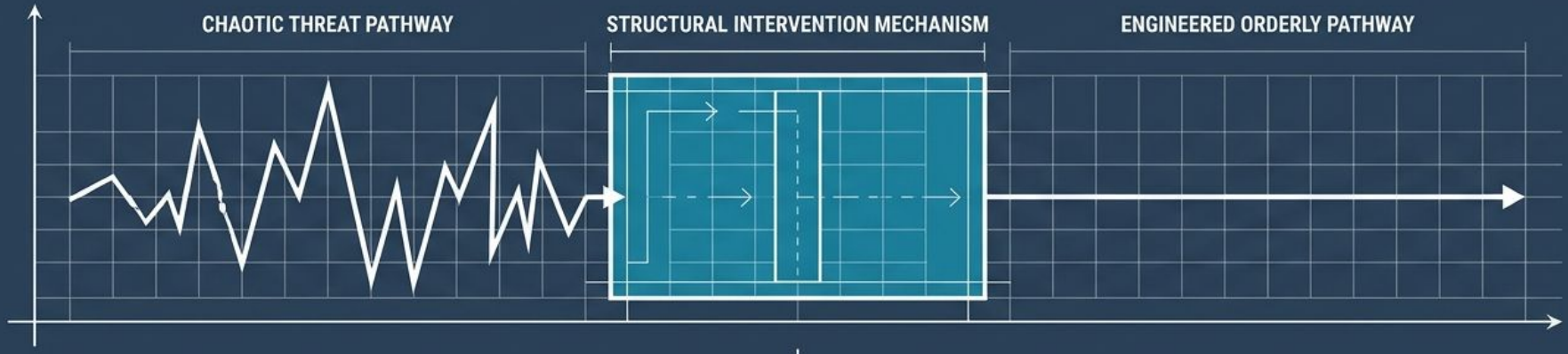
BEFORE THE THREAT

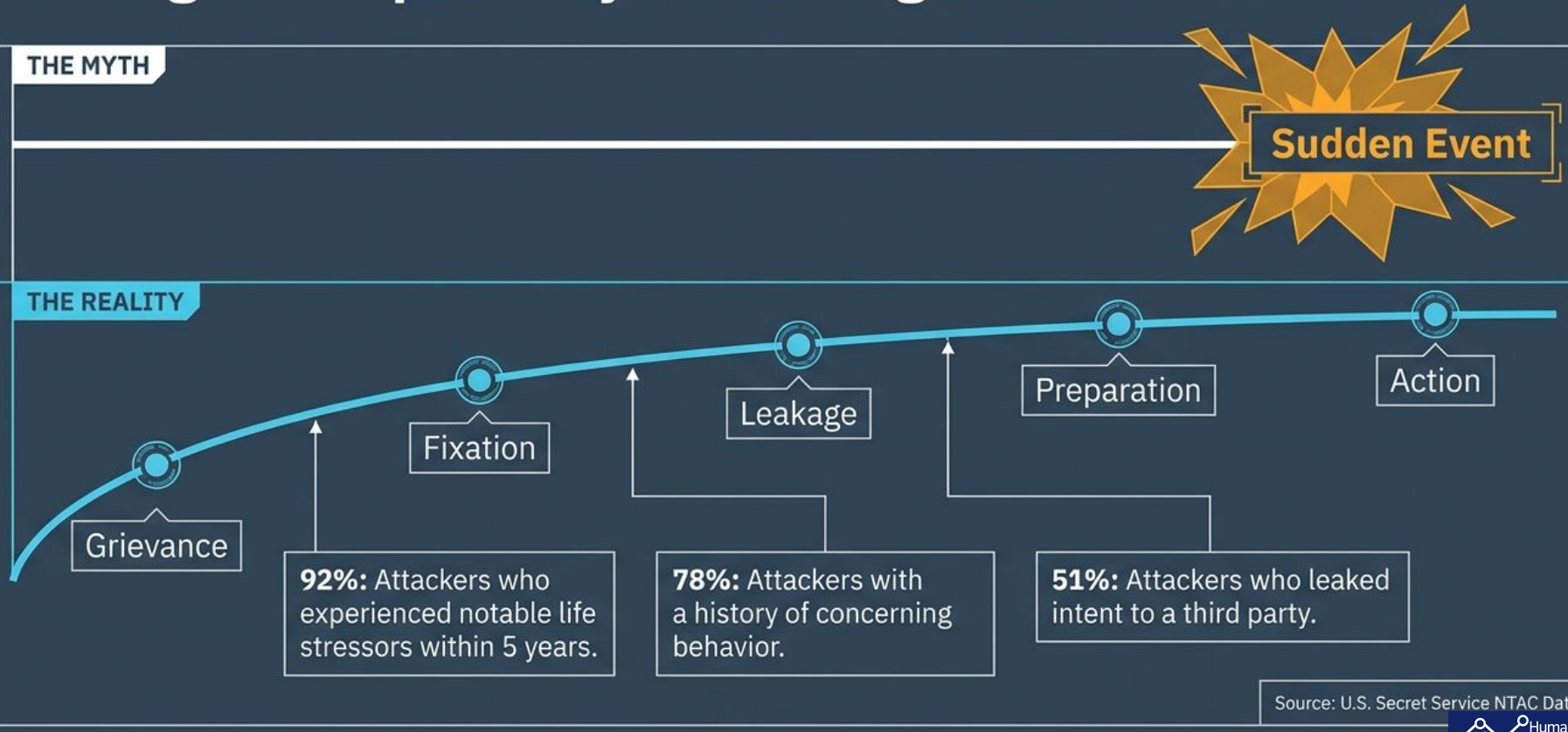
MOVING WORKPLACE VIOLENCE PREVENTION FROM REACTIVE SECURITY TO INTEGRATED MANAGEMENT.



**WORKPLACE VIOLENCE IS RARELY SUDDEN.
IT IS THE END OF AN OBSERVABLE PATHWAY—AND IT CAN BE ENGINEERED OUT OF YOUR ORGANIZATION.**

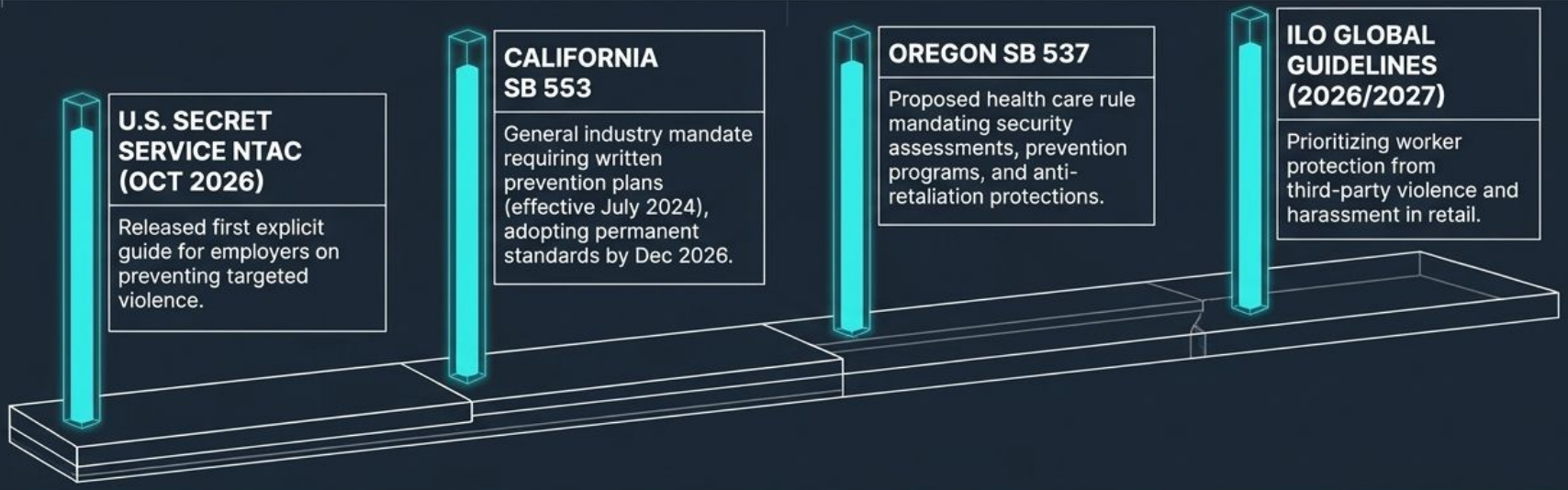
HCI Human Capital Innovations

Violence is a sudden event for the victim, but a gradual pathway for the organization.



Human Capital Innovations

The regulatory ground is shifting from reactive compliance to proactive management.



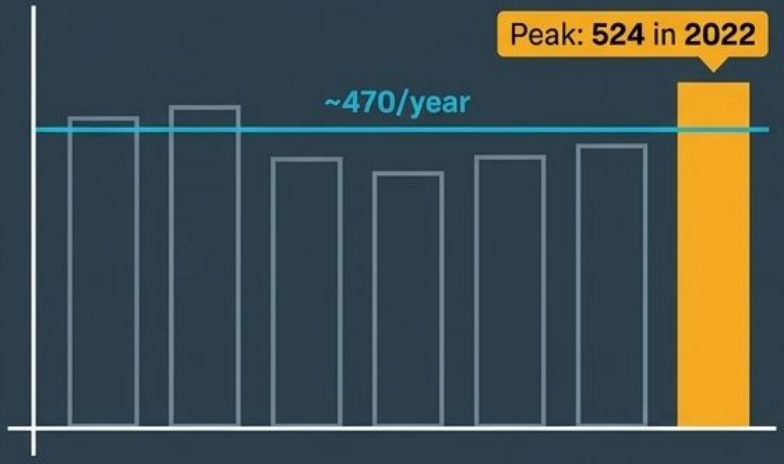
TAKEAWAY: Violence prevention is no longer a niche security binder—it is a baseline management and compliance expectation.

HCI Human Capital Innovations

The fatal toll remains stubbornly high, while the non-fatal burden falls on caregivers and women.

FATALITIES

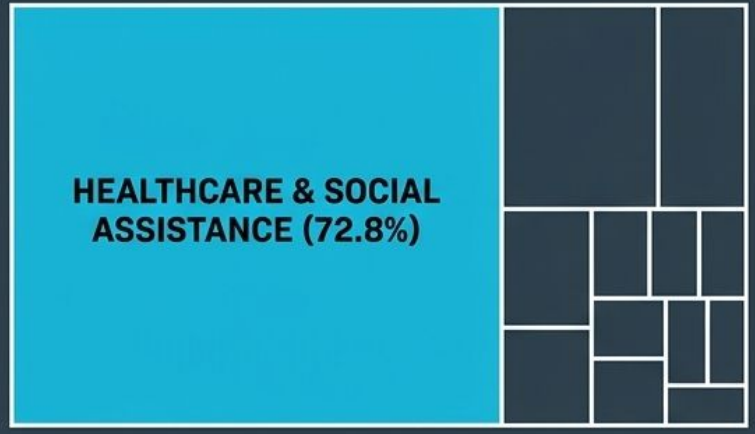
Workplace homicides over time



Disproportionate Impact: Women account for 8.1% of the workforce, but 15.3% of homicide fatalities and face an injury rate of 5.0 (vs. 1.4 for men).

NON-FATAL INJURIES

57,610 non-fatal intentional injuries (2021-2022)



Highest Risk: Psychiatric aides face an extreme rate of 543.6 injuries per 10,000 workers.

HCI Human Capital Innovations

The visible incidents obscure massive systemic costs and legal exposure.



- Workers' Compensation
- Medical Care
- Security Spending

TURNOVER & ABSENTEEISM

Fear drives retention crises. (e.g., Tesco spent £44M in 4 years as assaults rose).

PSYCHOLOGICAL DISTRESS

Violence predicts somatic symptoms and diminished affective commitment.

LEGAL CITATIONS

OSHA General Duty Clause is actively enforced (e.g., Brooke Glen Behavioral Hospital, Integra Health cited for having policies on paper but failing to implement them).

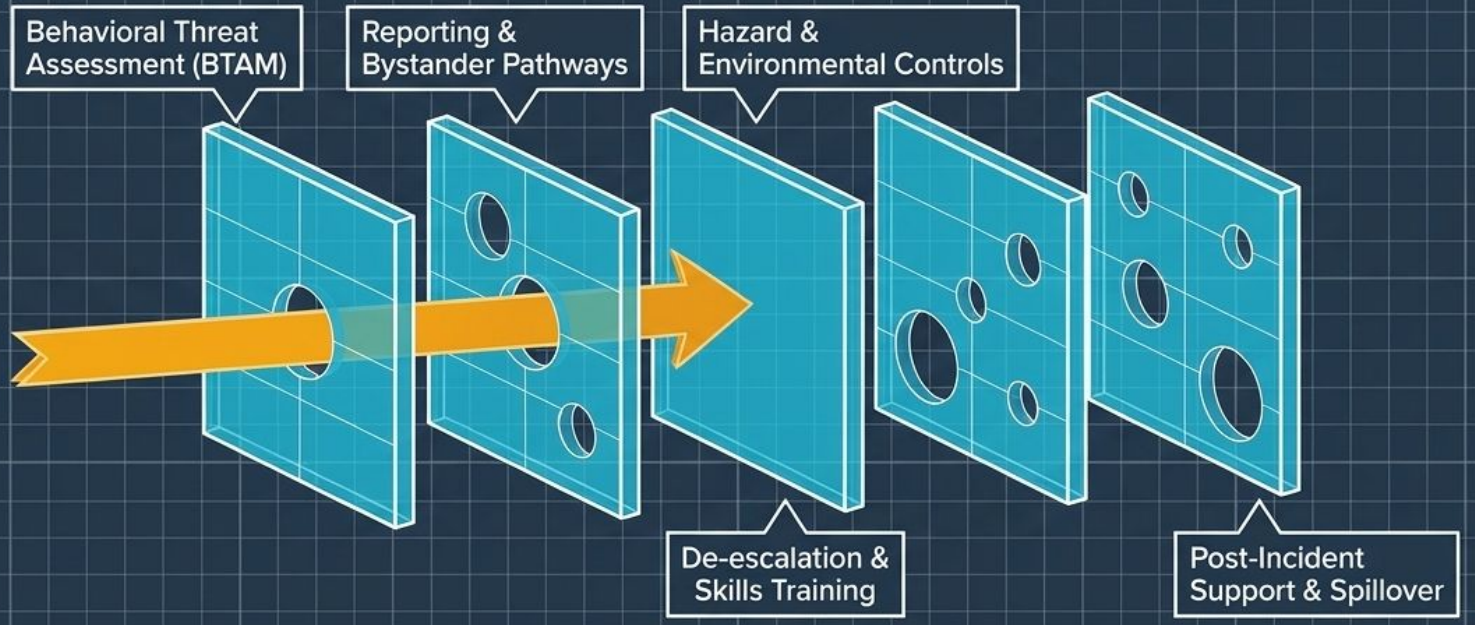
Human Capital Innovations

The 4 types of workplace violence demand distinct, targeted prevention levers.

TYPE	DEFINITION & DRIVER	PRIMARY TARGET	HIGHEST LEVERAGE CONTROL
Type I (Criminal Intent)	No business relationship. Incidental.	Business assets / Staff	Environmental design (CPTED), cash control.
Type II (Customer/Client) [Highest Volume]	Legitimate relationship. Incidental/Situational.	Frontline staff (Caregivers, Retail)	Staffing levels, wait times, physical barriers.
Type III (Worker-on-Worker)	Current/former employee. Targeted/Grievance.	Coworkers / Managers	Early behavioral threat assessment (BTAM), reporting culture.
Type IV (Personal Relationship)	Personal tie to victim. Targeted/Spillover.	Specific employee	Domestic safety planning, site access control.

HCI Human Capital Innovations

Single interventions fail; stopping a threat requires layered architectural defense.



No single layer is impenetrable. The system succeeds through strategic overlap.

Human Capital Innovations

Pillar 1: Behavioral Threat Assessment manages the person of concern before the crisis.



Key Principles

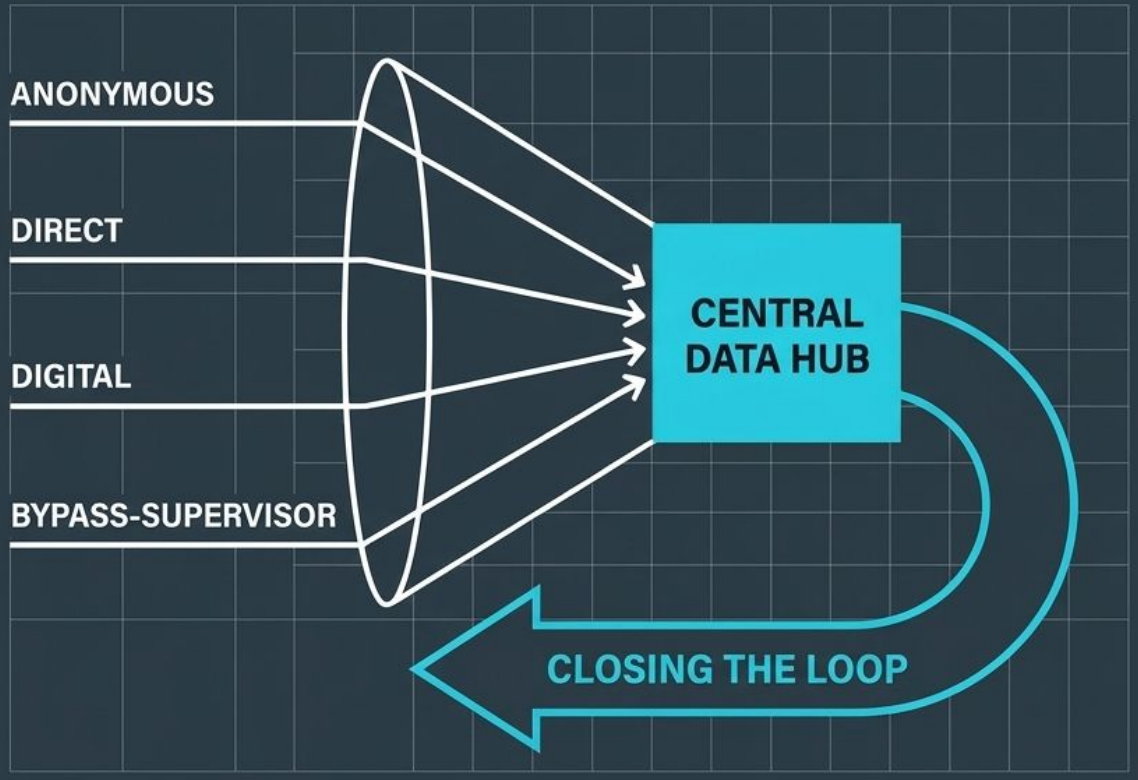
- **Behavior-based, not profile-based:** There is no demographic profile of an attacker.
- **Management, not just assessment:** The goal is to move the person off the pathway via support, conflict resolution, or supervision changes.

The Termination Trap

Abruptly firing a threatening employee without supportive transition planning increases risk. (NTAC noted 4 coworkers killed in an HR meeting during an abrupt termination).

HCI Human Capital Innovations

Pillar 2: Raw bystander observations must be converted into actionable unit intelligence.



THE BYSTANDER GAP

In 54% of FBI active shooter cases, observers did nothing due to fear or a belief it was futile.

THE DATA CURE

A Detroit hospital study returned unit-level incident data directly to frontline teams. Result: 52% reduction in violent events within 6 months.

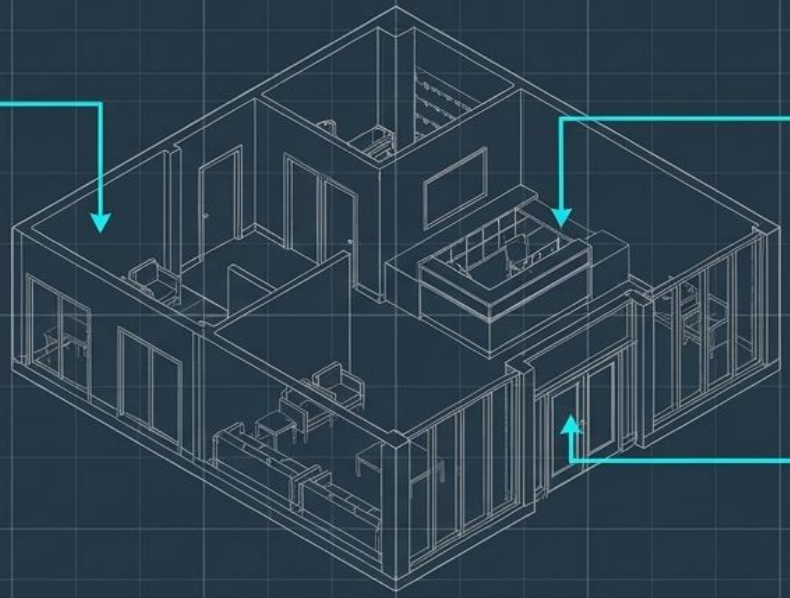
CORE LEVERS

Lower thresholds for reporting, enforce zero retaliation, and communicate outcomes to reporters.

HCI Human Capital Innovations

Pillar 3: Environmental controls engineer the opportunity for violence out of the workspace.

SIGHTLINES & LIGHTING:
Removing blind spots



ACCESS BARRIERS:
Physical separation at high-risk reception zones

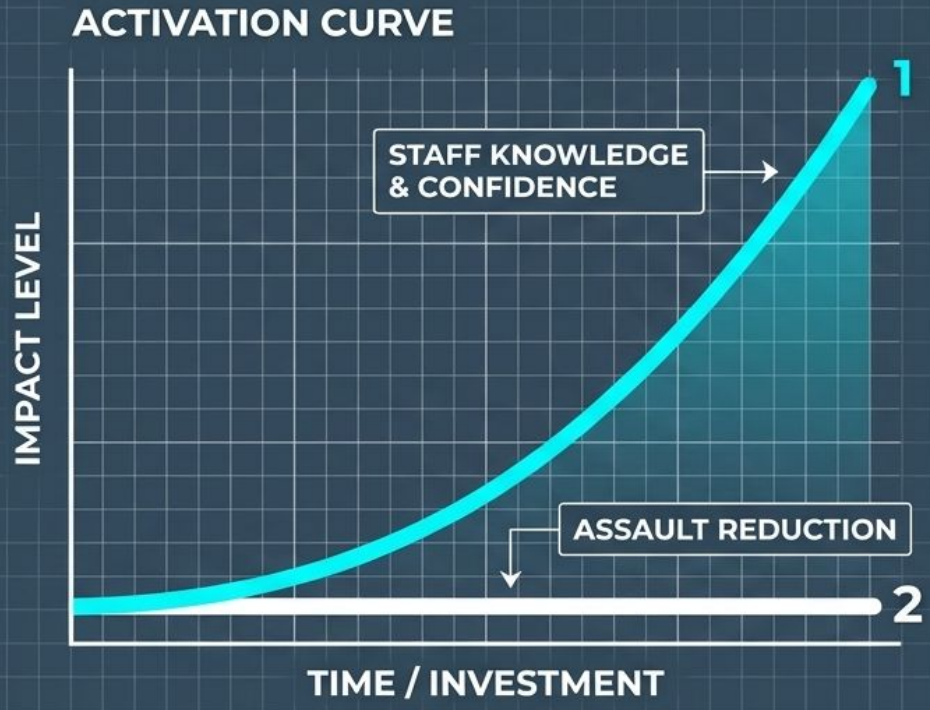
WEAPONS SCREENING:
(e.g., Ohio State Wexner Medical Center invested $9M, caught 9,500 weapons, dropped formal reports by 30%)

STAFFING IS A CONTROL
Treat staffing levels, lone work, and late-night shifts as physical hazards to be assessed.

TECHNOLOGY LIMITS
Body cameras (per RAND Europe) only work as part of a wider culture system, not as a standalone fix.

HCI Human Capital Innovations

Pillar 4: De-escalation training builds confidence, but fails without systemic support.



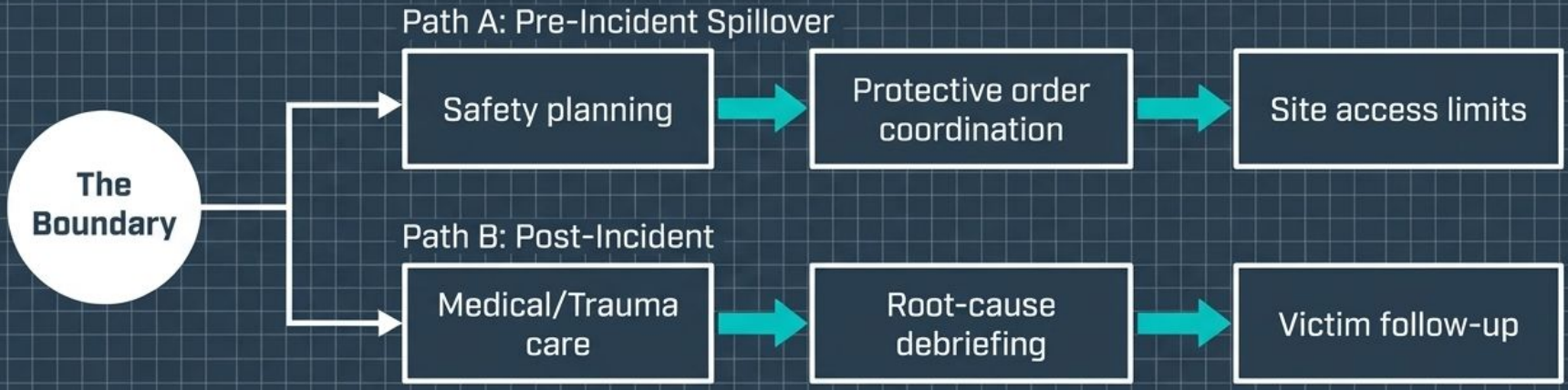
THE DATA

Synthesizing the Cochrane review of 1,688 healthcare workers: Education improves attitudes but does NOT reliably reduce workplace aggression on its own.

THE RULE: Never schedule training to fix a system failure. Training cannot resolve understaffing, poor facility design, or broken patient flow. Pair scenario-based practice with environmental controls.

HCI Human Capital Innovations

Pillar 5: Domestic spillover and post-incident trauma demand explicit organizational protocols.



Data Anchor

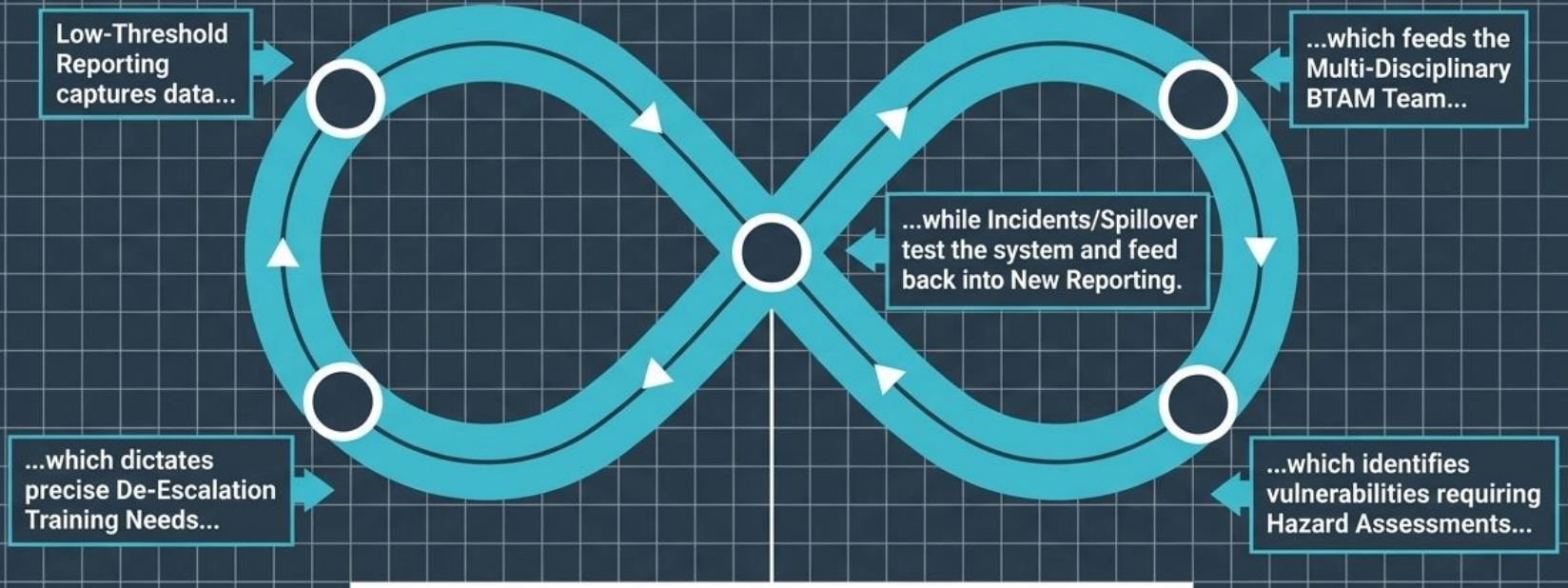
NIOSH data reveals 33% of female workplace homicides are committed by a personal relation (78% intimate partners), with over half occurring in parking lots and public buildings.

Takeaway

Domestic violence is a workplace safety hazard, not a private matter. Silence leaves the victim and coworkers exposed.

HCI Human Capital Innovations

True prevention is a continuous, self-correcting management loop.



CORE MESSAGE: This is not a security hardware project. It is an integrated HR and Operations management system.

HCI Human Capital Innovations

The entire system rests on psychological safety, localized data, and accountable governance.

Data/Learning Loops
Tracking verbal threats, near-misses, and security calls—not just injuries.

Cross-Functional Governance
A senior executive sponsor and a steering group (HR, Legal, Security, Ops)

Regulatory Readiness
Building to the highest common standard (anticipating CA/OR mandates) rather than piecemeal compliance.

Psychological Safety: The shared belief that it is safe to take interpersonal risks. Without this, no one reports, and the system is blind.

HCIO Human Capital Innovations

The Executive Mandate for an Integrated Prevention System.

DAY 1: Align & Assess

- ☐ Appoint an executive sponsor and cross-functional steering group.
- ☐ Lower reporting thresholds to capture near-misses and concerning behaviors.

DAY 30: Structure & Design

- ☐ Assemble a multi-disciplinary BTAM team (focusing on behavior, not profiles).
- ☐ Conduct frontline hazard/CPTED assessments (treating staffing as a control).

DAY 90: Integrate & Support

- ☐ Establish domestic violence spillover protocols (protective orders, parking).
- ☐ Implement root-cause post-incident debriefings and trauma care.

HCI Human Capital Innovations