



NORTHEAST HEALTH WANGARATTA

**“Going For Gold” Rural Health Conference
Aggression Prevention and Management Project
Industry Forum, Ballarat 19 April 2006**

“EXECUTIVE EFFECT”

**Peter McGregor
CEO
Northeast Health Wangaratta**



NORTHEAST HEALTH WANGARATTA

Is a modern integrated multi-disciplinary health service and referral centre for the greater part of the North East of Victoria and in some cases Southern NSW



OUR PURPOSE

**To meet the healthcare needs of
our community by working collaboratively
with individuals, the community
other service providers and funding bodies**



Our Values

We Value: Integrity, Compassion, Excellence

These are reflected in the following behaviors:

- Caring about what we do
- Caring about those we serve
- Demonstrating professionalism
- Leading by example
- Encouraging innovation
- Supporting each other
- Respecting differences
- Communicating openly and honestly



Northeast Health Wangaratta

- **Group B Regional Health Service**
- **Government appointed Board of Management**
- **Traditional Executive Structure**
- **1000+ staff (700 EFT)**
- **Annual Budget \$77m**
- **Inpatient throughput 1100+**
- **Non-admitted patients/ clients: 110,000**
- **OH&S part of the Quality & Safety Department reporting directly to the CEO**



CULTURE

- **Health Promoting Health Service:**
 - **Promote Wellness**
 - **Look for opportunities to influence positively the health status of our staff and our patients**
- **Good Corporate & Community Citizen**
- **Embedding our Risk Management Strategy through the organisation**
- **Continuing to develop the professional, technical and personal skills of our staff**
- **Further developing the organisation as an employer of choice**



KEY PRINCIPLES OF POSITIVE CULTURE

- Senior Executives are visible in their commitment to the implementation and support of violence and aggression minimisation strategies
- Managers are accountable for exercising responsibilities in relation to preventing and managing violence...supported through the allocation of adequate authority and resources

Source: Final Report , Victorian taskforce on violence in nursing. November 2005



THE ROLE OF THE CEO

Management commitment, particularly that of the CEO and senior management is vital to the success of creating a zero tolerance culture. Without the visible support of the CEO, it is likely that such an approach will meet with only limited success. The CEO and senior managers should therefore take a visible and active interest and role in establishing a zero tolerance culture, and , most importantly, leading by example

Zero Tolerance: response to violence in the NSW Health workplace-Policy and Framework Guidelines.NSW Health 2003



LEADING FROM THE TOP

- The need for active involvement at all levels, initiated by CEOs and Executives, balancing the demands and needs of community, consumers, funding bodies and staff
- Managing a workplace that is safe with a workforce that is safe, enabling best care for clients



RISKS RES

- Comp
- Clinical
- Occupational
Health and Safety



BUSINESS IMPERATIVES

Reduction of the significant cost of client initiated aggression. Issues include:

- **Organisational reputation**
- **Customer service**
- **Efficiency**
- **Productivity**
- **Morale**
- **Recruitment/ retention**
- **Attendance/ absenteeism**
- **Workers' compensation premiums**



REWARDS AND PUNISHMENTS



- OH&S Act 2004
- Funding
- Victorian WorkCover Authority Aggression Prevention and Management Project
- Leadership role



THE LAW

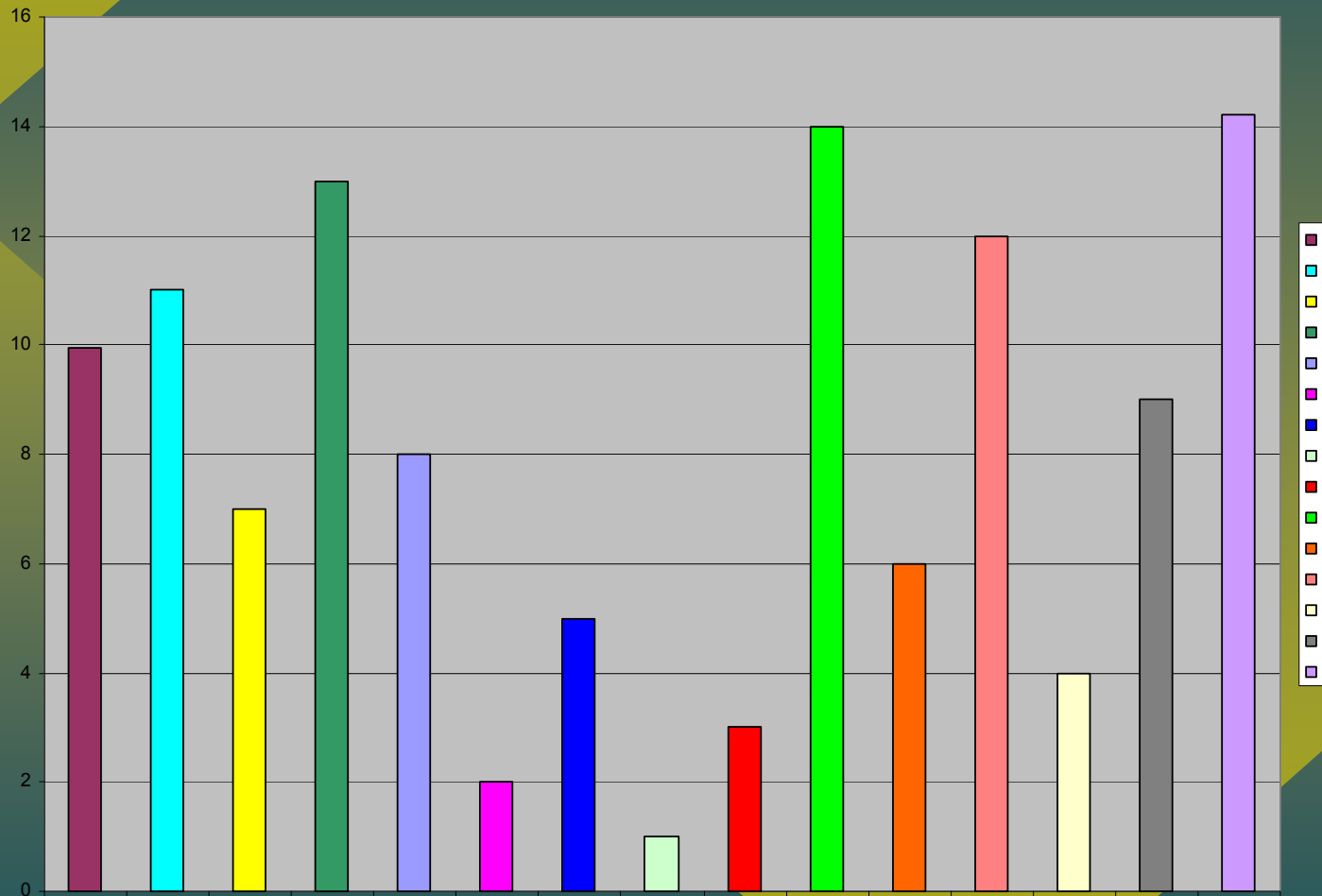
The employer must, so far as is reasonably practicable, provide and maintain for employees of the employer a working environment that is safe and without risks to health
[s.21(1)]

Victorian OH&S Act 2004



GROUP B HOSPITAL DATA

WORKCOVER LEVY 2005/6





TRAAM

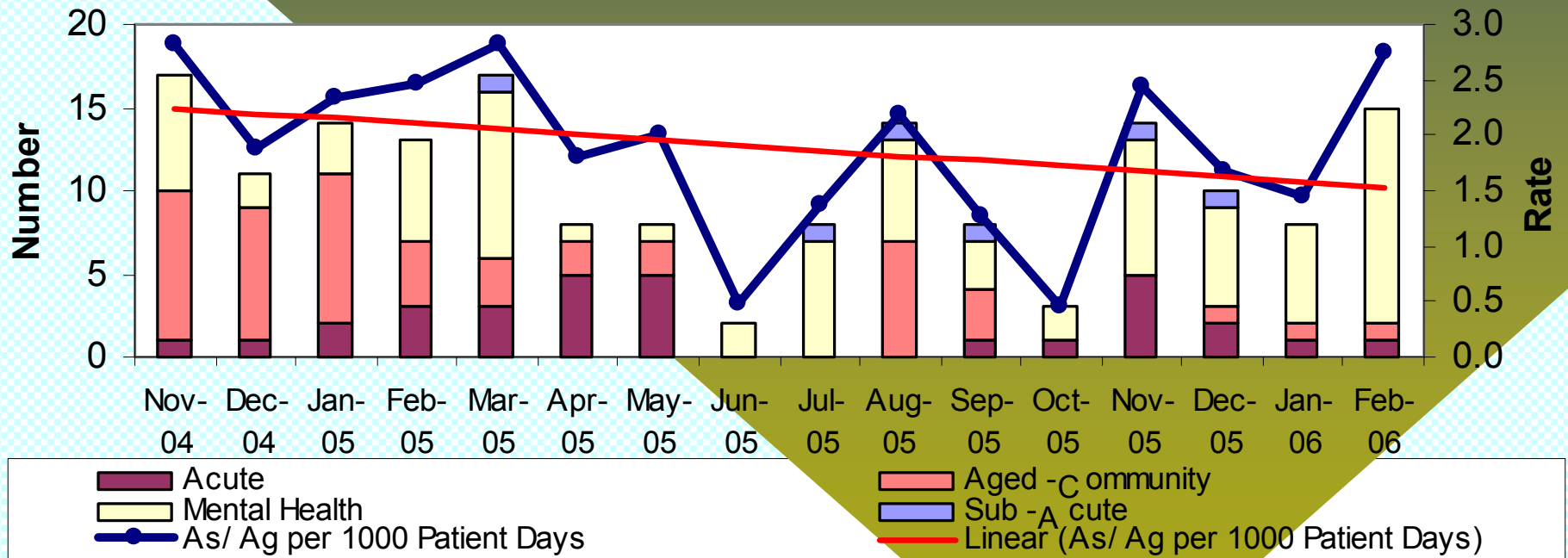
“Tiered Approach to Aggression and Assault Management”

- Initially developed as educational component of Risk Management Strategy, in response to incident reporting
- Building on existing expertise across the organisation
- Program in its current form has been developing and evolving since 2001
- Policy, Procedure, Training, Education
- 120 staff in high risk areas have been trained to date
- Recommendation for universal coverage, ACHS Accreditation 2005
- Uptake from external agencies, including GP Divisions



Assault & Aggression

Assault-Aggression





CURRENT INITIATIVES

- Pilot of Victorian WorkCover Authority (VWA) Inspector
- Tool for Management of Aggression and Violence 2004/5
- Participation in current VWA trial and audit
- Safety Development Fund Submission 2003
- Partnership with Melbourne Health in VWA Aggression Prevention and Management Project, 2005-8
- Employment of after hours security officers
- Introduction of CCTV



AGGRESSION PREVENTION AND MANAGEMENT PROJECT

- **Funded through Safety Development Fund, VWA
- \$500,000**
- **Financial commitment from Project partners,
Melbourne Health and Northeast Health
Wangaratta-\$250,000, plus in kind contributions**
- **3 year Project, 2005-2008**
- **External evaluation, School of Rural Health,
University of Melbourne**



AGGREGATED PROGRAM

- Key objectives of risk management that meets all challenges



OUTCOMES

- **Development of a Toolkit to enable “State of Knowledge” frameworks to be applied across the health industry, in a range a settings, and accessible to managers at all levels**
- **Templates that are applicable in specialist and non specialist areas**



STRATEGIES

- Development and implementation of Industry Reference Group (IRG), with a consultative role to the Project
- Membership is drawn from:
 - Employers – Metropolitan and Rural and Regional Health Services
 - Employees-Health Service Unions and professional bodies
 - Other interested bodies, including Victoria Police, and Metropolitan and Rural Ambulance Services



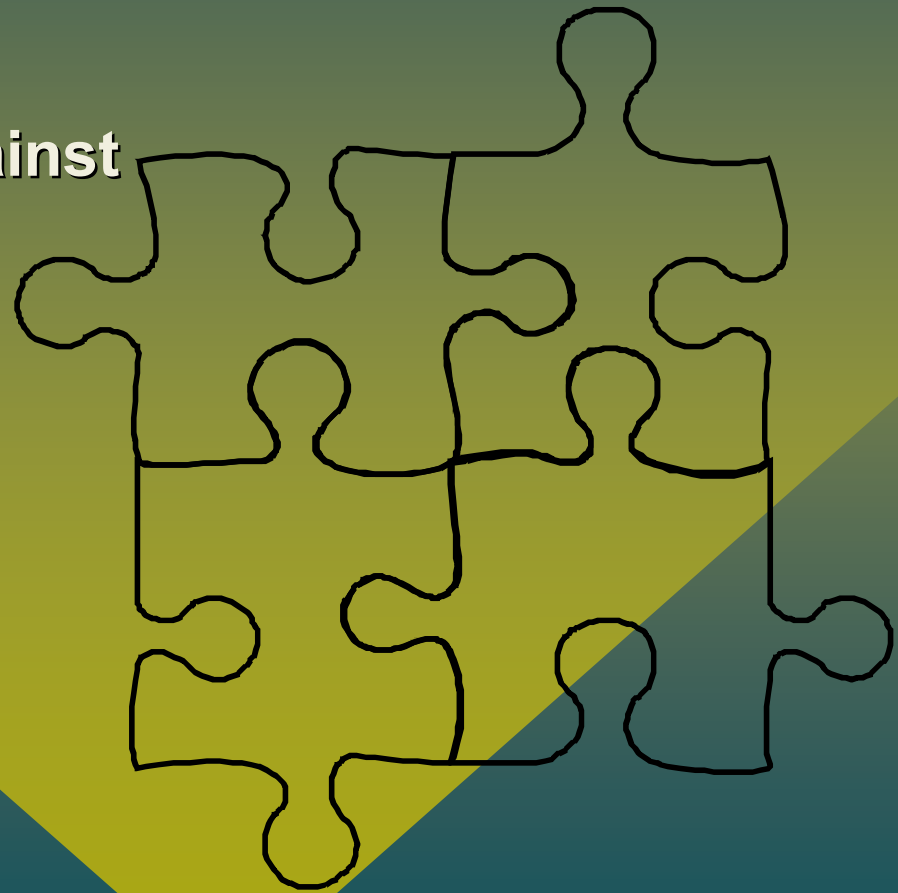
WORKING PARTIES

- **Workplace Design**
- **Policy, Procedure and Practice**
- **Training and Education**
- **Monitoring and Review**
- **Funding**



LINKED INITIATIVES

- **VWA Initiatives on Bullying and Aggression/Occupational Violence**
- **National Initiatives on Violence Against Women/Intimate Partner Violence**
- **ANF Zero Tolerance**
- **Victorian Taskforce on Violence in Nursing**
- **Improving Care for Older People**
- **Wider Industry initiatives on Occupational Violence**





VICTORIAN TASKFORCE ON VIOLENCE IN NURSING

- Final Report released, March 2006
- Taskforce chaired by Maxine Morand, MP
- 29 Recommendations endorsed by Minister for Health, Hon Bronwyn Pike
- Report available at:
- www.health.vic.gov.au/nursing



The End



Thank you