

EP16EO – CULTURE OF SAFETY

PREVENTING WORKPLACE VIOLENCE TOWARDS NURSES THROUGH PATIENT PROPERTY AND SAFETY ROUNDS

Using the required empirical outcomes (EO) presentation format, provide one example of an improved workplace safety outcome for nurses, specific to violence (e.g., physical or psychological violence, threats of incivility) toward nurses in the workplace.

- *Provide a copy of the organization's safety strategy.*

Problem

NewYork-Presbyterian/Columbia University Irving Medical Center (NYP/Columbia) is committed to creating a safe environment for all nurses by preventing workplace violence (WPV). The Security Department's mission is to strive to eliminate threat against the personal well-being and property of patients, visitors, and hospital staff delivering quality healthcare services. [EP16.1—2023-2024 CUIMC Security Department Strategic Plan](#)

Aimee Rizzi, DNP, RN, CEN, Director of Nursing, Medicine, was concerned by the rising incidence of WPV, specifically physical and verbal WPV towards nurses. In response to the trend, she promptly reached out to the Security Department to seek their support and collaboration.

Pre-Intervention

May 2023:

- The rate of RN WPV per 1,000 RN direct care hours at NYP/Columbia was 0.14 in May 2023. Registered Nurse (RN) WPV is the act or threat of violence, ranging from verbal abuse to physical assaults directed towards RNs at work.
- Dr. Rizzi spoke with Edward M. McCabe, CPP, CFE, Director of Security, NYP/Columbia, to address the security concerns. Following their conversation, Mr. McCabe expressed agreement and commitment to exploring potential

solutions aimed at mitigating RN WPV across the organization (organization-wide).

- The Security Department received approval to hire two additional senior security officers to support its revamped Patient Property Program, a program geared towards managing patient belongings. Rahiem Allen, Security Manager, saw the opportunity to expand the role of the senior security officers. The senior security officers were better positioned to prevent RN WPV since they round the patient care areas to collect, store, return, or dispose of patient belongings.
- Mr. Allen proposed to formalize Patient Property and Safety Rounds to Mr. McCabe, who subsequently approved the proposal.

Goal

To decrease the rate of RN workplace violence per 1,000 RN direct care hours at NYP/Columbia

Participants

Name/Credentials	Discipline	Title	Department/Unit
Aimee Rizzi, DNP, RN, CEN	Nursing	Director of Nursing	Medicine
Edward M. McCabe, CPP, CFE	Security and Emergency Management	Director of Security	Security
Rahiem Allen	Security and Emergency Management	Security Manager	Security
John Martinez	Security and Emergency Management	Senior Security Officer	Security
Edwige Bertrand	Security and Emergency Management	Senior Security Officer	Security

Intervention

June 2023:

- John Martinez and Edwige Bertrand onboarded as senior security officers. Consistent with the remodeled senior security officer role, Mr. Martinez and Mr. Bertrand were cross-trained to provide security intervention and to serve as a point of escalation for nurses.

Impact Statement: Their training in de-escalation and investigative techniques allowed them to recognize safety risks and intervene as appropriate, thus implementing preventative and prompt action, and decreasing the rate of RN workplace violence. Historically, foot patrols were inconsistent and were conducted by entry-level security personnel who did not have this level of training.

- With Mr. McCabe’s approval, Mr. Allen developed a rounding sheet to document property and safety concerns. The rounding sheet included the following:
 - Date
 - Name of senior security officer
 - Location of unit visited
 - Time of visit
 - Name of charge nurse who spoke with the senior security officer
 - Clothing and valuables to secure
 - Security concerns and comments

Impact Statement: The rounding sheet prompted the senior security officers to engage with the clinical nurses in matters of RN safety.

- Mr. Martinez and Mr. Bertrand received education on Patient Property and Safety Rounds. They were provided with the following script:

“Good morning, I’m Officer XX from Security here conducting our daily safety rounds. How were things overnight and is there any security issue I could assist with right now? Also, please let me know if you have any patient property on your unit that you would like us to secure? If you have any issues later that requires Security, please contact us. Hope to see you again tomorrow. Have a great day.”

Impact Statement: Scripting ensured that senior security officers convey key messages accurately, maintain professionalism, and enhance overall communication related to RN safety.

- By the end of June 2022, Mr. Martinez and Mr. Bertrand performed daily foot patrol rounds across all patient care areas, aiming to offer immediate security intervention. Their routine included engaging with charge nurses to address any security concerns and providing recommendations for security 1:1 when appropriate.

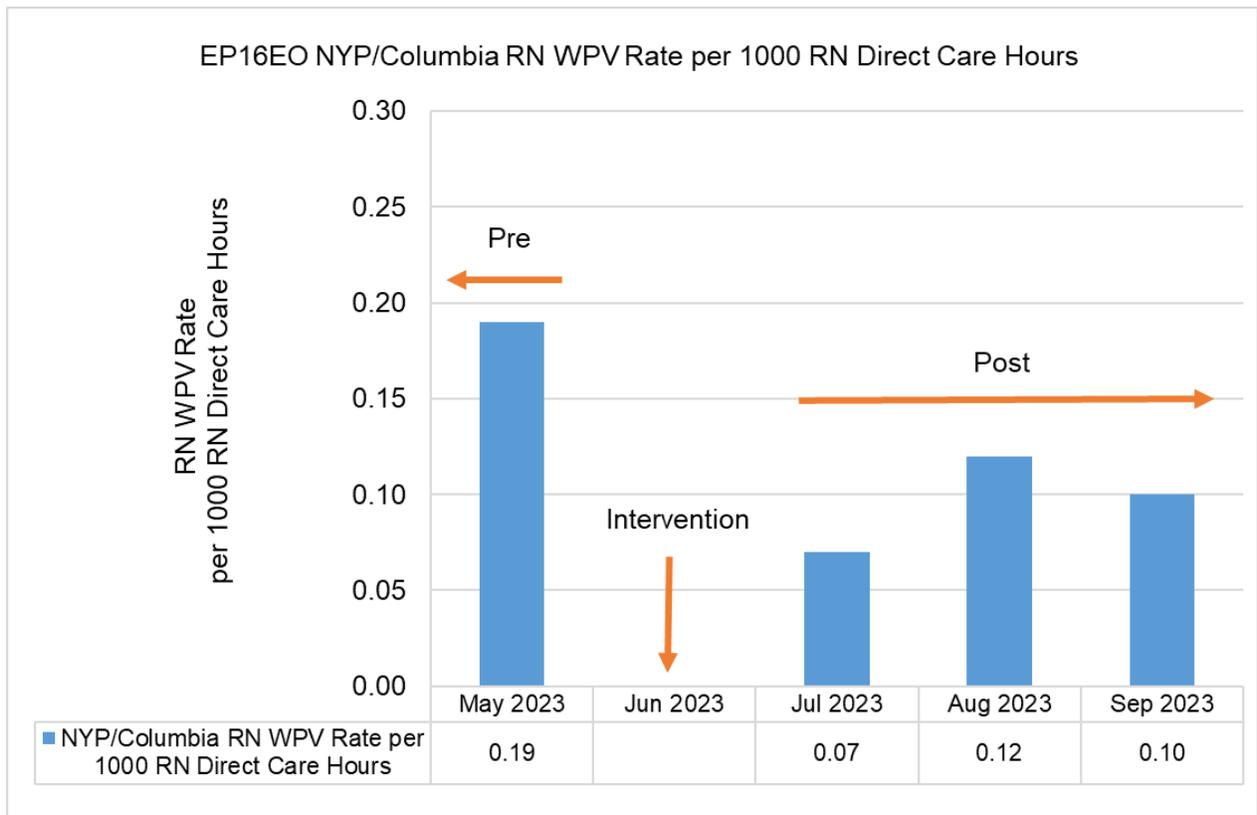
- **Key references:**

Mitra, B., Nikathil, S., Gocentas, R., Symons, E., O'Reilly, G., & Olausson, A. (2018). Security interventions for workplace violence in the emergency department.

Emergency Medicine Australasia, 30: 802-807. <https://doi.org/10.1111/1742-6723.13093>

Sharifi, S., Shahoei, R., Nouri, B., Almvik, R., & Valiee, S. (2020). Effect of an education program, risk assessment checklist and prevention protocol on violence against emergency department nurses: A single center before and after study. *International Emergency Nursing*, 50, 100813. <https://doi.org/10.1016/j.ienj.2019.100813>

Outcome



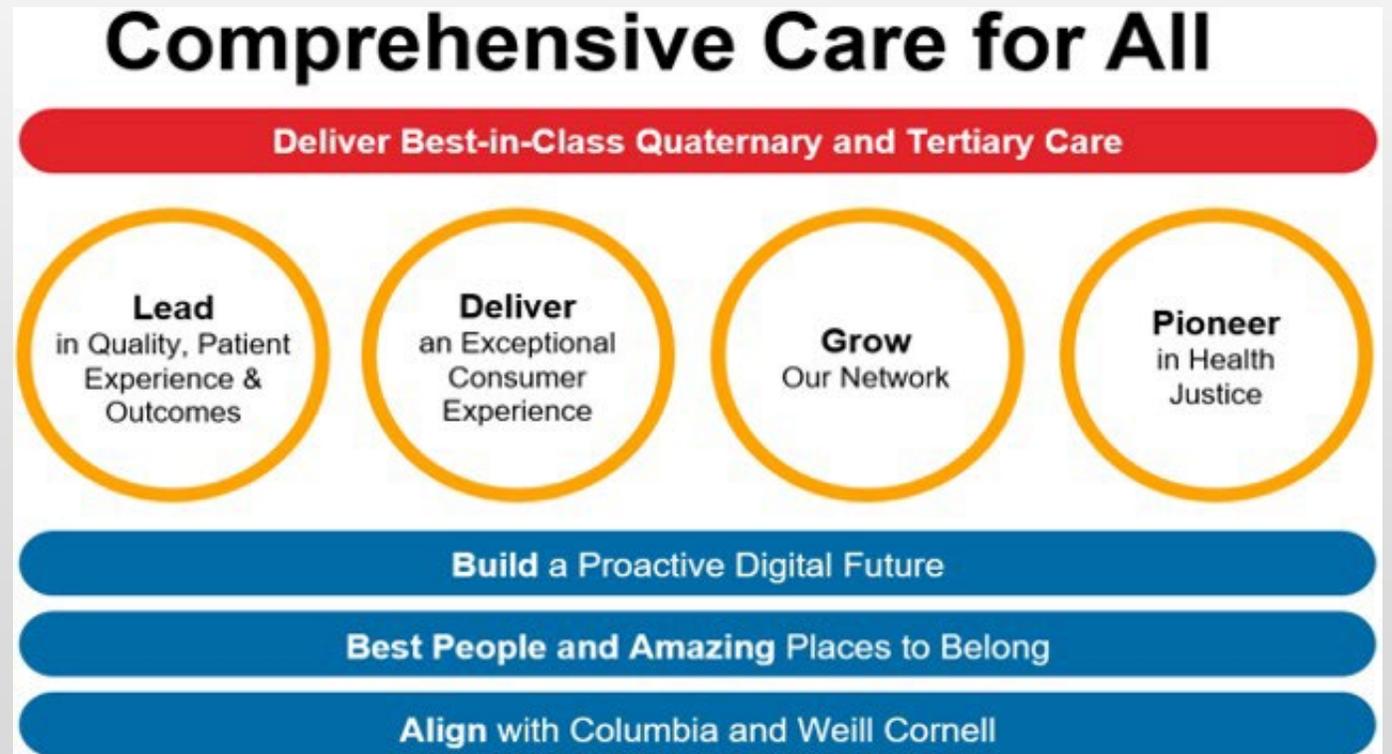
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Cascading From:

- I. 2023 NYP Strategic Initiatives
- II. 2023 Security Management Sub-Committee Security Management Plan – Security Mission Statement and Objectives

I. NYP Strategic Plan for 2023:



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II. NYP Enterprise Wide Security Department Mission Statement and Vision:

The Security Management Program of the Environment of Care complements quality and patient safety by maintaining excellence in the implementation of protective services throughout the medical center and the surrounding community. The Security Department in conjunction with the Security Management Subcommittee strives to eliminate the threat against the personal well-being and property of the patients receiving quality health care, their visitors, and for the hospital staff delivering said quality healthcare services by monitoring performance and ensuring compliance with all Joint Commission standards.

The CUIMC Security Department Strategic Plan as aligned with both the NYP Strategic Plan and the Security Enterprise-wide Security Mission and Vision Statement:

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NYP Strategic Plan ----- 2023 Security Management Plan Mission and Vision Statement and Objectives	Professional Practice Model	What we want to Accomplish
Deliver an Exceptional Consumer Experience by Protecting life and property, maintaining order, and reducing crime through the implementation of recognized crime prevention and investigative techniques	Prevention – Protective Services / Evidence based best Practices	<ul style="list-style-type: none">❖ Conduct complete updated overall Security Assessment leading into 2024 , of entire Columbia and Allen Campuses with focus on Security Sensitive Areas.❖ Conduct complete updated Security Assessment of all ACNs❖ Continue close liaison with University Security on both Crime Prevention and Investigative matters.

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		<ul style="list-style-type: none">❖ Continue a vigorous annual training program of drills and tabletop exercises for our Officers and Clinical staff in Infant Protection in accordance with Regulatory requirements at both the MSCH and the Allen hospital.❖ Conduct the newly created 2023 “Infant Abduction” Training Program for all Officers.❖ Review progress to date in the recently completed revamp of Patient Property collection, safe storage, and disposal/return program all administered by our Senior Security Officers.
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		<ul style="list-style-type: none">❖ Consider enhancement of Pediatric patient protection in MSCH. Add technology to protect toddlers and younger children from abduction. What new technology is available ?❖ Consider a plan of expansion of Shuttle Bus Service between campuses not currently served.❖ Examine the expansion of Exterior patrols to provide complete 24/7 coverage of exterior areas of the campus. What tactical solutions are available?
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		<ul style="list-style-type: none">❖ Work with NYP Procurement to replace all white Shuttle buses, which are now at end of life and a maintenance burden. ❖ Continue regular liaison with Leadership of the NYPD 33 and 34 Precinct. Invite Leadership to tour the campus and attend all Security events, especially those focused on the perimeter.
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		<ul style="list-style-type: none">❖ Attend all events hosted by the NYPD 33 and 34 Precinct, such as Community Advisory Boards.
<p>Lead in Quality, Patient Experience and Outcomes</p> <p>by</p> <p>Periodically conducting security vulnerability, threat and risk analysis to identify program deficiencies and identify appropriate counter-measures</p>	<p>Detection – Ongoing Assessments/Autonomy/ Evidence based best practices.</p>	<ul style="list-style-type: none">❖ Prepare a professional staffing model- Visit and tour other similar like-sized Health Care Institutions / Hospitals and compare / observe best practices. Compare patient volume/ Square footage/ buildings/ Entrances.

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- ❖ Complete assessment entering 2024 of all Entrances to determine if technology can be better leveraged to better secure an Entry Point, such as additional Card Readers, Cameras, alarms , weapons scanners.
- ❖ Continue to monitor performance of our Officers assigned to CPEP, how can we optimize performance in this environment ?
- ❖ How can technology be added/improved to enhance safety and security in CPEP ? Conduct complete assessment.

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		<ul style="list-style-type: none">❖ Continue to educate our clinical partners in the newly revamped Patient Property collection, safe storage and disposal/ return program.
<p>Pioneer in Health Justice</p> <p>by</p> <p>Dictating that the Security Department conveys an image of professionalism by promoting and exemplifying the highest standards of integrity, honor, justice, and morality.</p>	<p>Education - Professional Development/ Evidence based best Practices</p>	<ul style="list-style-type: none">❖ Conduct a complete overhaul of our Department training program by centralizing this function by creating a Department level “training office” with one supervisor designated as the “Department Training Officer”. Responsible for all training oversight and compliance to include providing needed training and scheduling and

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		<ul style="list-style-type: none">❖ Establish an in-depth review of all Complaints / Grievances and De-Escalations received during 2023 and 2024 regarding Security engagements. Ensure all possible measures are in place to avoid repeat complaints. Emphasize re-education and training of Officers and in-depth reviews with Sergeants.
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		<ul style="list-style-type: none">❖ Institute mandatory Manager and Sergeant led After-Action Reviews of all De-Escalations, Panic Alarm responses and removals, to discuss if proper protocols employed in accordance with Policy. Focus will be on Officer and patient injuries and how they could have been prevented.❖ Identify and Compete for all Local/State and National Awards in the Area of Hospital Security.
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		<ul style="list-style-type: none">❖ Professionalize training / create In-Service training for all Officers to ensure complete competence in response and immediate actions to “All Hazards” (Active Shooter, Infant abduction, fire, Violent disturbances, trespassers, Labor Issues etc.)❖ Continue to support our permanently assigned Sergeant to the ACN compliment, ensuring Officers are performing to high standards and in line with expectations in place at Columbia and Allen campuses.
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		<ul style="list-style-type: none">❖ ACN Officers – Enhance involvement with Campus Security Staffs (168 and Allen) in order to improve inclusion and professionalism.
<p>Grow our Network</p> <p>by</p> <p>Encouraging the professional advancement of its personnel through a commitment toward education and training of the security personnel, all hospital staff and the surrounding community.</p>	<p>Liaison - Collaboration/ Professional Development/ Evidence based best Practices</p>	<ul style="list-style-type: none">❖ “New Officers Training Academy “- Continue to support and develop this initiative with our NYP Security Training Department and then Support by ensuring attendance by all new Security Officers. Continue to support our Senior Security Officers who teach and oversee day to day operations of this “Academy”.

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		<ul style="list-style-type: none">❖ Review the Fire Safety Director Program (FSD) with Environmental Health and Safety (EHS). Provide FSD Certification Training to Security Officers to continue receiving this designation. Ensure all Sergeants receive this designation.❖ Reassess FSD compensation with HR.
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		<ul style="list-style-type: none">❖ Continue to support our Firearms custodian in overseeing and administering the Sergeant Firearms program. Finalize plan for moving forward with agreed upon future of this program.❖ Prioritize In-Service Training for all Officers – Focus on Customer Service Training, Personal appearance and Uniform standards.❖ Continue to provide “Active Shooter “ Training to all Hospital Employees ensuring
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		<p>that we have a 100% training success rate yearly. Success must also be measured by employees correct response to Tracer questions.</p> <ul style="list-style-type: none">❖ Continue to offer In-Service training to our clinical partners in all other areas of personal safety, crime prevention and patient de-escalation along with “by-stander” training, by working closely with our Enterprise-wide Security training Department to develop and administer this training.
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		<ul style="list-style-type: none">❖ Enhance de-escalation training for our ACN Clinical partners.❖ Create a professionalized Mentoring Program for all Officers to assist with career advancement and completing college education.❖ Identify and extend all opportunities for relevant training outside of NYP to all Officers for career development.❖ Identify opportunities outside of NYP for Sergeants career enhancement and make such attendance mandatory.
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