

TABLE OF CONTENTS

<i>Foreword to the First Edition</i>	v
<i>Preface</i>	vii

Chapter 1. The Problem of Workplace Violence 1

Scope of the Problem	1
Canadian Examples	3
International Examples	4
Statistics to Consider	5
Canadian Statistics	6
American Statistics	7
Factors Contributing to Workplace Violence	8
Consequences of Workplace Violence.....	11
Physical, Emotional and Psychological Trauma	12
Impact on Colleagues and Co-workers.....	13
Impact on Customers and Clients	13
Impact on the Employer.....	13
Calculating the Cost of Workplace Violence.....	14
Legal Response to Workplace Violence.....	14
Preventing and Managing the Problem	16

Chapter 2. Understanding Workplace Violence 19

Defining Workplace Violence	19
Harassment Versus Violence.....	21
Sources of Workplace Violence	24
Co-workers.....	24

Clients, Patients or Customers.....	25
Strangers.....	25
Domestic Violence.....	26
Causes of Workplace Violence.....	28
Chapter 3. Legal Responses and Solutions.....	33
Introduction.....	33
Criminal Law.....	34
Assault.....	34
The Criminal Law Process.....	36
Human Rights Law.....	37
Collective Bargaining.....	41
Common Law Duties.....	43
Duty of Care.....	44
Standard of Care and Breach.....	45
Causation.....	46
Remoteness.....	46
Defences.....	47
Contributory Negligence.....	47
Voluntary Assumption of Risk.....	48
Family Law.....	48
Custody and Access Orders.....	49
Grounds for Divorce.....	49
Peace Bonds.....	49
Occupational Health and Safety Law.....	50
General Duty Clauses.....	54
Federal.....	57
Alberta.....	58
British Columbia.....	59
Manitoba.....	61
Newfoundland and Labrador.....	62
Nova Scotia.....	63
Ontario.....	64
Prince Edward Island.....	66
Saskatchewan.....	67
Quebec.....	69
Workers' Compensation Law.....	70

The Need for an Intergrated Legal Response70

Chapter 4. Systems Solutions to Workplace Violence 73

Total Loss Control Management System73

 Defining Accidents and Loss.....73

 Incident to Major Loss Ratio.....74

Loss Causation Model75

Lack of Managerial Control.....76

Applying a Total Loss Control Approach to the OHS

 Management System.....78

Management Theory and Human Behaviour.....82

 Motivation and Management82

 The Functions of Management.....83

 The Roles of Managers.....83

 Administrative Theory of Management85

 Human Needs and Behaviour86

 The Systems Theory.....87

Internal Responsibility System88

Conclusion.....92

Chapter 5. A Violence Prevention Program93

Introduction93

 Senior Management Commitment and Employee Involvement94

 Violence Prevention Policy.....95

 Violence Risk Assessment96

 The Risk Assessment Team.....98

 The Victim Profile Assessment.....98

 Occupational Risk Factors99

 Environmental Risk Factors99

 Personal Risk Factors.....100

 Perpetrator Profile Assessment101

 Workplace Surveys102

 Development of the Hazards Checklist102

Hiring and Termination104

 Hiring104

 Pre-employment Selection and Screening.....105

Duty to Hire with Reasonable Care	107
Termination.....	107
Control Methods.....	108
Engineering Controls	109
Workplace Design and Layout.....	109
Security Systems.....	110
Workplace Practices.....	111
Administrative Controls	113
Worker Training and Education.....	114
A Planning Model for Training.....	115
Contents of Training and Education Program	116
Training for Supervisors and Managers.....	117
Training for Security Personnel.....	118
Reviewing, Auditing and Improving the Violence Prevention Program	119
Traps to Avoid.....	120
Conclusion.....	121
Chapter 6. Managing Workplace Violence	123
An Emergency Response Plan	123
What to Anticipate.....	124
Developing the Plan	124
The Role of the Police.....	125
Policy and Organization	126
Co-operation with the Public.....	127
Co-operation from Employers.....	127
Proactive Presentations.....	128
When Violence Occurs.....	129
Medical Aid and Emergency Response Services	130
Critical Incidence Stress.....	131
Victim Assistance Programs	131
Reporting.....	132
Investigation and Analysis	133
Learning from the Experience.....	136
Chapter 7. Worker Discipline.....	139
The Discipline Option.....	139
Discipline Versus Counseling	140

The Unionized Worker	141
Physical Assault	141
Harassment	145
Sexual Harassment	147
Exploitation of a Power Imbalance	148
Threats	150
Off-Duty Worker Conduct.....	151
Appropriateness of Penalty	152
The Non-unionized Worker.....	154
Discipline as a Last Resort.....	156

Chapter 8. Workplace Violence in the Health Care Sector.....	159
Introduction	159
Scope of the Problem	160
Nurses.....	160
Personal Support Workers	161
A Study of Violence Against Personal Support Workers in Long-Term Care	162
Types of Workplace Violence in the Health Care Sector.....	163
Violence at the Hands of Co-workers.....	163
Theory No. 1 — Lateral Violence as a Role Issue.....	164
Theory No. 2 — Lateral Violence as an Oppressed Group Issue	164
Theory No. 3 — Lateral Violence as a Gender Issue	164
Theory No. 4 — Lateral Violence as a Self-Esteem Issue	165
The Impact of Lateral Violence	165
Violence at the Hands of Physicians	166
Violence at the Hands of Patients	167
Pain.....	167
Medication	167
Dementia	168
Violence at the Hands of Family Members	168
Violence at the Hands of Members of the Public	168
Risk Factors.....	169
Nursing Shortage.....	169

Aging Population	170
Additional Factors	171
The Lori Dupont Case	172
Recommendations for Reducing Violence in the Health	
Care Sector	174
Societal	174
Individual	175
Organizational.....	175
Management Commitment and Employee Involvement	176
Workplace Violence Hazard/Risks Assessment	177
Risk Factors in the Health Care Sector	177
Hazard Prevention and Control Measures.....	178
Engineering Controls.....	178
Administrative and Work Practice Controls.....	179
Worker Training and Education.....	180
Program Evaluation and Auditing	181
Conclusion	182

**Appendix A. Jury Recommendations from the OC
 Transpo Inquest 183**

**Appendix B. Dupont Inquest: Coroner's Jury
 Recommendations 197**

Index..... 213