"Integrated Healthcare Safety Management System"

An Innovative Total Quality Holistic Approach for Effective Healthcare Health and Safety Management

"The Link Between Staff and Patient Safety"

A presentation by
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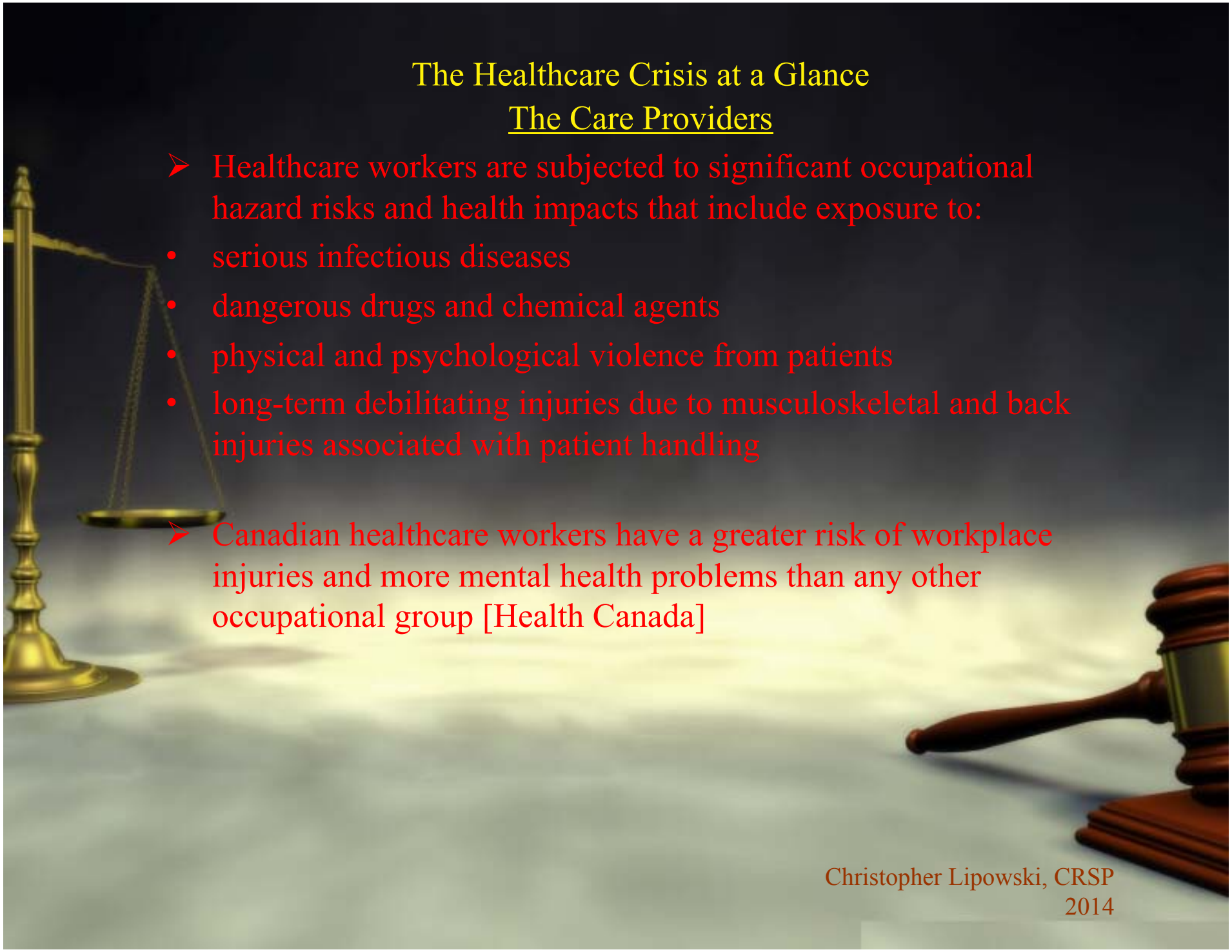
The Healthcare Crisis at a Glance

The Patients

- In Canada, 7.5% of adult medical or surgical patients suffered adverse events in hospital, about one third of which were deemed preventable [Canadian Institutes of Health Research]
- Each year between 9,250 and 23,750 Canadian adults experience a "preventable" adverse event in hospital and later die [Baker, 2004]
- Healthcare acquired infections (HAI) affect more than 220,000 people annually resulting in excess of 8,000 deaths in Canadian hospitals each year [(Zoutman et al 2003]
- Each year, there are approximately 1.7 million HAIs in American hospitals resulting in 99,000 related deaths [U.S. CDC]
- It is now well known that medical errors in the United States result in an estimated 44,000 to 98,000 unnecessary deaths and more than 1,000,000 instances of harm each year - The cost of these medical errors? According to the Institute of Medicine, $17 to $29 billion per year [IHI]


The Healthcare Crisis at a Glance
The Care Providers
Healthcare workers are subjected to significant occupational hazard risks and health impacts that include exposure to:
serious infectious diseases
dangerous drugs and chemical agents
physical and psychological violence from patients
long-term debilitating injuries due to musculoskeletal and back injuries associated with patient handling
Canadian healthcare workers have a greater risk of workplace injuries and more mental health problems than any other occupational group [Health Canada]
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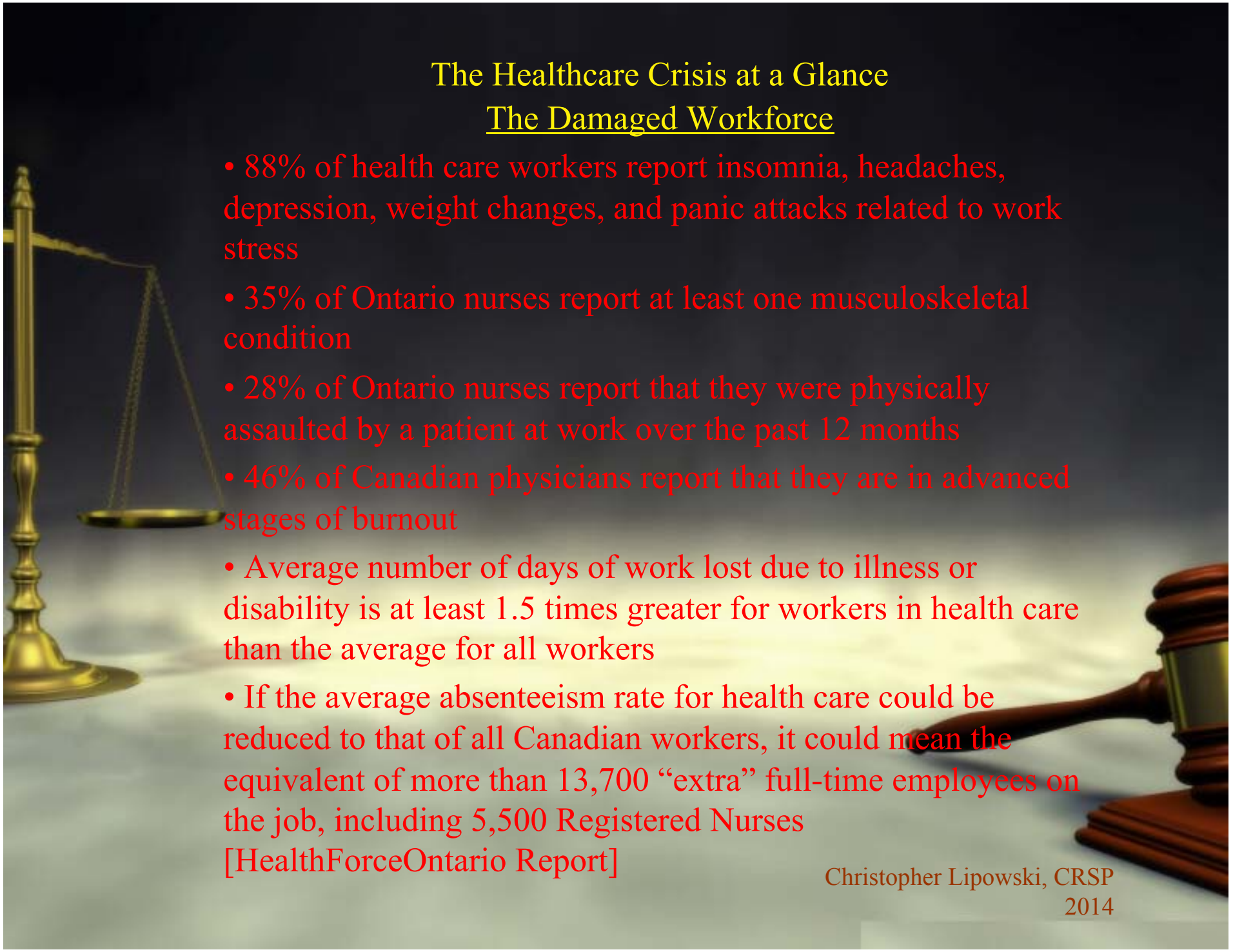
The Healthcare Crisis at a Glance
The Damaged Workforce
• 88% of health care workers report insomnia, headaches, depression, weight changes, and panic attacks related to work stress
• 35% of Ontario nurses report at least one musculoskeletal condition
• 28% of Ontario nurses report that they were physically assaulted by a patient at work over the past 12 months
• 46% of Canadian physicians report that they are in advanced stages of burnout
• Average number of days of work lost due to illness or disability is at least 1.5 times greater for workers in health care than the average for all workers
• If the average absenteeism rate for health care could be reduced to that of all Canadian workers, it could mean the equivalent of more than 13,700 "extra" full-time employees on the job, including 5,500 Registered Nurses [HealthForceOntario Report]
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A Recipe for Health Care Failure

Financial Consequences of a damaged workforce

"An Example"

- The significant escalating rate of healthcare worker occupational musculoskeletal disorder (MSD) injuries, most of which are related to patient handling activities and slip trip / fall accidents in the hospital environment, has a disturbing trend - a majority of the incidents occur in younger staff, with lumbar involvement being the primary injury.
- For example, if a 37-year-old nurse suffers a workplace back injury today that results in lost work-time of four weeks for recuperation, we can reasonably assume that this individual is now at higher personal risk for a recurrence of an MSD or back injury. If we take into consideration the aging factor, we could expect an elevated injury risk and severity probability. A workplace back injury for such a staff member in their fifties will likely result in even more time loss and associated direct and indirect costs.

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A Recipe for Health Care Failure

Financial Consequences of a damaged workforce

"The result"

- Senior healthcare administration has to seriously consider the future financial implications of continuous escalating care provider injury trends. An aging healthcare workforce with a constant evolving history of occupational injury can logically be regarded as a situation heading towards a healthcare staffing crisis with associated substantial financial burden on an already highly restrictive healthcare budget - a recipe for a non-sustainable healthcare system.

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A Recipe for Health Care Failure

DAMAGED WORKFORCE

"CONSEQUENCES TO PATIENT SAFETY"

- If the essential condition of a safe healthcare workplace to protect staff physical and psychological safety is lacking, then care providers will not be able to meet the challenge of consistently providing high quality safe care for patients.

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The following are essential proactive best management practice strategies for healthcare senior leadership to consider that will visibly demonstrate commitment to “total”organizational safety initiatives, foster a strong safety culture, and set the foundation for healthcare management excellence.

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Build Organizational Safety Culture

"The quest for continual improvement of healthcare"

- An organization's culture consists of its values, beliefs, mission, goals, rituals and customs. All of this translates to a system of expected behavior.
- Organizational attitudes for safety are determined by senior management.
- Safety is culture-driven, and management establishes the culture.

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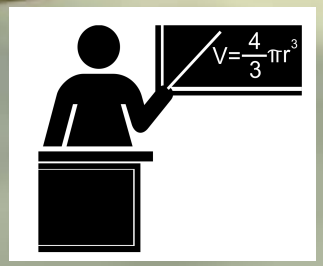
THE HEALTHCARE SAFETY BALANCE EQUATION

- The healthcare safety equation has two distinct sides that require balancing to achieve organizational safety excellence. One side considers specific clinical patient safety improvement initiatives and the other side considers workplace occupational health and safety improvement initiatives.
- A strong healthcare "safety culture" has a balanced safety equation that maintains equal emphasis and strategic focus on healthcare provider safety and patient safety programs.



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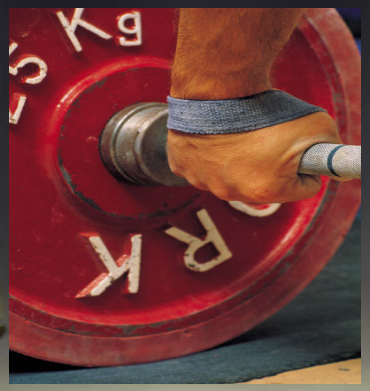

- Meaningful improvement in the quality of patient care, organizational performance, overall wellness, and sound financial management cannot be achieved without a strong corporate safety culture.

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An Organizational Safety Focus Realignment

- Developing a strong corporate healthcare safety culture requires a holistic approach by management that recognizes the close association between the quality of staff safety initiatives and the resulting patient care and safety outcomes.
- The senior leadership team will have to realign its unilateral focus on patient safety to simultaneously include proactive occupational safety commitments.
- To achieve safe patient care excellence standards, continuous quality improvement of healthcare occupational health and safety conditions and practices must be a senior management priority.

The Benefits of a Healthcare Organizational Safety Management Holistic Approach

- reduce patient injury and infection rates and hasten patient well-being and recovery, thereby shortening hospital stays and lowering overall hospital and societal health care costs.

- increase staff satisfaction and reduce injuries, illnesses, and stress levels, leading to a more satisfied, healthy and productive hospital workforce with lower rates of staff turnover, compensation claims and absenteeism.

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Senior Management Genuine Commitment
Leadership of successful healthcare organizations demonstrate a genuine honest commitment and support for staff health and safety initiatives because they genuinely believe that their most valuable asset is its human resources capital.
This sets the stage for safety culture excellence that results in superior patient care outcomes.
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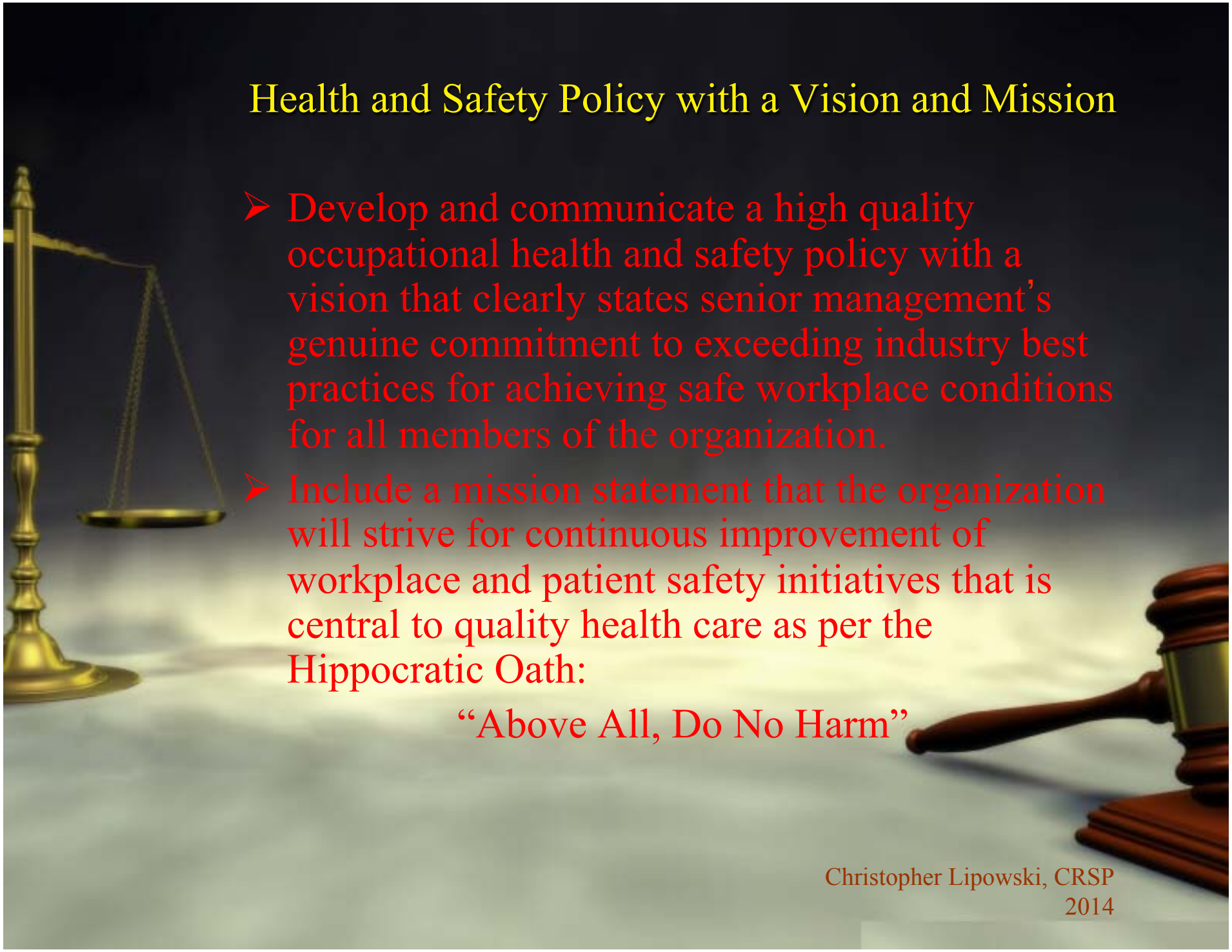
Establish Robust Organizational Integrity Standards

"The Power of Trust"

- A successful safety culture is highly dependent on a leadership that sets standards for strong organizational ethics. Strong ethical standards are the building blocks of a solid safety culture and the "power of trust".
- Personal or professional integrity compromises, not only fosters a poor safety culture, but may even jeopardize health and safety of staff or patients in the organization. — For example, the potential tragic effects of concealing presence of asbestos hazards dramatically illustrates the consequences of not maintaining appropriate ethical standards.


Health and Safety Policy with a Vision and Mission
Develop and communicate a high quality occupational health and safety policy with a vision that clearly states senior management's genuine commitment to exceeding industry best practices for achieving safe workplace conditions for all members of the organization.
Include a mission statement that the organization will strive for continuous improvement of workplace and patient safety initiatives that is central to quality health care as per the Hippocratic Oath:
"Above All, Do No Harm"
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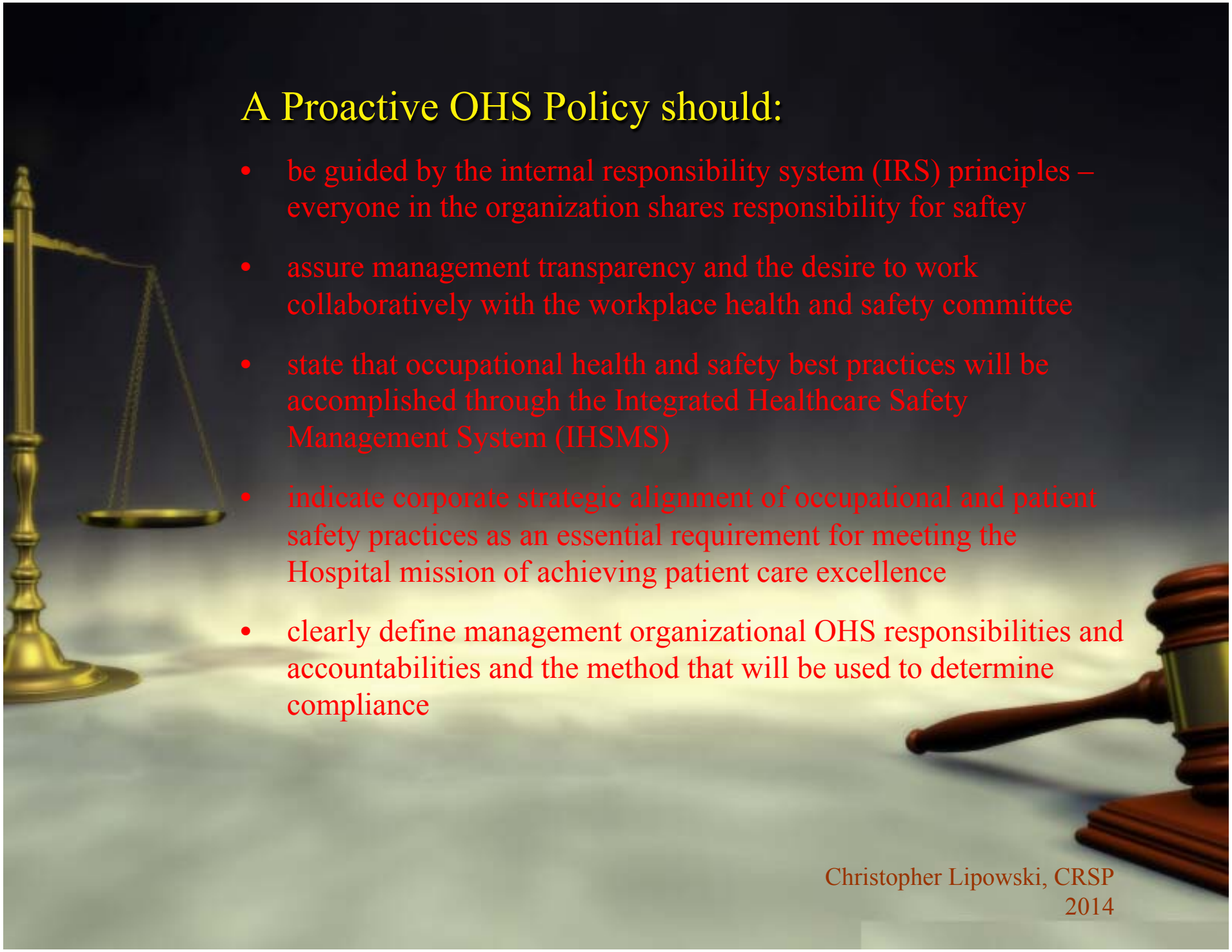
A Proactive OHS Policy should:
• be guided by the internal responsibility system (IRS) principles – everyone in the organization shares responsibility for saftey
• assure management transparency and the desire to work collaboratively with the workplace health and safety committee
• state that occupational health and safety best practices will be accomplished through the Integrated Healthcare Safety Management System (IHSMS)
• indicate corporate strategic alignment of occupational and patient safety practices as an essential requirement for meeting the Hospital mission of achieving patient care excellence
• clearly define management organizational OHS responsibilities and accountabilities and the method that will be used to determine compliance
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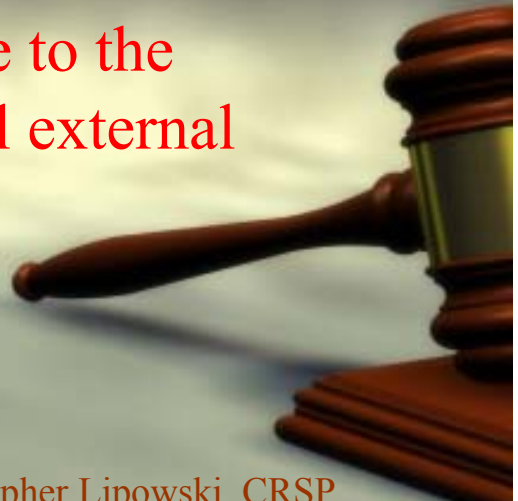
How To Demonstrate Management Commitment

- Craft a written statement signed by all members of the senior management team outlining its commitment to and involvement in corporate health and safety initiatives and advertise it throughout the organization (e.g., via intranet mass emailing).
- "Walk the talk". If you care, show it.

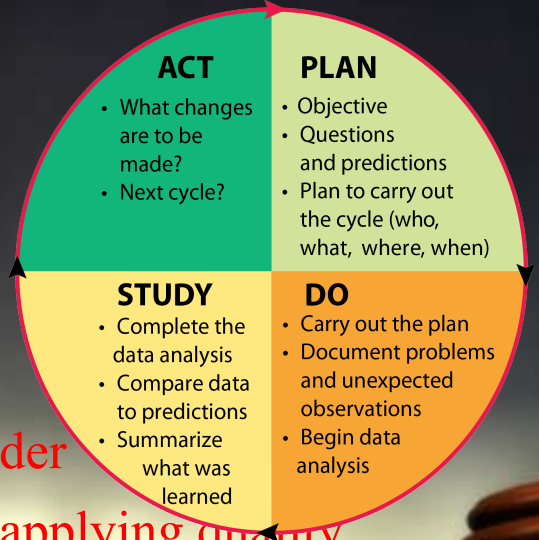
  - Make this "statement" available to the public through access on the hospital external website.



"Integrated Healthcare Safety Management System"

"a proactive healthcare safety quality improvement strategy"

- Establish an Integrated Healthcare Safety Management System (IHSMS) based on the W. Edwards Deming's Plan-Do-Study-Act quality management structure and include occupational and patient safety program elements together.
- The IHSMS is a holistic approach that integrates the OHSAS 18001:2007 workplace safety system standard with the organizational ISO 9001:2008 quality management system to manage care provider and patient safety programs together, and applying quality performance application tools such as Six Sigma to achieve sustainable continuous improvement.



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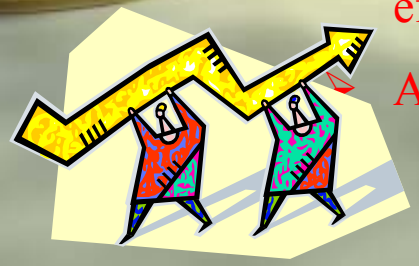
The "Integrated Healthcare Safety Management System" Advantage

- The primary goal behind the Integrated Healthcare Safety Management System (IHSMS) is to attain safety excellence by integrating patient and worker safety best practices into all management functions of core hospital business activities.
- "Quality Performance Excellence Teams" are formed with members from clinical staff, patient safety, occupational health and safety, risk management, infection control and other stakeholders to collaborate together and use such tools as, Failure Modes and Effects Analysis, Root Cause Analysis, and Risk Matrix Hazard Analysis for identifying occupational and patient health and safety hazards, evaluating and prioritizing level of associated risks, and subsequent development of cost effective risk control measures – for staff and patients.
- A major underlying feature of the IHSMS is — "**sustainable continuous improvement**"



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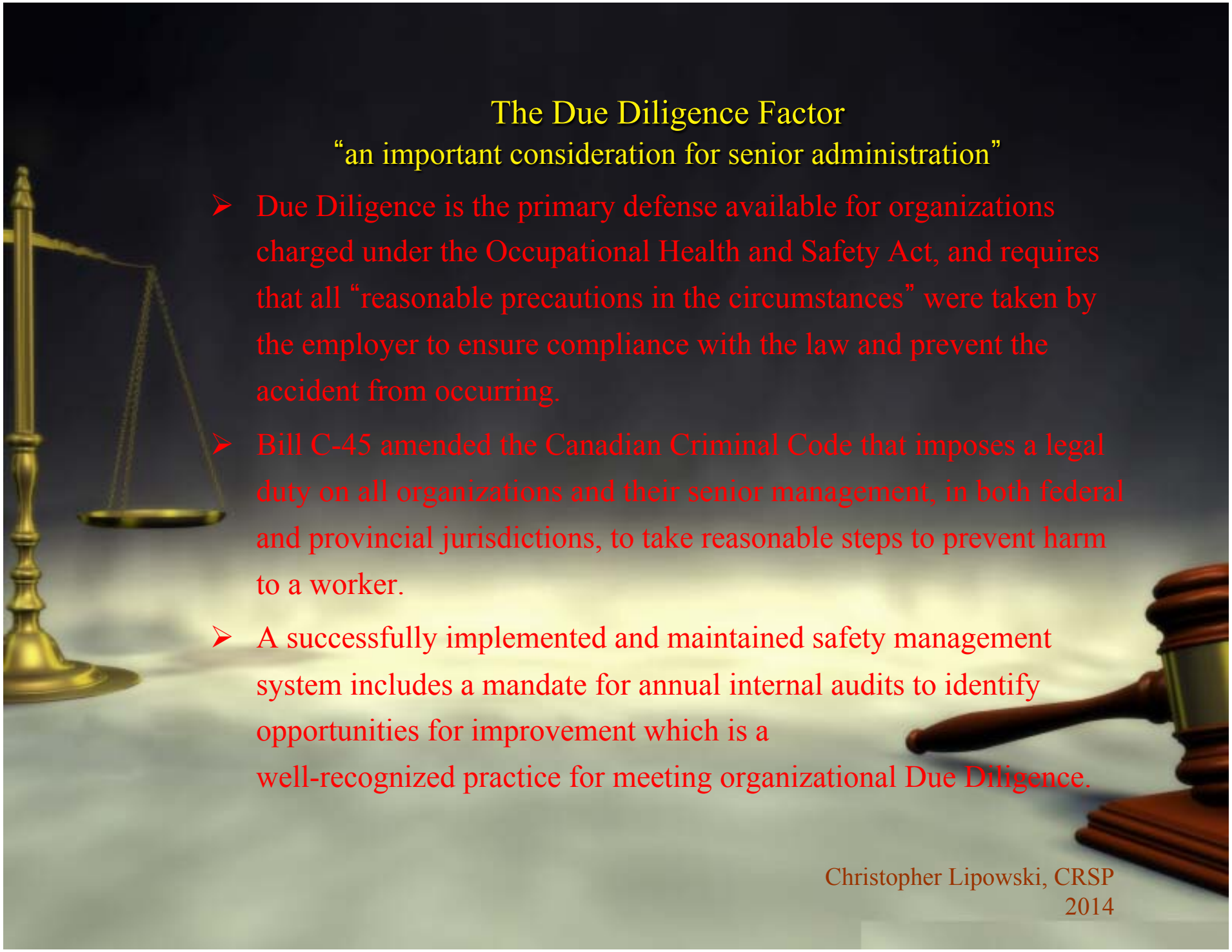
The Due Diligence Factor
"an important consideration for senior administration"
Due Diligence is the primary defense available for organizations charged under the Occupational Health and Safety Act, and requires that all "reasonable precautions in the circumstances" were taken by the employer to ensure compliance with the law and prevent the accident from occurring.
Bill C-45 amended the Canadian Criminal Code that imposes a legal duty on all organizations and their senior management, in both federal and provincial jurisdictions, to take reasonable steps to prevent harm to a worker.
A successfully implemented and maintained safety management system includes a mandate for annual internal audits to identify opportunities for improvement which is a well-recognized practice for meeting organizational Due Diligence.
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Management Workplace Safety Inspections
"achieving OHS corporate accountability"

- Develop a written policy and guideline for mandatory regular "management" workplace safety inspections to evaluate staff and patient hazard risks. Use check list tools.
- Require managers to submit to their respective senior leadership team member a signed written report on the inspection results, including implementation date of risk remediation measures for identified inadequately controlled hazards.

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Managerial Mind-set Change

- Educate management to shift focus from reactive accident blame to proactive response strategies that will result in effective control of latent organizational hazard high-risk processes and practices involving staff and patients.
- Develop management policy for use of root cause analysis (RCA) and failure modes and effects analysis (FMEA) as essential tools in standard operating procedures for investigating ALL occupational accidents and disease exposures, and patient care error incidents, in order to examine factors beyond the direct causes such as "management system failures".
- Prioritizing RCA / FMEA results to implement serious long-lasting control measures for high risk hazards is a proactive cost effective method for managing staff and patient safety programs.

Hazard Identification and Risk Assessment Process

- Develop corporate policy with written Standard Safe Operating Procedures (SOP) for performing hazard identification and associated risk assessments.
- Educate all managerial staff on these procedures.

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Hazard Identification and Risk Assessment Matrix for all Organizational Activities

Important Concepts:

- a hazard is something with the potential to cause harm and includes any condition, practice, act, behaviour or thing that can cause injury, illness, or death – to staff or patients.
- risk is the likelihood that illness, injury or death might result due to the hazard.
- each hazard has a probability or likelihood of exposure, frequency of exposure and severity of injury in the event of an unintended incident.
- a risk matrix with hazard probability and exposure frequency criteria is used as a measure to determine risk severity level.

Hazard Risk Assessment Matrix				
Frequency of Occurrence	Hazard Severity			
	1 Catastrophic	2 Critical	3 Marginal	4 Negligible
(A) Frequent	1 A	2A	3A	4A
(B) Probable	1B	2B	3B	4B
(C) Occasional	1C	2C	3C	4C
(D) Remote	1D	2D	3D	4D
(E) Improbable	1E	2E	3E	4E

Hazard Risk Priority Number	Risk Acceptance
1A, 1B, 1C, 2A, 2B, 3A	Unacceptable / Controls Mandatory
1D, 2C, 2D, 3B, 3C	Undesirable / Controls Advisable
1E, 2E, 3D, 3E, 4A, 4B	Acceptable with Review
4C, 4D, 4E	Acceptable without Review

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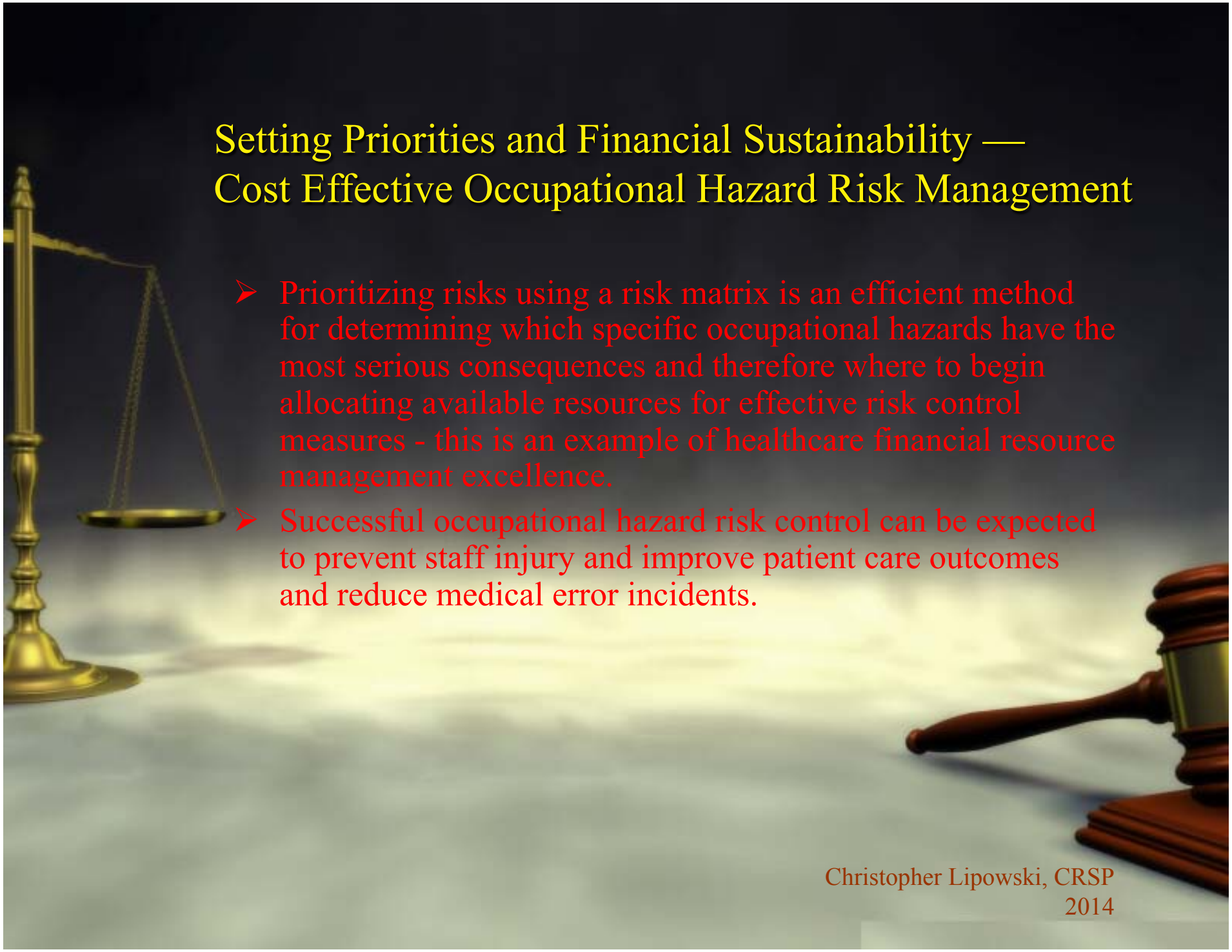
Setting Priorities and Financial Sustainability —
Cost Effective Occupational Hazard Risk Management
Prioritizing risks using a risk matrix is an efficient method for determining which specific occupational hazards have the most serious consequences and therefore where to begin allocating available resources for effective risk control measures - this is an example of healthcare financial resource management excellence.
Successful occupational hazard risk control can be expected to prevent staff injury and improve patient care outcomes and reduce medical error incidents.
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The Occupational Hazard Risk Control Process

- Educate management to implement measures that reduce the risks associated with a hazard. Occupational Hazards are controlled at the source along the path and at the worker. The process must follow the occupational hygiene control hierarchy in decreasing order of effectiveness:
  a) engineering controls:
     - elimination of hazard
     - substituting hazard for one with an acceptable risk level
     - isolation of the hazard
  b) administrative controls
  c) personal protective equipment.
- Patient safety risk control measures can use the same hazard prevention and control methodology concept.

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Organizational Safety Education

- Senior management must recognize that a high quality training and education program is a vital component of a successful total safety management system.
- Quality health and safety training empowers workers with the knowledge to protect their health and lives, and prevent work-related injury or illness and patient harm.
- A well managed safety education program will motivate workers to follow safe work practices and procedures.
- And a well educated workforce improves organizational performance, patient care and safety, and financial sustainability.

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Occupational Safety Training Best Practices

- Safety education programs should be accurate, credible, clear and practical.
- Risk Assessments and Job Hazard Analysis should be used to identify and focus on training requirements for at-risk worker populations.
- It is essential that OHS training should be facilitated by appropriately qualified and experienced professionals employing appropriate training techniques and methods.
- Using principles of adult education will maximize learning achievement for participants.
- Strive to use creative web-based technologies for "safety training".

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Organizational Health and Safety Knowledge Management

"it's all about collaboration"

- Shift concept from simple "safety training" to "Total Safety Knowledge Management" that includes staff and patient safety topics, e.g. falls prevention.
- Consider inclusion of raising human error concept awareness.
- Consider human factors involved in incident prevention strategies.
- For adult learning and knowledge acquisition to occur successfully develop an interactive health and safety workshop education program. The program should involve a "collaborative team" effort between certified occupational health and safety practitioners, clinical educators, infection control instructors, patient safety professionals, and risk management experts.

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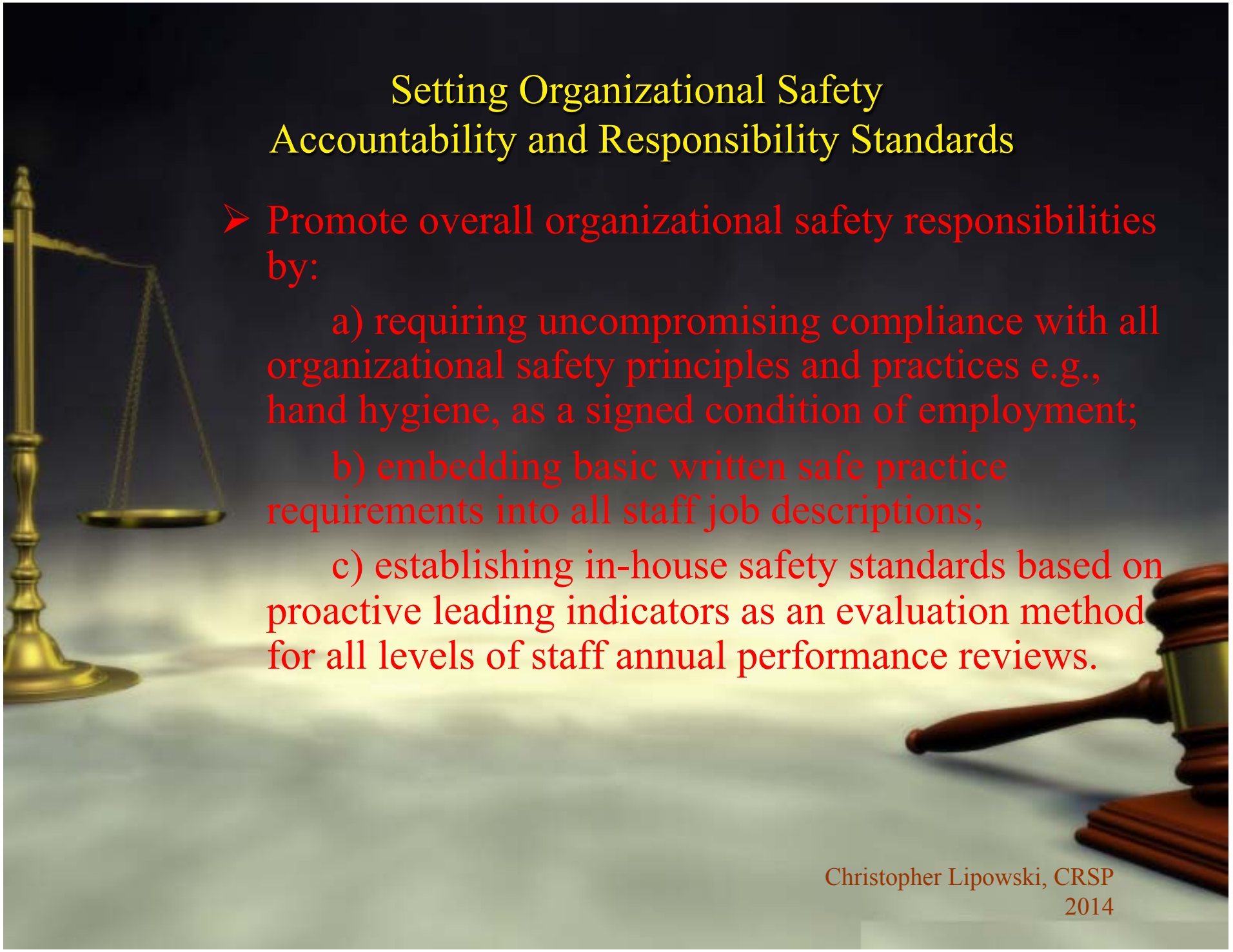
Make Interdepartmental Collaboration and Communication a Reality

- Promote genuine collaboration of functional activities between all clinical departments as well as OHS, Patient Safety, Risk Management, and Infection Control, because everyone should be collectively pointing their noses in the same direction - working towards aggressively reducing staff and patient safety risks and associated organizational financial losses.
- Open honest communication is an essential component for successful workplace collaboration and the underlying feature of outstanding high performance healthcare organizations.


Setting Organizational Safety
Accountability and Responsibility Standards
Promote overall organizational safety responsibilities by:
a) requiring uncompromising compliance with all organizational safety principles and practices e.g., hand hygiene, as a signed condition of employment;
b) embedding basic written safe practice requirements into all staff job descriptions;
c) establishing in-house safety standards based on proactive leading indicators as an evaluation method for all levels of staff annual performance reviews.
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The Job Stress Factor - Healthcare Staff Psychosocial Stress

"a growing trend with many roots and significant costs"

- Working in a highly stressful healthcare environment increases the risk of psychological distress and physical symptoms as well as work-related accidents and injuries.
- Uncontrolled chronic high levels of workplace stress contribute to organizational inefficiency and increased healthcare administrative costs associated with: diminished productivity; increased workplace accident rates; elevated rates of staff musculoskeletal problems; increased absenteeism, and presenteeism; decreased job satisfaction; high staff turnover; compromised quality of patient care; and elevated patient treatment error incidents.

What to do

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Develop a Formal Written Occupational Stress Management Program

To provide occupational stress management services:

- ✓ - stress awareness education
- ✓ - stress coping methods training
- ✓ - stress counseling

Consult the National Standard of Canada for Psychological Health and Safety in the Workplace

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USE POSITIVE FLOW STRATEGIES

Promote Staff Wellness

- Develop a staff Wellness Promotion Program and policy that encourages best practice behaviors for staff health and visibly demonstrates that management cares about its staff – "its most valuable resource".
- In well managed healthcare a high quality wellness program will decrease healthcare costs, reduce absenteeism, increase productivity, and reduce patient treatment errors.
- Care providers are more likely to appreciate the importance of patient safety processes when the healthcare organization values the safety and wellness of its own employees.

Shift Focus to Positive Psychology Trends

- Positive Psychology has three central concerns: positive emotions, positive individual traits, and positive institutions. Positive institutions foster a workplace philosophy of justice, responsibility, civility, strong work ethic, leadership excellence, teamwork, purpose, and tolerance.

Proactive Integrated Disability Management

- The nature and complexity of disability management is changing and requires an integrated (work and non-work related) absence management strategy. This involves a global proactive approach that considers all disability management components are addressed in concert. These include:
  - occupational accident and illness prevention activities;
  - wellness and health promotion services;
  - early safe return to work program;
  - casual absence monitoring;
  - short- and long-term disability administration;
  - occupational absence management;
  - education and training;
  - employee assistance programs.
- Everyone involved in the disability management process must work together in a cohesive manner, ensuring that there is a common understanding regarding the conditions and objectives.

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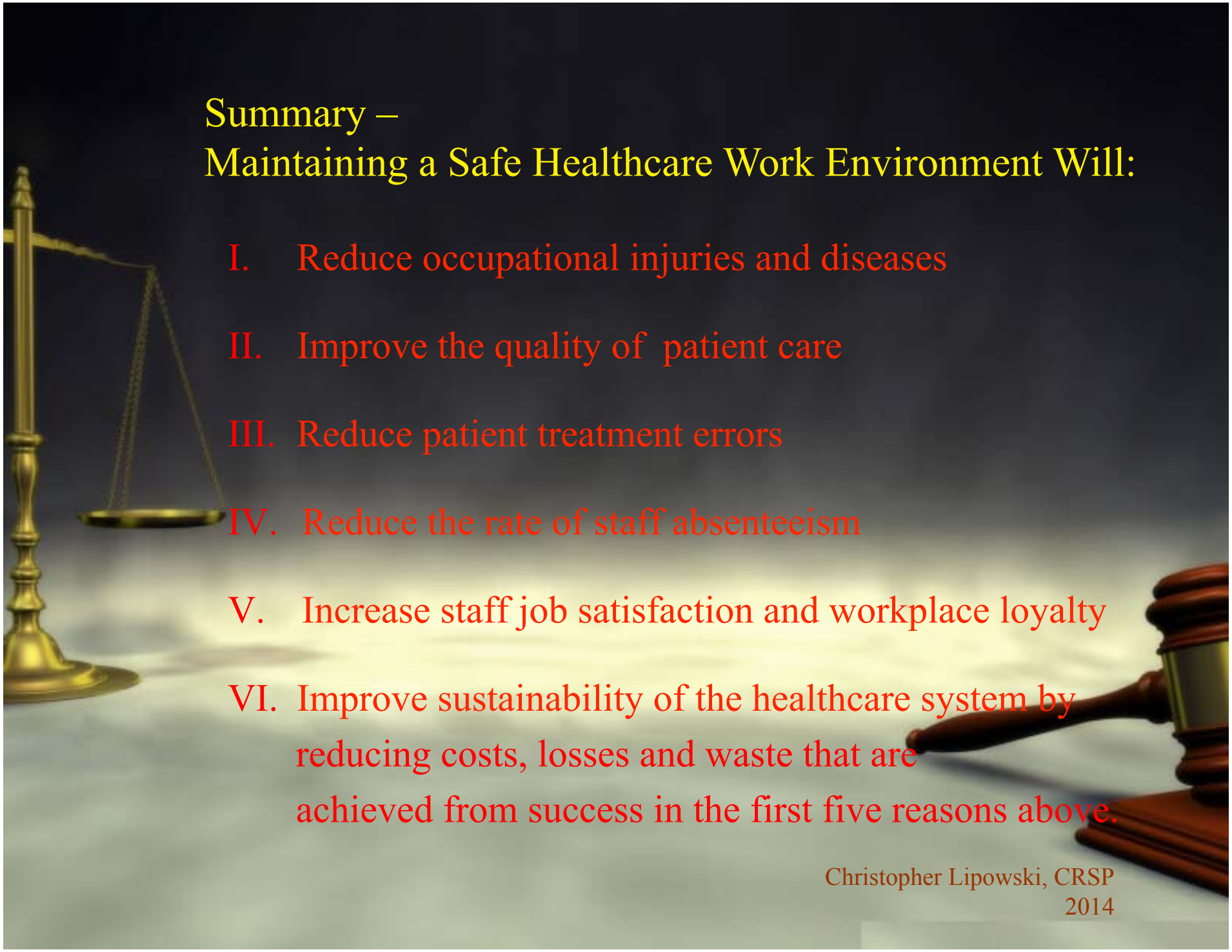
Summary –
Maintaining a Safe Healthcare Work Environment Will:
I. Reduce occupational injuries and diseases
II. Improve the quality of patient care
III. Reduce patient treatment errors
IV. Reduce the rate of staff absenteeism
V. Increase staff job satisfaction and workplace loyalty
VI. Improve sustainability of the healthcare system by reducing costs, losses and waste that are achieved from success in the first five reasons above.
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The Conclusion

Safety must be a property of the system. No one should ever be harmed by healthcare.

The Quality Worklife-Quality Healthcare Collaborative defines a healthy healthcare workplace as (link): A work setting that takes a strategic and comprehensive approach to providing the physical, cultural, psychosocial and work/job design conditions that maximize health and well-being of healthcare providers, quality of patient outcomes and organizational performance.

> "A fundamental way to better healthcare is through healthier healthcare workplaces. It is unacceptable to work in, receive care in, govern, manage and fund unhealthy healthcare workplaces."

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http://www.mtpinnacle.com/

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