KEEPING PEOPLE SAFE

POLICY

NHS Lothian

Title:	
Keeping People Safe: Management of Violence and Aggression Policy	

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Approved by:	NHS Lothian Policy Approval Group		
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Author/s:	VALW Development and Improvement Group		
Policy Owner/s:	Head of Health and Safety Deputy Director of Nursing		
Executive Lead:	NHS Lothian Executive Medical Director		
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Management of
Violence and Aggression Policy

NHS Lothian

Version Control

Date	Author	Version/Page	Reason for change
Jan 2015	Violence and Aggression Health and Safety Adviser	v1	
Dec 2021	Associate Chief Nurse Head of Health and Safety	v2	Technical Update approved by Policy Approval Group
April 2023	Deputy Director of Nursing Head of Health and Safety	v2.1-4	Policy review, incorporating V&A/Lone Working Programme of Work
June 2023	Deputy Director of Nursing Head of Health and Safety	v3.0	Approved by the Policy Approval Group

Executive Summary

Due to the nature of services provided by NHS Lothian there is a risk that individuals may be exposed to violence and aggression. Staff at all levels have responsibilities in relation to the prevention and management of violence and aggression.

This policy provides a framework for keeping people safe. The personal safety of all staff is valued and protected through the prevention and management of Violence and Aggression within NHS Lothian. This will be achieved by minimising the risk to exposure of violence and aggression for those delivering care, their patients, visitors and the public by creating safe and secure work environments.

This policy, and its associated materials, associated materials (e.g. tools, procedures, training strategy) are collectively designed within the "Keeping People Safe" message to

- assess risk to enable managers to establish local procedures and preventative risk management strategies
- define training and education which is proportionate to the level of risk,
- report and review adverse events to identify learning and to develop actions to minimise the risk of similar events occurring in future.
- Provide support to teams that have experienced violence and aggression in the workplace
- share learning across the organisation

It is everyone's responsibility in the organisation to adopt these policies, procedures and tools to ensure that people are kept safe and where there is a risk of violence and aggression it is managed in a positive and proactive manner.

Management of Violence and Aggression Policy

Contents

1.0   Purpose

This purpose of this policy is to provide the Boards commitment to keeping people safe by promoting a culture in which the personal safety of all staff is valued and protected, a safe and secure environment for the delivery of care and treatment in ensured by assessing and managing risks to prevent and control the incidence of Violence and Aggression within NHS Lothian.

This policy addresses a specific risk identified in the NHS Lothian Health and Safety Policy.

2.0   Policy statement

NHS Lothian is committed to keeping people safe from incidence of violence and aggression whilst in our employment, in our care or on our estate.

Due to the nature of the services provided by NHS Lothian, staff are often required to work with patients and visitors who may be anxious or in pain, or who have had previous traumatic experiences and therefore may be distressed/stressed. People may also perceive, or experience, a lack of sensitivity to their individual needs based on equality and diversity factors such as race, ethnic origin or nationality; gender or sexual orientation; age; religion, belief or culture; disability or mental illness. In any of these circumstances there may be an inherent risk of individuals becoming aggressive and/or displaying violent behaviour.

NHS Lothian seeks to ensure working conditions for staff are safe, and does not view violence and aggression as an acceptable part of employment. Our staff have the right to work without the fear of assault or abuse.

NHS Lothian is committed to:

− embedding a culture of regular risk assessment to assess the potential likelihood and impact of violence and aggression in the workplace, and to implementing strategies to manage those risks

− Keeping people safe by reducing risk to staff, as far as possible, and implementing effective risk management using positive, proactive, problem-solving and risk-based approaches with people in our care or on our estate

− involving and supporting NHS Lothian staff and key stakeholders in the development, implementation and communication of local preventative strategies and procedures to ensure local service areas are able to effectively manage the risk of violence and aggression they may encounter at work

− providing appropriate training and resources to NHS Lothian employees, and communicating and emphasising the importance of training and education, to equip staff to put into practice the skills and knowledge required to safely manage the risk of violence and aggression

− communicating and emphasising the importance of full reporting of all adverse events, and promoting consistent and constructive investigation in relation to these, in accordance with the NHS Lothian Adverse Event Management Policy

- ensuring systems are implemented to appropriately support staff, and others, involved in, or affected by, adverse events

- ensuring that all staff are aware of their rights and responsibilities in relation to the prevention and management of violence and aggression.

- Ensuring that patients receiving care, visitors to our estate and other people engaging with our staff/services are aware of the acceptable behaviours, and understand that measures and/or sanctions will be taken where these are breached.

3.0   Scope

This policy applies to all NHS Lothian staff, and to all individuals working in, or providing services on behalf of, NHS Lothian, including temporary and agency staff, contractors, volunteers, students, and those on work experience.

This policy applies to all situations in which violence and aggression may occur in association with the duties and activities of our staff and the delivery of care and treatment both on and off NHS Lothian property.

Adverse Events relating to NHS Lothian employee-to-employee violence, aggression and abuse are outwith the scope of this policy and will be dealt with in accordance with NHS Scotland Workforce Conduct Policy and the NHS Scotland Bullying and Harassment Policy.

4.0   Definitions

For the purposes of this policy, the following definitions apply:

Hazard: A hazard is anything that may cause harm (HSE).

Risk: Risk is the chance, high or low, of somebody being harmed by the hazard, and how serious the harm could be (HSE).

Workplace Violence & Aggression: An incident where an individual is abused, threatened or assaulted in circumstances relating to their involvement with the organisation, involving an explicit or implicit challenge to their safety, wellbeing or health.

5.0   Implementation roles and responsibilities

NHS Lothian has a legal and ethical duty to put measures in place to protect its employees from being threatened, abused or assaulted in the course of their work. The following legislation is particularly relevant to incidents associated with violence and aggression at work:

- Health and Safety at Work etc. Act 1974

- Management of Health and Safety at Work Regulations 1999

- The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (legislation.gov.uk)

- NHS Reform (Scotland) Act 2004

The overarching NHS Lothian Health and Safety Policy sets out the Health & Safety roles and responsibilities for all NHS Lothian employees.

Additional responsibilities to enable the effective prevention, and operational management and control, of violence and aggression risks are detailed below.

5.1 Staff Responsibilities

A comprehensive description of roles and responsibilities is included as associated materials. A summary of the key responsibilities is given:

5.1.1 NHS Lothian Chief Executive

The Chief Executive is responsible for:

- ensuring there are arrangements in place for identifying, evaluating and managing risk associated with violence and aggression at work

- ensuring that resources are available to implement this policy

- ensuring arrangements for monitoring incidents of violence and aggression are in place and ensuring that this policy is regularly reviewed for effectiveness

- delegating the responsibilities as outlined in the associated materials, where comprehensive descriptions are provided.

5.1.2 Heads of Departments

Heads of Departments must:

- ensure that all ward and departmental managers are aware of this policy and the requirements within it

- ensure that all ward and departmental managers have completed the NHS Lothian Risk Assessment and Risk Reduction System (Purple Pack) to the appropriate stage

- review the content of risk assessments, ensuring that controls are proportionate, and satisfactorily completed documents are signed-off

- facilitate compliance with the identified level of staff education by ensuring wards and departments are sufficiently resourced to allow for release of staff to undertake necessary training and education

- ensure that all aspects of NHS Lothian's Adverse Event Management Policy are implemented in relation to violence and aggression

- ensure that ward and departmental managers are implementing robust post-event support strategies.

5.1.3   Departmental Managers

Departmental Manager must:

− ensure that all staff members are aware of this policy and the requirements within it. This may require giving consideration to communication needs of staff whose first language is not English or who have sensory impairment

− carry out violence and aggression risk assessments using the NHS Lothian Risk Assessment and Risk Reduction System (Purple Pack)

− complete the NHS Lothian Risk Assessment and Training Needs System (Purple Pack) to the appropriate stage,

− implement all controls identified during the risk assessment process and evaluate the effectiveness of controls

− assess the level of training and education required by staff and ensuring that all staff complete the identified level of education

− implement all aspects of NHS Lothian's Adverse Event Management Policy and ensure that all events relating to violence and aggression are reported in accordance with the policy and associated Adverse Event Management Procedure.

− contact NHS Lothian's Management of Aggression Team for support and specialist advice when risks and challenges cannot be managed effectively

− facilitate, as soon as possible after an event, post-event support strategies including adverse event investigation, review, de-brief and provision of support for staff and others affected by these events.

5.1.4   All staff

All staff must:

− take reasonable steps to keep people safe and where interventions are required and consider the impact of their actions on themselves, and any other people whom may be affected by these actions

− follow all policies and procedures designed for prevention and management of violence and aggression (see section 6), including reporting any risks they identify, and implement any appropriate controls

− Contribute to the risk assessment and risk reduction process, as a minimum via the completion of the Staff Perspectives Questionnaire (as contained within the Purple Pack)

− Complete all required training and education, as identified by their line management

− Report all adverse events involving abuse, threats or assault, including near misses, to their line manager. The individual or the manager must then record these using the Datix system.

6.0   Associated materials

Document	Description	Approved by
Management of Violence and Aggression Staff Guidance	Guidance document including: Risk Assessment, Management of Threat with Weapons, Withdrawal of or Alteration of Access to Treatment, Use of Force by Staff, and Police Involvement.	NHS Lothian Health and Safety Committee, 2023
Health and Safety Policy	Overarching H&S policy for NHS Lothian	NHS Lothian Board
Risk Assessment and Risk Reduction System (Purple Pack)	Risk Assessment and Risk Reduction System	NHS Lothian Health and Safety Committee, 2021
Lone Working Policy	Policy to support staff in identifying, managing and controlling risk, and protecting staff as far as is practicable, from risks arising out of lone working.	Policy Approval Group via H&S Committee, 2021
Restraint Policy: Considerations and Alternatives	A suite of materials describing when and how to use restraint	Policy Approval Group via H&S Committee, 2018
Soft Restraint and Safer Holdings System Policy	Applicable only to Forensic Medium Secure Unit use of specific restraint techniques	Policy Approval Group via REAS SMT, 2021
Adverse Event Management Policy	Sets out the policy and procedures for reviewing all adverse events and is applicable in relation to violence and aggression actual and near misses reporting/monitoring	Policy Approval Group via H&S Committee, 2018
Emergency Alarm System and Response Policy	Sets out best practice in relation to all aspects of alarm system implementation and summoning assistance in an emergency.	Authorised 2016
Keeping People Safe – A Training Strategy for management of violence and aggression [under development]	Sets out a proportionate training matrix to enable managers to access training relative to their risk assessment/patient specific risk assessment	NHS Lothian Health and Safety Committee
Interpretation and Translation Policy	Related policy and procedures for provision of interpretation services where language is a barrier to keeping people safe	Policy Approval Group, 2019

NHS Scotland Conduct Policy	Related policy for the management of staff	Once for Scotland policy (HR)
NHS Scotland Bullying and Harassment Policy	Related policy for the management of staff	Once for Scotland policy (HR)
Public Protection Policy	This policy, and its associated materials, relate to child and adult support and protection, where there are concerns about public protection arising from incidents or attendances at hospital	Policy Approval Group via PPAG, 2020

7.0   Evidence base

Health and Safety at Work etc. Act 1974

Management of Health and Safety at Work Regulations 1999, Regulations 3, 4, 5, 10 and 13

Provision and Use of Work Equipment Regulations 1998, Regulation 5

Safety Representatives and Safety Committee Regulations 1977

The Health and Safety (Consultation with Employees) Regulations 1996 (legislation.gov.uk)

NHS Reform (Scotland) Act 2004

8.0   Stakeholder consultation

This policy has been developed in consultation with stakeholders as part of the Violence and Aggression Programme Board. This policy was placed on the NHS Lothian Consultation Zone for a 4-week period for all NHS Lothian staff to comment on.

9.0   Monitoring and review

All adverse events in relation to violence and aggression (including near misses) must be reported in line with the NHS Lothian Adverse Event Management Policy.

Line managers must ensure that review and investigation of these adverse events is carried out and recorded in line with either the level of harm caused or the potential for harm.

Significant adverse events resulting in major harm or death must be reviewed in accordance with the NHS Lothian Adverse Event Management Policy. The primary function of these investigations is to illicit any potential learning points. Where investigations have highlighted potential improvement actions these actions must be implemented and monitored for effectiveness.

The Management of Aggression Team periodically reviews adverse events of violence and aggression and may contact wards and departments to offer support, advice and guidance in relation to incidents of violence and aggression.

9.1   Reactive Monitoring

All adverse events must be recorded using the Datix system and investigated in line with the NHS Lothian Adverse Event Management Policy and the NHS Lothian Adverse Event Management Procedure.

In order to ensure the implementation and effectiveness of this policy and associated local procedures, local statistics and adverse event reports must be reviewed regularly by relevant management groups and local Health and Safety Committees.

Line managers must monitor awareness and compliance with all aspects of this policy. This includes identification of lone workers and attendance at identified education. Compliance must be reported via local Health and Safety Committees.

Adverse event trends will also be monitored through local management structures to identify themes and mitigating actions that can be taken locally. The data will be collated for submission to the NHS Lothian Health and Safety Committee to determine what additional interventions may be required to assist with preventing recurrence and to share learning across the organisation.

9.2   Active Monitoring

In collaboration with staff, service/departmental managers must evaluate the effectiveness of local safety procedures on an ongoing basis. Evaluation must be undertaken with the aim of continuous improvement and responding to emerging risks.

Ward/departmental managers must use regular workplace inspections, safety tours, the Health and Safety Management System quarterly-review process, and the review of departmental and service Risk Assessment and Risk Reduction System (Purple Pack) to further determine the effectiveness of the local implementation of this policy.

The implementation of this policy will be monitored for compliance through the use of the NHS Lothian Health and Safety Management System quarterly-review process. This information will then be provided to the appropriate management team and the local Health and Safety Committee.

The NHS Lothian Health and Safety Committee will, on a regular basis, receive updates and assurance from the various local Health and Safety Committees on the mitigation plan relating to the corporate risk register entry describing the risk of Violence and Aggression in the workplace.

9.3   Review

This policy will be subject to review and updated every 3 years, or as a result of any changes in level of risk and/or in legislation which may occur before this. The review and update will be undertaken by key stakeholders in the policy, including Clinical Services, Clinical Procurement, Partnership Representatives and the Health and Safety (H&S) Advisory Team.

This policy may also be subject to review if new guidance or legal opinion is issued, or if NHS Lothian identifies a need for revision as the result of inspection, audit or following investigation of an adverse event. The effectiveness of this policy may also be monitored and evaluated using the outputs from:

− Significant Adverse Event (SAE) Reviews

− DATIX investigations

− Complaint investigations/improvement plans

− Health & Safety Quarterly Reports (compliance with relevant policies/risk assessments.