

5-2024

# CLIENT PERPETRATED VIOLENCE AND SAFETY CULTURE IN CHILD WELFARE: A SYSTEMATIC LITERATURE REVIEW

Amber Castro

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AND SAFETY CULTURE IN CHILD WELFARE:  
A SYSTEMATIC LITERATURE REVIEW

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A Project  
Presented to the  
Faculty of  
California State University,  
San Bernardino

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In Partial Fulfillment  
of the Requirements for the Degree  
Master of Social Work

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by  
Amber Castro  
May 2024

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May 2024  
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## ABSTRACT

Interpersonal client and workplace violence pose significant challenges in contemporary society, particularly within health care and social service sectors. Social workers, dedicated to supporting vulnerable populations, face heightened risks of client perpetrated violence (CPV) due to the nature of their work. Despite being a global issue, CPV remains underreported and often normalized within social work practice, specifically in child welfare. This paper explores the prevalence and impacts of CPV on child welfare social workers, aiming to identify key risk factors and promote a culture of safety within child welfare agencies. Utilizing a systematic literature review encompassing quantitative and qualitative data, the study investigates the scope of CPV, the effectiveness of universal safety plans and, procedures in mitigating CPV. Findings are expected to inform both macro-level policies and micro-level interventions, advocating for legislative support, enhanced safety measures, and improved well-being of child welfare social workers. Additionally, the study sheds light on the need for further research to understand and address CPV within child welfare settings, emphasizing the importance of proactive safety measures and organizational support in safeguarding social workers and improving service delivery to clients.

## ACKNOWLEDGEMENTS

I wish to acknowledge the dedicated social workers who have made the ultimate sacrifice in the line of duty. The loss of Deidre Silas (2022, Illinois), Sylvia Bracamonte (2020, California), Lara Sobel (2015, Vermont), Frances Mortenson (2011, New York), Brenda Lee Yeager (2010, West Virginia), Navy Cmdr. Charles Springle, LCSW (2009), Boni Frederick (2007, Kentucky), and Terri Zenner (2004, Kansas) are a poignant reminder of the risks inherent in the field of social work, particularly in child welfare. Their dedication to serving the most vulnerable members of society, often at the risk of their safety, is a testament to the selfless nature of the profession. In light of their sacrifices, it is imperative to prioritize and enhance the safety of social workers, recognizing the vital role they play in our communities.

## DEDICATION

I would like to thank my family for their encouragement and support throughout my MSW journey. To my husband Kevin, it has been a long, tough journey to get to this point but, I made it with you by my side. Thank you for all that you do and for believing in me.

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# CHAPTER ONE

## PROBLEM STATEMENT

### Introduction

Interpersonal client and workplace violence have increasingly pervaded our society, as evidenced by data from the U.S. Bureau of Labor and Statistics (2020). This issue poses a growing public health concern for both employees and organizations, particularly affecting those in healthcare and social service agencies, where employees experience the highest rates of injuries due to workplace violence. Notably, healthcare, and social service workers are five times more likely to encounter workplace violence compared to those in other industries (U.S. Bureau of Labor and Statistics, 2020).

The National Association of Social Workers (NASW) declares in the preamble to its Code of Ethics, “The primary mission of the social work profession is to enhance human well-being and help meet the basic human needs of all people, with particular attention to the needs and empowerment of people who are vulnerable, oppressed, and living in poverty.” (National Association of Social Workers [NASW], 2017). With a historical commitment to serving marginalized populations, social workers are inherently exposed to heightened risks of client-perpetrated violence (CPV) and workplace safety concerns due to the nature of their practice settings and clientele. Research confirms that occupations involving direct interaction with the public are more susceptible to workplace violence (Malesa & Pillay, 2020). Given the social work

profession's focus on serving vulnerable populations, it is understandable that social workers face elevated risks of CPV and safety challenges in their work environments.

Recognizing these risks, the NASW acknowledges the heightened vulnerability of social workers to interpersonal and workplace violence. As the demand for social workers rises, so does the potential for CPV and workplace violence in agency and field settings. In response, the NASW has developed guidelines aimed at safeguarding social worker well-being. These guidelines advocate for the implementation of universal safety plans across agencies, encompassing essential safety measures such as clear policies, prevention strategies, incident reporting protocols, and post-violence support for affected social workers (Guidelines for Social Work Safety in the Workplace, 2013).

Client Perpetrated Violence, encompassing verbal abuse, threats, physical assault and, property damage at the hands of clients or their relatives, poses significant challenges for social workers, leading to mental health concerns, stress, injuries, and service access barriers (Newhill & Wexler, 1997; King, 2020; Radey et al., 2022). The issue of CPV transcends national borders and exists as a global issue for child welfare social workers as documented in the literature (Littlechild et al., 2016; Koritsas et al., 2010; Enosh et al., 2012; Kosny & Eakin, 2008; Macdonal & Sirotich, 2005; Shin, 2011; Virkki, 2008 ). Despite its widespread prevalence, CPV remains underreported and often marginalized

within professional discourse, perpetuating its normalization as simply part of the job.

The persistence of violence against social workers is evident in statistical data, with reports indicating during the three-year period from 2011-2013 a total of 23,000 workplace assaults, nearly 75% which occurred in health care and social service settings (OSHA, 2016 as cited in NASW News Release, 2019). Moreover, a significant number of social workers 1,100 reportedly sustained injuries due to workplace violence, as reported by the Bureau of Labor Statistics (BLS, 2013 as cited by NASW News Release, 2019). It is crucial to note that these figures likely underestimate the true extent of client perpetrated violence due to underreporting by social workers.

Social worker safety has become a focal point for policymakers, propelled by persistent advocacy efforts led by the National Association of Social Workers (NASW) urging the implementation of universal safety plans for all social workers. National bills to enhance social worker safety have been introduced in the U.S. Congress three times, however, none have passed (Capacity Building Center for States, 2017). The latest bill regarding social worker safety was proposed in 2019 with NASW backing, the House of Representatives introduced the Protecting Social Workers and Health Professionals from Workplace Violence Act of 2019 (S.2880/ H.R. 5138, 2019-2020). Unfortunately, after introduction of this bill there had been no further actions and it remains pending in the Senate, likely delayed due to the COVID-19 pandemic. Upon passage, this legislation

would have mandated healthcare and social services employers to establish universal safety plans, thereby safeguarding their personnel. Furthermore, the bill aimed to enhance the prevention and response to workplace violence incidents and address existing barriers to incident reporting.

Newhill and Wexler (1997) conducted research on Client Perpetrated Violence (CPV), surveying NASW member social workers from California and Pennsylvania. Their study garnered 1,129 completed surveys (with a response rate of 71%), highlighting CPV as a significant concern within the social work profession. The research indicated that child welfare social workers face heightened vulnerability, being at the forefront of CPV risks. These workers often operate in precarious conditions, conducting home visits in potentially hazardous environments, navigating dangerous neighborhoods, and engaging with clients with histories of violence or substance abuse (Kim & Hopkins, 2015). Given their responsibilities in investigating allegations of child abuse and neglect, child welfare workers frequently encounter involuntary, uncooperative, and resistant clients, that are faced with the removal of children from their homes.

#### Purpose of the Study

The purpose of this study is to investigate and identify the primary risk factors contributing to CPV, examine its impact on child welfare social workers, and understand the safety culture within child welfare agencies. Employing a systematic review approach encompassing both quantitative and qualitative data, this study aims to provide a comprehensive understanding of CPV in the context

of child welfare social work. Quantitative data will include prevalence rates and survey findings on CPV incidents and type of violence encountered. Likewise, qualitative data will involve interviews with child welfare social workers detailing their experiences and perceptions of CPV. By integrating both quantitative and qualitative data, the study endeavors to offer a decisive overview of the problem enriched by lived experiences and thematic insights.

This systematic review draws upon existing research that examines CPV prevalence and its effects on child welfare social workers. It synthesizes qualitative studies exploring firsthand experiences of CPV and safety recommendations. Emphasizing a descriptive approach, the study aims to offer a nuanced understanding of CPV and identify pivotal aspects for further investigation. Utilizing secondary data sources, the study ensures a comprehensive review, targeting child welfare social workers who have encountered CPV and safety challenges in their work environments.

#### Implications for Social Work Practice

The implications of this study extend to both macro and micro levels of social work practice. At the macro level, the findings advocate for a paradigm shift in the perception of safety culture within child welfare agencies, urging agencies to address CPV as a serious occupational hazard rather than an unavoidable aspect of the job. Moreover, recognizing the impact of CPV on social workers' well-being underscores the need for enhanced safety awareness training and support mechanisms to promote longevity and retention in the field.

At the micro level, the study highlights the importance of prioritizing the mental health and well-being of child welfare social workers, who are exposed to trauma and susceptible to secondary traumatic stress working with clients. By mitigating CPV and improving working conditions, the study aims to enhance the overall well-being of child welfare social workers and improve service delivery to vulnerable populations.

While previous research has acknowledged the prevalence and impact of CPV on social workers, there remains a gap in the research regarding safety culture within child welfare agencies and the effectiveness of universal safety plans to mitigate the problem. This study seeks to address this gap by examining the existence, implementation, and efficacy of universal safety plans in child welfare agencies. By shedding light on the benefits of embracing a culture of safety, the study aims to challenge the notion that CPV is an inherent occupational risk in child welfare work.

In this review, the following key research questions will be addressed: Do child welfare agencies have universal safety plans in place? To what extent are child welfare agencies implementing and utilizing these universal safety plans? What evidence exists regarding universal safety plans including their effectiveness in reducing or preventing client-perpetrated violence among child welfare workers?



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This literature review provides a comprehensive overview of the issue of Client Perpetrated Violence (CPV) and safety concerns within the context of child welfare agencies. This review examines various aspects of CPV, including different types, social workers' perceptions, the impacts on child welfare social workers, and theoretical frameworks guiding understanding.

#### Types of Violence

Client-perpetrated violence (CPV) against social workers engaged in child welfare services represents a prevalent and concerning issue with global ramifications, that occurs with alarming frequency. Despite widespread recognition of CPV within the social work domain, accurately quantifying its extent presents a challenge for several reasons. One primary obstacle lies in the lack of a clear operational definition of CPV, leading to difficulties in measurement and assessment. Existing research underscores the multifaceted nature of CPV, encompassing various forms such as verbal abuse, threats, stalking, physical violence, attempted physical violence, property damage, intimidation, sexual harassment, sexual assault, and the use of weapons or objects (Newhill and Wexler, 1997; Robson et al., 2014; Smith, Y. et al., 2017). Moreover, the literature highlights distinctions in the severity and directness of

CPV, delineating between direct acts of violence where social workers experience firsthand trauma and indirect acts where secondary trauma arises from their clients' circumstances or when colleagues become targets of CPV (Deaver, A.H. et al., 2020). This complex landscape underscores the urgent need for comprehensive strategies to address and mitigate CPV within child welfare settings, safeguarding the well-being of both social workers and the vulnerable populations they serve.

#### Perceptions of Client-Perpetrated Violence

The perceptions and experiences of child welfare workers regarding client violence can vary significantly among individuals within the profession. For instance, one worker may interpret a parent expressing distress through yelling as an act of verbal abuse directed towards them. Conversely, another worker might perceive the same behavior as a reaction to a stressful situation, not necessarily constituting verbal abuse, and may even dismiss it altogether (Radey et al., 2022).

Research on the perceptions and experiences of child welfare workers regarding client violence indicates that such acts are often normalized and accepted as "part of the job" (Lamothe, J. et al., 2018; Radey, M. et al., 2020; Smith, Y. et al., 2017). Child welfare workers may attribute violent behaviors to clients' methods of seeking assistance, reflecting the ingrained inclination of social workers to assist those in need. Given the inherent nature of child welfare

work and the profound responsibility of ensuring children's safety, these professionals are at heightened risk of encountering violence.

### Impact of Client-Perpetrated Violence on Social Workers

Considerable research has been devoted to examining the ramifications of client-perpetrated violence (CPV) on the mental health and well-being of child welfare professionals. In a study by King (2021), 657 early career child welfare workers, employed for 18 months, were surveyed regarding their encounters with CPV. The study investigated three distinct forms of violence, with varying proportions of workers reporting each type. King (2021) observed that 80.1% of participants reported instances of physical nonviolence, 47.2% reported receiving threats, and 5.8% experienced physical assaults. Significantly, workers subjected to threats demonstrated strong associations with symptoms of depression, anxiety, and post-traumatic stress disorder (PTSD) (King, 2021). Given the composition of the sample comprising early career child welfare workers, it is conceivable that the level of experience in working with clients within the child welfare field could substantially influence the frequency and nature of CPV encounters.

In a systematic literature review conducted by Robson et al. (2014), the impact of CPV on child welfare workers was explored. Researchers revealed that most child welfare social workers reported at least one instance of CPV throughout their careers. Furthermore, the study revealed common themes in those reported experiences, highlighting physical aggression, threats, property

damage, and intimidation. Notably, once again threats emerged as having the most pronounced adverse effects on the mental health and professional practice of child welfare workers.

Contrary to prevailing narratives in CPV literature, Robson et al. (2014) presented conflicting findings suggesting that CPV may yield positive outcomes for child welfare workers. Although not a prevailing theme discovered in the existing literature, this perspective posits that the heightened stress stemming from CPV incidents may facilitate post-traumatic growth, fostering increased self-reliance and stronger interpersonal relationships among professionals. Moreover, it is plausible that child welfare workers may perceive instances of CPV as opportunities for learning and professional development, potentially leveraging such experiences to inform the formulation of safety procedures and preventive policies (Robson et al., 2014).

### Theories Guiding Conceptualization

A recurring theoretical framework frequently cited in the literature to elucidate the phenomena of workplace and client violence is the stress process model (Khan & Byosiére, 1990). In its fundamental essence, the stress process model posits that an adverse environmental stimulus, such as client-perpetrated violence (CPV), evokes a psychological response—manifested as fear, anger, or anxiety—in the worker. Subsequently, this stress response may impact the individual's physical, psychological, or behavioral functioning (Schat & Kelloway, 2005). The stress process model underscores the significance of individual

perceptions, situational factors, and organizational dynamics in comprehending CPV, offering valuable insights for child welfare agencies to develop or enhance their safety protocols and policies (Radey et al., 2020).

Furthermore, adopting a Trauma-Informed Approach proves to be a pivotal strategy within the realm of child welfare. Given that children and families navigating the child welfare system often carry histories of trauma, addressing these traumatic experiences becomes paramount in mitigating safety concerns for both the client and social worker (Taylor et al., 2019). The Trauma-Informed Approach acknowledges individuals' experiences with trauma and recognizes the adverse effects trauma can inflict on the brain and behavior. By embracing this approach, child welfare workers can deepen their understanding of how trauma shapes their clients' lives. Moreover, implementing a trauma-informed approach equips social workers with the tools to discern potential risks and triggers of CPV when engaging with clients.

### Summary

The literature extensively addresses the pervasive issue of client-perpetrated violence (CPV) against social workers, with particular emphasis on its heightened prevalence within the child welfare system. Researchers underscore the global nature of CPV, emphasizing its significance as a pressing concern. Moreover, the research elucidates various forms of violence, providing a clear and operational definition that facilitates accurate measurement and quantification of the phenomenon. The adverse effects of CPV on social workers

are well-documented, posing significant risks to their mental health and overall well-being, often manifesting in heightened symptoms of anxiety, depression, and potential development of post-traumatic stress disorder (PTSD). Utilizing the stress process model offers valuable insights into understanding the occurrence of CPV and its impact on social workers, thus aiding in developing effective interventions and support mechanisms.

Furthermore, adopting a trauma-informed approach is paramount when engaging with clients, particularly within the context of CPV. This approach enables social workers to identify potential risks and triggers of violence, empowering them to implement targeted interventions aimed at preventing acts of violence and promoting the safety and well-being of both social workers and their clients.

## CHAPTER THREE

### METHODS

#### Introduction

This study endeavors to ascertain the extent to which child welfare agencies are formulating and executing universal safety plans to address incidents of Client Perpetrated Violence (CPV) and ensure the safety of child welfare social workers. Central to this inquiry is the examination of CPV, its prevalence, various types, perceptions among social workers and, its consequences on social workers. Furthermore, the study seeks to underscore the advantages of actively cultivating a safety-oriented culture, thereby challenging the notion that CPV is an inherent occupational hazard in child welfare. This chapter outlines the methodological approach used in this systematic review to extract the common thematic components, drawing upon secondary data on CPV and safety culture. Key elements include study design, sampling methodology, data collection, procedures, ethical considerations regarding human subjects, and the data analysis.

#### Study Design

The present descriptive study design entails a systematic literature review of published, peer-reviewed empirical research focusing on client-perpetrated violence and safety culture within child welfare. Its objective is to discern recurring themes in the literature concerning client-perpetrated violence and the utilization, implementation, and efficacy of universal safety plans.

### Sampling Methodology

This systematic literature review encompassed 24 peer-reviewed journal articles, each addressing various aspects of client-perpetrated violence and safety at both micro and macro levels. The literature suggests that client-perpetrated violence detrimentally affects social workers' mental health and organizational commitment in the realm of child welfare. Recommendations for enhancing safety policies, planning, and fostering changes in organizational safety culture were also discerned. While the inclusion and exclusion criteria for the results remained consistent across the collected studies, the methodologies employed varied among the original research studies. These studies encompassed both quantitative and qualitative research designs utilizing surveys, interviews, meta-analysis, or mixed methods.

### Inclusion and Exclusion Criteria

Only published, peer-reviewed empirical studies were used, ranging from 1996 to 2022. Articles exclusively related to child welfare, qualitative or quantitative, were included. This systematic literature review searched databases for existing research regarding CPV, safety culture, safety planning and implementation in public child welfare using specific inclusion and exclusion criteria. For the purposes of this systematic literature review only published, peer-reviewed, empirical studies were utilized. All studies utilized indicated original empirical research was conducted, regarding CPV in child welfare, safety culture, safety planning and implementation. Articles used in this review were



dated between 1996 through 2022. In 1996 a landmark study addressing client perpetrated violence was completed that highlighted the urgency of the problem within the social work community. Studies included in this review were qualitative or quantitative. If the article abstract did not meet one or more of the inclusion criteria due to a lack of information within the abstract the article was retrieved for full review. Studies were excluded for the following reasons: the article contains a study dated prior to 1996 or, was published after the writing of this systematic literature review. Studies regarding client perpetrated violence and safety culture were not explicit to child welfare were excluded.

#### Data Collection

For this systematic literature review, data was not collected first-hand from human subjects. The data collection process consisted of a series of database and internet searches using specific key terms. A combination of the following relevant search terms was used in data collection: client perpetrated violence, workplace violence, safety culture, safety planning, child welfare, CPS, coping, safety climate, safety science, prevention, organizational commitment. Multiple databases were used in this search including California State University, San Bernardino's (CSUSB) library electronic databases Social Work Abstracts, Social Services Abstracts, Social Science Citation Index (SSCI), PsychINFO, CSUSB's One Search, and Google Scholar.

A comprehensive search of peer-reviewed and empirical studies was initiated utilizing searching scholarly journals such as: Journal of interpersonal

Violence, Children and Youth Services Review, Journals of Public Child Welfare, Child Abuse and Neglect, and the International Journal of Social Work. The electronic search yielded the initial results of 40 articles. The abstracts of articles included in the initial search results were then reviewed to determine if the study met inclusion criteria. If the abstract met one or more of the inclusion criteria, then the full article was retrieved for full review.

### Procedures

To gather relevant studies for this systematic literature review, particular key words were utilized in the internet search for articles. As noted previously, keywords searched included: client perpetrated violence, workplace violence, safety culture, child welfare, CPS, safety policy, safety planning, coping, safety climate, safety science, prevention, organizational commitment. Articles were chosen based on the title and abstract information that were relevant to the current research questions. After gathering enough articles (40) each article was retrieved and read carefully to determine if it could be used in this systematic review. After the search was completed, duplicates were excluded from use in this review. Studies which were questionable were read in their entirety to determine if inclusion and exclusion criteria were met.

Using the process of elimination, inclusion, and exclusion criteria the original batch of 40 articles was decreased to 30 articles. Upon further review,

articles that did not pertain exclusively to the child welfare field were excluded, this totaled 6 articles. The final number of articles that met inclusion criteria for this systematic review included 24 peer reviewed articles.

### Protection of Human Rights

The current study is a systematic review of existing literature on the topic of client perpetrated violence and social worker safety in child welfare. Absolutely no human subjects were used for this study in the data collection process.

### Data Analysis

This section will be described in terms of how the researcher categorized the different articles used for this review. Articles were categorized based on recurring thematic content in relation to the topic. Articles were categorized into groups based on prevalence and type of CPV, the effects of CPV on social worker's mental health, effect of CPV on social worker's organizational commitment, enhancing safety policies and fostering changes in organizational safety culture.

### Summary

In summary, this study will investigate client-perpetrated violence against child welfare social workers, including the existence and utilization of universal safety plans to mitigate its effects, along with safety prevention recommendations. Opting for a systematic literature review, this study aims to encapsulate the key issues surrounding CPV as identified in existing research

and to address any gaps pertaining to safety culture and safety planning within child welfare.

## CHAPTER FOUR

### RESULTS

#### Introduction

This chapter provides an analysis of the findings derived from this systematic literature review. Tables have been included to facilitate the visualization of the results. Following a rigorous search process involving scholarly peer-reviewed journals and strategic utilization of search terms across various search engines, the results were analyzed. Research findings were systematically categorized to encompass essential information such as the study methodology, sample characteristics, types of client-perpetrated violence (CPV), the impact of CPV on social workers, and the utilization of safety plans and recommendations. Duplicate findings were eliminated, and potentially ambiguous studies were thoroughly reviewed to ensure compliance with inclusion criteria. The articles surveyed spanned from 1996 to 2022, offering a comprehensive perspective over time. The sample sizes (N) reported in the articles varied significantly, ranging from 9 to 1,719 participants. These participants consisted of social workers employed within public child welfare agencies, with diverse levels of experience. All participants were actively engaged in direct interactions with children, youth, and families, both in office settings and during field visits. Please see Appendix A for the full list of articles.

## Presentation of Findings

Method of StudyTable 1. Method of Study

Method of Study	Number of Studies	Percentage
Quantitative	13	54%
Qualitative	9	37%
Mixed Methods	2	8%

Out of the 24 articles meeting the specified inclusion criteria, three distinct methodological approaches were identified. Predominantly, quantitative methodologies were employed across most studies. These quantitative inquiries were primarily geared towards illuminating the prevalence and type of client-perpetrated violence (CPV) experienced within child welfare agencies. Employing questionnaires and surveys, these studies sought to gather quantitative data from participants, offering insights into the frequency and nature of CPV encounters.

Conversely, qualitative methodologies emerged as the second most employed approach in studies incorporated into this systematic literature review. Qualitative studies aimed at capturing social workers' perceptions and experiences with CPV. Utilizing interviews and focus groups, these qualitative investigations explored the subjective experiences and interpretations of CPV among child welfare social workers. In conclusion, a minority of the studies adopted a mixed methods approach, integrating quantitative and qualitative data collection techniques. The varied methodological approaches applied in the

studies utilized provide a comprehensive understanding and insight into client perpetrated violence and safety measures implemented within child welfare agencies.

### Sample of Study

Table 2. Sample of Study

Sample of Study	Number of Studies	Percentage
Child welfare line social workers	13	54%
Combination of line social workers and management	11	45%

Among the studies meeting the inclusion criteria, a predominant proportion, approximately 54%, centered on child welfare frontline social workers as their sample population. This encompassed professionals at various career stages, ranging from early to late career positions, and represented individuals from diverse geographic locations. Frontline child welfare social workers, by nature of their roles, engage in direct daily interactions with clients, both within office environments and during field visits, increasing their exposure to CPV incidents.

Additionally, approximately 45% of the included studies opted for a sample composition that encompassed a combination of frontline social workers, supervisors, managers, and administrative personnel within child welfare agencies. This diverse sample encapsulates a range of professionals engaging with clients in office-based environments, as well as those entrusted with

upholding the organization's safety protocols and procedures. This comprehensive level of involvement offers a broad perspective on the management of CPV within organizational contexts.

#### Types of Client-Perpetrated Violence Discussed

Table 3. Type of Client- Perpetrated Violence Discussed

Type of CPV	Number of Studies	Percentage
Verbal Abuse/ Threats	11	45%
Physical Abuse	7	29%
Sexual Abuse	4	16%
Property Damage	2	8%

The most common types of client-perpetrated violence (CPV) identified within the studies meeting inclusion criteria encompass verbal abuse including threats, physical abuse, sexual abuse, and property damage. Significantly, verbal abuse emerged as the most prevalent form of CPV encountered by child welfare social workers, as evidenced by its occurrence in 45% of the studies reviewed.

A pioneering investigation conducted by Newhill and Wexler (1997) was the initial endeavor to illuminate the issue of client-perpetrated violence (CPV), revealing that a significant proportion of social workers share similar safety concerns within the field of social work. This research meticulously delineated and categorized the types of CPV indicating that verbal abuse, inclusive of threats, represents the most common form of aggression encountered by social workers in the field of child welfare. While not a focal point of this systematic literature review, the referenced study highlighted the potential influence of



gender on the manifestation of client perpetrated violence, observing that male social workers often took the brunt of verbal abuse, physical assaults and observed property damage (Newhill and Wexler, 1997).

Further insights from research conducted by Kim & Hopkins (2017) provides detailed accounts from child welfare social workers, highlighting a recurrent theme of verbal abuse as the most common type of client perpetrated violence experienced. These professionals describe harrowing interactions that include shouting, swearing, and insults, sometimes extending to threats against their families. A particularly stark example involves a worker being threatened by a client with the words, "If you remove my children from me, I will kill you."

Physical assaults constitute the second most frequent type of violence directed at social workers, accounting for 29% of incidents in the reviewed studies. Those working in youth residential treatment centers are particularly at risk. Documented assaults range from punching and kicking to choking and weaponized attacks. These assaults not only lead to physical harm and required medical leave but also contribute to negative coping responses among social workers, including substance use, anxiety, sleep disruptions, and cognitive deficits (Smith et al., 2021).

Although a significant portion of the literature investigates physical violence, its occurrence remains relatively infrequent in the main body of literature. Among the examined studies, reports of physical violence against child welfare social workers indicate a low prevalence, ranging between 2-5% (Radey,

M., et al., 2022). While most incidents of violence did not lead to any major or minor injuries, social workers were transported to local hospitals for evaluation resulting in missed time at work. Research revealed that physical violence in child welfare is affected by factors such as educational background and professional experience of the worker. Social workers with specialized social work degrees, whether at the bachelor's or master's level, tend to report fewer physical assaults than their counterparts with degrees in related disciplines (Radey, M., et al., 2022). Additionally, social workers in the first six months of their child welfare careers are more vulnerable to experience client violence (Radey, M., & Wilke, D. J. 2021).

#### Client- Perpetrated Violence Effect on Social Workers

Table 4. Client- Perpetrated Violence Effect on Social Workers

Effect on Social Worker	Number of Studies	Percentage
Mental Health / Well-being	11	45%
Organizational Commitment	9	37%
Behavioral Issues	4	16%

The preponderance of research on client perpetrated violence (CPV) reveals its adverse impact on social workers, with findings indicating significant implications for mental health and well-being (45% of studies), diminished organizational commitment (37% of studies), and the development of negative behavioral patterns towards clients (16% of studies).

Client perpetrated violence (CPV) against social workers has serious implications for mental health, organizational commitment, and professional

behavior. A substantial body of research reveals the detrimental impact of CPV on mental health. It results in immediate emotional trauma and chronic psychological conditions, including depression, anxiety, and PTSD. King (2021) and King et al. (2022) noted that verbal threats from clients markedly increase the risk of PTSD, while Lee et al. (2021) found that indirect CPV still adversely affects mental health, albeit to a lesser extent than direct CPV.

In terms of organizational commitment, studies point to significant concerns. Approximately 37% of the reviewed studies reported diminished organizational commitment due to CPV, with key issues being inadequate organizational support (Hunt et al., 2016), insufficient managerial intervention (Kim & Hopkins, 2015), and heightened turnover, especially within the child welfare sector (Littlechild et al., 2016; Lamothe et al., 2021). Supporting this, Shin (2011) found that CPV exposure leads to reduced job satisfaction and increased turnover rates and the intention to leave the child welfare field entirely.

Behavioral responses to CPV have also been noted in about 16% of studies. While avoidance behaviors, including terminating home visits early and avoiding certain areas or neighborhoods, were common (Kim, H. J., 2013), there were instances of positive behavioral responses, such as seeking peer support and leveraging organizational resources. Moreover, Deaver et al. (2020) and Enosh et al. (2012) identified that CPV can lead to behaviors including absenteeism, poor client treatment, and low morale among social workers, contributing to long-term burnout, and weakening organizational commitment.

Robson et al. (2014) highlighted that such encounters could lead to valuable insights and the development of safety policies.

#### Utilization of Safety Plans and Recommendations

In this systematic review of 24 studies, a significant gap in the literature was found regarding the existence of universal safety plans in child welfare agencies. The research—spanning both quantitative and qualitative methodologies—highlighted an urgent need for enhanced safety training for child welfare staff, as well as the establishment of the following safety precautions: global positioning system equipment, self-defense training, conflict prevention, de-escalation techniques and facility safety, as well as safety educational resources (Capacity Building Center for States, 2017; Zimunya, & Alpaslan, 2022). These findings raise significant questions about the viability of formulating and implementing a universal safety plan across child welfare agencies, and whether such a strategy could achieve widespread adoption by states to ensure consistency in child welfare practices.

A study completed by Vogus et al. (2016), showed that it is feasible to successfully establish positive safety culture in child welfare agencies as it has been done in the state of Tennessee. Researchers confirmed that, “safety culture can be reliably and validly measured in child welfare, perceptions of safety culture are shared within child welfare departments and, that safety culture is generally associated with lower levels of employee emotional exhaustion, but

also indicates that there is considerable opportunity for improvement as the levels of safety culture.”

Researchers in this study surveyed a total of 1,719 frontline social workers and their immediate supervisor in the Tennessee Department of Children's Services. The study measured four constructs which were considered vital aspects of safety culture – safety climate, psychological safety, stress recognition, and safety organizing (Vogus et al., 2010). The study suggests that child welfare employees who perceive supervisory support are more likely to voice job-related safety concerns, fostering psychological safety. This sense of security mitigates emotional exhaustion and enables concentration on their duties. Consequently, promoting a culture where safety discussions are normalized is crucial for alleviating stress and helping workers manage their challenging roles and emotional strain (Vogus et al., 2016).

This systematic literature review, encompassing 24 empirical peer-reviewed studies from 1996 to 2022, offers a comprehensive analysis of client-perpetrated violence (CPV) against social workers in child welfare settings. The review categorizes and examines various aspects of CPV, including the nature of violence, its impact on social workers, and safety measures. Predominantly using quantitative methods, the research reveals that verbal abuse in the form of threats is the most common CPV form, followed by physical assaults. These incidents significantly impact the mental health, organizational commitment, and professional behavior of social workers.

Importantly, the review identifies a lack of universal safety plans in child welfare agencies and underscores the need for enhanced safety training and measures, such as GPS equipment, self-defense training, and conflict de-escalation techniques (Capacity Building Center for States, 2017; Zimunya, & Alpaslan, 2022). The study by Vogus et al. (2016) in Tennessee exemplifies the potential for establishing a positive safety culture in child welfare agencies, thereby reducing the emotional exhaustion of workers, and promoting a safer work environment. Overall, this review sheds light on the prevalent issue of CPV in child welfare, its detrimental effects, and the critical need for comprehensive safety strategies to protect social workers and improve their working conditions.

## CHAPTER FIVE

### DISCUSSION

#### Introduction

This chapter discusses the strengths and limitations of this systematic literature review, as well as the implications it possesses for social work practice, policy, and education. Additionally, this review emphasizes the necessity for further research in the vital area child welfare social work. In exploring the critical issue of client-perpetrated violence (CPV) and safety culture within child welfare, this systematic literature review offers significant insights into current challenges and potential pathways for improvement. By meticulously examining existing literature, it highlights the pressing need to enhance safety measures for social workers and to evolve the culture surrounding violence in child welfare settings.

#### Discussion

##### Purpose

This systematic literature review on client-perpetrated violence (CPV) and safety culture in child welfare reveals substantial concerns regarding safety planning and efforts to reform safety culture within child welfare agencies. The strengths of this review are evident in its thorough approach, utilizing specific keywords to extract relevant empirical, peer-reviewed articles, ensuring an exhaustive examination of available literature. However, the review's limitations are notable. The current systematic literature review was conducted by a single

researcher, there is a potential risk of confirmation bias, as the researcher might selectively acknowledge findings that support their hypothesis, potentially overlooking contradictory evidence. Furthermore, the review is based on secondary data, not original research conducted by the reviewer, which might limit the depth of analysis and understanding.

### Implications for Social Work

In terms of implications for social work practice, particularly in child welfare, this review underscores the urgent need to address CPV and enhance safety culture. The persistence of CPV as a 'normal' part of the job in child welfare agencies not only impacts the wellbeing of social workers but also raises concerns about their ability to effectively support children and families.

For social work policy, there are implications at both micro and macro levels. Micro-level implications involve the development of policies within child welfare agencies to ensure the safety and health of social workers. Macro-level implications include legislative changes for mandated universal safety plans for social workers nationwide, a need highlighted by the failure of several bills backed by the NASW.

In terms of social work education, this review suggests the need for more comprehensive training and awareness regarding CPV and safety culture within child welfare settings. Future social workers should be better equipped with the knowledge and skills to navigate these challenges.



### Recommendation for Future Research

For future research, there is a clear need to delve deeper into the aspects of safety culture in child welfare. This entails conducting original research to supplement existing literature, thereby providing a more nuanced understanding of CPV and safety culture and developing effective strategies to combat these issues in the field of child welfare.

### Conclusion

In conclusion, this systematic literature review has comprehensively examined the interplay between client-perpetrated violence (CPV) and safety culture in child welfare. It has illuminated the multifaceted and complex dynamics inherent in CPV situations and the crucial role that a robust safety culture plays in addressing them. This review highlights that an effective safety culture in child welfare not only mitigates the risks associated with CPV but also fosters a supportive environment for both social workers and families. This systematic literature review not only contributes to the understanding of the current state of CPV in child welfare but also serves as a call for further research. Future studies should aim to deepen the understanding of this topic while focusing on developing effective, evidence-based strategies to ensure the safety, and well-being of social workers and ultimately enhancing their capacity to serve children and families effectively.

APPENDIX A  
TABLE OF INCLUDED STUDIES

Citation	Method	N, Sample	Key Findings
1. Disney, L. & Purser, G (2022) Examining the Relationship between Workplace Safety and Professional Burnout among U.S. Social Workers, Journal of Evidence-Based Social Work, 19:6, 627-639, DOI: 10.1080/26408066.2022.2090880	Quantitative	N=141	incidents of client violence are predictive of feelings of burnout among social workers. Burnout scores significantly increasing as the number of client violence incidents a social worker had experienced increased
2.Enosh, G., Tzaafri, S. S., & Gur, A. (2012). Client aggression toward social workers and social services in Israel- a qualitative analysis. Journal of Interpersonal Violence 28(6), 1123-1142. <a href="https://doi.org/10.1177/0886260512468230">https://doi.org/10.1177/0886260512468230</a>	Qualitative	N= 40- Child welfare social workers in different agency roles: district managers, agency managers, supervisors, social workers, and administrators.	Findings identified negative impacts of CPV on several levels. On the emotional, cognitive, and behavioral levels, short-term and long-term effects are seen for the individual resulting in mental health issues. The organization. Individual level reported emotional (stress/humiliation) and behavior (burnout/absenteeism) impacts. Organizational level reported low morale, high absenteeism leading to low efficiency and low effectiveness.
2. Hawranick, S., McGuire, P., & Looman, C. L. (2009). Worker Safety within the Child Welfare System. Contemporary Rural Social Work, 1(1). <a href="https://doi.org/10.61611/2165-4611.1003">https://doi.org/10.61611/2165-4611.1003</a>	Qualitative	N= 34 combo of line staff, admin., supervisors, management	Rural child welfare SW face unique safety concerns that are often not addressed. Workers discuss their concerns with mandated safety

		West Virginia (rural child welfare)	training, effective and adequate training, formalized safety procedures, safety committed within child welfare agencies and clarity and underreporting.
3. Hunt, S., Goddard, C., Cooper, J., Littlechild, B., & Wild, J. (2016). "IF I FEEL LIKE THIS, HOW DOES THE CHILD FEEL?" CHILD PROTECTION WORKERS, SUPERVISION, MANAGEMENT AND ORGANISATIONAL RESPONSES TO PARENTAL VIOLENCE. <i>Journal of Social Work Practice</i> , 30(1), 5–24. <a href="https://doi.org/10.1080/02650533.2015.1073145">https://doi.org/10.1080/02650533.2015.1073145</a>	Mixed method	590- Child welfare social workers-line staff	Participants experienced range of client violence. Overwhelming theme was a lack of support and supervision received from organization. Violence had significant and negative impact on personal lives. Organization responses were inadequate for supervision and education and jeopardized child safety.
4. Kim, H., & M. Hopkins, K. (2017). Child Welfare Workers' Home Visit Risks and Safety Experiences in the USA: A Qualitative Approach. <i>International Journal of Social Work and Human Services Practice</i> , 5(1), 1–8. <a href="https://doi.org/10.13189/ijrh.2017.050101">https://doi.org/10.13189/ijrh.2017.050101</a>	Qualitative	9- Child welfare social workers-line staff	Verbal and physical threats found to be most common form of violence. Unsafe environments in client's homes. Situational and community factors that all increased risk for SW home visits.
5. Kim, H., & Hopkins, K. M. (2015). Child Welfare Workers' Personal Safety Concerns and Organizational Commitment: The Moderating Role of Social Support. <i>Human Service Organizations, Management, Leadership &amp; Governance</i> , 39(2), 101–115. <a href="https://doi.org/10.1080/23303131.2014.987413">https://doi.org/10.1080/23303131.2014.987413</a>	Quantitative	601- Child welfare SW combination – line staff, admin., supervisors, management	When workers feel unsafe there is lower organizational commitment. CPV viewed as either part of the job or a call for help from client. Positive

			<p>coping includes seeking support from colleagues and using resources provided from organization. Ineffective coping includes snapped or yelled back insults to clients. Minimizing CPV, denial and ignore the consequences of CPV.</p>
<p>6.Kim, H. J. (2013). Public Child Welfare Workers' Safety Experiences: Predictors and Impact on Job Withdrawal Using Mixed-Methods Approaches (Vol. 73, Issue 10).</p>	Mixed Method	426, Child welfare workers line staff	<p>SW engaged in avoidance behavior ending home visits early due to personal safety concerns. Lack of respect from other professionals and negative public perceptions were predictors of safety concerns for SW. These safety concerns are primary contribution for SW to leave jobs in child welfare.</p>
<p>7. King, E. A. (2021). Child welfare workers' experiences of client-perpetrated violence: Implications for worker mental health. Children and Youth Services Review, 120, 105763-. <a href="https://doi.org/10.1016/j.childyouth.020.105763">https://doi.org/10.1016/j.childyouth.020.105763</a></p>	Quantitative	N= 657 Child welfare social workers after 18 months of employment .	<p>CPV types in order of most common: Nonphysical (80.1%) Threats (47.2%) Assault (5.8%) Threats found to be highly related to PTSD symptomology. Nonphysical or assault were not found to be significantly related to depressive,</p>

			anxiety or PTSD symptomology. In the sample personal trauma experienced in the last year was controlled for.
8. King, E. A., Wilke, D. J., & Randolph, K. (2022). Assessing the relationship between client-perpetrated violence and intentions to leave child welfare. <i>Journal of Public Child Welfare</i> , 16(2), 177–196. <a href="https://doi.org/10.1080/15548732.2020.1862730">https://doi.org/10.1080/15548732.2020.1862730</a>	quantitative	N=705 child welfare social workers	<p>Intake protective investigators - more nonphysical violence (being yelled at or cursed at),</p> <p>Carrier workers the do longer-term case management services experienced more physical assaults.</p> <p>Analyses indicated no significant relationships between CPV and intent to leave.</p> <p>there were significant differences in worker characteristics and</p> <p>the type of CPV had implications for discussed.</p>
9. Koritsas, S., Coles, J., & Boyle, M. (2010). Workplace Violence towards Social Workers: The Australian Experience. <i>The British Journal of Social Work</i> , 40(1), 257–271. <a href="https://doi.org/10.1093/bjsw/bcn134">https://doi.org/10.1093/bjsw/bcn134</a>	Quantitative	216, combination – line staff, admin., supervisors, management social workers – members of Australian Association of Social Workers (AASW)	<p>Common forms of CPV in Australia were verbal abuse and intimidation. Predictors of violence findings: SW level of education (BASW, MSW) did not predict any form of violence. Longer hours spent working face to face with clients</p>

			did predict greater verbal abuse. Age is significant predictor of violence. Younger SW experience greater forms of verbal, intimidation, property
10.Lamothe, J., Geoffrion, S., Couvrette, A., & Guay, S. (2021). Supervisor support and emotional labor in the context of client aggression. <i>Children and Youth Services Review</i> , 127, 106105-. <a href="https://doi.org/10.1016/j.childyouth.2021.106105">https://doi.org/10.1016/j.childyouth.2021.106105</a>	Qualitative	30, Child welfare social workers line staff	Receiving proactive urgent care, making sense of aggression together, and building a relationship of trust. Findings suggest that supervisor support efficacy is greatly influenced by quality of supervisor/ social worker relationship.
11.Lamothe, J., Couvrette, A., Lebrun, G., Yale-Soulière, G., Roy, C., Guay, S., & Geoffrion, S. (2018). Violence against child protection workers: A study of workers' experiences, attributions, and coping strategies. <i>Child Abuse &amp; Neglect</i> , 81, 308–321. <a href="https://doi.org/10.1016/j.chiabu.2018.04.027">https://doi.org/10.1016/j.chiabu.2018.04.027</a>	Qualitative -	N= 30, Child welfare social workers (Canada). Field work social workers= 14 Residential social workers =16	Residential social workers believed higher risk for physical violence and assaults. Fieldworkers fearful due to unfamiliar setting.
12.Lee, Y., Kim, S. M., Han, D. H., Yoo, S.-K., & Kim, H. (2021). Effects of Indirect Experience of Client Violence on Social Workers' Posttraumatic Stress Disorder. <i>Psychiatry Investigation</i> , 18(11), 1100–1108. <a href="https://doi.org/10.30773/pi.2021.0205">https://doi.org/10.30773/pi.2021.0205</a>	Quantitativ e-	1,359- child welfare social workers from Korea.	Prevalence of one in eight SW experience indirect CPV. there were significant harmful impacts on PTSD but not greater than direct CPV.

			Violence prevention training needed to buffer effects.
13. Littlechild, B., Hunt, S., Goddard, C., Cooper, J., Raynes, B., & Wild, J. (2016). The Effects of Violence and Aggression from Parents on Child Protection Workers' Personal, Family, and Professional Lives. SAGE Open, 6(1), 215824401562495-. <a href="https://doi.org/10.1177/2158244015624951">https://doi.org/10.1177/2158244015624951</a>	Quantitative	402- child welfare social workers from England	CPV had negative effects on SW's personal and professional lives. Personal lives - 66% SW stated CPV had a negative impact on their work and own families. Threats to families reported by 16% of SW. Organizational effect- 42% SW believe children are being put at greater risk due to CPV as workers are not supported and able to deal with violence clients effectively.
14. Malesa, K. J., & Pillay, R. (2020). Social workers' experiences of psychological and physical violence at the workplace. Southern African Journal of Social Work and Social Development, 32(1), 1–17. <a href="https://doi.org/10.25159/2415-5829/4588">https://doi.org/10.25159/2415-5829/4588</a>	Qualitative	15 Child Welfare Social Workers line staff - in South Africa	Understood CPV and had been directly or indirectly exposed to psychological forms (threats, emotional abuse) more than physical violence. SW suggestions for safety include increased security, training, counseling, and education on CPV.
15. Newhill, C. E., & Wexler, S. (1997). Client violence toward children and youth services social workers. Children and Youth Services Review, 19(3), 195–212. <a href="https://doi.org/10.1016/S0190-7409(97)00014-5">https://doi.org/10.1016/S0190-7409(97)00014-5</a>	Quantitative	1,129, combination – line staff, admin., supervisors, management NASW social workers	Child welfare workers are at highest risk for CPV. Gender (male) and age(younger) is a risk factor for physical attacks, property damage



			and threats. Home visits are high risk situations for CPV. CPV has a high cost personally (emotional consequences) and professionally (burnout, turnover).
16. Radey, M., & Wilke, D. J. (2021). Client-Perpetrated Violence Among Frontline Child Welfare Workers. <i>Journal of Interpersonal Violence</i> , 36(11–12), NP6260–NP6280. <a href="https://doi.org/10.1177/0886260518812792">https://doi.org/10.1177/0886260518812792</a>	Qualitative -	34, Child welfare social workers Line staff- in the first 3 years of employment	Workers experienced a variety of physical and nonphysical violence. On third of respondents experienced physical violence in the first 3 years on the job. Tolerant workers 1/2 violence is part of the job. Watchful workers- ½ perceived violence in any form as disrespect. Situational factors where CPV is predictable client has prior history of violence. Person situation- workers empathetic w/ clients situations. Outcomes of CPV- cases either get transferred or the client apologizes, and case remains with worker.
17. Radey, M., Langenderfer-Magruder, L., & Schelbe, L. (2022). “Business as Usual”: Child Protective Services Workers’ Perceptions and Experiences of and Responses to Client-Perpetrated Violence. <i>Journal of Interpersonal Violence</i> , 37(3–4), NP2101–NP2125. <a href="https://doi.org/10.1177/0886260520934446">https://doi.org/10.1177/0886260520934446</a>	Quantitative	1,501, Child welfare social workers- line staff- newly hired within first 6 months in FL	Examine prevalence and apply structural inequality framework. Results are high levels of non-physical violence (75%), threats

			(37%), physical violence (2.3%). Age and race, college major, position was significant to instances of violence
18. Shier, M.L., Turpin, A., Nicholas, D. B., & Graham, J.R. (2021). Social Service Worker Experiences with Direct and Indirect Violence When Engaged with Service Users. <i>The British Journal of Social Work</i> , 51(4), 1238-1258. <a href="https://doi.org/10.1093/bjsw/bcab035">https://doi.org/10.1093/bjsw/bcab035</a>	Quantitative	1,574, Child welfare social workers	Examined workload, supervisory dynamics, team dynamics and workplace safety on direct and indirect CPV experience. Findings show how workload and organizational safety culture have a significant effect on CPV experiences . Findings highlight importance of policies and procedures to support workload and safety are needed
19. Shin, J. (2011). Client Violence and Its Negative Impacts on Work Attitudes of Child Protection Workers Compared to Community Service Workers. <i>Journal of Interpersonal Violence</i> , 26(16), 3338–3360. <a href="https://doi.org/10.1177/0886260510393002">https://doi.org/10.1177/0886260510393002</a>	Quantitative	413, Child Welfare social workers-line staff in South Korea	Examine prevalence and negative impacts on work attitudes of CPS workers compared to community service workers. CPV more prevalent in CPS workers. Negative work attitudes as a result more prevalent in CPS workers.
20. Sicora, A., Nothdurfter, U., Rosina, B., & Sanfelici, M. (2022). Service user violence against social workers in Italy: Prevalence and characteristics of the	Quantitative	20,112-Child welfare social	Many social workers in Italy experience CPV Most common

phenomenon. Journal of Social Work: JSW, 22(1), 255–274. <a href="https://doi.org/10.1177/14680173211009188">https://doi.org/10.1177/14680173211009188</a>		workers in Italy	types in order are verbal threats and aggression, physical attacks, and property damage. Young less experienced social workers more likely to be victims of CPV and those who work without colleague support. Perception of being understaffed is associate with higher risk of CPV. Working in isolation from other like at home visits are at risk for CPV. Child welfare found to be at highest risk of CPV.
21. Smith, Y., Colletta, L., & Bender, A. E. (2021). Client Violence Against Youth Care Workers: Findings of an Exploratory Study of Workforce Issues in Residential Treatment. Journal of Interpersonal Violence, 36(5–6), 1983–2007. <a href="https://doi.org/10.1177/0886260517743551">https://doi.org/10.1177/0886260517743551</a>	Qualitative	65, Child welfare social workers line staff- in residential treatment centers for youth	Instances of CPV reported: punching, kicking biting, hair pulling, choking, threats, assaults with a weapon, other physical and sexualized. CPV felts as inevitable can be reduced. But not eliminated. CPV can be reduced by using de-escalation and behavior management. Exposure to violence led to physical injury, missed work, substance abuse, anxiety, sleep disturbance, memory loss. CPV

			cited as top reason for leaving their job at RTC.
22. Vogus, T. J., Cull, M. J., Hengelbrok, N. E., Modell, S. J., & Epstein, R. A. (2016). Assessing safety culture in child welfare: Evidence from Tennessee. <i>Children and Youth Services Review</i> , 65, 94–103. <a href="https://doi.org/10.1016/j.childyouth.2016.03.020">https://doi.org/10.1016/j.childyouth.2016.03.020</a>	Quantitative	1,719, Child welfare SW combination – line staff, admin., supervisors, management. employees in TN	Can safety climate be measured in child welfare for reliability and validity, characterize organizations across a state, linked to relevant outcomes? Results confirm that safety culture can be measured for reliability and validity. Perceptions of safety culture are shared among employees, safety cultures is generally associated with lower levels of employee emotional exhaustion.
23. Zimunya, S., & Alpaslan, A. H. (2022). Experiences of Service-user Violence and Coping Strategies employed During Social Work Service Delivery: Suggestions for Ensuring Social Workers' Personal Safety. <i>Social Work</i> , 58(1), 1–18. <a href="https://doi.org/10.15270/58-1-996">https://doi.org/10.15270/58-1-996</a>	Qualitative -	14, Child welfare social workers in South Africa.	Experiences of CPV and coping strategies employed by social workers when working with clients are reported. There are suggestions for ensuring personal safety. Three common themes emerged which include nature of CPV experienced by social worker during service delivery, coping strategies used, and social workers

			suggestions about what can be done to ensure their personal safety.
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