

Case for change

'Staff working in the community may face a particular set of risks associated with working in environments that are not within NSW Health Agency premises. Staff working in the community can work alone or in isolation, away from access to rapid support from other staff or even emergency services such as police. This makes them more vulnerable to the risk of violence.'

NSW Health Protecting People and Property: NSW Health Policy and Standards for Security Risk Management in NSW Health Agencies.

Goal

To set a consistent standard for community staff safety at St. Vincent's Health Network, Sydney by December 2019.

Objectives

- To define Workplace Violence terminology to be used universally across St. Vincent's Health Network, Sydney by December 2018
- To increase reporting of incidents of Workplace Violence by 20% by February 2019
- To improve staff satisfaction with the risk assessment and management process from 8% to 25% by April by 2019

Method

The Agency of Clinical Innovation, Centre of Healthcare Redesign Methodology has been used for this project

Project Initiation and Start-up	Diagnostics	Solution Design	Implementation Planning	Implementation Checkpoints	Evaluation Sustainability
Diagnostic Activities					
Focus Groups	Manager Interviews	Staff Surveys			
Data Analysis	Coding	Word Clouds			
Cause and Effect Diagram	5 Why Analysis	Process Mapping			
Root Cause Analysis	Patient Representative Input	Consultation			
Solution Design Activities					
Brainstorming	Project Team	65 solutions identified			
	Managers	5 additional solutions identified			
Multivoting	Focus Groups with clinical staff	4 additional solutions identified			
	Managers	'Dotmocracy' of selecting 5 solutions to prioritise			
Literature Search	Managers	'Dotmocracy' of selecting 5 solutions to prioritise			
	Focus Groups with clinical staff	'Dotmocracy' of selecting 5 solutions to prioritise			
Benchmarking	CIAP, St Vincent's Hospital Library, AusMed, BMJ	Key Words: Risk assessment, Risk Management, Community, Staff Safety, Staff Well Being, Work Health and Safety, Risk Mitigation, Personal Duress Alarm			
	NSW Ambulance, NSLHD, NBMLHD, SESSLHD, SLHD consulted	Subjects Discussed: Violence Risk assessment, Home Visit risk assessments, environmental assessments, risk management strategies, risk management guidelines, location monitoring, personal duress alarms, checking in/out, emergencies			
Building Solutions	Application of EAST Framework for solution building				

Brian Diskin, Francesca Schiavuzzi & Flora Vashinsky

Diagnostics

Staff Survey

Have you been exposed to Workplace Violence (WPV)?



Focus Groups

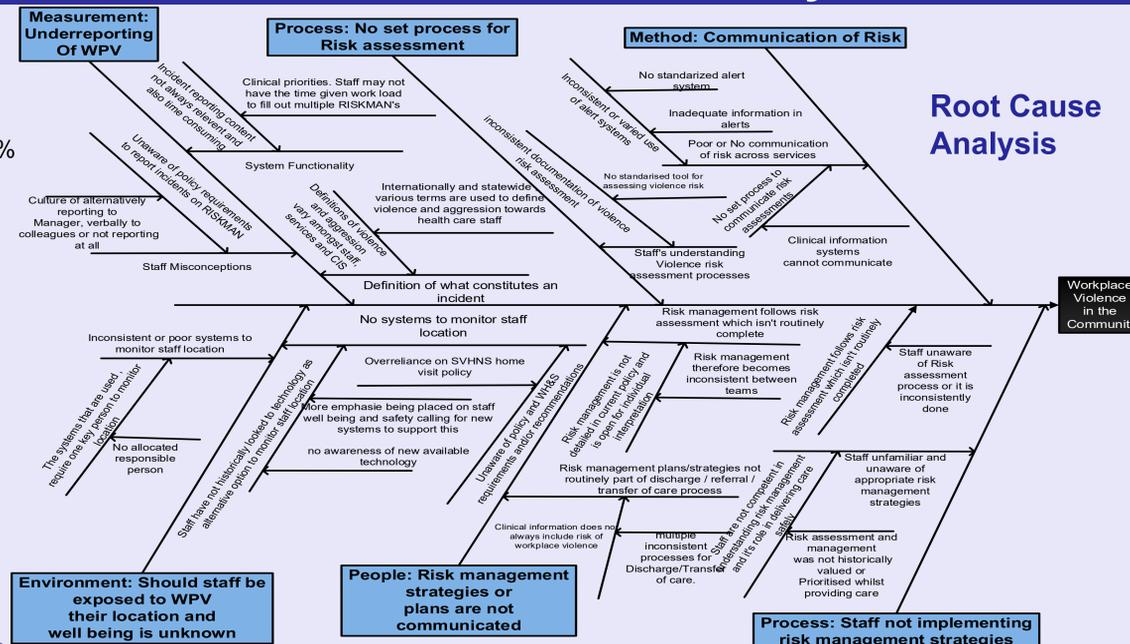
"It's only after a few days people would know we are missing"

"Unless you sustain an injury, no one seems to consider it an issue"

Response rate 40%

Average Work Experience 3-5 Years

Nursing, Allied Health & Medical

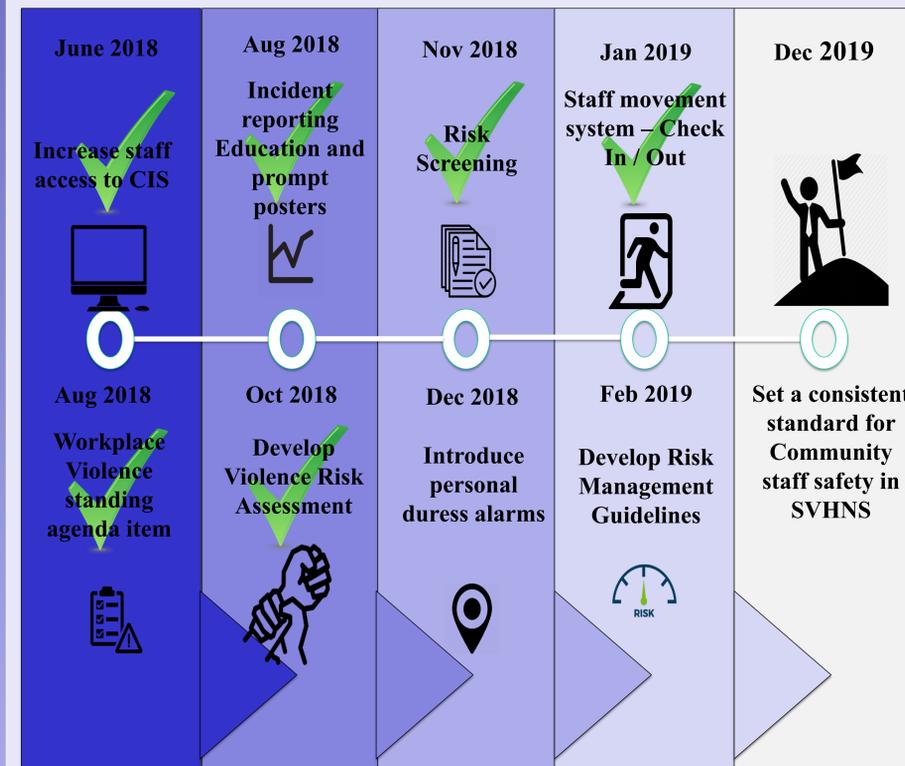


Key Issues



Solutions

Solutions have been planned and implemented as displayed in the timeline below.



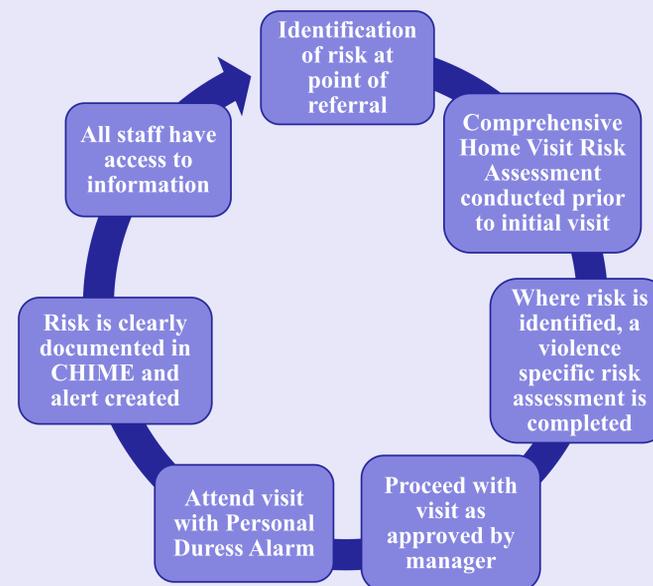
Results

Implementation of the solutions began in August 2018 across the community teams.

- Objective 1 has been achieved, with all documentation and reporting using consistent language and categories to identify risk and incidents of Workplace Violence (WPV).
- Objective 2 has been achieved as there has been a marked increase in incidents reported.
- Objective 3 has not been assessed as the post implementation survey is yet to be conducted.

Further audits and analysis are planned to occur in April 2019 to examine the effectiveness of solution implementation.

With all solutions implemented the following process will occur:



Sustaining change

The success of sustaining change will lie in embedding these changes through:

- Process owners making them business as usual
- Education and training has been and will continue to be provided to community staff until all solutions have been implemented and installed
- The project team will continue to meet fortnightly until handover to Work Health & Safety
- Auditing systems and compliance will be managed by the Work Health and Safety Team at SVHNS every six months using a process recommended by the project team.

Conclusion

The project has highlighted the importance of consistency in risk assessment and management to ensure community staff safety.

The eight identified solutions focus on improving the early identification and communication of risk, as well as increasing reporting to accurately reflect the perpetration and prevalence of workplace violence.

Acknowledgements

St Vincent's Hospital Community Teams
 Sue Kjellberg (Sponsor, SVH WH&S Manager)
 Candi Madziar (SVH reinforcing sponsor)
 Dominic Le Lievre (SVH Director, Integrated Care)
 Sandra Sullivan (SVH champion)
 Philippa Star (SVH champion)
 Viji Mathews (SVH Redesign Manager)
 St Vincent's Hospital CIS
 Centre for Healthcare Redesign
 Agency for Clinical Innovation
 eHealth (Chime)
 Hunter New England Local Health District
 Northern Sydney Local Health District
 Ambulance NSW
 SafeT Card

Contact

Sue Kjellberg (Sponsor)
 Work Health & Safety Manager
 E: Susan.Kjellberg@svha.org.au
 Ph: 02 83824080, 0409 481 894