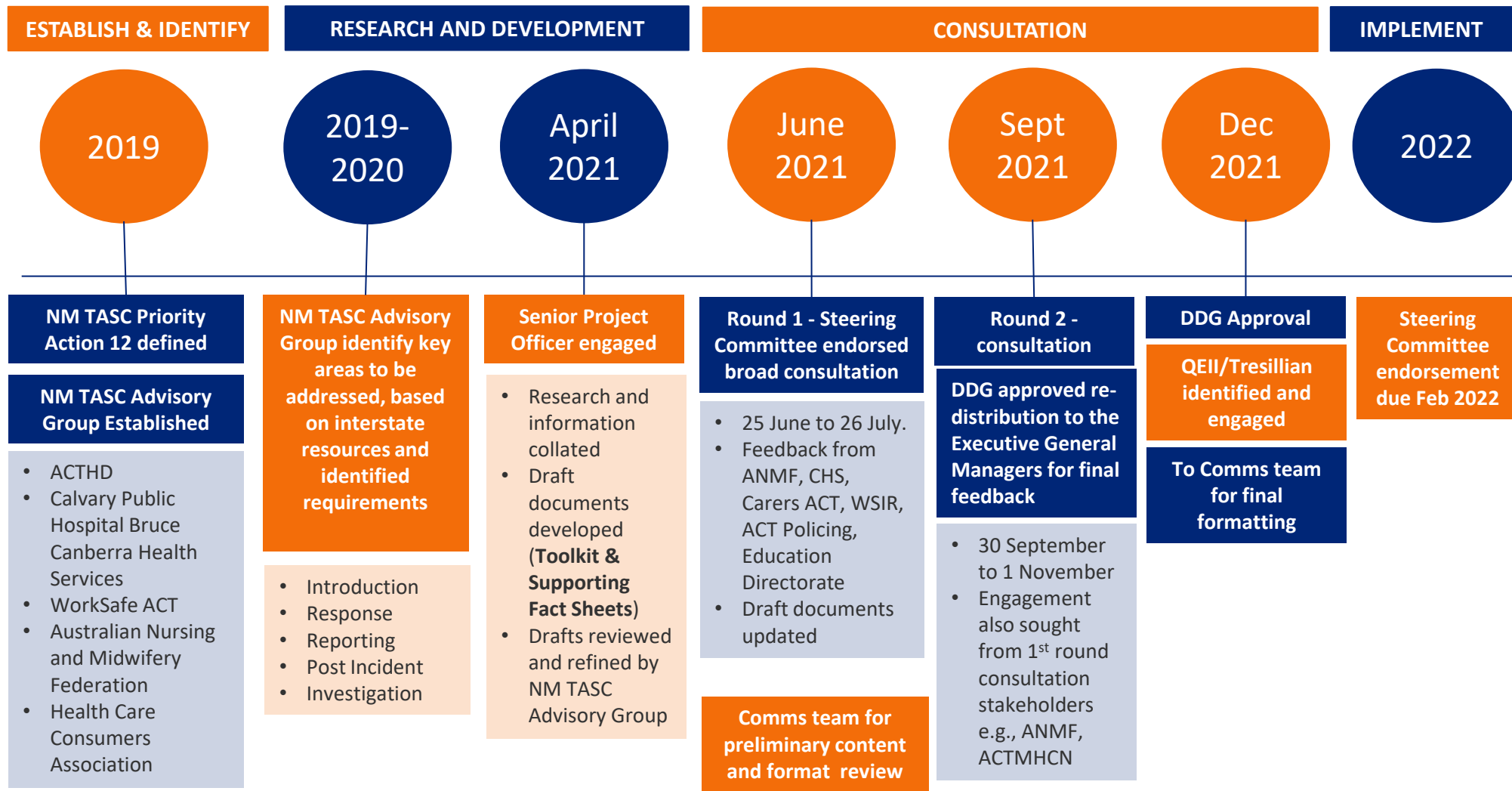
Safe Work Practices

- PA 19 – Research and develop a Ratio Framework
- PA 20 – Develop and implement a Workload Management System
- PA 21 – Review and strengthen rostering and leave allocation guidelines (Rostering Discussion Paper)
- PA 22 – Embed Safe Workplace Design

Managers Occupational Violence Incident Response TOOLKIT

The toolkit is designed for Nursing and Midwifery Managers who deliver healthcare services for the ACT Health Directorate, Canberra Health Services (inclusive of the University of Canberra Hospital and Community Health Centres) and Calvary Public Hospital Bruce.

Toolkit Timeline



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Toolkit - Development

19
Advisory
Group
Members

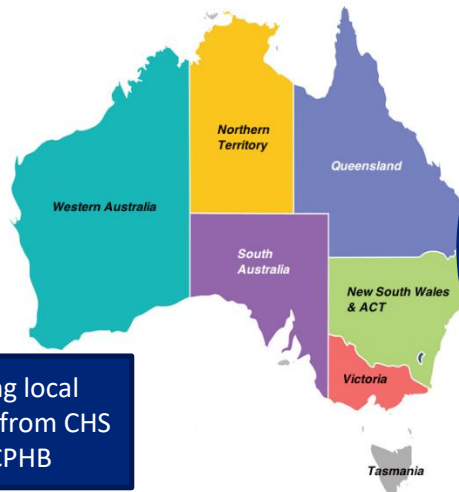
Nurses and Midwives: Towards a Safer Culture Priority Action 12- Post OV follow up Development Outline for the Post OV Incident Response Kit		
Content	Notes	Person/s Responsible
INTRODUCTION Welcome and Purpose Statement of Document Definition of OV Instances of OV	<ul style="list-style-type: none"> Accepted whole of gov def. Adapt from Staff Rights to a Safe Workplace Factsheet 	<ul style="list-style-type: none"> NM TASC NM TASC NM TASC
What does OV look like Responsibilities (and checklist)	<ul style="list-style-type: none"> Adapt from Staff Rights to a Safe Workplace Factsheet Refer to Safe Together One Western Health Occupational Violence Staff Support Pack Checklist and the VIC OV Toolkit pg. 2-3 	<ul style="list-style-type: none"> NM TASC CHS, CPHB, ACTHD WHS
RESPONSE (IMMEDIATE) Normal Responses/common reactions	<ul style="list-style-type: none"> E.g. feelings, thoughts, behaviours post OV incident. Refer to QLD OV Toolkit pg. 6 and VIC OV Toolkit pg. 4. Refer to CHS Psychological Support 	<ul style="list-style-type: none"> Bob Alford, WorkSafe ACT

- (1) Key concepts
- (2) Resources to review
- (3) Owners to collate

3
Months
April to June
Communication
and drafting

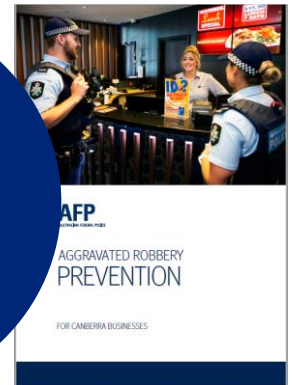


>30
Resources
reviewed
from around
Australia



Including local
resources from CHS
and CPHB

Direct
engagement
with ACT
Policing



Strengthening and developing relationships

ACT Health Services

Strengthen existing relationships
Territory wide response to OV in our health workplaces
Consistency of response & reporting
Culture reform

ACT Policing

Co-designed/branded Factsheet
Establish reporting & response expectations and processes
Identify an ACT Policing point of contact
Create enduring partnership to address OV



ACT Health



Canberra Health Services



Toolkit - Consultation

2
Consultation
phases

14
Targeted
stakeholders

CPHB
CMTEDD
WHS Commissioner
Education
CNMO
ACT Policing
HCCA
WHS
ACTHD
CHS
ACT MHCN
NMTASC
AMNF

+ Engaged QEII Tresillian
Phase 2

Phase 1

1
Toolkit

16
Factsheets

4
Weeks
duration
June 2021

1198 suggested edits

Phase 2

1
Toolkit

20
Factsheets

4
Weeks
duration
September
2021

268 suggested edits

DDG
Sign Off
16
December

Toolkit Engagement

3
YEARS

15
Organisations

53
People

1697
Feedback



Toolkit – Development outcomes



Toolkit

Factsheets

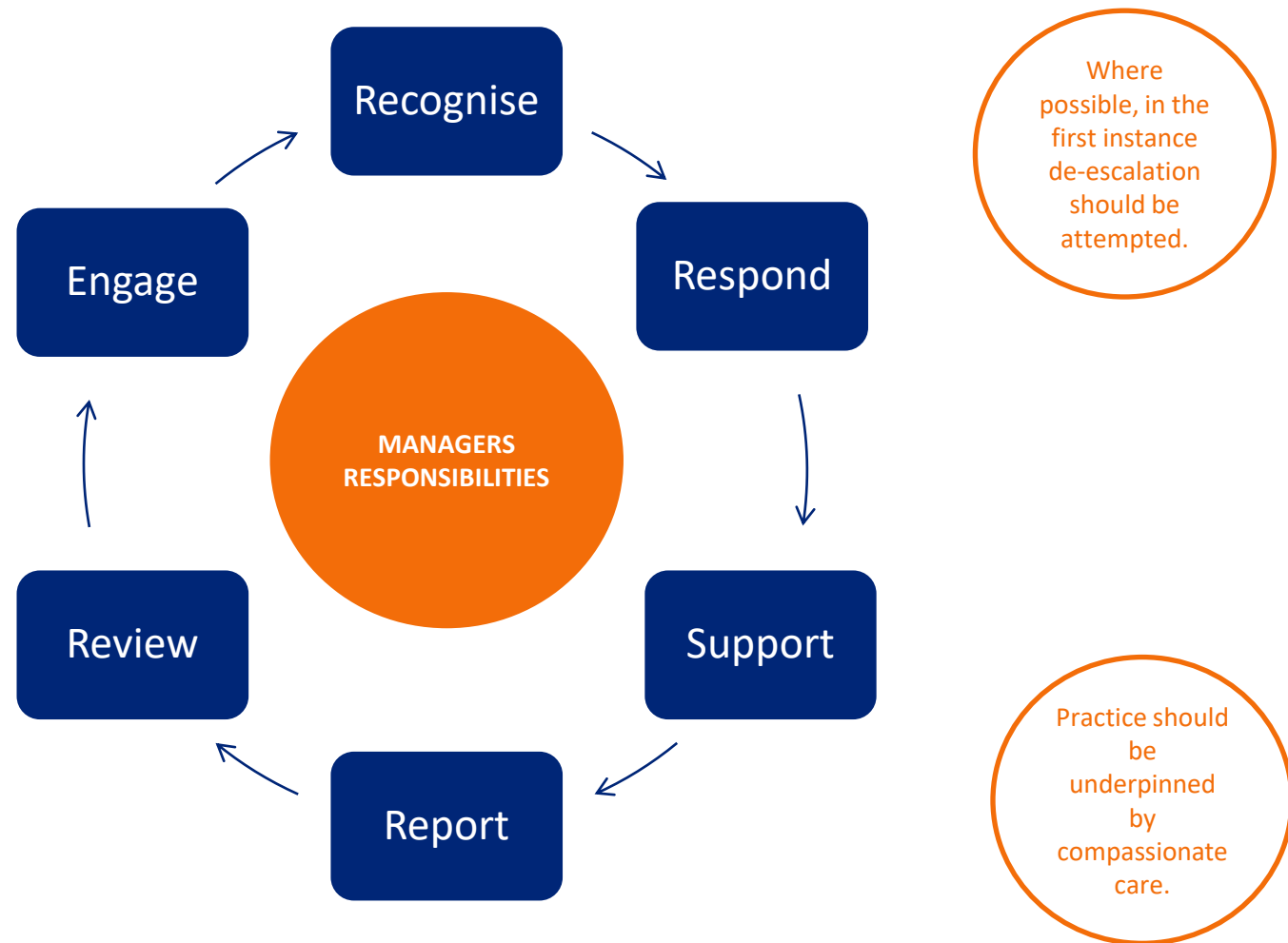
FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET
Occupational violence toolkit background	Manager's OV incident response checklist	Occupational violence unpacked	Occupational Violence psychological and physical trauma	Occupational violence triggers	Occupational violence risk identification and controls	Organisational barriers to practice change	Organisational responsibilities
FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET
Responsibilities when responding to an incident of OV	Post incident - make people or environment safe	Safety response	Police engagement	Recognising changes in workers' wellbeing	Assessing your capacity to support workers' wellbeing	Supporting others using the RUOK model	Psychological first aid
FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET	FACTSHEET
Employee Assistance Program	Supporting self-care	Creating a self-care plan	RiskMan reporting	Debriefing	Workers' compensation	Support services	Resources

The Fact Sheets will be available in printed or electronic format. They support the key concepts covered in the Toolkit and have been designed to assist Managers wishing to learn more about particular elements or actions of the incident response process.

Toolkit



Designed to assist managers to navigate their requirements when an incident of OV occurs in the workplace by identifying key responsibilities, potential actions and available resources.



Toolkit Implementation

Engage

ENGAGE

Recognise Respond Support Report Review Engage

Key Responsibilities

- » engage with appropriate professionals or services to fulfill your requirements to recognise, report and review the OV incident, whilst supporting and engaging workers and consumers
- » incorporate OV and WHS into regular team meetings
- » ensure the results of the investigation are communicated back to workers and the workplace
- » engage workers in risk prevention and identification practices and routinely sharing organisational OV incident and risk control statistics
- » engage workers in OV education and training

Engaging appropriate services

As managers progress through the stages of responding and reporting the OV incident they may need to engage with appropriate professionals or services to make people and the environment safe, provide medical treatment, engage workers with the EAP and support services and facilitate any debriefing or investigation requirements.

Professionals or services managers may engage with, dependent on the OV incident, could include:

- » Security
- » Wardspersons
- » Other healthcare workers or managers
- » Health and Safety representatives
- » Work Health and Safety representatives/teams
- » Other organisational departments (e.g. Human Resources)
- » EAP Services
- » Support Services
- » ACT Policing
- » WorkSafe ACT
- » Union representative or delegate

Reporting the review findings

OV should be a standing agenda item in team and ward meetings. This will raise awareness and embed the importance of reporting with workers and support the HSR to raise any WHS issues or updates.

The frequency of reporting back to workers and the workplace will be dependent on organisational policies and procedures. For an example of best practice for talking about OV with workers, refer to the Incorporating WHS into Team Meetings Factsheet.

In addition, when an investigation into an OV incident has occurred, it is important to ensure that the details are reported back to the affected workers and workplace. Details that will typically be reported include:

- » Incident summary – maintaining confidentiality and privacy requirements a summary of the OV incident and those affected/involved
- » details of any investigation undertaken – steps taken, outcomes and any recommendations
- » risk controls identified
- » risk controls implemented

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Manager's occupational violence incident response toolkit

- Stakeholder buy in
- Structured dissemination plan
- Education and training
 - E-learning module
 - Integrated into organisations “manager” and WHS education and training
 - Budget
- Location of resources
 - Website space
- Clear understanding of :
 - HSR and WHS engagement
 - Work Health Safety Management Systems
- Reporting and evaluation to assess success

Take home message....

A multitude of factors play a role in determining the key outcome of safety, with multiple theories and no single 'pathway to safety' agreed in the literature.

The Strategy sought to attack the problem on multiple fronts using 22 Priority Actions – the implicit assumption being that these actions would cumulatively work towards the desired impact of reducing OV, bullying and/or harassment.

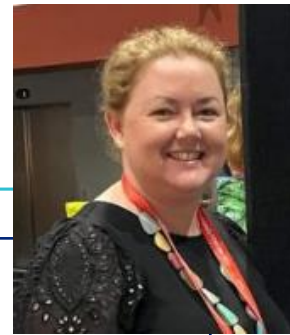
Significant risk to isolated and remote workers which requires significant effort

Collaboration and stakeholder engagement- “buy in”

Implementation, evaluation and monitoring is key...

Pop your head up and look around...

Come see me to find out more information!



Professional Practice Issues

- The Lone Ranger: Creating guidance for those working alone in the public health system (oral presentation)
- 11:15am Wednesday 7 September 2022, Ballroom 2, L2

Poster Presentation Day Two

- P2.04 - Launching a communication awareness campaign in a climate of change- raising awareness of acceptable behaviour
- 12:45-1:45pm Thursday 8 September 2022, Foyer Level 2

Poster Presentation Day Two

- P2.05 - Entering the Safewards community through a hybrid training model across jurisdictions: The Safewards ACT Trial
- 12:45-1:45pm Thursday 8 September 2022, Foyer Level 2

Resources & Contact Details

Resources

Nurses and Midwives: Towards a Safer Culture

- [Towards a Safer Culture | Health \(act.gov.au\)](#)
- [Safewards | Health \(act.gov.au\)](#)

Community Awareness Campaign

- [Be kind and respectful to our nurses and midwives | Health \(act.gov.au\)](#)

Contact Details

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