

Management of Violence and Aggression and Workplace Stress in the HSE

Karen McKiernan, National Health & Safety Advisor,
National Health & Safety Function,
Workplace Health & Wellbeing Unit

Responsibilities

- Outlined in Corporate Safety Statement and included in local SSSS
- Delegates day-to-day operational responsibility to all Directors, Senior Managers and Line Managers
- Must ensure each site/ service has in place written risk assessments which are communicated, monitored, reviewed and updated at least annually and in the event of any significant change in legislation, work activity or place of work



What is Work related aggression and violence?

The HSE has adopted the EU definition of work related aggression and violence as:

“any incident where staff are abused, threatened or assaulted in circumstances related to their work, involving an explicit or implicit challenge to their safety, wellbeing or health.”



Who is at Risk?

Employees who may be at a greater risk:

- Work alone
- Work after normal working hours
- Work and travel in the community
- Provide or withhold a service
- Exercise authority
- Provide care and advice for service users with risk factors
- New, inexperienced employees who have not received the necessary training or developed the required skills.

Risk Assessment

Employer to:

Identify the hazards at the place of work, **assess the risks** from those hazards and have in place a written assessment of those risks as they apply to employees and others affected by the employer's activities.

Section 19 of the Safety, Health and Welfare at Work Act, 2005



Risk Reduction/Control Measures

Working environment :

- Layout, fixtures & fittings
- Space
- Information & signage for service users
- Access & Egress
- Security systems/monitors/alarms



Risk Reduction/Control Measures

Training: Based on a training needs analysis informed by risk assessment

Difficult People : Why they act that way
& how to deal with them (HSELandD)

Facing confrontation in customer services (HSELandD)



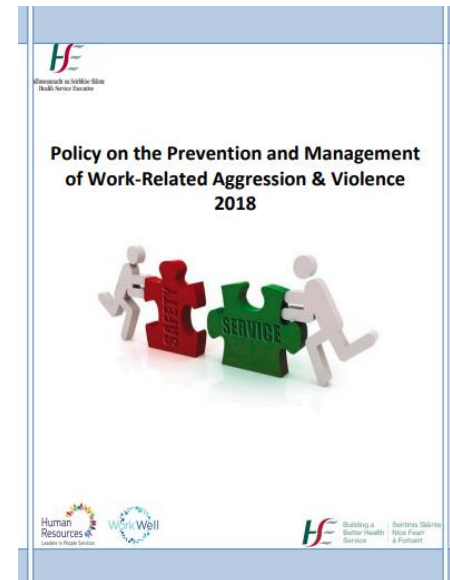
hseland.ie
Cúram le Eolas

Risk Reductions/Control Measures

-Lone Working

-Emergency Plans/Procedures

-Incident Management



Management of Aggressive phone calls

No employee is expected to have to deal with aggressive/abusive callers.

The behaviour on the telephone may fall short of normal standards

Consider our service users needs, maintain a balance between the rights of the employee and the rights of the service users.



National Health & Safety Function - NHSF Indicaciones de servicio al cliente
HANDLING AGGRESSIVE PHONE CALLS
FAST FACT FF 018:00, JULY 2017

No member of our staff is expected to have to deal with aggressive/abusive callers. Sometimes, the behaviour on the telephone of the caller or representative may fall short of the normal standards we would expect.

**I am frustrated
I need an answer**

Members of staff are not expected to tolerate abusive or threatening remarks from applicants or those calling on their behalf. However, we must consider our service users needs; they can be exacerbated or stressed. Therefore, whenever possible we should maintain a balance between the rights of the employee and the rights of the service users.

Suggested Actions: if you receive an abusive call, or during the call the caller becomes abusive:

- Inform the caller, firmly but politely, that you find the language they are using offensive and that you will end the conversation and put the phone down if the abusive language does not stop
- If it continues, despite repeating your warning, hang up
- Make a detailed note of the call
- Inform the staff member(s) who is/are involved with the caller
- Report any incidents of abusive threatening behaviour or language to your line manager

To maintain control of a call and avoid, if possible, the need to terminate the call:

- Keep calm and try to remain as objective as possible
- Do not respond with aggression
- Try not take what caller is saying personally
- Ask and keep asking for the facts
- Try to keep the tone of your voice calm and measured
- Let the caller "vent and have his/her say"
- Listen! Question and confirm what they are saying
- Remain positive and confident, do not allow the caller to take over the call
- Follow through on agreed actions
- END the call as recommended above if necessary.

See HSE Website Page: [Vexatious & Unreasonable Behaviour](#) for more resources.

Keep calm, and try to remain as objective as possible.

Maintaining control of a call

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- Follow through on agreed actions



-END the call

Receiving Abusive Calls

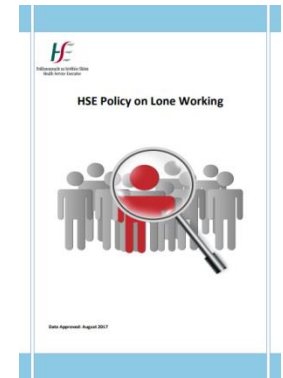
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What is Lone Working?

“are those employees who work by themselves without close or direct supervision(HSA 2011)”

Lone Workers are those who are physically isolated from colleagues and without access to immediate assistance



Risk Assessment - Section 19 of the Safety, Health and Welfare at Work Act, 2005

Risk Reduction/Control Measures

Control point established to leave details of lone working activities.

For each lone worker the details should include:-

- Name
- Address, home telephone number and emergency contact
- Mobile phone number and/or pager number
- Work start time
- Itinerary of visits:
 - Name, address and telephone number of each service user
 - The order of visits
 - Expected time of visit or call-in
- Car registration make and model

Escalation procedure to be in place

Risk Reduction/Control Measures

Fixed Workplaces

- Controlled access and egress
- Access to parking
- Location and layout of consultation / interview rooms
 - centrally located with viewing panels
 - no additional equipment / furniture that could be used as missiles or weapons
 - chairs and tables should be strategically placed to allow access to exit route if necessary
- Communication devices (use of panic alarms, CCTV, etc)
- Easy access to exit as appropriate

Emergency Plans/Procedures

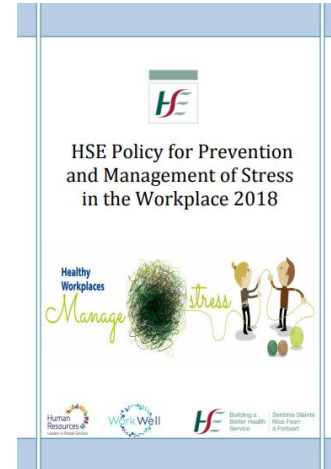
Incident management

Stress

STRESS is a mental and physical condition which results from pressure or demands that strain or exceed your capacity to cope. The sources of such pressure or demands are called **STRESSORS**.

Work-related (WRS) or occupational stress

The conditions, practices and events at work which may give rise to stress. WRS is stress caused by or made worse by work.



Stress

Work-related stress in Ireland doubled from 8% in 2010 to 17 % in 2015
(2018 study by the Economic and Social Research Institute)

Sectors where employees are most likely to report stress:

- Health sector (18%)
- Public administration (16%)
- Manufacturing (15%)

Causes of stress:

- Emotional demands (dealing with angry clients/customers, hiding emotions at work).
- Time pressure (not enough time, tight deadlines)
- Bullying, harassment, violence, discrimination
- Long working hours

Employee opinion of stress



Your Opinion Counts
 Health Sector National Staff Survey 2016
www.youropinioncounts.ie

■ Strongly agree
 ■ Agree
 ■ Neither
 ■ Disagree
 ■ Strongly Disagree

My organisation is genuinely interested in the wellbeing of its staff



■ Strongly agree
 ■ Agree
 ■ Neither
 ■ Disagree
 ■ Strongly disagree

I feel that my level of stress sometimes affects my work



I believe the source of my stress is work-related



I tend to manage any work-related stress well



I am aware of facilities where I work that provide support to staff experiencing stress in work



At my work I always persevere, even when things do not go well



Symptoms of stress

Behaviour: You may:

- Find it hard to sleep
- Change your eating habits
- Smoke or drink more
- Avoid friends and family

• **Mentally you may:**

- Be more indecisive
- Find it hard to concentrate
- Suffer poor memory
- Feelings of inadequacy
- Low self esteem

Physical symptoms

- Tiredness
- Ingestion & nausea
- Headaches
- Aching muscles

• **Emotionally you are likely to:**

- Get irritable or angry
- Be anxious
- Feel numb
- Be hypersensitive
- Feel drained and listless



Workplace Stress Risk Assessment

- Workplace stress risk assessment is a **legal requirement**.
- The HSE Workplace Stress Risk Assessment form is based on the UK Management Standards
- It can be used proactive or reactively, with an individual staff member or a team

National Health and Safety Function, Workplace Health and Wellbeing Unit, National HR Division 

Workplace Stress: Risk Assessment Form – Part 1 of 3		
Division:	Source of Risk:	
HG/CHO/NAS/Function	Primary Risk Category:	
Section/Ward/Dept:	Risk Type	
Hospital Site/Service:	Name of Risk Owner (BLOCKS):	
Dept/Service Site:	Signature of Risk Owner:	
Assessment type: <input type="checkbox"/> Individual <input type="checkbox"/> Group (V as appropriate)	Risk Co-ordinator:	
If individual assessment, specify employee's name:	Risk Assessor (s)	
Date of Assessment		
Unique ID No:		
Workplace Stress: Risk Assessment Form – Part 2 of 3		
Was there a specific issue/incident that triggered this risk assessment?		
Potential work related stressors	Employee's concerns	Existing controls/What is happening now?
Demands		
What is causing you to feel under excessive pressure at work?		
What are key aspects of your role/ job description?		
Are you clear on service priorities? How do you prioritise your daily work duties?		
Are you clear on work deadlines and are they realistic?		
Do you feel you have the right skills & knowledge to do your job?		
Have you the resources you need to do your job?		

Work related Stress Risk Assessment Questions

Demands
What is causing you to feel under excessive pressure at work?
What are key aspects of your role/ job description?
Are you clear on service priorities? How do you prioritise your daily work duties?
Are you clear on work deadlines and are they realistic?
Do you feel you have the right skills & knowledge to do your job?
Have you the resources you need to do your job?

Do you find your work boring or repetitive?

Control
Are you clear about who does what in your Dept/area?
Do I, as your manager, give you enough guidance & support?
Do you have opportunities to develop your skills/ use your initiative?
Have you any flexibility in when you take your breaks/Annual Leave?

Support
Is there good communication in your Dept/area? e.g. One-to-one meetings with manager/ team meetings?
Are your work colleagues supportive?
Do you require further training / skills development?
Are there pressures outside work that are affecting you at work?
Would you like support to deal with these pressures?
Are you aware of HSE employee supports available? Do you need information on how to access any of them?

Relationships
Are there any issues or tensions within your team/service?
Have you seen any bullying/harassing behaviour in your team?
Do you have difficulty working with anyone? Manager/ colleague/ other health care worker?
Do you and your work colleagues support each other?
What is morale like within your team?

Role
Do you feel you have been properly inducted into your role?
Do you understand your role?
Do you have a clear reporting structure?
Do you know what is expected of you at work?
Have you work demands that are outside/conflict with your role?

Change
Is there a lot of change in your service?
Have you had an opportunity to discuss/comment on these changes within your service – e.g. at team meetings?
Am I, as your manager, supporting you enough in this change?
Do your colleagues/team provide support through the change?
Is there further information/support you require?

Risk Reduction/Controls measures

Eliminate the source of hazards/stressors - often involves affecting change

Reduce the risk by reducing the hazards/stressors in the workplace and /or limiting their impact

Protecting employees from the risk by limiting the exposure to the hazards/stressors

Monitor and review

Critical Incident Stress Management

A critical incident as ‘an event out of the range of normal experience – one which is sudden and unexpected, makes you lose control, involves the perception of a threat to life and can include elements of physical or emotional loss’.

Critical Incidents can include:

- multiple deaths,
- severe injuries
- exposure to human remains
- injuries to or death of children or people known to



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Policy for Preventing and Managing
Critical
Incident Stress

Benefits of Managing Violence & aggression & Stress in the Workplace

Employees: obtain greater wellbeing and job satisfaction

Managers: obtain a healthier more motivated and productive workforce

Workplaces results in:

- improved performance
- reduced accident and injury rates and
- lower absenteeism

Society: results in lower costs and reduced burden on services

Supports Available- HR

HR helpdesk - 1850 444 925

- Advice offered on HR policy implementation
- Advice offered on the management of employee relations etc.

Supports available- Occupational Health

- Offer specialist advice Managers/staff
- Assess employee & provide support in relation to functionality & to consider options/solutions for the benefit of employee & Manager.
- Referral pathways for both Manager & employees

www.hse.ie/eng/staff/safetywellbeing/occhealth

Supports - Health Promotion & Improvement

The little things campaign



-Talking to someone about what's troubling you can make a big difference to how you feel.

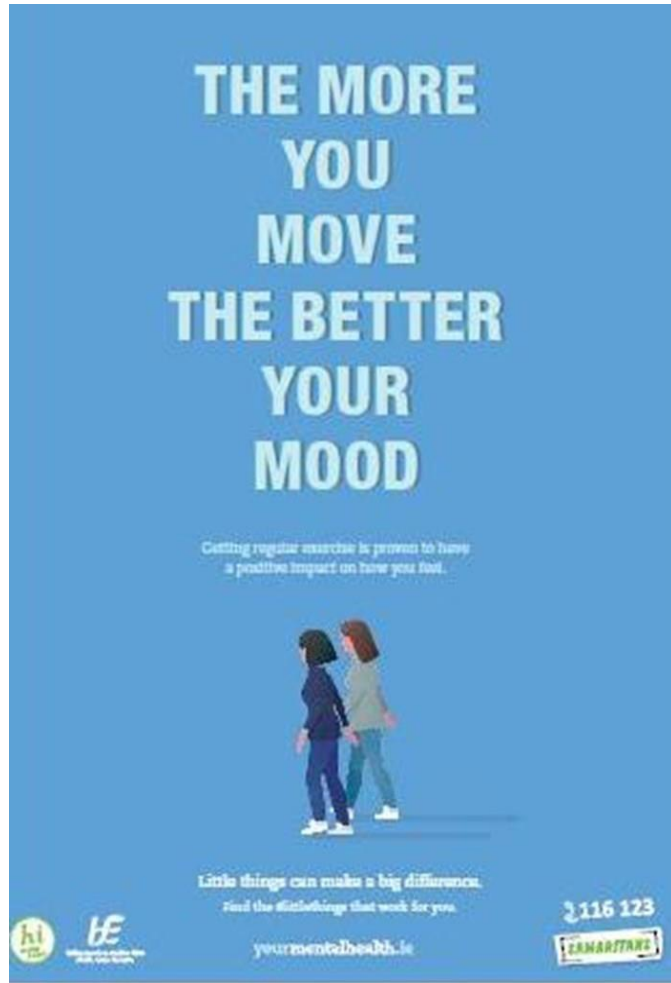
-Confide in someone you trust and what's troubling you can seem more manageable.

-You can always call the Samaritans for a listening ear. **Free call 116 123.**

When we do, little things can make a big difference to how we feel.

Find the little things that work for you.

The little things campaign



Keeping active is a great way to protect both your health and your mood.

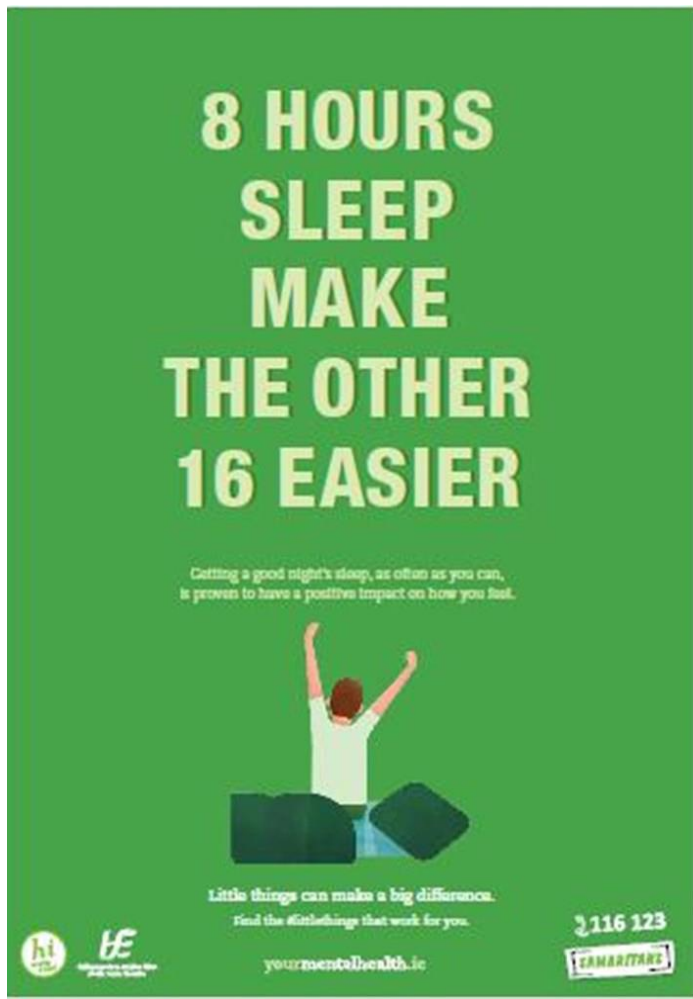
Even a quick walk every day will make a difference to how you feel.

When we do, little things can make a big difference to how we feel.

Find the little things that work for you

The HSE have developed a website to promote physical activity www.getirelandactive.ie
This web site gives direction, support and resources to anyone wishing to get physically active.

The little things campaign



We all feel better after a good sleep and even better if we do it regularly.

Get the 8 hours a night that we all need.

When we do, little things can make a big difference to how we feel.

Find the little things that work for you.

www.healthpromotion.ie

Supports - Employee Assistance and Counselling Services (EACS)

-Provides confidential counselling support for employees experiencing stress

-Provide support & guidance to Managers in responding to employee wellbeing issues

-Group support /facilitation sessions for staff who have experienced event that has been emotionally/mentally upsetting

-Group /individual support for staff who are preparing for an emotionally challenging event

-CISM support following critical incidents

www.hse.ie/eng/staff/safety_wellbeing/eap

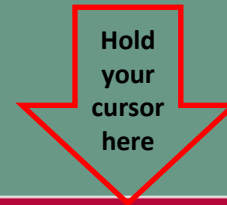
Supports - HR LEDT

Coaching focuses on unlocking a person's potential in order to maximise performance.

- Career Management
- Personal Development - Planning and Implementation
- Tailored Assessment - Strengths and Development



Where to find us on the HSE Website?



Health Services

Health A-Z

Staff & Careers

About Us




In this Section

- > Staff Survey
- > Workplace Health and Wellbeing Unit
- > Staff engagement
- > Jobs
- > Resources
- > Benefits and Services
- > Training
- > PCRS Online
- > Safety & Wellbeing
- > Online payslips



Most Popular Content

- > Check Your Payslip Online
- > Job Search
- > Pension Estimator
- > Look Up Payscales
- > Find HR Forms

-  Cycle to Work Scheme
-  Health Service Staff Credit Union
-  Mediation Service
-  Time Off
-  Travel and Subsistence



NHSF Homepage

- > **Safety & Wellbeing**
- > [Chemical Management](#)
- > [About Us](#)
- > [Contact Us](#)
- > [News and Events](#)
- > [Stress Management, European Safety & Health at Work](#)
- > [Healthy Workplaces for all Ages, European Safety and Health at Work](#)
- > [Display Screen Equipment \(DSE\) Campaign](#)
- > [OSH Newsletters](#)

Safety, Health and Wellbeing

Health & Safety Helpdesk:

Use the H&S Helpdesk to log your requests for **advice and information** and to book/cancel **training**.

NEW USER

REGISTERED USER



For support with helpdesk, call **1850 420 420** between **10:30-12:00 and 14:00-15:30**

<http://www.hse.ie/eng/staff/safetywellbeing/>

Resources:

Helpdesk Guides

A-Z

Training

Health & Safety Legislation

Safety Statements & Risk Assessments

Policies

Safety Consultation

Guidelines, Fast Facts & Safety Advisory Guidance Notes

Audits

Checklists

Frequently Asked Questions (FAQs)

Safety Alerts

Dangerous Goods

HSA Correspondence/ NIMS

Campaigns / Programmes:

[Display Screen Equipment \(DSE\)](#)



[Chemical Management at Work](#)



[Stress Management at Work](#)



[South East Community Healthcare](#)

WORKPOSITIVE®



Supporting documentation

- [Policy on the Prevention and Management of Work-Related Aggression and Violence 2018](#)
- [Aggression & Violence Policy fast fact](#)

- [Work Related Aggression & Violence FAQ](#)
- [Aggressive Phone Calls Fast Fact](#)

- [Policy on Lone Working](#)
- [FAQ on Lone Working](#)
- [Lone Working Policy fast](#)

- [Policy for Prevention and Management of Stress in the Workplace 2018](#)
- [Stress policy fast fact](#)
- [Policy on Preventing and Managing Critical Incident Stress](#)

- **Risk Assessment forms:**
 - General Risk Assessment, Workplace Stress Risk Assessment**

Helpdesk – Logging a Request

Safety, Health and Wellbeing

Health & Safety Helpdesk:

Use the H&S Helpdesk to log your requests for **advice and information** and to book/cancel **training**.

NEW USER



REGISTERED USER

Health and Safety
HELPDESK



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1850 420 420
between
10:30-12:00 and 14:00-15:30

User name

Password

Log on

Home-My Health and Safety Self Service

Ignore Logon!

User name

Password

Log on

[Please ignore the User Name\Password details and use the shortcut below to log your request](#)

Log a new Request

- ▶ INFORMATION/ADVICE/AUDIT: Log your Request
- ▶ TRAINING: Log a Training Request
- ▶ TRAINING: Log a Group Training Request (5 or more)
- ▶ Report HSA Correspondence

All Notices

Welcome to your Health & Safety Help Desk

[Helpdesk User Manual](#)
[Training Brochure](#)
[Training Terms and Conditions](#)

Helpdesk

Log your health and safety request at HSE
Safety, Health and Wellbeing @
www.hse.ie/safetyandwellbeing

Alternatively, contact the

**Health and Safety
HELPDESK**



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