Improving Workplace Safety in Hospitals: A Resource List for Users of the AHRQ Workplace Safety Supplemental Items

I. Purpose

This document includes references to websites and other publicly available resources hospitals can use to improve the extent to which their organizational culture supports workplace safety for providers and staff. While this resource list is not exhaustive, it is designed to give initial guidance to hospitals seeking information about workplace safety initiatives.

II. How To Use This Resource List

Resources are listed in alphabetical order, organized by the Surveys on Patient Safety Culture™ (SOPS®) composite measures assessed in the Agency for Healthcare Research and Quality (AHRQ) Workplace Safety Supplemental Items for the SOPS Hospital Survey, followed by general resources. For easy access to the resources, keep the file open rather than printing it in hard copy, because many of the website URLs are hyperlinked.

Feedback. To provide feedback or suggestions for resources you would like added to the list or if you have questions, email SafetyCultureSurveys@westat.com.

NOTE: The resources included in this document do not constitute an endorsement by the U.S. Department of Health and Human Services (HHS), the Agency for Healthcare Research and Quality (AHRQ), or any of their employees. HHS does not attest to the accuracy of information provided by linked sites.

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III.   Contents

IV.   Resources by Composite Measure

The following resources are designed to help hospitals improve areas of organizational culture assessed by the composite measures included in the AHRQ SOPS Workplace Safety Supplemental Items.

Composite Measure 1. Exposure to Workplace Hazards

1. **Centers for Disease Control and Prevention (CDC) Resources**

   a. **Hierarchy of Controls**
      https://www.cdc.gov/niosh/topics/hierarchy/default.html

      The National Institute for Occupational Safety and Health (NIOSH) has developed a Hierarchy of Controls framework that helps organizations reduce the risk of occupational exposure to a range of workplace hazards. The framework presents five levels of control ranked in a pyramid according to their effectiveness. The most effective is (1) elimination, followed by (2) substitution, (3) engineering controls, (4) administrative controls, and (5) personal protective equipment.

   b. **Interim Infection Prevention and Control Recommendations for Healthcare Personnel During the Coronavirus Disease 2019 (COVID-19) Pandemic**
      https://www.cdc.gov/coronavirus/2019-ncov/hcp/infection-control-recommendations.html

      This interim guidance provides recommendations on infection prevention and control (IPC) practices for routine healthcare delivery during the pandemic and recommended IPC practices when caring for a patient with suspected or confirmed SARS-CoV-2 infection. This guidance is applicable to all U.S. settings where healthcare is delivered.

   c. **Summary for Healthcare Facilities: Strategies for Optimizing the Supply of PPE During Shortages**
      https://www.cdc.gov/coronavirus/2019-ncov/hcp/ppe-strategy/strategies-optimize-ppe-shortages.html

      This quick reference summarizes strategies from the Centers for Disease Control and Prevention (CDC) to optimize personal protective equipment (PPE) supplies in healthcare settings. It also provides links to CDC's full guidance documents on optimizing supplies, which provide additional strategies and details. These strategies offer a continuum of options using the framework of surge capacity when PPE supplies are stressed, running low, or absent.

   d. **Using Personal Protective Equipment (PPE)**
      https://www.cdc.gov/coronavirus/2019-ncov/hcp/using-ppe.html

      This CDC resource explains how to put on and take off PPE gear and provides posters, videos, and fact sheets with additional information on PPE.

e. **Workbook for Designing, Implementing, and Evaluating a Sharps Injury Prevention Program**
https://www.cdc.gov/sharpssafety/pdf/sharpsworkbook_2008.pdf

CDC developed this workbook to help healthcare facilities prevent needlesticks and other sharps-related injuries to healthcare personnel.

2. **Hospital Respiratory Protection Program Toolkit**
https://www.osha.gov/sites/default/files/publications/OSHA3767.pdf

This toolkit was developed to assist hospitals in developing and implementing effective respiratory protection programs, with an emphasis on preventing the transmission of aerosol-transmissible diseases to healthcare personnel.

Composite Measure 2. Moving, Transferring, or Lifting Patients

1. **Beyond Getting Started - A Resource Guide: Implementing a Safe Patient Handling and Mobility Program in the Acute Care Setting**
https://aohp.org/aohp/Portals/0/Documents/ToolsForYourWork/BGSpublication/20-06%20BGS%20Safe%20Patient%20Handling.pdf

The Association of Occupational Health Professionals in Healthcare developed this resource guide, which addresses patient handling. It provides needed tools for occupational health professionals (OHPs) to implement a safe patient handling and mobility (SPHM) program. Since this guide was first published, the body of evidence that demonstrates the benefits of SPHM programs has continued to grow. This resource guide attempts to consolidate that evidence into a useful format for the OHP or other healthcare professionals charged with implementing an SPHM program.

2. **Minnesota Hospital Association Safe Patient Handling Road Map**
https://www.mnhospitals.org/Portals/0/Documents/patientsafety/Falls/Safe-Patient-Handling-Road-Map.pdf

This road map provides a comprehensive set of best practices incorporating research and learnings from national and local efforts. Road maps reflect published literature and guidance from relevant professional organizations and regulatory agencies, as well as identified proven practices. For each element of the road map, resources, checklists, and toolkit materials are available to help address improvements for that element.

3. **Occupational Safety and Health Administration (OSHA) Resources on Safe Patient Handling**

   a. **Safe Patient Handling**
      https://www.osha.gov/healthcare/safe-patient-handling

      This page from the Occupational Safety and Health Administration (OSHA) provides information on common patient handling hazards and solutions, describes how to start a safe patient handling program, and notes free trainings and resources on safe patient handling.

      https://www.osha.gov/hospitals/patient-handling

      This page offers resources to help hospitals develop and implement safe patient handling assessments, policies, procedures, programs, training, and patient education.

   b. **Safe Patient Handling: A Self-Assessment**
      https://www.osha.gov/sites/default/files/3.8_SPH_self-assessment_508.pdf

      Patient lifting, repositioning, and transfers represent some of the most common—and most preventable—sources of injury for employees in the healthcare industry, particularly musculoskeletal disorders. This brief questionnaire can be used to examine the number and nature of patient handling injuries in a hospital, identify what hospitals are already doing well, and identify opportunities for improvement. Data are available for the most recent year and for 3 or more years of data for users interested in trends over time.

4. **Safe Patient Handling and Mobility (SPHM)**
   https://www.cdc.gov/niosh/topics/safepatient/default.html

   This page provides healthcare leadership and healthcare workers with important information about:

   - Patient handling hazards.
   - Patient handling ergonomics.
   - Revised National Institute for Occupational Safety and Health (NIOSH) lifting equation.
   - NIOSH Occupational Health Safety Network.

Composite Measures 3 and 4. Workplace Aggression From Patients and Visitors and Workplace Aggression Policies, Procedures, and Training

1. **Bullying in the Health Care Workplace: A Guide to Prevention & Mitigation**
   https://www.ama-assn.org/practice-management/physician-health/bullying-health-care-workplace-guide-prevention-mitigation

   The guide provides the following management strategies and key steps organizations may use to address bullying in the workplace:

   - Implement or improve workplace policies.
   - Improve organizational culture.
   - Make the administration aware that unprofessional behavior is a threat.
   - Educate the entire staff—from physicians to custodians—about why unprofessional or hostile behavior is a problem.

2. **Developing Healthcare Safety & Violence Prevention Programs Within Hospitals**
   https://www.aha.org/system/files/media/file/2019/08/mha-developing-healthcare-safety-violence-prevention-programs-in-hospitals.pdf

   In response to concerns regarding increased risk of violence in healthcare settings, the Massachusetts Health and Hospital Association formed a Workplace Safety and Violence Prevention Workgroup. The workgroup is composed of a diverse group of hospital staff, including healthcare security professionals, nursing leadership, and legal counsel. The workgroup developed guidance to provide an understanding of the current best practices being used across Massachusetts hospitals, with the goal of providing a framework for an effective healthcare violence prevention program.

3. **Guidelines for Preventing Workplace Violence for Healthcare and Social Service Workers**
   https://www.osha.gov/sites/default/files/publications/osha3148.pdf

   This publication provides updates to OSHA's guidelines for preventing workplace violence for healthcare and social service workers. Employers should use these guidelines to develop appropriate workplace violence prevention programs, engaging workers to ensure their perspective is recognized and their needs are incorporated into the program.

4. **Joint Commission Resources on Workplace Violence**

   a. **Crisis Prevention Institute's Top 10 De-Escalation Tips**
      https://www.jointcommission.org/-/media/tjc/documents/resources/workplace-violence/cpi-s-top-10-de-escalation-tips_revised-01-18-17pdf.pdf

      These tips, developed by the Crisis Prevention Institute and shared by the Joint Commission, provide guidance on how to respond to difficult behavior in the safest, most effective way possible.

b. **Quick Safety (Issue 47): De-Escalation in Health Care**
https://www.jointcommission.org/-/media/tjc/documents/newsletters/qs-47-deescalation-1-28-18-rev.pdf

The purpose of this Quick Safety newsletter is to present some de-escalation models and interventions for managing aggressive and agitated patients in the emergency department and inpatient setting.

c. **Sentinel Event Alert 59: Physical and Verbal Violence Against Health Care Workers**
https://www.jointcommission.org/resources/patient-safety-topics/sentinel-event/sentinel-event-alert-newsletters/sentinel-event-alert-59-physical-and-verbal-violence-against-health-care-workers/

The focus of this Joint Commission alert is to help organizations recognize and acknowledge workplace violence directed against healthcare workers from patients and visitors, better prepare staff to handle violence, and more effectively address the aftermath. A link to a related webcast is also provided.

5. **Prevention of Violence in Health Care Toolkit**
https://www.health.state.mn.us/facilities/patientsafety/preventionofviolence/toolkit.html

The Minnesota Department of Health designed this online toolkit as a resource for facilities that want to establish a violence prevention program or improve their current program. It contains sample policies and procedures, articles, staff education tools, and other documents facilities can use to educate their staff and leaders about this process.

6. **Reducing Workplace Violence With TeamSTEPPS® Webinar**
https://www.ahrq.gov/teamstepps/webinars/previous-webinars-2016.html

Clinical teams can learn how to reduce risk of injury, meet regulatory standards, and become proactive members of the team by identifying behavioral triggers and underlying emotional or psychological issues that may cause a person in crisis to escalate to violent behavior. Clinical teams can apply their new knowledge, skills, and attitudes and use TeamSTEPPS tools to address difficult situations. At the end of this webinar, participants will be able to:

- Integrate TeamSTEPPS and nonviolent interventions to improve communication and teamwork to safely manage disruptive and aggressive patients.
- Reduce workplace violence with early intervention methods for de-escalation.
- Improve staff and patient experience and satisfaction by building a culture of patient and staff safety.
- Increase joy and meaning of work by applying new knowledge, skills, and attitudes.

7. **Toolkit for Mitigating Violence in the Workplace**
   https://www.aonl.org/system/files/media/file/2019/04/Mitigating-Violence-in-the-Workplace-Toolkit.pdf

   This toolkit highlights five focus areas of a successful workplace violence prevention program and includes links to helpful resources for nurse leaders. These resources define workplace violence and demonstrate how to create prevention plans, train and deploy staff, evaluate progress, and incorporate lessons learned from exercises and incidents.

8. **Workplace Violence Prevention**
   https://www.mhaonline.org/transforming-health-care/workforce/workplace-violence-prevention

   The resources on this page, compiled by the Maryland Hospital Association, come from Federal and State agencies, hospitals, and healthcare regulating bodies. Resources that can be found on this page include tools on how to establish a culture of safety, risk assessments, patient assessment tools, and postincident response.

9. **Workplace Violence Prevention for Nurses**
   https://www.cdc.gov/niosh/topics/violence/training_nurses.html

   This free interactive course is designed to help healthcare workers better understand the scope and nature of violence in the workplace. Course modules include definition, types, and prevalence of workplace violence; workplace violence consequences; risk factors; prevention strategies; and postevent response.

Composite Measures 5 and 6. Supervisor, Manager, or Clinical Leader Support for Workplace Safety and Hospital Management Support for Workplace Safety

1. **Conduct Patient Safety Leadership WalkRounds™**
   http://www.ihi.org/resources/Pages/Changes/ConductPatientSafetyLeadershipWalkRounds.aspx
   http://www.ihi.org/resources/Pages/Tools/PatientSafetyLeadershipWalkRounds.aspx (both items require free account setup and login)

   Senior leaders can demonstrate their commitment to safety and learn about the safety issues in their organization by making regular rounds for the sole purpose of discussing safety with staff. These Institute for Healthcare Improvement (IHI) web pages discuss the benefits of management making regular rounds and give tips for doing the rounds, which are especially effective in conjunction with safety briefings. Links to resources are provided.

2. **Healthy Work Environments**
   https://www.aacn.org/nursing-excellence/healthy-work-environments

   This American Association of Critical Care Nurses resource provides six essential standards to help produce effective and sustainable outcomes for both patients and nurses. These standards provide evidence-based guidelines for success, such as improvement of the overall health of the work environment, better nurse staffing and retention, less moral distress, and lower rates of workplace violence. A free assessment is available that can be used to measure the health of the work environment against the six standards (requires free account setup and login).

3. **How Safe Is Your Hospital for Workers?**
   https://www.osha.gov/sites/default/files/1.3_Self-assessment_508.pdf

   Hospital administrators can use this self-assessment to gather key information about their facility, find out how safe their workplace is, learn how much their hospital spends on worker injuries and illnesses, identify programs in place to address the problem, and learn how they compare with other hospitals nationwide.

4. **Improving Patient and Worker Safety**
   https://www.jointcommission.org/-/media/tjc/documents/resources/patient-safety-topics/patient-safety/tjc-improvingpatientandworkersafety-monograph.pdf

   This monograph is targeted toward anyone in healthcare organizations involved with patient and worker safety and provides the following:

   - Management principles, strategies, and tools that advance patient and worker safety.
   - Examples of healthcare organization practices and interventions that address patient and worker safety.
   - Recommended action steps healthcare organizations can take to improve safety for both patients and workers.

5. **Know the Facts – Worker Safety in Your Hospital**
   https://www.osha.gov/sites/default/files/1.1_Data_highlights_508.pdf

   This executive summary provides information for hospital administrators and others who want to learn more about who is getting injured, how they are getting hurt, how much it costs, and what hospitals can do to address the problem.

6. **National Action Plan to Advance Patient Safety**
http://www.ihi.org/Engage/Initiatives/National-Steering-Committee-Patient-Safety/Pages/National-Action-Plan-to-Advance-Patient-Safety.aspx

Healthcare leaders can download this free action plan that can provide clear directions to make significant advances toward safer care and reduced harm across the continuum of care. Healthcare leaders can also download a free self-assessment tool to help decide where to start and the free resource guide to identify resources for implementing the National Action Plan recommendations.

V. Resources by Additional Measures

Workplace Safety and Reporting

1. **Just Culture**

https://www.unmc.edu/patient-safety/patientsafetyculture/just-culture.html

This website provides links to ways to engage in and teach about a Just Culture, execute a Just Culture, and evaluate a Just Culture.

2. **Sentinel Event Alert 60: Developing a Reporting Culture: Learning From Close Calls and Hazardous Conditions**
https://www.jointcommission.org/resources/patient-safety-topics/sentinel-event/sentinel-event-alert-newsletters/sentinel-event-alert-60-developing-a-reporting-culture-learning-from-close-calls-and-hazardous-condi/
This Sentinel Event Alert was published for Joint Commission-accredited organizations and interested healthcare professionals. It is about identifying and reporting unsafe conditions before they can cause harm, trusting other staff and leaders to act on the report, and taking personal responsibility for one's actions, which are critical to creating a safety culture and nurturing high reliability within a healthcare organization. The web page also links to a related webinar recording.

Work Stress/Burnout

1. **Burnout and Well-Being**
https://edhub.ama-assn.org/steps-forward/pages/professional-well-being

This collection of American Medical Association STEPS Forward™ toolkits offers strategies on engaging health system leadership, understanding and addressing physician burnout, and developing a culture that supports physician well-being.

2. **Healthy Nurse, Healthy Nation**
   http://www.hnhn.org (requires free account setup and login)

   This free ANA Enterprise wellness program is dedicated to improving the Nation's health-one nurse at a time. Healthy Nurse, Healthy Nation (HNHN) is open to everyone and focuses on the domains of rest, physical activity, nutrition, quality of life, and safety. HNHN seeks to connect and engage nurses, nursing students, and partner organizations through an online platform, texts, and social media by challenges, health surveys, discussion boards, and other resources.

3. **Institute for Healthcare Improvement (IHI) Resources**

   a. **Framework for Improving Joy in Work**
      http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx (requires free account setup and login)

      This IHI white paper serves as a guide for healthcare organizations to engage in a participative process where leaders ask colleagues at all levels of the organization, "What matters to you?" This approach enables them to better understand the barriers to joy in work and to create meaningful, high-leverage strategies to address these issues.

   b. **Conversation and Action Guide to Support Staff Well-Being and Joy in Work During and After the COVID-19 Pandemic**
      http://www.ihi.org/resources/Pages/Tools/Conversation-Guide-to-Support-Staff-Wellbeing-Joy-in-Work-COVID-19.aspx (requires free account setup and login)

      This guide, which builds on the IHI Framework for Improving Joy in Work, includes actionable ideas leaders can quickly test during the coronavirus response, which can build the longer term foundation to sustain joy in work for the healthcare workforce.

4. **Supporting Clinician Well-Being During COVID-19 Webinar**
   https://nam.edu/event/supporting-clinician-well-being-during-covid-19-webinar/

   The key objectives of this webinar included:

   • Describing the existing clinician burnout crisis before the COVID-19 pandemic and the goals of the Action Collaborative on Clinician Well-Being and Resilience.
   • Identifying the critical needs and priorities to support the well-being of clinicians, including those in their formative years of training, during the COVID-19 era.
   • Spotlighting programs, resources, and leadership efforts currently underway to address and monitor the acute and long-term mental health and well-being of clinicians on the frontlines of COVID-19.
   • Voicing the need for a coordinated national strategy to care for the acute and long-term health and well-being of frontline clinicians delivering healthcare during this public health crisis.

5. **Understanding and Preventing Burnout: Improving Healthcare Outcomes**
   https://www.optumhealtheducation.com/wellness/burnout-2021#group-tabs-node-course-default1

   This activity discusses contributing factors to burnout, its impact on the health and well-being of healthcare providers and their patients, interventions to decrease overall stress, and ways burnout can influence patient care and healthcare outcomes.

6. **Well-Being Initiative**
   https://www.nursingworld.org/practice-policy/work-environment/health-safety/disaster-preparedness/coronavirus/what-you-need-to-know/the-well-being-initiative/

   Launched by the American Nurses Foundation in partnership with the American Nurses Association and several other nursing organizations, this site provides free tools, apps, and additional resources to support the mental health and resilience of nurses.

VI.   General Resources

1. **Facts About Hospital Worker Safety**
   https://www.osha.gov/sites/default/files/1.2_Factbook_508.pdf

   This factbook offers a comprehensive look at hospital worker safety and provides recommended solutions to help reduce injuries and improve patient care.

2. **Health Worker Safety: A Priority for Patient Safety**
   https://www.who.int/docs/default-source/world-patient-safety-day/health-worker-safety-charter-wpsd-17-september-2020-3-1.pdf?sfvrsn=2cb6752d_2

   The intersection of worker well-being and safety with patient harm prevention has become apparent due to COVID-19. This report discusses five areas of importance in motivating lasting change in healthcare environments to support workforce safety. It highlights policy and strategy alignment, occupational considerations, violence reduction, psychological concerns, and physiological harms as essential elements of a robust approach to workforce safety improvement.

3. **Safety and Health Management Systems**

   https://www.osha.gov/hospitals/mgmt-tools-resources

   This page provides information on one of the most effective ways to reduce workplace hazards and injuries, which is through a comprehensive proactive safety and health management system. A safety and health management system is a proactive collaborative process to find and fix workplace hazards before employees are injured or become ill. The benefits of implementing safety and health management systems include protecting workers, saving money, and making hazard-specific programs more effective. In hospitals, prioritizing safety in the care environment reaps important additional benefits through improved quality of patient care.

   a. **Leading a Culture of Safety: A Blueprint for Success**

      https://www.osha.gov/sites/default/files/Leading_a_Culture_of_Safety-A_Blueprint_for_Success.pdf

      To help healthcare leaders achieve their mission of total system safety, the American College of Healthcare Executives and the Lucian Leape Institute have partnered to develop this guide, which is intended to assist leaders in creating, shaping, and sustaining the type of culture needed to advance patient and workforce safety efforts.

   b. **Safety and Health Management Systems: A Road Map for Hospitals**

      https://www.osha.gov/sites/default/files/2.4_SHMS_roadmap_508.pdf

      A safety and health management system both aligns with, and helps hospitals adopt, modern hospital quality improvement practices. This publication highlights ways practices hospitals have adopted to meet Joint Commission requirements can be easily adapted to achieve goals for worker safety and health.

4. **Safety Training Resources for Hospitals**

   https://www.tdi.texas.gov/wc/safety/videoresources/targhospitals.html

   This page offers free downloadable safety publications, worksheets, videos, and training programs.

VII. Alphabetical Index of Resources

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   Program in the Acute Care Setting
Bullying in the Health Care Workplace: A Guide to Prevention & Mitigation
Burnout and Well-Being
Conduct Patient Safety Leadership WalkRounds™
Conversation and Action Guide to Support Staff Well-Being and Joy in Work During and After the
   COVID-19 Pandemic
Crisis Prevention Institute's Top 10 De-Escalation Tips
Developing Healthcare Safety & Violence Prevention Programs Within Hospitals
Facts About Hospital Worker Safety
Framework for Improving Joy in Work
Guidelines for Preventing Workplace Violence for Healthcare and Social Service Workers
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