

Developing an Action Plan to Start, Rejuvenate or Sustain a SPH Program

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Reviewing and Sustaining a Program

- Involve staff from all levels throughout the organization
- Remember problems and solutions are multi-disciplinary
- Where to get started
- Think of a task force as opposed to a committee

Program Team Members

- Safety and health function
- Human Resources/Workers' Compensation
- Manager or supervisor
- Rehab or therapy specialist
- Direct care staff
- Senior administrator
- Who else?
- Who will champion?

Program Team Charge

- Team life span
- Preliminary problem statement
- Presenting the problem
- Getting top management support
- Preliminary program goals
- Time line for process

Drafting a Problem Statement

Occupational back injuries caused by patient lifting and handling tasks are occurring at a high rate. This is presenting an excessive financial burden to the organization and resulting in pain, suffering and disability to our work force.

Scope of the Problem



- Cure world hunger
- Feed a few hungry people

What are Occupational Injuries Costing You?

- Direct cost
- Indirect cost
- How are you paying?



Presenting the Problem

- Presenting to whom?
- Methods of presentation
- Securing commitment



ESTABLISHING PROGRAM GOALS

- Reduce employee injuries by 30 percent
- Reduce lost work days by 40 percent
- Eliminate 95 percent of manual transfers
- Reduce direct cost by 25 percent

A 5 Step Process

STEP 1 - Risk Identification and Assessment

STEP 2 - Risk Analysis

STEP 3 - Develop Recommendations

STEP 4 - Program Implementation

STEP 5 - Measurement and Results

Step 1: Risk Identification and Assessment

- Perceived high risk jobs
- Specific high risk job tasks
- Element of high risk job tasks
- High risk departments or areas
- Task intensity and duration
- Work postures
- General design of equipment and space
- Where do we think problems exist?

Methods to Gather Data

- General observation
- Employee discussions
- Employee questionnaires
- Review of medical data
- Symptom surveys
- Quantitative evaluations
- Previous studies
- Job consistency and fatigue
- Brainstorming and group activities

Patient Handling Tasks

- Transferring patient from bathtub to chair
- Transferring patient from chair to bed
- Weighing patient
- Transferring patient from toilet to chair
- Making bed with patient in it
- Transferring patient from bed to chair
- Transferring patient from chair to toilet
- Undressing patient
- Repositioning patient in chair
- Making bed when patient is not in it
- Lifting patient up in bed
- Feeding bed-ridden patient
- Changing absorbent pad
- Repositioning patient in bed

Step 2: Risk Analysis

- Confirm perceived problems
- Analyze cost data
- Specify high risk jobs and areas
- Set priorities
- Formal job analysis
- Study risk factors
- Quantify risk factors

Determining High Risk Units

- Injury experience
- Population on unit
- Activities on unit

Step 3: Recommendations

- Achievable and simple
- Constraints
- Approaches
 - Engineering
 - Administrative

Job Hazard Control Strategies

- **Engineering Controls**

 - ...reduce or eliminate hazard through a redesign of the job task

- **Administrative Controls**

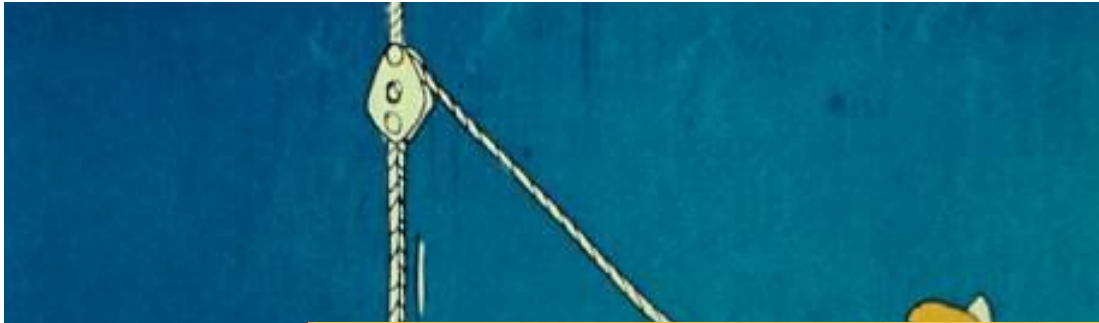
 - ...changes in work practices and management policies

Administrative Controls

- Staffing levels
- Staff required per transfer
- Lifting schedules
- Lifting teams

Engineering Control Strategies ...the preferred control method

- Eliminate the need to perform the high risk activity.
- Redesign the task to eliminate components of the high risk task.
- Minimize the frequency of the high risk task.
- Make Optimum Use of Equipment Features to Facilitate
- Reduce risk through application of an aiding device.



Basic Transfer Aids

- Gait belts with handles
- Hand slings
- Sliding boards
- Stand assist and repositioning aids
 - on furnishings
 - on walls
 - self supporting

Lateral Transfer Aids

- Friction reducing lateral slide aids
 - rigid boards
 - flexible sheets
 - rollers
 - air assisted
- Mechanical lateral transfer aids
 - hand cranks
 - electric motor

Mechanical Lifts

- Portable base full sling
- Portable base stand assist
- Ceiling mounted track
- Wall mounted
- Bathing
- Pool
- Automobile

Ergonomic Furnishings

- Transfer chair
- Bed improvements
 - aiding transfers
 - minimizing transfers
 - minimizing repositioning
- Stretchers
- Toilets
- Tubs and showers

Step 4: Implementation

- The Implementation Team
- Consider external expertise
- Education and training
- Involve everyone affected
- Resistance to change
- Policies and procedures
- Match Solutions with Problems
- Goals and objectives

Problem Solving

There's no such thing as the perfect solution. Every solution, no matter how good, creates new problems.

Making the Program Work

Experience has shown that the essential elements of a successful quality improvement program are not technical systems; rather, it is the ability to motivate participation and the use of other fundamental management skills and practices which are most critical to success.

Traditional Back Injury Training Efforts

- The comprehensive all-inclusive back school
- The traditional most popular approach training in lifting and body mechanics
- Evaluating the true effectiveness of these approaches
- Is it time for a change?
- What are the barriers to change?

What Should Our Approach to Training Be?

- Teaching workers to identify high risk activities
- Establishing a communication system between workers and management
- Using work risk identification for change and improvement

Education vs. Training

- The need for educational awareness
- How to do educational awareness
- What are the elements of an effective training program?
- How to implement a training program
- How to sustain necessary knowledge and interest

Developing an Effective, Safe Lifting Policy and Procedure in Healthcare

- How to approach?
- What to include?
- Supporting materials

Major Components of an Effective, Safe Lifting Policy and Procedure

- Statement of purpose
- The policy statement
- Procedures – what will be done

Written Procedures Include...

- A statement for compliance
- Methods to determine high risk units
- Methods to determine high risk activities
- Selecting appropriate interventions
- Considering special cases
- Making solutions available
- Education and training plans
- Follow-up and evaluation

Step 5: Measurement and Results

- Select measures
- Improvements
 - Quality of work life
 - Quality of care
- Reporting results
- Ongoing efforts and interest
- Continuous improvement cycle

What Value Will This Program Add?

- Reducing cost
 - Direct
 - Indirect
- Improving quality of life
- Improving quality of care
- Improving efficiency and outcomes
- Regulatory compliance

Opportunities to Improve Quality of Care Through Ergonomics

- Comfort during lifts and transfers
- Safety during lifts and transfers
- Independence and mobility
- Toileting and incontinence
- Skin tears and other skin conditions
- Bathing tasks and activities

Elements to Structure a Successful Program

- Determine the Need
- Define the Problem
- Establish Buy-in at All Levels
- Create the Initiation Team
- Confirm Top Management Support
- Select Preliminary Program Goals
- Set Preliminary Time Line