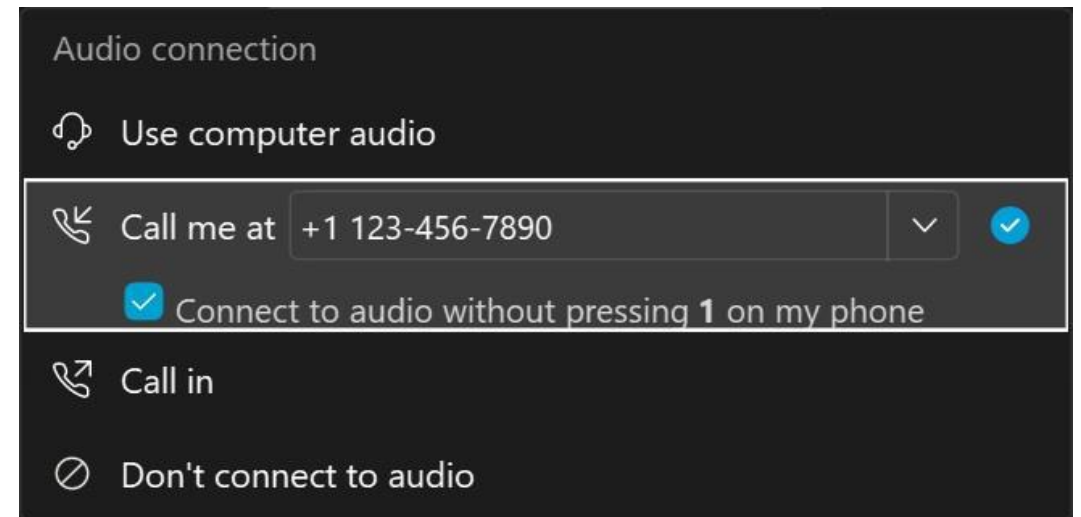# New AHRQ SOPS® Workplace Safety Supplemental Items for Hospitals

Webcast
December 16, 2021
1:00-2:00 PM ET

Need Help?

- No sound from computer speakers?

- Trouble with your connection or slides not moving?
  - ►Log out and log back in

- Other problems?
  - ►Use Q&A feature to ask for help

How to Ask a Question

- Question and Answer
  - ► Select Q&A
  - ► Type question in the box that opens
  - ► Make sure "All Panelists" is selected

Today's Speakers

Caren Ginsberg, Ph.D.
Director, SOPS and CAHPS Programs
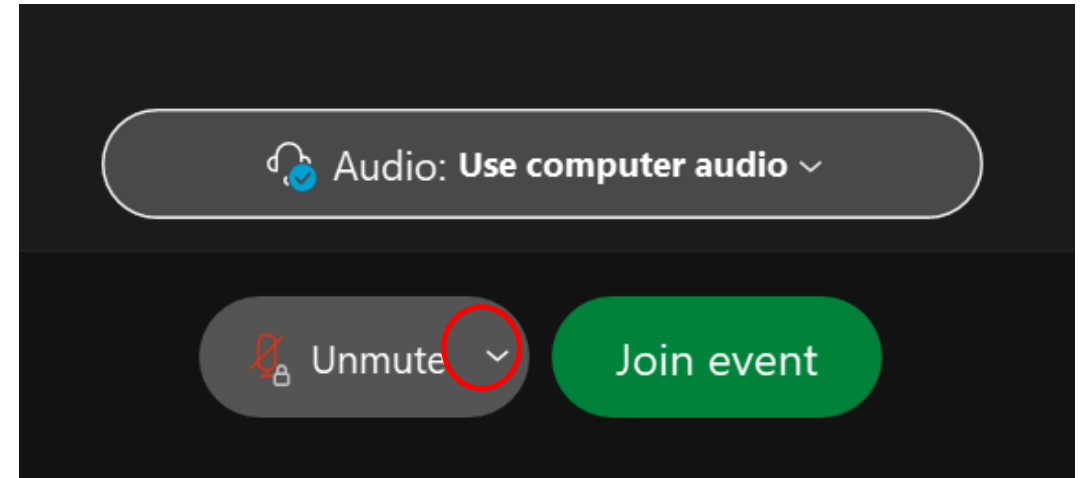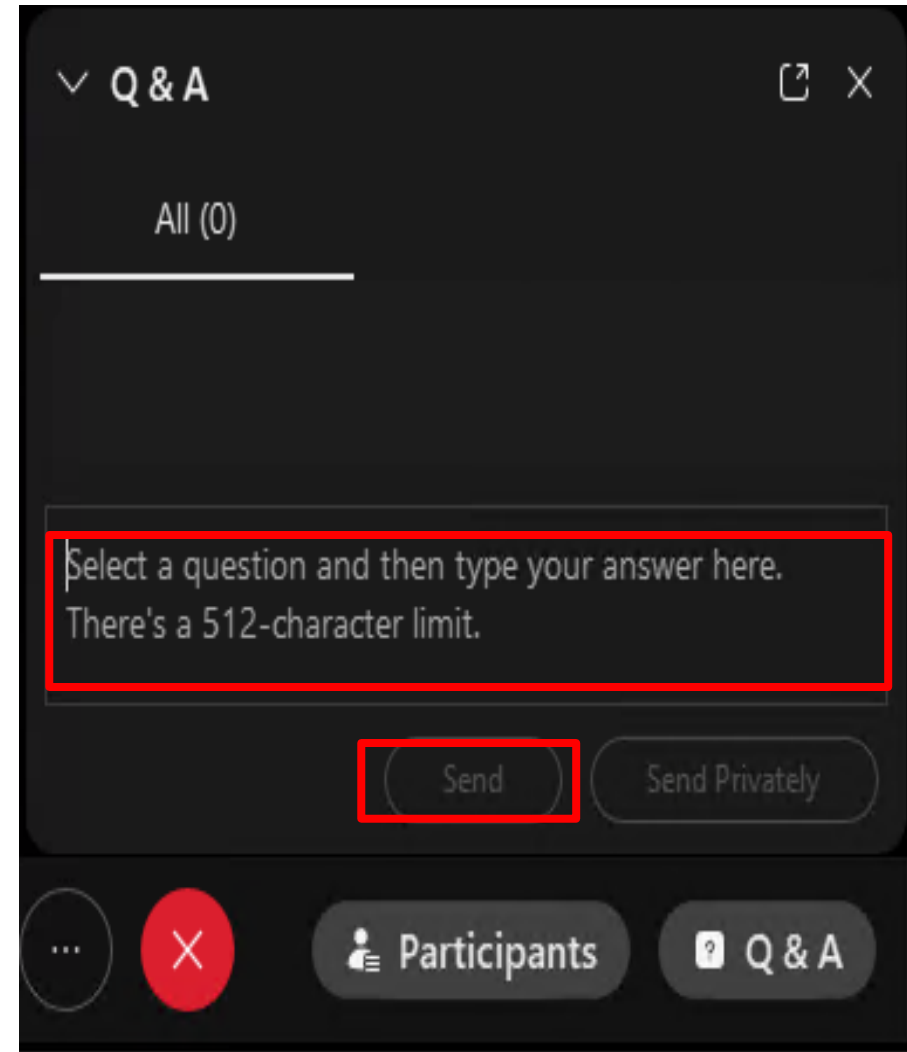Center for Quality Improvement and Patient Safety
Agency for Healthcare Research and Quality (AHRQ)

Patricia McGaffigan, RN, MS, CPPS
Vice President, Institute for Healthcare Improvement
President, Certification Board of Professionals in Patient Safety

Katarzyna Zebrak, Ph.D.
Senior Study Director
User Network for the AHRQ Surveys on Patient Safety Culture (SOPS)
Westat

Naomi Yount, Ph.D. (Moderator)
Senior Study Director
User Network for the AHRQ Surveys on Patient Safety Culture (SOPS)
Westat

4

Agenda

- Overview from AHRQ on the SOPS Program
- Background and Importance of Workplace Safety
- Overview of the SOPS Workplace Safety Supplemental Items
- Q&A

AHRQ's Surveys on Patient Safety Culture™ (SOPS®) Program

Caren Ginsberg, Ph.D.

Center for Quality Improvement and Patient Safety, AHRQ

AHRQ's SOPS Program

- Initiated and funded by AHRQ since 2001 to advance the understanding, measurement, and improvement of patient safety culture within healthcare settings
- Develops survey measures that are validated and use best methods for development and testing
- Supports voluntary data submission to SOPS databases
- Conducts research to further…
  - ► the measurement and understanding of patient safety culture
  - ► the collection of data and informative reporting of patient safety culture data
  - ► patient safety improvement involving SOPS

What is Patient Safety Culture?

Patient Safety Culture
The beliefs, values, norms, shared by health care staff

Determines behaviors that are:
- Rewarded
- Supported
- Expected
- Accepted

Exists at multiple levels:
- System
- Organization
- Department
- Unit
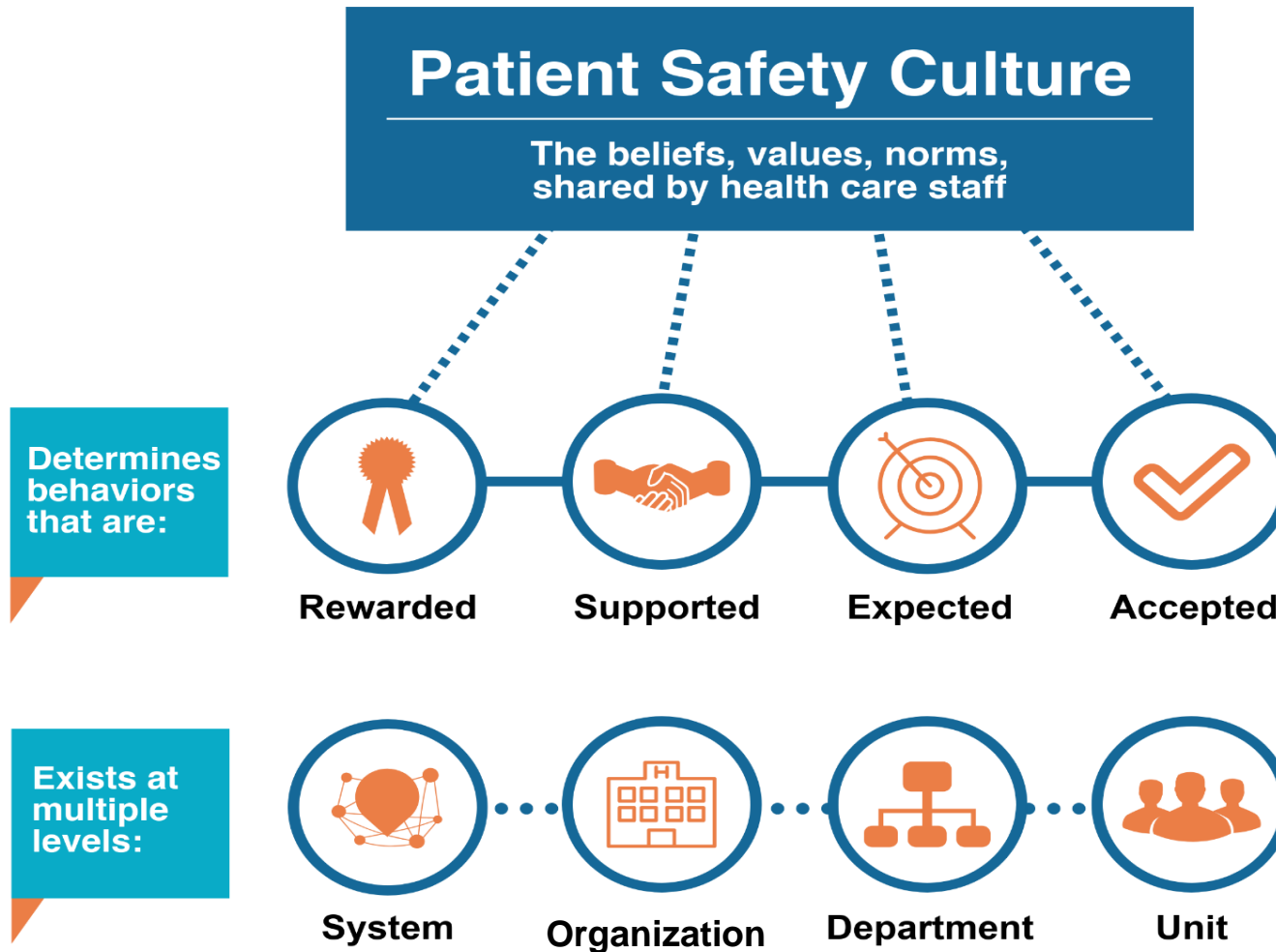
What are the SOPS Surveys?

- Surveys of providers and staff about the extent to which their organizational culture supports patient safety

Hospital (2004)	Nursing Home (2008)	Medical Office (2009)	Community Pharmacy (2012)	Ambulatory Surgery Center (2015)

Areas of Patient Safety Culture Assessed Across SOPS Surveys

- Teamwork
- Communication Openness
- Communication About Error
- Organizational Learning—Continuous improvement
- Response to Error
- Staffing
- Supervisor/Management Support for Patient Safety
- Work Pressure and Pace
- Overall Rating on Patient Safety

How are SOPS surveys used?

- Raise staff awareness about patient safety
- Assess patient safety culture to identify strengths and areas for improvement
- Examine trends over time
- Evaluate the impact of patient safety initiatives

SOPS Surveys and Supplemental Item Sets

SOPS Surveys	SOPS Supplemental Item Sets			
	Value and Efficiency	Health Information Technology	Diagnostic Safety	Workplace Safety
Hospital	✓	✓		✓
Medical Office	✓		✓	
Nursing Home				
Ambulatory Surgery Center				
Community Pharmacy				

Workforce Safety

Patricia McGaffigan, RN, MS, CPPS
pmcgaffigan@ihi.org; @Pmcgaffigan_IHI
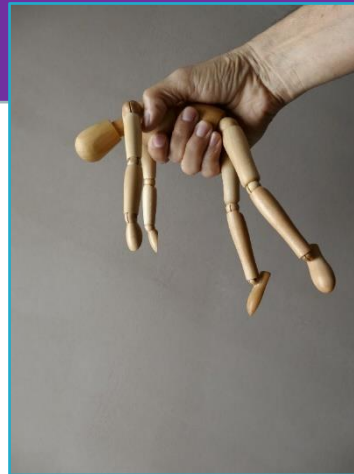
Why Workforce Safety Matters

Workforce safety is essential for safe, high-quality care and is preconditional to joy and meaning
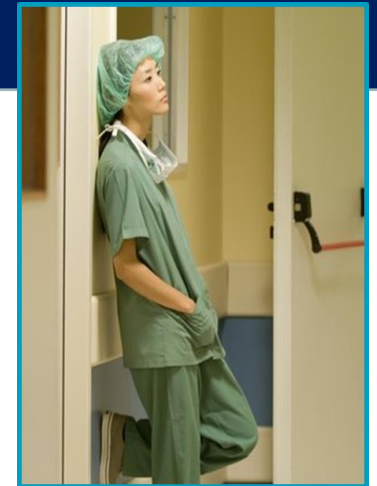
Higher incidence of injuries than manufacturing or construction

Increasing rates of physical and psychological violence

Worsening wellbeing of the workforce

- Frontline healthcare personnel at greatest risk for exposure[1]
  - Surge in depression, anxiety, and insomnia, plus worsening of existing mental health issues

  - Attributed to limited resources, overwhelming workload, longer shifts, disruptions to sleep and work-life balance, process inefficiencies, occupational hazards, and concerns about health and financial instability

  - Illness and deaths[2]

1. Adams JG, Walls RM. Supporting the Health Care Workforce During the COVID-19 Global Epidemic. JAMA 2020;323(15):1439-1440
2. https://khn.org/news/lost-on-the-frontline-health-care-worker-death-toll-covid19-coronavirus/

Barriers to Progress [1,2]

- Low awareness and visibility of the incidence and impact, including patient safety and financial ramifications

- Limitations of available and meaningful data

- Fear and disincentives for reporting safety issues

- Siloing of workforce safety

- Dearth of shared learning and improvement practices

!. McGaffigan PA, Daley Ullem E, Gandhi TK. Closing the Gap and Raising the Bar: Assessing Board Competency in Quality and Safety. The Joint Commission Journal on Quality and Patient Safety 2017; 43:267–2742.

2. McGaffigan PA, Gerwig K, Kingston MB. Workforce Safety Key to Patient Safety. Healthcare Executive Nov/Dec 2020

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

www.ihi.org/SafetyActionPlan
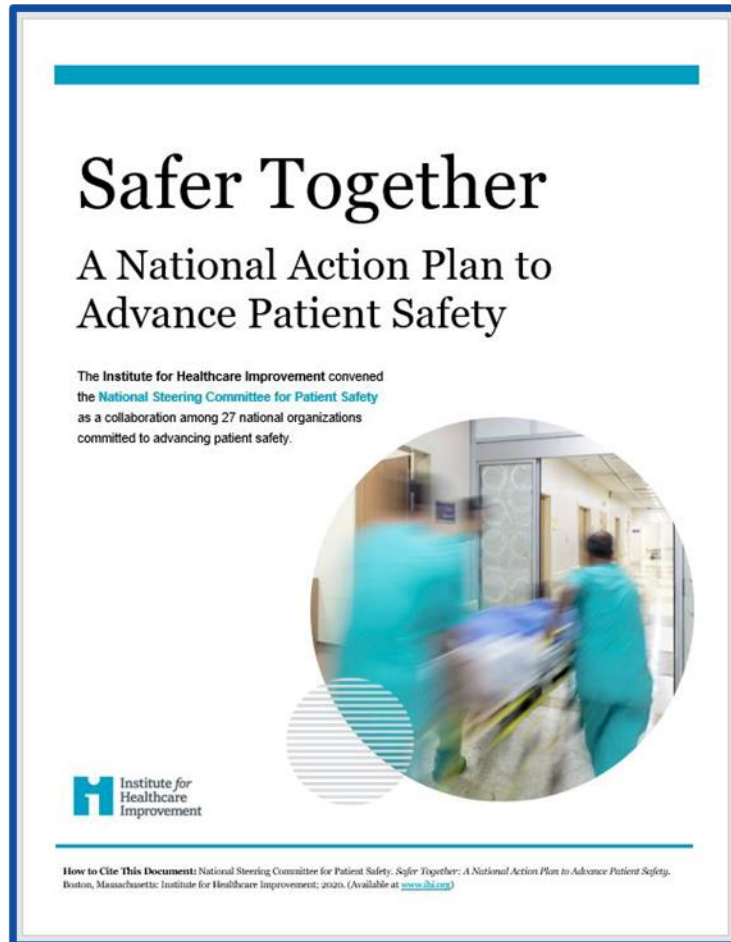
Culture, Leadership, and Governance

Learning System

Patient & Family Engagement

Workforce Safety

www.ihi.org/SafetyActionPlan

Review → Assess → Act

Safer Together
A National Action Plan to Advance Patient Safety

Self-Assessment Tool
A National Action Plan to Advance Patient Safety

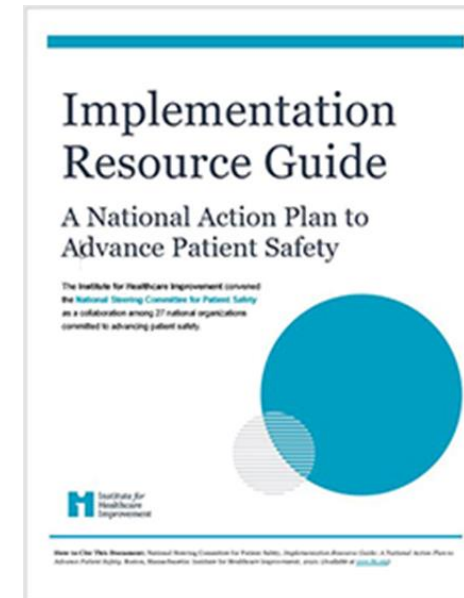Implementation Resource Guide
A National Action Plan to Advance Patient Safety

Aim: Measurably and equitably improve safety for everyone in the workforce

Implement a systems approach to WFS

Assume accountability for physical and psychological safety and a healthy work environment that fosters joy

Develop, resource and execute on priority programs to equitably foster and promote WFS

Develop, resource and execute on priority programs to equitably foster and promote WFS

- Tactic 12c. Adopt metrics and performance dashboards that are reflective of physical and psychological safety and joy in work (e.g., safety culture ratings, turnover and absentee rates, requests to reduce hours, likelihood to recommend organization, staff suicide rates)

- AHRQ Surveys on Patient Safety Culture™ (SOPS®) Workplace Safety Supplemental Items assess the extent to which the organizational culture in hospitals supports workplace safety for providers and staff.

Workplace Safety Supplemental Items for the SOPS Hospital Survey

**Katarzyna Zebrak, PhD
Senior Study Director
Westat**

Workplace Safety Supplemental Items

- Designed as a supplemental item set that can be added toward the end of the SOPS Hospital Survey

- Aims of the item set:

  - ✓ Raise awareness about workplace safety

  - ✓ Assess the extent to which the organizational culture supports workplace safety for providers and staff

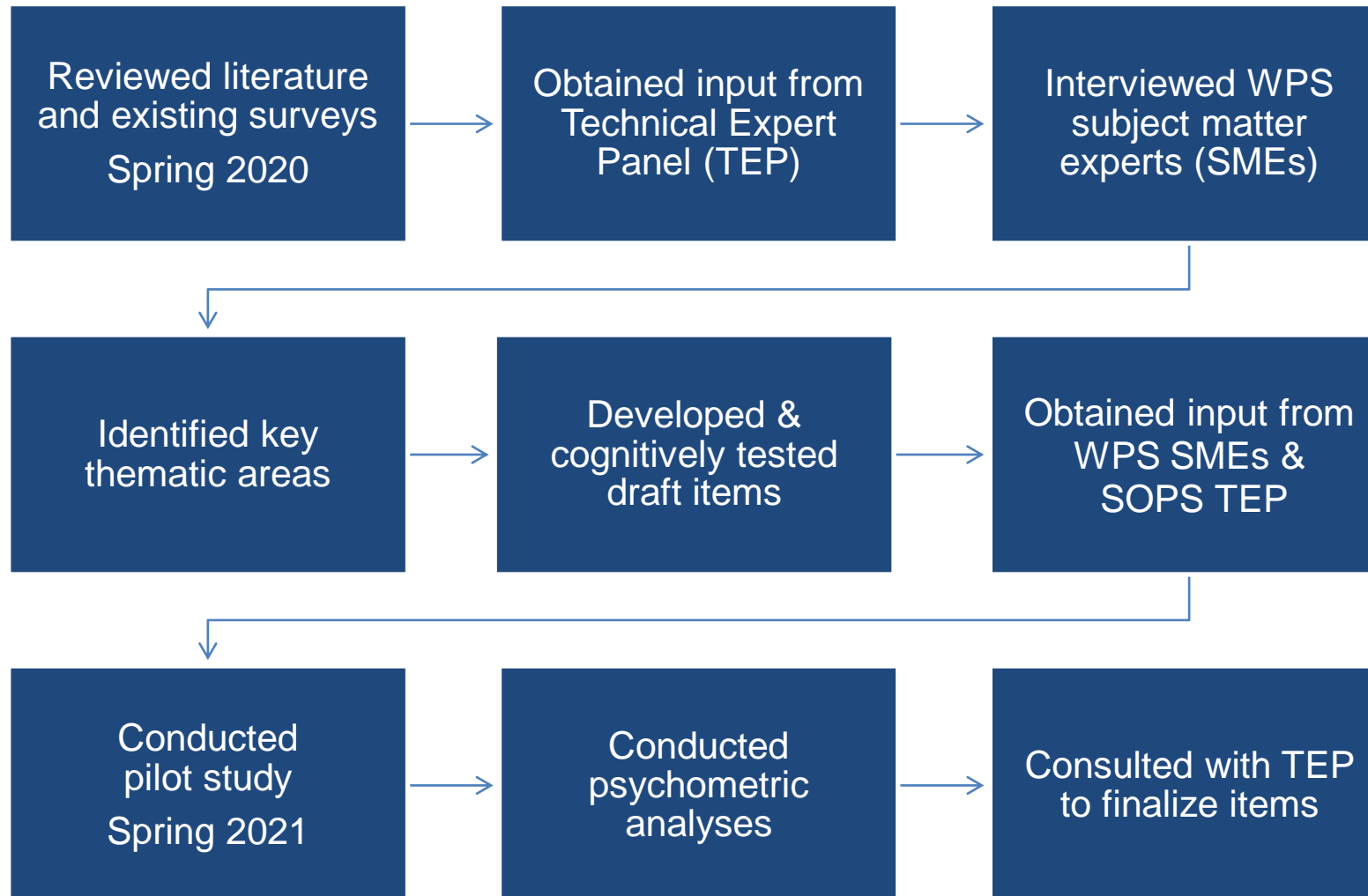 - ✓ Help hospitals identify strengths and areas for workplace safety improvement

Survey Development Process

```
Reviewed literature        Obtained input from        Interviewed WPS
and existing surveys   →   Technical Expert       →   subject matter
Spring 2020                Panel (TEP)                experts (SMEs)
                                                              ↓
Identified key             Developed &                Obtained input from
thematic areas         →   cognitively tested     →   WPS SMEs &
                           draft items                SOPS TEP
                                                              ↓
Conducted                  Conducted                  Consulted with TEP
pilot study            →   psychometric           →   to finalize items
Spring 2021                analyses
```

What areas of workplace safety are assessed?

- Six composite measures assessing specific areas of workplace safety:

  1. Protection from Workplace Hazards (3 items)
  2. Moving, Transferring, or Lifting Patients (3 items)
  3. Addressing Workplace Aggression from Patients or Visitors (2 items)
  4. Workplace Aggression Policies, Procedures, and Training (2 items)
  5. Supervisor, Manager, or Clinical Leader Support for Workplace Safety (3 items)
  6. Hospital Management Support for Workplace Safety (3 items)

Additional Measures

- Single Item Measures
  - ► Addressing Verbal Aggression from Providers or Staff
  - ► Workplace Safety and Reporting
  - ► Work Stress/Burnout
  - ► Overall Rating on Workplace Safety for Providers and Staff

- Additional Background Questions
  - ► Job Satisfaction
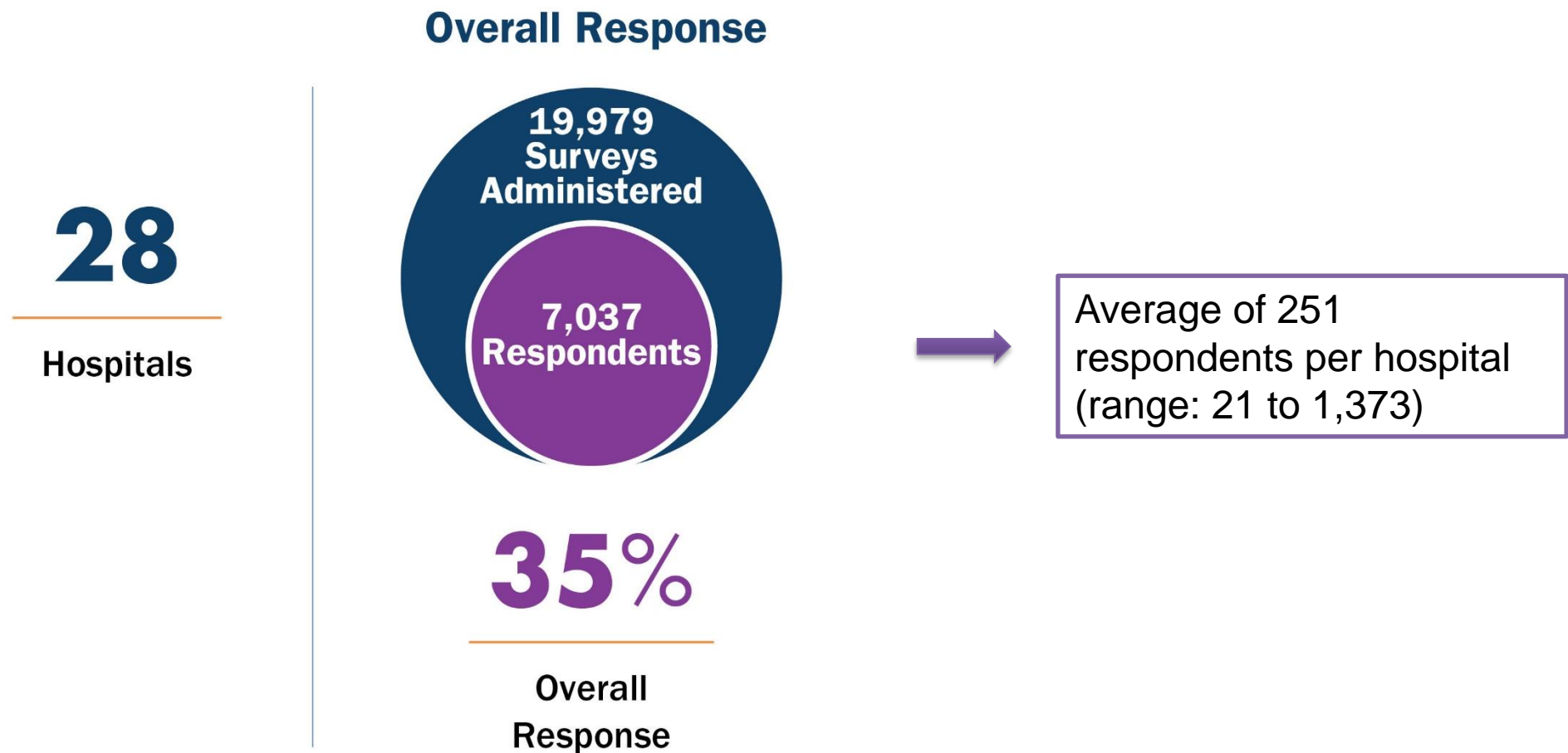 - ► Intentions to Leave Hospital

✓ To test the new workplace safety items in hospitals

✓ To conduct psychometric analysis of the pilot results to examine the reliability and construct validity of the items

Spring 2021 Pilot Study

- Web-based survey to all providers and staff

Overall Response

28

Hospitals

19,979 Surveys Administered

7,037 Respondents

35%

Overall Response

→ Average of 251 respondents per hospital (range: 21 to 1,373)
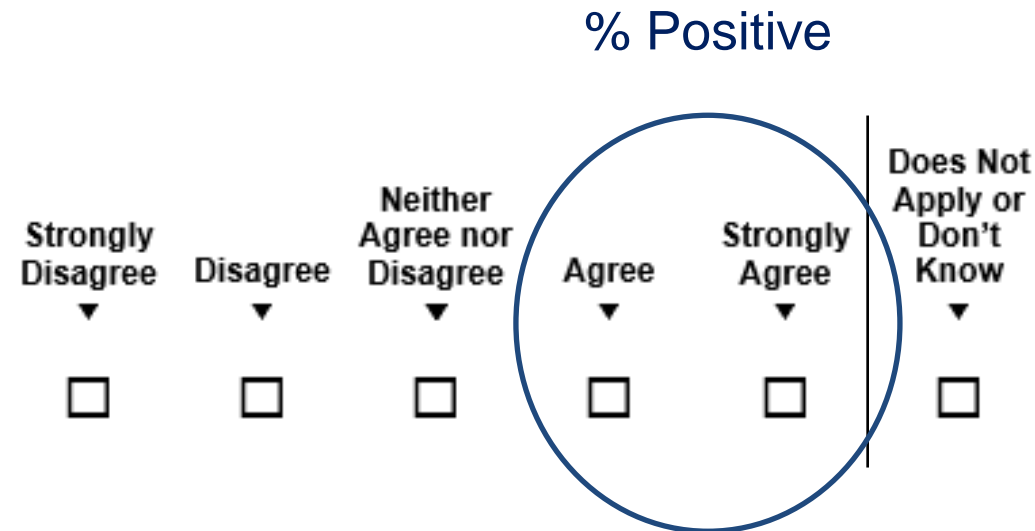
Characteristics of Respondents

- **35%** were nursing staff

- **28%** were from patient care units

- **77%** were satisfied or very satisfied with their jobs

- **75%** did not intend to leave their hospital within the next year

Positively worded survey item:

In this unit, providers and staff use PPE appropriately.

% Positive

What's a "percent positive score"?

Negatively worded survey item:

In this unit, there is a problem with patients or visitors being physically aggressive toward providers or staff.

% Positive

Composite Measure Results

Average % Positive Response

Protection From Workplace Hazards — 90

Supervisor, Manager, or Clinical Leader Support for Workplace Safety — 82

Moving, Transferring, or Lifting Patients — 73

Hospital Management Support for Workplace Safety — 70

Workplace Aggression Policies, Procedures, and Training — 69

Addressing Workplace Aggression from Patients or Visitors — 58

Composite Measure Average — 74

Protection From Workplace Hazards

Average % Positive Response

This unit has effective procedures to protect providers and staff from exposure to hazardous materials, contagious diseases, blood, or other bodily fluids.

92

In this unit, providers and staff are provided with the appropriate personal protective equipment (PPE).

91

In this unit, providers and staff use PPE appropriately.

88

Protection From Workplace Hazards

"Since Respiratory is not a patient unit…**we were not stocked with the correct PPE**..."

"**The use of multiple wires and cords for equipment pose the greatest threat for injury** in this hospital. I tripped over a wire…which caused [an injury] that took over a year to heal."

Supervisor, Manager, or Clinical Leader Support for Workplace Safety

Average % Positive Response

My supervisor, manager, or clinical leader encourages providers and staff to report their concerns about workplace safety.

84

My supervisor, manager, or clinical leader can be trusted to do the right thing to keep providers and staff safe.

83

My supervisor, manager, or clinical leader regularly monitors the workplace to identify unsafe working conditions for providers and staff.

78

"It is virtually **impossible to ask for assistance with interpersonal conflicts**. When brought to supervisors' attention **it is dismissed.**"

"I feel I cannot express concerns without **the Director verbally being abusive or vindictive if she does not like the answer**, even when she is the one who directly asked about a concern."

Moving, Transferring, or Lifting Patients

Average % Positive Response

Equipment or assistive devices are available when needed to help move, transfer, or lift patients in this unit.

79

In this unit, staff use equipment or assistive devices when needed to help move, transfer, or lift patients, even if it takes more time.

78

In this unit, enough staff are available when needed to help move, transfer, or lift patients.

64

Moving, Transferring, or Lifting Patients

Average % Positive Response

Equipment or assistive devices are available when needed to help move, transfer, or lift patients in this unit. (NA/DK/MI = 43%)

79

In this unit, staff use equipment or assistive devices when needed to help move, transfer, or lift patients, even if it takes more time. (NA/DK/MI = 45%)

78

In this unit, enough staff are available when needed to help move, transfer, or lift patients. (NA/DK/MI = 41%)

64

"We were always stuck trying to **move patients without adequate help**. The nurses and techs on certain floors…[did] **not want to help lift/move patients** that needed support."

"There are **many times** when I am **trying to ambulate or reposition patients that need more than one assist and nobody is available**."

Hospital Management Support for Workplace Safety

Average % Positive Response

The actions of hospital management show that the safety of providers and staff is a top priority.

71

Hospital management provides adequate resources to ensure the safety of providers and staff.

71

Hospital management takes action to address provider and staff concerns about workplace safety.

70

Hospital Management Support for Workplace Safety

"I feel like **upper management does not recognize the hard work that my fellow coworkers…put in**, and they do not understand the level of knowledge and skill it takes to do our job…**I feel undervalued at this job.**"

"I feel that **administration is more [concerned] with finances…and not worker and patient safety.**"

Workplace Aggression Policies, Procedures, and Training

Average % Positive Response

In this unit, there are effective policies and procedures to keep providers and staff safe from aggressive patients or visitors.

70

In this unit, providers and staff are trained on how to deescalate or calm down aggressive behavior from patients or visitors.

67

Addressing Workplace Aggression From Patients or Visitors

Average % Positive Response
(Strongly Disagree/Disagree)

In this unit, there is a problem with patients or visitors being <u>physically aggressive</u> toward providers or staff.

66

In this unit, there is a problem with patients or visitors being <u>verbally aggressive</u> toward providers or staff.

51

Addressing Workplace Aggression From Patients or Visitors

"There has been an **increase in patient assaults on staff**."

"The administration of this hospital takes the stance that the **staff should "just take it" when patients verbally and physically abuse them**. Because their main concern is getting good evaluation from the patients later."

Single Item Results

Addressing Verbal Aggression from Providers or Staff

In this unit, there is a problem with providers or staff being verbally aggressive toward other providers or staff.

Average % Positive Response
(Strongly Disagree/Disagree)

78

Workplace Safety and Reporting

I can report my concerns about workplace safety without fear of negative consequences for me.

Average % Positive Response
(Strongly Agree/Agree)

78

Workplace Safety and Reporting

"I do not feel there is information provided on workplace safety. **I do not know where or how to report.**"

"[I am] unable to provide [a comment] for **fear of retaliation** or [being] questioned about my comments."

Work Stress/Burnout

I have no symptoms of burnout.

I am under stress, and don't always have as much energy as I did, but I don't feel burned out.

I am definitely burning out and have one or more symptoms of burnout, e.g., emotional exhaustion.

The symptoms of burnout that I am experiencing won't go away. I think about work frustrations a lot.

I feel completely burned out. I am at the point where I may need to seek help.

32%

38%

21%

7%

3%

70% Experienced no symptoms of burnout

30% Experienced symptoms of burnout

Work Stress/Burnout

"In this unit [we] are left with inadequate staffing to meet the high needs of the unit. There is a **high level of burnout** and turnover."

"We honestly feel somewhat abandoned at this point, overworked, severely understaffed, and **emotionally/physically exhausted** - not just the nursing staff, all of us…every staff member."

Overall Rating on Workplace Safety

53% Positive

Excellent	Very Good	Good	Fair	Poor
21%	32%	32%	12%	3%
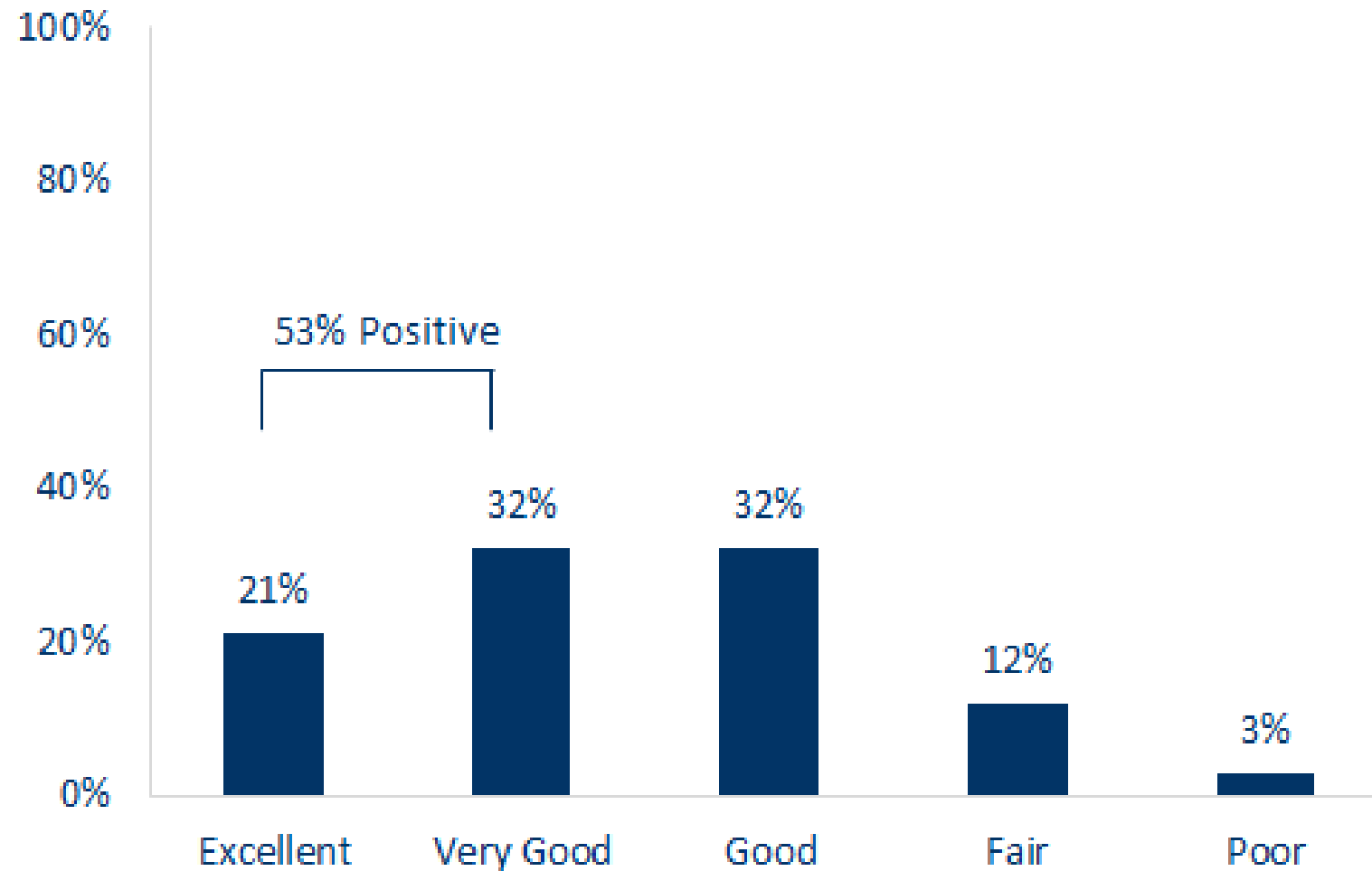
Overall Rating on Workplace Safety

"I feel like our organization has a **strong culture of safety and continuous improvement processes in place to identify and address concerns**."

"There has [been] a few times that **I have felt unsafe working at [my hospital]**."

Reliability and Construct Validity

- All composite measures had acceptable internal consistency reliability (Cronbach's alpha ≥ 0.70)

  ► Except for Workplace Aggression Policies, Procedures, and Training (0.67)

- All composite measures and most items had acceptable site-level reliability (≥ 0.70)

- Acceptable confirmatory factor analysis results

  ► Factor loadings and goodness-of-fit indices (CFI, RMSEA, SRMR)

- Statistically significant correlations among most of the composite measures and single items

Final Workplace Safety Supplemental Items

- Now available on AHRQ's SOPS Hospital Survey web page:
  - ▶ Workplace Safety Supplemental Items for the Hospital Survey in English and Spanish
  - ▶ 2021 pilot study results
  - ▶ www.ahrq.gov/sops

Upcoming Data Submission

- Data submission for the SOPS Hospital Survey Database opens **June 1 – 20, 2022** (HSOPS 2.0 only) and will accept:

  - ✓ **SOPS Hospital**
  - ✓ Workplace Safety Supplemental Items
  - ✓ Health IT Patient Safety Supplemental Items
  - ✓ Value and Efficiency Supplemental Items

Additional Resources

Data Entry and Analysis Tool

Workplace Safety Supplemental Items for the SOPS Hospital Survey

(November 2021)

1. Entering Data	2. Your Hospital's Results	3. Comparative Results	4. Understanding/ Sharing Your Results
Instructions	Background Questions		Explanation of Calculations
Edit Report Cover Sheet	Composite Measure Results	Composite Measure Results	Interpreting Your Results
Data Entry	Item Results	Item Results	Print All*
	Work Stress/Burnout Results	Work Stress/Burnout Results	Export Data**
	Workplace Safety Rating Results	Workplace Safety Rating Results	

Action Planning Tool

Action Plan for the AHRQ Surveys on Patient Safety Culture

Facility Name:
Date last updated:

Defining Your Goals and Selecting Your Initiative

1	What areas do you want to focus on for improvement?	
2	What are your goals?	
3	What initiative will you implement?	
Notes or Comments		

Resource List

Surveys on Patient Safety Culture™

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.
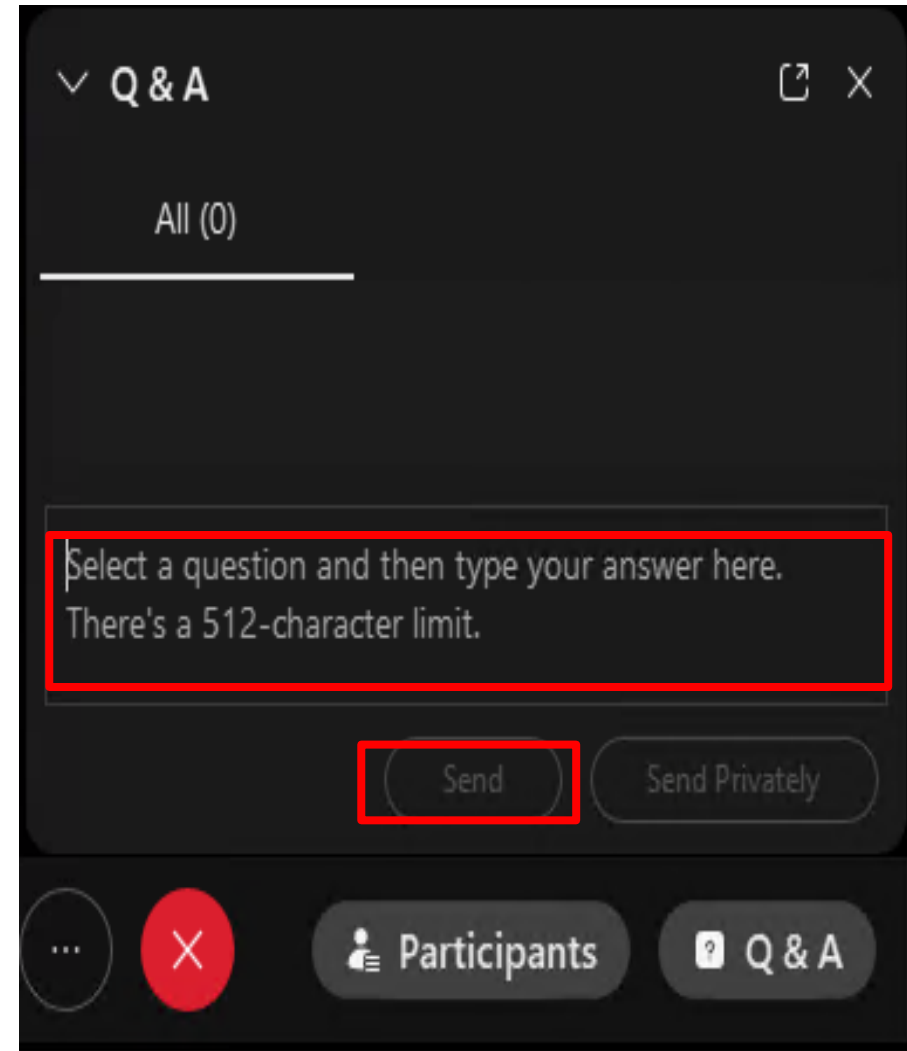
II. How To Use This Resource List

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.

QUESTIONS & ANSWERS

How to Ask a Question

- Question and Answer
  - ► Select Q&A
  - ► Type question in the box that opens
  - ► Make sure "All Panelists" is selected

SOPS Technical Assistance (TA)

General TA:
SafetyCultureSurveys@westat.com

Database TA:
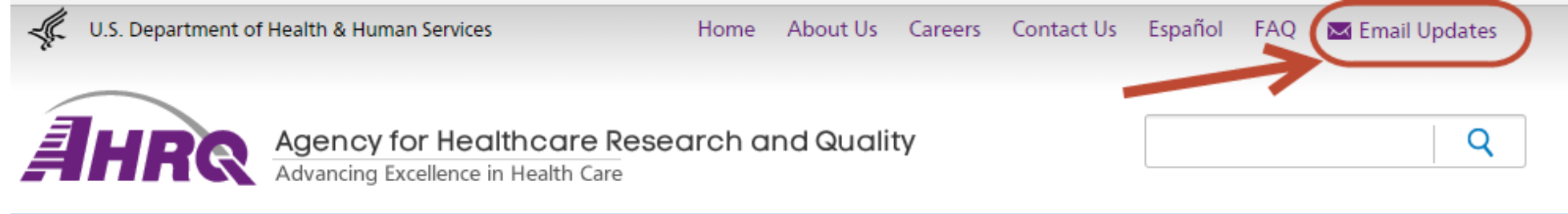DatabasesOnSafetyCulture@westat.com

General TA Phone:
1-888-324-9749

Database TA Phone:
1-888-324-9790

Website: www.ahrq.gov/sops

Sign up for SOPS Email Updates

THANK YOU!

PLEASE COMPLETE THE WEBCAST EVALUATION