
 Institute for
Healthcare
Improvement

Michigan Health Care Safety Association
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Tackling the “HAC” of Workforce Harm

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Disclosure


- Patricia McGaffigan is a salaried employee of the Institute for Healthcare Improvement



3

Objectives

- Review the impact of healthcare worker safety on patients, families and the healthcare workforce
- Articulate the 3 workforce safety recommendations from Safer Together: A National Action Plan to Advance Patient Safety
- Characterize potential next steps for applying the National Action Plan to advance safety in your organization



Why Workforce Safety Matters

Workforce safety is essential for safe, high-quality care and is preconditional to joy and meaning





Hardwiring
A Unified Approach
to
Patient & Workforce
Safety

Why A National Action Plan?

6

- Preventable harm remains unacceptably frequent and is a public health issue
- Many varied stakeholders working on safety, which leads to:
 - Duplication of effort
 - Diffusion of accountability
 - Barriers to collective learning
 - Lack of national strategy
- Optimization of efforts requires greater coordination of the many stakeholders involved in patient safety
- COVID-19 pandemic has further highlighted these concerns



National Steering Committee Charter

7

- Develop, disseminate and monitor a National Action Plan to better coordinate collective patient safety efforts
 - Unify efforts to reduce harm to patients and those who care for them



National Steering Committee (NSC) Members

8

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| • America's Essential Hospitals (AEH) | • Children's Hospitals' Solutions for Patient Safety (SPS) |
| • American Association of Retired Persons (AARP) Public Policy Institute | • DNV GL Healthcare |
| • American Board of Medical Specialties (ABMS) | • ECRI |
| • American College of Healthcare Executives (ACHE) | • Food and Drug Administration (FDA) |
| • American College of Physicians (ACP) | • Healthcare Information and Management Systems Society (HIMSS) |
| • American Hospital Association (AHA) / AHA Health Research & Educational Trust (HRET) | • Institute for Healthcare Improvement (IHI) |
| • American Nurses Association (ANA) / Nurses Alliance for Quality Care (NAQC) | • Institute for Safe Medication Practices (ISMP) |
| • American Organization for Nursing Leadership (AONL) | • The Joint Commission |
| • American Society of Health-System Pharmacists (ASHP) | • Mothers Against Medical Error |
| • Agency for Healthcare Research and Quality (AHRQ) | • National Association for Healthcare Quality (NAHQ) |
| • Centers for Disease Control and Prevention (CDC) | • Occupational Safety and Health Administration (OSHA) |
| • Centers for Medicare and Medicaid Services (CMS) | • Project Patient Care |
| | • Society to Improve Diagnosis in Medicine (SIDM) |
| | • VA National Center for Patient Safety/Veterans Health Administration (VA) |



Commitment to Equity

9

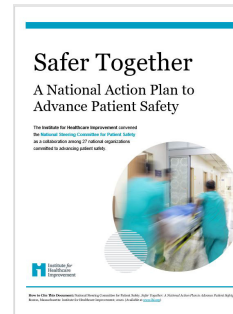
As part of its Core Principles, the National Steering Committee is committed to advancing health equity:

6. Advance health equity so that everyone has the safest care, and no one is disadvantaged due to demographic characteristics or social determinants.

Health inequities are systemic, avoidable, and unjust. NSC member organizations commit to ensuring safe care by supporting data collection and stratification, building awareness, and taking active steps to eliminate inequities in health care for all patients, families, and the workforce.



Safer Together: A National Action Plan to Advance Patient Safety



- Illuminates the collective insights of 27 leading organizations that make up the [National Steering Committee for Patient Safety](#), who are united in their efforts to achieve truly safer care and reduce harm to patients and those who care for them
- Provides clear direction for making significant advances toward safer care and reduced harm across the continuum of care

Download all three resources at: www.ihc.org/SafetyActionPlan



10

National Action Plan Focus Areas

11

- **Culture, Leadership, and Governance:** The imperative for leaders, governance bodies, and policymakers to demonstrate and foster our deeply held professional commitments to safety as a core value and promote the development of cultures of safety.
- **Patient and Family Engagement:** The spread of authentic patient and family engagement; the practice of co-designing and co-producing care with patients and families to ensure their meaningful partnership in all aspects of care design, delivery, and operations.
- **Workforce Safety:** Ensuring the safety and fortification of our workforce; building on the knowledge that both patient and workforce safety are interdependent; and working toward a unified, total systems-based perspective and approach to eliminate harm to both patients and the workforce.
- **Learning System:** Establishing networked and continuous learning; forging learning systems within and across health care organizations at the local, regional, and national levels to encourage widespread sharing, learning, and improvement.



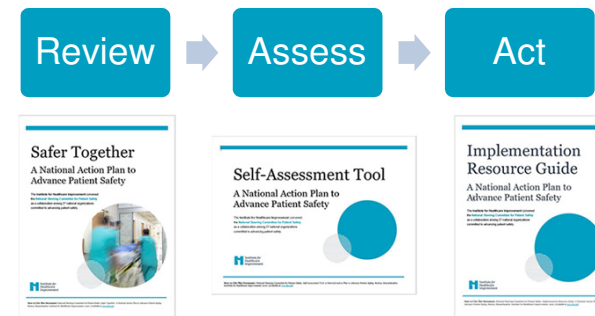
12

Who Should Use the National Action Plan?¹³

- Multiple audiences within & beyond safety
 - Many recommendations are intended to help health care leaders consider important priorities that must be addressed to ensure the foundation for safe care
 - Led & championed by safety and leaders as way of working which requires support and integration across system in our daily work



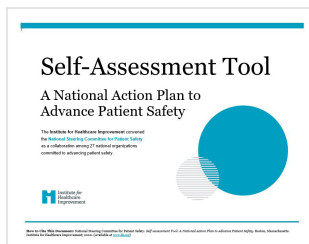
The National Action Plan in Action



www.ihio.org/SafetyActionPlan



Self-Assessment Tool

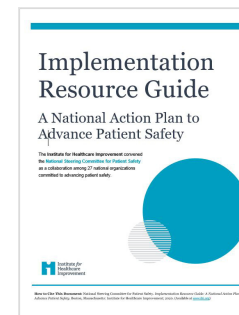


- Provides assessment questions for all four focus areas of the National Action Plan
- Assists leaders and organizations in deciding where to start

Download all three resources at: www.ihio.org/SafetyActionPlan



Implementation Resource Guide



- Includes detailed tactics for implementing the National Action Plan recommendations
- Shares lists of supporting resources for each of the focus areas

Download all three resources at: www.ihio.org/SafetyActionPlan



Workforce Safety



Commit to workforce physical, psychological, and emotional safety and wellness, and full and equitable support of workers.



17

Workforce Safety Recommendations

18

- Implement a systems approach to workforce safety
- Assume accountability for physical and psychological safety and a health work environment that fosters the joy of the health care workforce
- Develop, resource, and execute on priority programs that equitably foster workforce safety



Implement a systems approach to WFS

19

- Ensure a comprehensive WFS program, including governance and oversight structures to support a systems approach which includes leadership and engagement, safety management systems, risk reduction, and performance analytics and management.
- Tactics
 - Educate leaders and governance bodies
 - WFS strategy that aligns with the mission, patient safety goals, responsiveness to workforce safety data, and resource allocation
 - Engage managers and staff in preparing standardized job hazard analytics to systematically assess the hazard risks of all job tasks



Assume accountability for physical and psychological safety and a HWE that fosters joy

20

- Leaders and boards ensure that leaders in clinical care and operations collaborate and are jointly accountable for the effectiveness of WFS programs
- Tactics
 - Establish a safety system & ensure key safety practices are embedded into systems, workflows, practices, & care protocols
 - Integrate WFS into job descriptions and management practices
 - Ensure the engagement of multidisciplinary personnel



Develop, resource, and execute on priority programs that equitably foster workforce safety 21

- Governance/leadership must establish and implement programs to prevent harm, with robust programs to prevent harm & programs that support psychological safety & joy
- Tactics
 - Implement priority programs
 - Promote worksite wellness behaviors through established national programs
 - Adopt metrics and performance dashboards for physical and psychological safety and joy in work (e.g., turnover and absentee rates, safety culture ratings, requests to reduce hours, safety culture index, staff suicide rates, likelihood to recommend organization)



The NAP and the Pandemic 22

- National Action Plan intended to be “evergreen”
- Nearing completion when the pandemic hit
 - All elements of the National Action Plan reviewed
 - Four foundational areas and recommendations were upheld; minor additions made



Thank You! 23

