

Change Champions – Supporting the Healthcare Workforce: Innovations in OHS



SYDNEY WEST
AREA HEALTH SERVICE

NSW HEALTH

**The Big Picture: Fostering Change
in Manual Handling**

Clementia Yap – SWAHS Manual Handling Program Coordinator

Workshop Aims

- Share the process, challenges and barriers to implementation of a new and innovative manual handling program across a large organisation
- Generate discussion with peers to work towards consistency in managing manual handling risks
- Be able to apply key elements of the program to participant's area of work

Session Outline

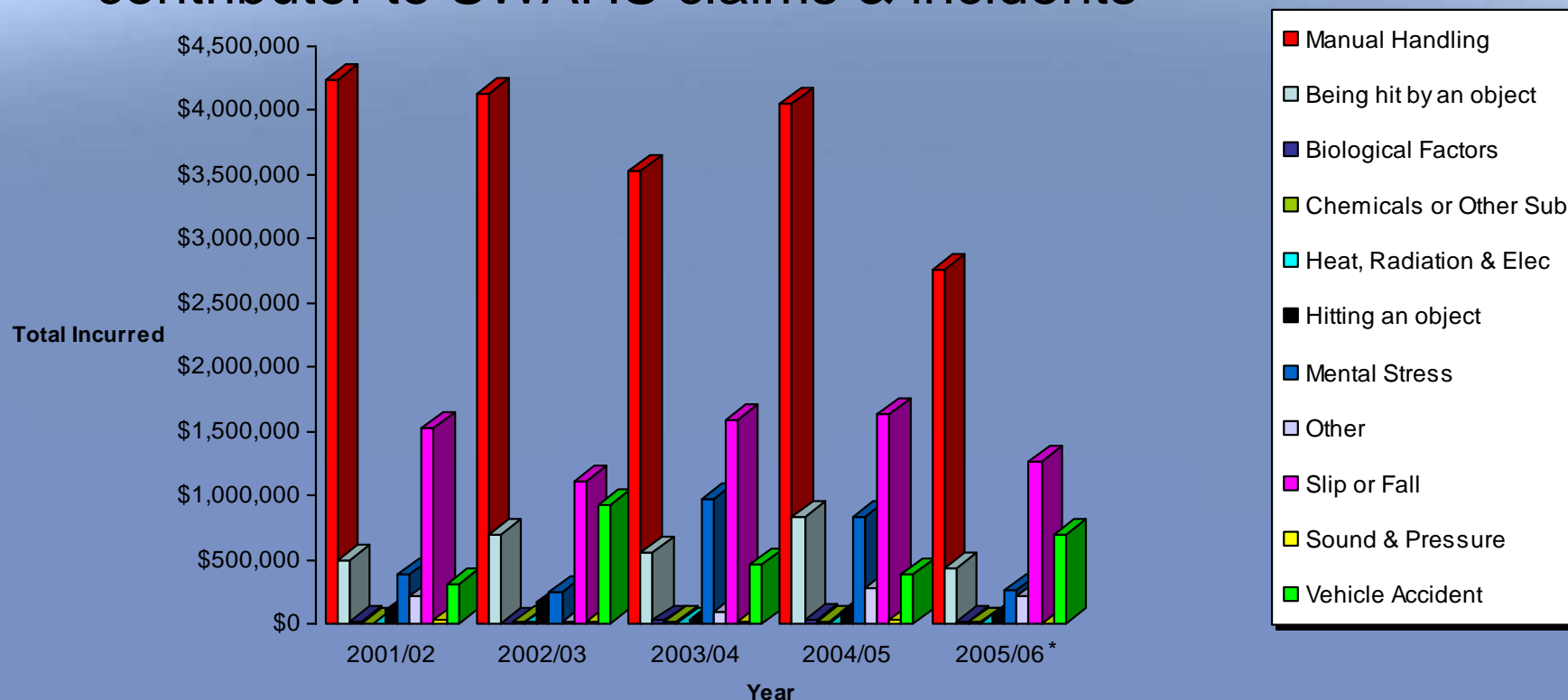
- Background
- Objectives
- Development of program
- Workshop activity (Part 1)
- Implementation Strategies
- Workshop activity (Part 2)
- Program evaluation and outcomes
- Questions

BACKGROUND



Defining the Problem

- Manual Handling was identified as the foremost contributor to SWAHS claims & incidents

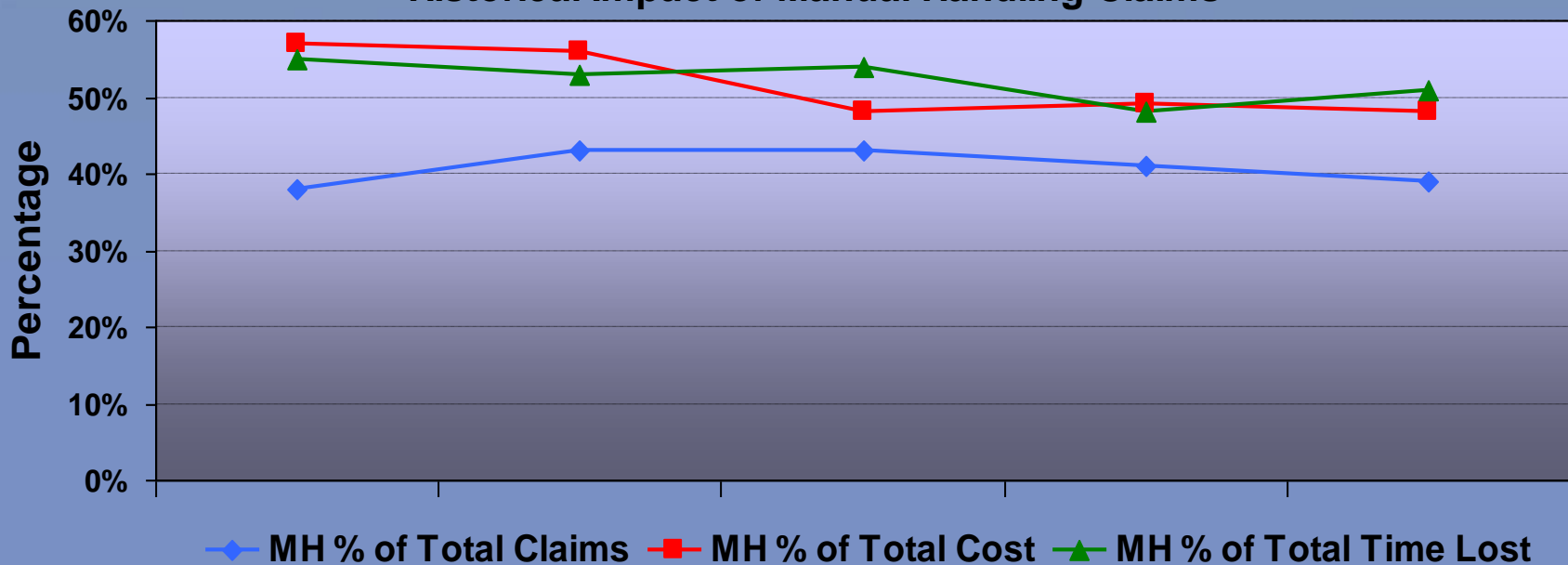


*Costs are based on completed claims. Incomplete claims from 2005/06 are still in progress, and the cost for 2005/06 is therefore expected to increase further

Defining the Problem

- Consistently high proportion of claims & incidents for the past 5 years
- Worker's Compensation Premium > \$17M in 2005/06

Historical Impact of Manual Handling Claims



Risk & Opportunity

- The SWAHS Manual Handling Program was created to not only address risk, but also to convert opportunities into organisational benefits:

Opportunities

- Learn and benefit from analysis of historical data
- Implement a strategic approach to addressing risk
- Enhance service delivery
- Invest in staff health and wellbeing
- Provide financial savings to SWAHS

Challenges

- Existing work culture towards manual handling
- Engaging stakeholder participation and ownership
- Limited resources
- Scope of program
- Ensuring sustainability

OBJECTIVES



OBJECTIVES

1. Facilitate efficient use of resources
2. Establish manual handling as a priority in the workplace
3. Establish consistency in the management of manual handling risks
4. Develop a program which will be flexible and sustainable

ACTIONS

Implementation Plan

Executive Support

- Endorsement of program
- Commitment to staff health & safety
- Ensure management involvement and support
- Pivotal in managing challenges
- Allocation of resources
- Ensure sustainability

Statistical Analysis

- Development of specific manual handling reports
- Establish baseline data
- Analysis of claims and incident data
- Identify high risk groups
- Roll out of program

Consultation

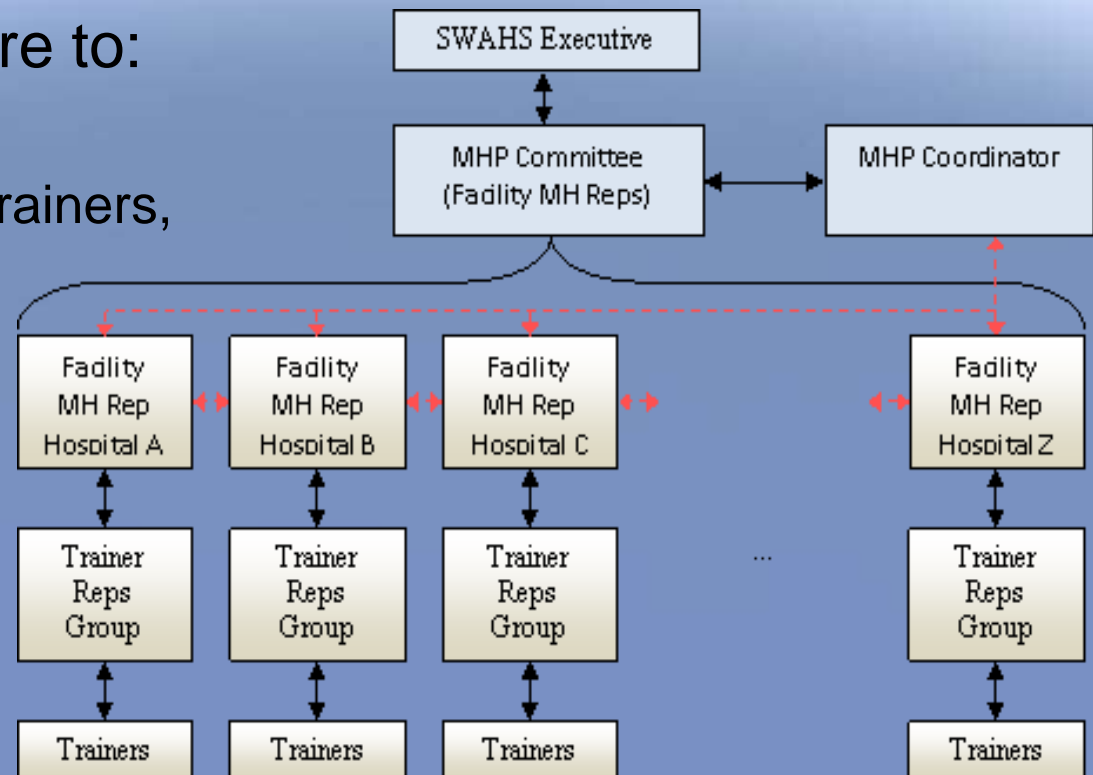
- Fundamental aspect of program
- Information gathering process
- Promote staff ownership & participation
- Occurred through:
 - Surveys
 - Focus groups
 - Workshops

Consultation Outcomes

- Consultation Outcomes:
 - Equipment
 - Training
 - Competing work demands
 - Work culture
 - Promotion
 - Sustainability
 - Management support
- Two main areas identified
 - Training
 - Equipment
- Support and management structure
- Supportive funding
- Development of strategic plan

Management & Support Structure

- Formation of structure to:
 - Manage program
 - Support managers, trainers, staff
 - Ensure program is sustained
 - Ensure employee participation



Evaluation

- Develop key performance indicators
- Baseline measures
- Monitoring program
- Reporting procedures

Workshop Activity

ACTIONS

Program Implementation

Training



Training Proposal

- Aims
- Needs
- Proposed packages
- Method of delivery
- Personnel required & their role
- Funding requirements
- MH Program Training Coordinator

Training Packages

- Developed by Training Coordinator & employees
- Specific to each work group
- Theoretical
 - Online & self directed packages
- Practical
 - Working parties
 - Determine key competencies
 - Safe Work Practices

Online Pre-requisite

Developed to maximise the time for the essential practical content of the workshop

Topics include:

- Background to MHP
- Manual handling theory
- Patient risk assessment
- Manual handling related falls management

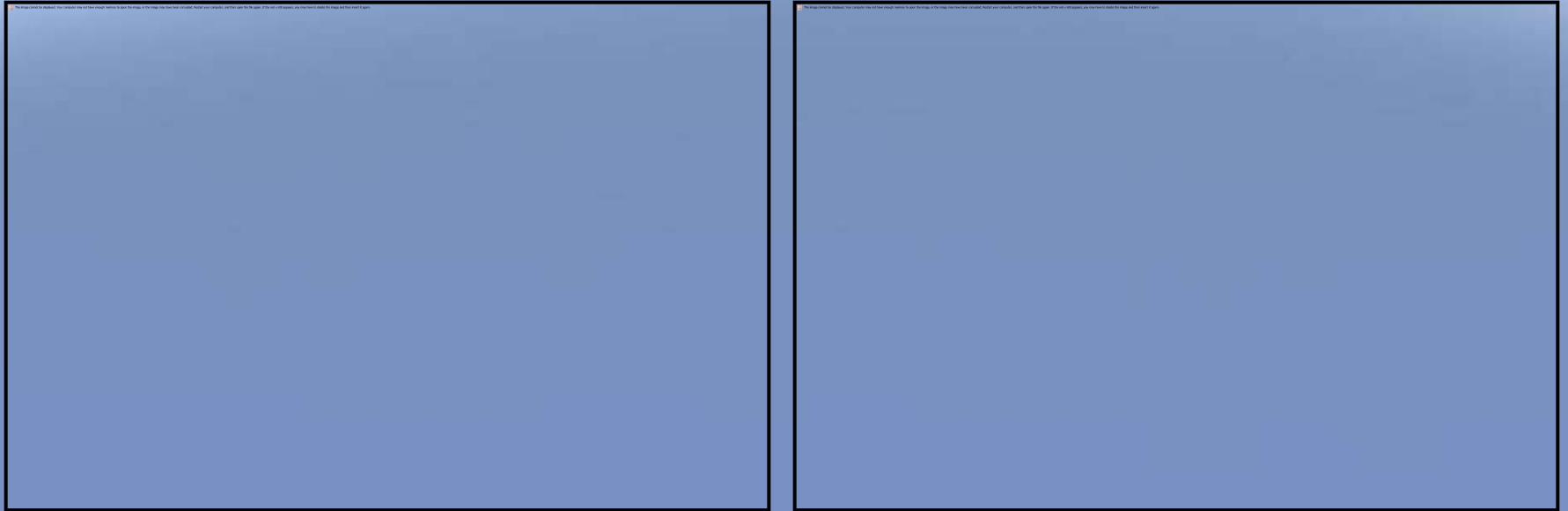
Online Education

- Manager's education
- Staff mandatory OHS training
- Nursing patient handling video clips:
 - Demonstration of common tasks
 - Text version

Safe Work Practices

- Examples sourced from across SWAHS
- Templates drafted and circulated for comment
- Road tested by working party members
 - 27 generic patient handling SWPs
 - Generic patient handling safety rules
 - Additional SWPs added to database for each work group
- Competencies based on the SWPs developed

Development Day



Training Practical

- One day of face to face training including:
 - One hour of assessment theory
 - Practical training and assessment practice
 - Use of competency assessments
- Individual follow up assessment on the job

Maintaining the Gain

- Continually run trainer courses to “top up” the number of trainers
- Support for the MH Training Coordinator
- Refresher courses
- Training records

Equipment



Equipment

- Essential component
- Complemented with training
- Analysis of equipment surveys
- Corporate Services:
 - Risk assessments
 - Equipment trials
 - Standardisation



- Patient Handling Sub-Committee:
 - Minimum level of equipment
 - Standardisation
 - Equipment trials
 - Recommendations
- Equipment audits
- Preventative maintenance
- Tracking & control systems

Program Launch



Promotion

- Communication Systems
- Presentations & individual meetings
- Public Relations
- Intranet web page
- Change DVD

Change DVD

- New flat mopping system
- Resistance from cleaning staff
- Assist with culture change
- DVD filmed with cleaning staff
- Past, present and future changes

Workshop Activity

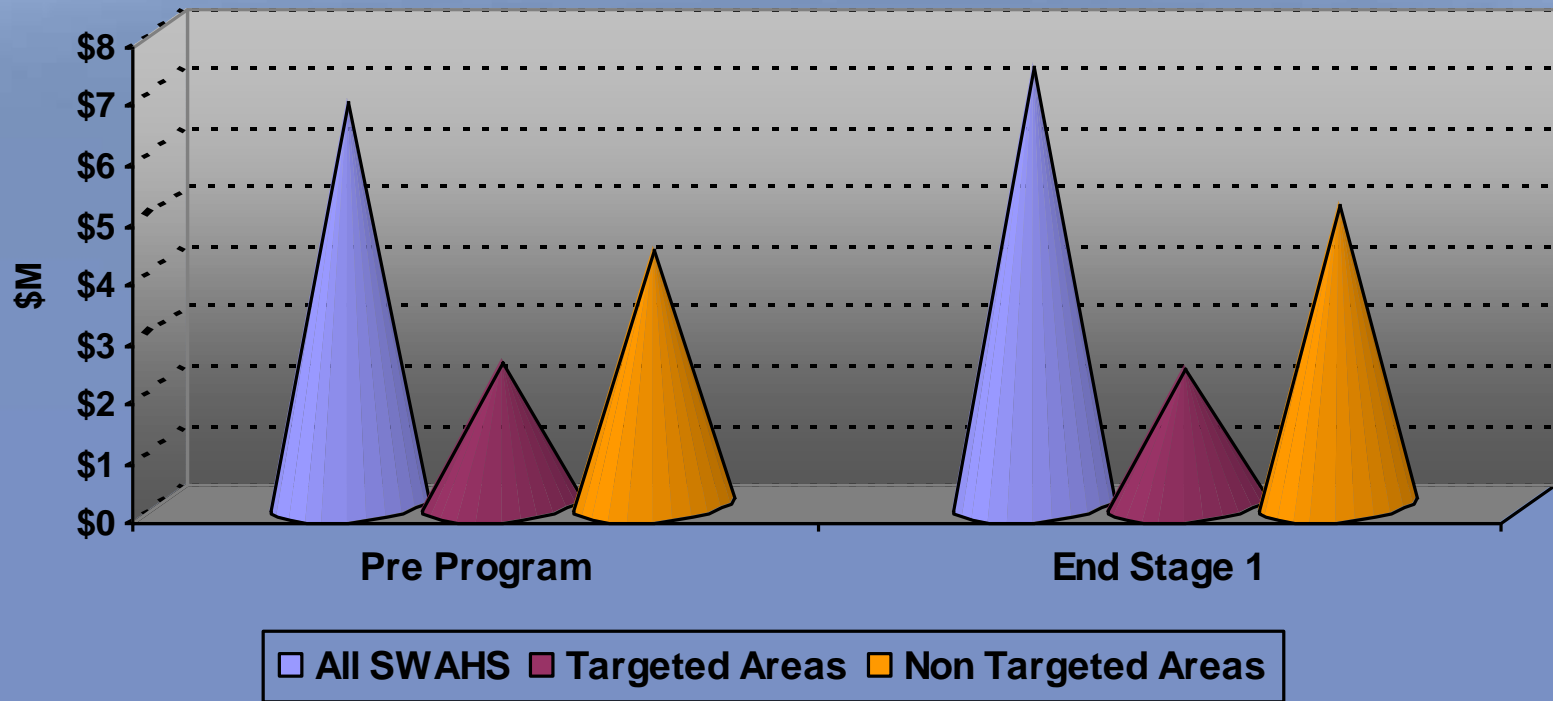


OUTCOMES



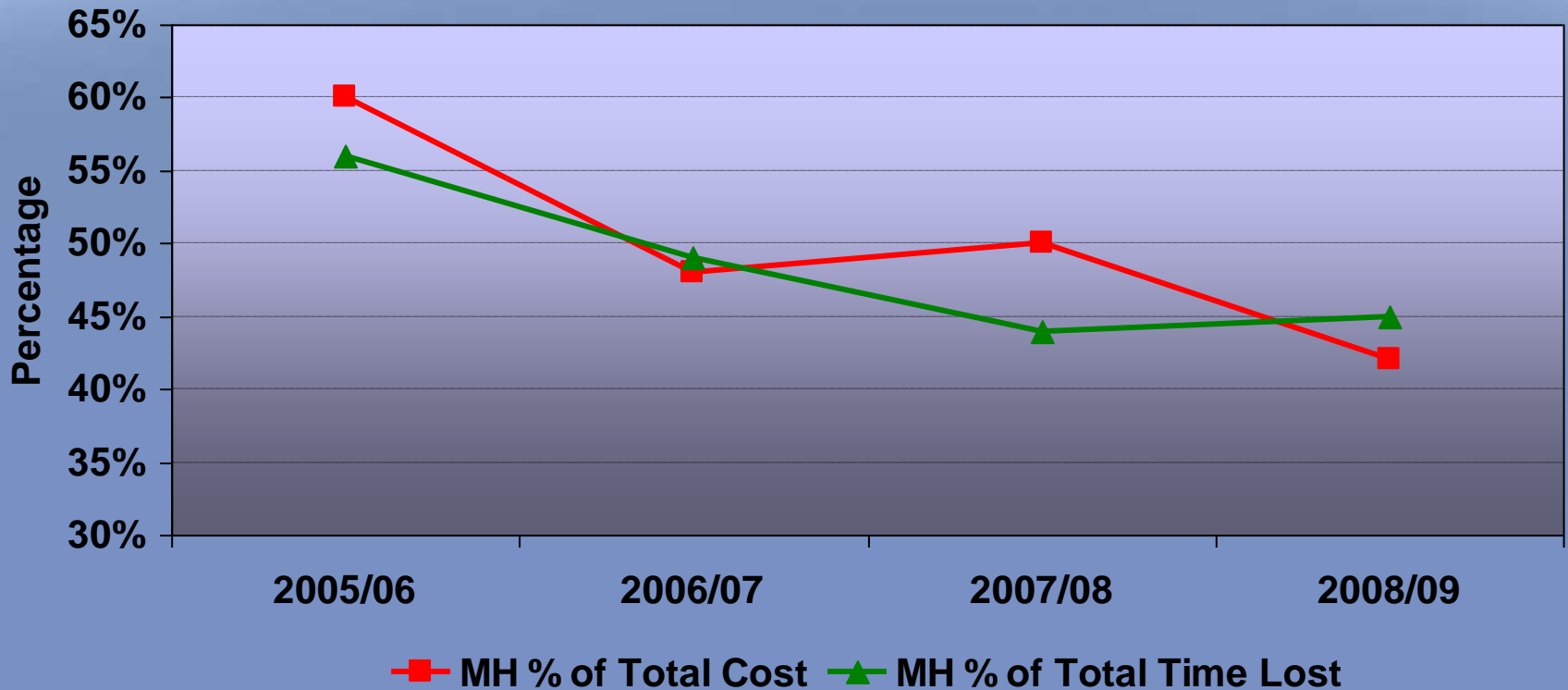
Direct Cost Savings

SWAHS Manual Handling Claims

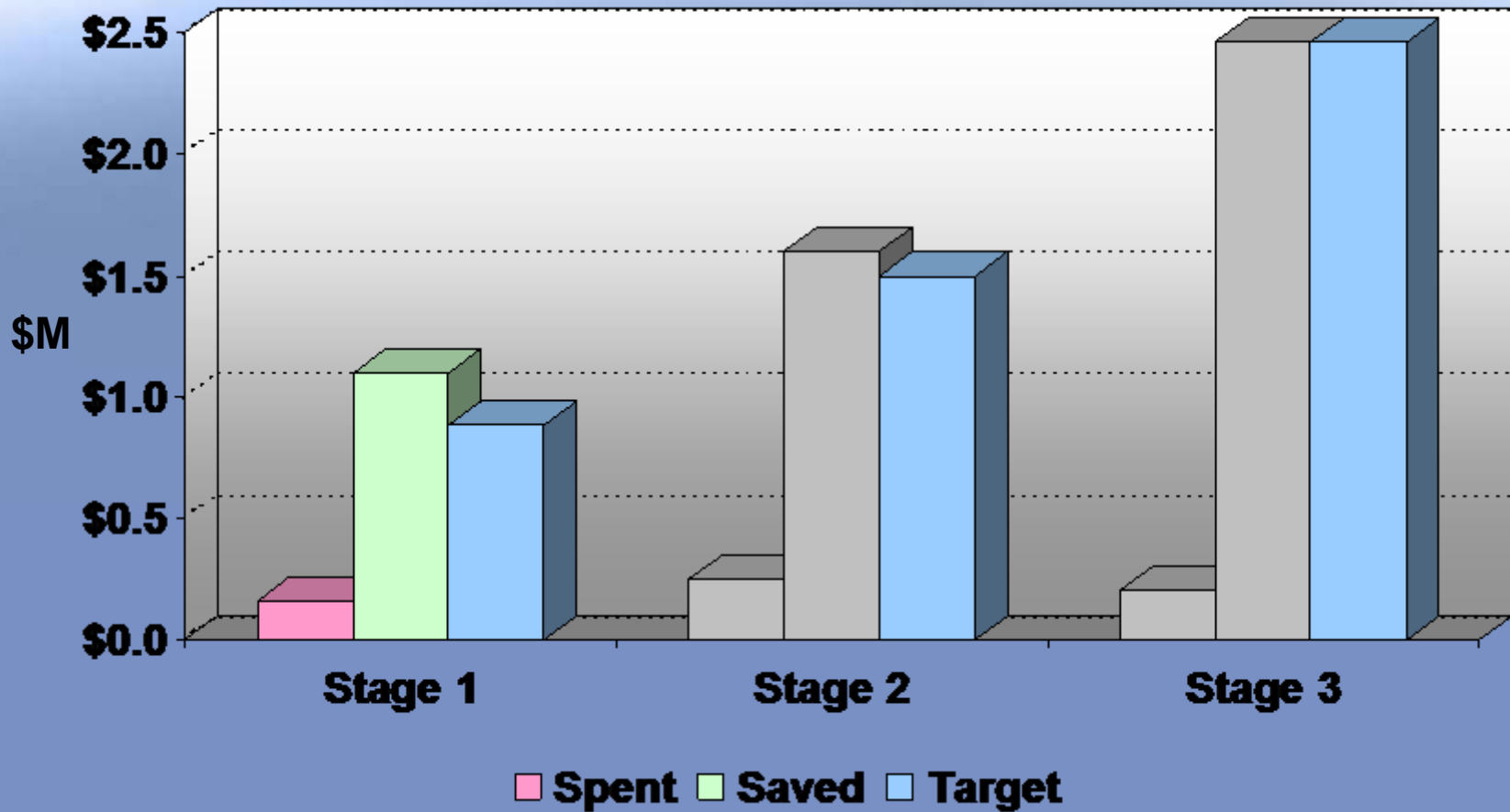


Direct Cost Savings

Current Impact of Manual Handling Claims

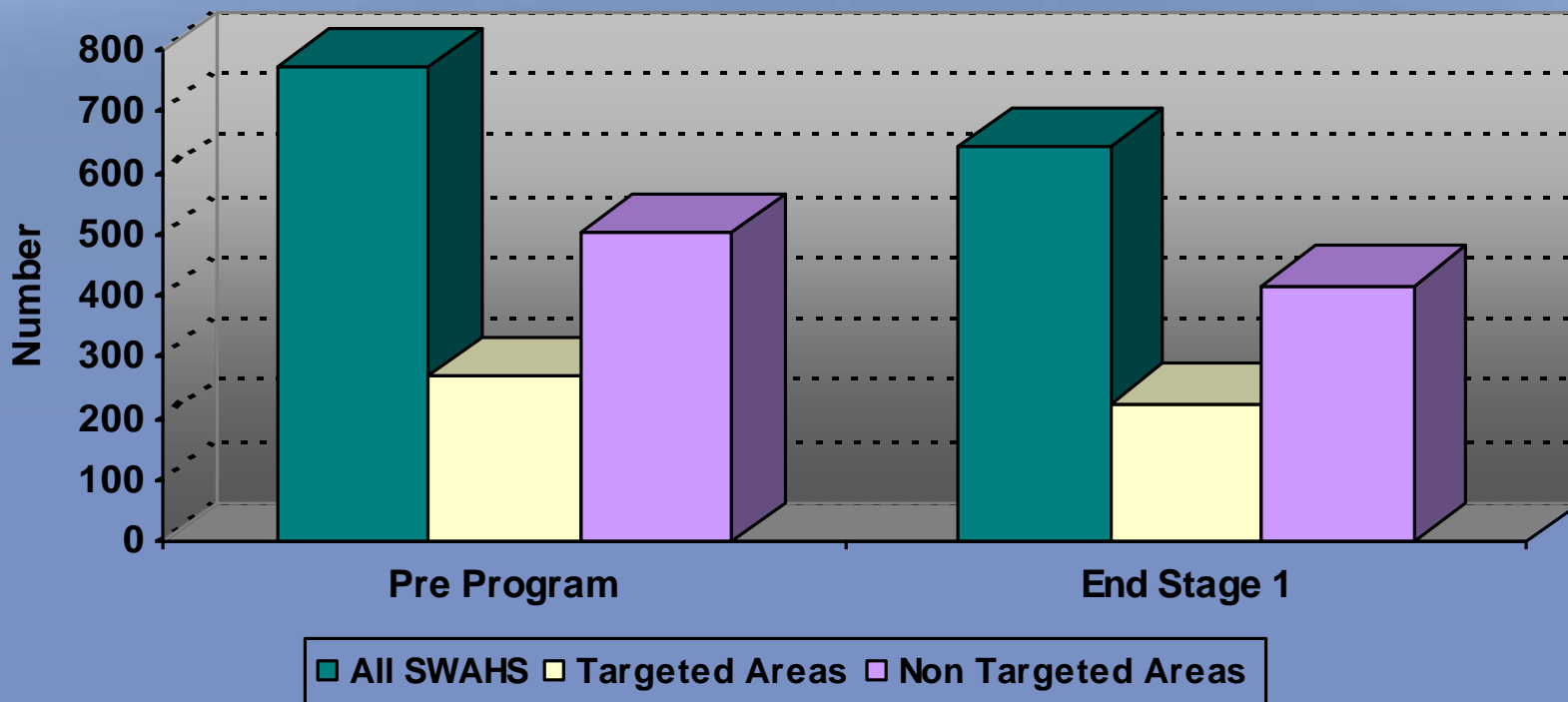


Cost/Benefit



Incidents

SWAHS Manual Handling Incidents



- Pre Program:
 - 99 Trainers (not specifically for manual handling)
 - No Area wide program
 - No flexible methods of delivery
 - No task specific training
- Stage 1:
 - 123 Trainers
 - Strategic approach
 - Online and onsite components
 - Train the trainer system
 - Task specific training

Summary



Key Points

- Establish solid foundation for program
- Establish Senior Management commitment
- Engage stakeholders
- Consultation
- Find your champions
- Continued review, monitoring and evaluation
- Persistence and perseverance

Questions?



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