

**OPERATIONAL POLICY ON THE
MANAGEMENT OF VIOLENCE AND
AGGRESSION**

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Contents

- 1.0 Introduction
- 2.0 Purpose of the Policy
- 3.0 Definition of Violence and Aggression
- 4.0 Philosophy
- 5.0 Key Values and Principles
- 6.0 Scope of the Policy
- 7.0 Employers Responsibility
 - 7.1 Nominated Security Management Director
 - 7.2 Local Security Management Specialist
 - 7.3 Trust Violence and Aggression Adviser
 - 7.4 Managers/Heads of Department/Supervisors
- 8.0 Employees Responsibility
- 9.0 Police Assistance
- 10.0 Performance Measures and Targets
- 11.0 Evaluation or Review
- 12.0 Contact Details
- 13.0 References

1.0 Introduction

South Staffordshire and Shropshire Healthcare NHS Foundation Trust recognises that their staff, by the nature of their duties, are at risk of being subject to abusive or threatening behaviour, and the threat of potential or actual physical assault. The Trust also recognises that patients and the public should be able to feel safe while accessing the Trust services. Whilst the number of reported incidents is low when compared to the workload of the Trust, the fear of violence and staff concern about safety is a reality and this policy sets out the steps by which the risk to staff can be minimised. The Trust is committed to take all reasonable precautions to reassure and safeguard its staff, who have a right to undertake their duties to the public without threat or interference. Legislation and guidelines require that a suitable policy in the Management of Violence and Aggression is developed.

The Trust works closely with the NHS Security Management Service (NHS SMS), the Police, the Crown Prosecution Service (CPS), the NHS Legal Protection Unit (LPU) and other nominated partners to ensure that a safer and secure environment is maintained for all those who work for or use the Trust, so that the highest standards of clinical care can be made available for patients. The Trust shall also work closely with the Health & Safety Executive (HSE) to discharge its responsibilities under the Health & Safety at Work Act 1974 and in particular to address the serious issue of violent, aggressive or anti-social behavior being perpetrated against our staff. The Trust shall support all concordats and any Memorandum of Understanding between the NHS SMS and other Authorities/ Organisations.

This Policy should be read in conjunction with other Trust Policies including the Risk Assessment policy, Physical Interventions Policy and Guidelines, the Lone and Community Worker Policy, the Security Management Policy, the DATA Protection Act policy and the Management of Health and Safety at Work Regulations 1999

2.0 Purpose of the Policy

This Policy aims to reduce the risks to staff as a result of perceived, threatened or actual violence at work. To ensure that everyone within South Staffordshire and Shropshire Healthcare NHS Foundation Trust is aware of and fulfils their responsibilities for staff and service users safety from violence and aggression;

This Policy will require that risk assessments be undertaken, in order;

- To prevent, wherever possible, risks to staff from violence and aggression;
- To ensure that staff and their representatives are involved in the risk assessment process and are kept fully informed of the outcome of the assessments and the steps to reduce risk;
- To fulfil legal and ethical obligations by ensuring the Trust is aware of the safety issues from incidents of violence and aggression;
- To protect staff from all forms of violence whenever possible;

- To provide aftercare, should staff be subjected to violence;
- Staff are provided with training to enable them to avoid and/or deal with actual or potential violence;
- That the training needs of staff are appropriately assessed and that all staff can access the Trust violence and aggression management courses

3.0 Definition of Violence and Aggression

The NHS has adopted the Security Management Service definition of violence and aggression,

- **Physical assault** – The intentional application of force to the person of another, without lawful justification, resulting in physical or personal discomfort.
- **Non-physical assault** – The use of inappropriate words or behaviour causing and/or constituting harassment.

This definition replaces all previous NHS definitions (Counter Fraud & Security Management Services 2003)

This definition is to include all forms of abuse, including verbal, and staff should be made aware of the need to report all forms of violence and aggression, in order that audit, monitoring, training and supporting the staff can be properly managed.

4.0 Philosophy

Violence and aggression are ways in which people can sometimes express their feelings. Inevitably, many care workers will encounter this experience in the form of verbal aggression, threatening behaviour or violence. A balance between the rights of the service users to receive care, against the demands imposed by society for the safety and security of the general public must be achieved.

South Staffordshire and Shropshire Healthcare NHS Foundation Trust take the issue of violence and aggression towards staff seriously and are working to support staff in managing and preventing episodes of violence and aggression.

This includes supporting individual teams to develop policies in the management of violence and aggression, in order to allow teams to meet local needs. Managers to be encouraged to develop a departmental policy and plan for dealing with potentially violent and aggressive situations and that all employees in their department have received the necessary information, instruction and training in managing violence and aggression. Initial support in developing teams/departments policy, in the management of violence and aggression; can be sought from the Trust Violence and Aggression Advisor and the Local Security Management Specialist.

The support offered by the Trust includes advice, consultation, locally agreed risk assessments, and identified training needs and research.

5.0 Key Values and Principles

The following are key values and principles that South Staffordshire and Shropshire Healthcare NHS Foundation Trust are committed to;

- The person receiving the service and the staff must be treated with respect and dignity, taking into account rights and beliefs;
- People matter more than property;
- All violence to staff and patients is unacceptable, whatever form it takes and whatever reasons are cited for it;
- South Staffordshire and Shropshire Healthcare NHS Foundation Trust recognise the risks to staff from violence at work and the obligations of the trust to minimise those risks;
- Dealing with, or being subjected to, violent behaviour is not considered to be a failure on the part of the employee;
- South Staffordshire and Shropshire Healthcare NHS Foundation Trust recognises the potentially damaging effects of violence on individuals, work performance and the organisation as a whole, and are committed to combating violence and aggression in all its forms;
- Every effort must be made to understand the causes of, and prevention of violence;
- Staff should endeavour to contain aggressive behaviour and defuse it before it escalates to greater abuse and violence;
- Colleagues must be supported whilst minimising harm to yourself;
- Any force used to restrain a person must be kept to an absolute minimum;
- Any force used to defend yourself from an aggressor must be bound by the considerations of what constitutes reasonable force in the circumstances;
- Managers and staff should encourage ways of improving the working environment to reduce trigger factors which can cause aggressive behaviour;
- All incidents of violence and aggression must be recorded on the Accident/Untoward incident form and forwarded to the line manager and to the Risk Manager. This should be done as soon as reasonably practical.

6.0 Scope of the Policy

This policy covers all staff within South Staffordshire and Shropshire Healthcare NHS Foundation Trust, whether involved in direct care provision or staff involved in support services. All staff working within South Staffordshire and Shropshire Healthcare NHS Foundation Trust will be made aware of this policy and its contents.

7.0 Employer's Responsibilities

- Analysis/audit within the organisation to identify risks, hazards, problems or other issues;

- Communication of the policy to ensure that everyone is aware of it and their responsibility in respect of it;
- Evaluation and review of the policy and procedures at agreed intervals, and the continual development of practice;
- Training of staff to ensure that they can fulfil their responsibilities under the policy and protect themselves from violence at work; See Trust Physical Interventions Policy and The Trust Mandatory Training Policy and Prospectus;
- Ensure through an appropriate Risk Assessment that all staff are able to access violence and aggression training through a tailored syllabus.
- Any staff that are unable to attend MAPA training will need to be identified by managers. In consultation with Occupational Health, they will need to identify training that staff can access in the management of violence and aggression.
- To ensure that training in the Management of violence and aggression meets published guidelines. E.g. NICE, NIMHE, BILD, Mental Health Act Code of Practice and the David Bennett Enquiry (Blofeld, 2004);
- A review of the MAPA, PSTS and CRT curriculum to ensure evidence base and consistency of training across the Trust;
- Written local guidelines in preventing and managing violence and aggression;
- A working environment, including adequate levels of staffing, conducive to the management of potential or actual violence;
- A system for monitoring and reviewing violent incidents;
- The provision of the appropriate Resources in the management of violence and aggression.

There are Key individuals identified within the Trust with responsibilities for the Management, Implementation and Evaluation of this Policy

7.1 Nominated Security Management Director (SMD)

The Trust's Chief Operating Officer shall undertake the role of the nominated Security Management Director. This role takes overall responsibility for overseeing security management work and ensuring compliance with Secretary of State Directions and subsequent guidance issued by NHS SMS, as well as ensuring that the LSMS has the necessary resources and support available to carry out their role effectively. Reporting directly to the Board the SMD will be responsible for ensuring that there is expert up to date security services and specialist advice available within the Trust. The SMD will also be responsible for ensuring that effective systems and work practices are in place and for promoting preventative security measures throughout the Trust.

7.2 Local Security Management Specialist (LSMS)

The role of the LSMS is primarily to deliver security management work locally to agreed national standards as set out in the Secretary of State Directions. The post-holder will be responsible for the following: -

- Providing advice, support and assistance regarding security management issues and to ensure all work is undertaken in line with any relevant requirements of the NHS SMS and the Trust.
- Actively promoting security management issues and working closely with staff of all disciplines to ensure that a pro-security culture is developed and maintained.
- Collection and collation of information pertaining to security related incidents in order to be able to identify trends and implement incident reduction strategies.
- Undertaking investigation, where necessary and appropriate, into breaches of security and related incidents.
- Ensuring that security management work is integrated into the Trust's systems for risk management, including incident reporting and risk assessment.
- Inspection and security audit/review of Trust premises and related work practices.
- Ensuring that arrangements are in place to report physical assaults and related security incidents to the NHS SMS
- Liaison with NHS SMS / the Legal Protection Unit (LPU) / Police and all other relevant external agencies.

7.3 Trust Violence and Aggression Advisor

Provides clinical leadership, strategic, operational advice and assistance to managers and staff relating to the Management of Actual or Potential Aggression (MAPA) within the organisation.

The V&A Advisor will be responsible for leading the identification, development, co-ordination, delivery, monitoring and evaluation of all Management of Actual or Potential Aggression training. This involves the management and co-ordination of the Management of Actual or Potential Aggression/Personal Safety Clinical Trainers, a network of Field based MAPA Trainers and the development of training programmes.

The V&A Advisor will be expected to deliver training and presentations in relation to the Management of Actual or Potential Aggression. Additionally the V&A Advisor will be responsible for delivering the National Syllabus on Conflict Resolution Training (CRT) and the Promoting Safer and Therapeutic Services (PSTS) Training as launched by the NHS Security Management Service. Within this role they will also be the local lead on the monitoring, review and evaluation of all CRT and PSTS training delivered across the Trust. This will involve attending seminars and meetings with the Security Management Service, as well

as issuing reports on training activity.

7.4 Managers / Heads of Department / Supervisors

Trust Managers / Heads of Department / Supervisors are responsible for leading on and promoting security and safe working practices within their areas of responsibility. In particular they will be responsible for: -

- Ensuring all incidents of physical and non-physical assaults are reported.
- Ensuring that they and their staff are trained so that they are familiar with the content of the MAPA and Security Management Policy and associated procedures.
- Implementing effective measures to ensure that safe working practices are promoted and maintained.
- Producing and implementing, where necessary and appropriate, local procedures to supplement MAPA and Security Management Policy.
- Undertaking risk assessments of their areas of responsibility and acting to remove/reduce (as far as is reasonably practicable) any risks associated with violence and aggression.

8.0 Employee's Responsibilities

- The Trust encourages staff to support each other when required to prevent or manage incidents;
- Assistance could include involving other staff, summoning staff from other locations and calling the police, where appropriate;
- Individuals have the responsibility to report incidents to the Team leader and the Local Security Management Specialist. All members of staff must complete the Accident and Untoward Incident form in accordance with advice and guidance contained in the Trust Security Management Policy.
- Attendance at training events covering; the policy; the implementation of procedures; systems for reporting incidents of violence; more specialist events for managers, front line staff, Community staff or other groups;
- Reporting of hazards, risks or problems that individuals identify or become aware of in the course of their work.
- This Policy also covers Staff employed as bank or Agency staff

9.0 Police Assistance

In line with the Crime and Disorder Bill and the Tackling Violence against NHS Staff Campaign, it is now an important part of any reduction of violence strategy,

to liaise and form closer working ties with the local Police and the Crown Prosecution Service, in order that an overall management strategy and protocol for seeking Police assistance can be formulated and established. More informed decisions can then be undertaken as to the possible criminal proceedings that should be undertaken against people accused of assaulting Trust Clients and Staff.

10.0 Performance Measures and Targets

The inclusion of performance measures within the policy means that the effectiveness of the policy can be assessed against them. The Department of Health Circular HSC 1999/229 outlines the performance management process for incidents of violence and requires NHS Trusts to reduce incidents of violence year on year. Performance measures will include:

- A reduction in the number of incidents, assaults or injuries over a given time period;
- A reduction in the proportion of staff assaulted in a given time period or a particular work area;
- A reduction in the number of working days lost as a result of incidents of violence;
- Fewer staff feeling concerned or afraid of violence at work, or a raised level of morale, measured by an annual survey;
- Reduced numbers of reported incidents of violence and aggression to staff, in line with the National Targets being set for all Trusts;
- Fewer staff considering leaving because of a fear of violence and aggression;
- A reduction in compensation claims or payments or insurance premiums;

11.0 Evaluation or Review

The Trust recognises that in raising the awareness of the need to record and reduce the number of violent incidents towards staff, that initially there will be an increase in the amount of recorded violence and aggression.

This Policy will be reviewed on an annual basis by the MAPA Working Group and Reports to the Trust Clinical Effectiveness and Risk Committee.

Performance measures and targets will be evaluated and remedial action to be taken.

Evaluation methods/monitoring mechanisms to include database analysis and annual survey/audit of staff and performance measures to include a Learning and Development Department report on the impact of management of violence and aggression training.

The sub-committee to produce an end of year report summarising previous statistics and compare and contrast the current year. At the same time identifying areas of good practice and areas for improvement, thereby developing the action plan for the reduction of violence and aggression.

12.0 Contact Details

List of all relevant Trust contacts (as at March 2008) as follows: -

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13.0 References

BILD 'Physical Interventions: A Policy Framework' British institute of Learning Disabilities 1996

BILD Code of Practice for Trainers 2006

Blofeld Report (2004). The David Bennett Enquiry

Crime and Disorder Act 1999

Health and Safety at Work Act 1974

Health and Safety Executive Sector Information Minute 07/2006/04 General Guidance on the Management of Violence and Aggression in Healthcare

Health and Safety Executive Report 'Violence and Aggression Management training for Trainers and Managers' (No 440)

HSE 'Violence at work, a guide for employers' Health and Safety Executive 2001

Local Authority Circular 88/2 Violence at Work

NHS Executive HSC 1999/226

UKCC 'The recognition, prevention and therapeutic management of violence in mental health care' UKCC 2001

RCN 'Training Strategy for the use of physical interventions' Royal College of Nursing institute 1997

RCP 'Management of imminent violence guidelines' Royal College of Psychiatrists 1998

Security Management Service 'A Professional Approach to Managing Security in the NHS' 2003