HWPP Case Study: HWPP Tools for Lean
Population: Healthcare Workers
Problem: Safe Patient Handling

Healthy Workplace
Participatory Program
CPH-NEW A toolkit for advancing *Total Worker Health*®

Overview

The [Healthy Workplace Participatory Program](#) (HWPP) is a toolkit to help employers implement a participatory *Total Worker Health*® program. The HWPP tools facilitate meaningful involvement of front-line workers in identifying and designing solutions to address root causes of workplace health, safety, and well-being concerns. This case study describes how HWPP tools were used in a healthcare organization to enhance a Lean initiative for improving safe patient handling equipment and practices. The materials highlighted in this case study can be downloaded from the [HWPP-Lean page](#).
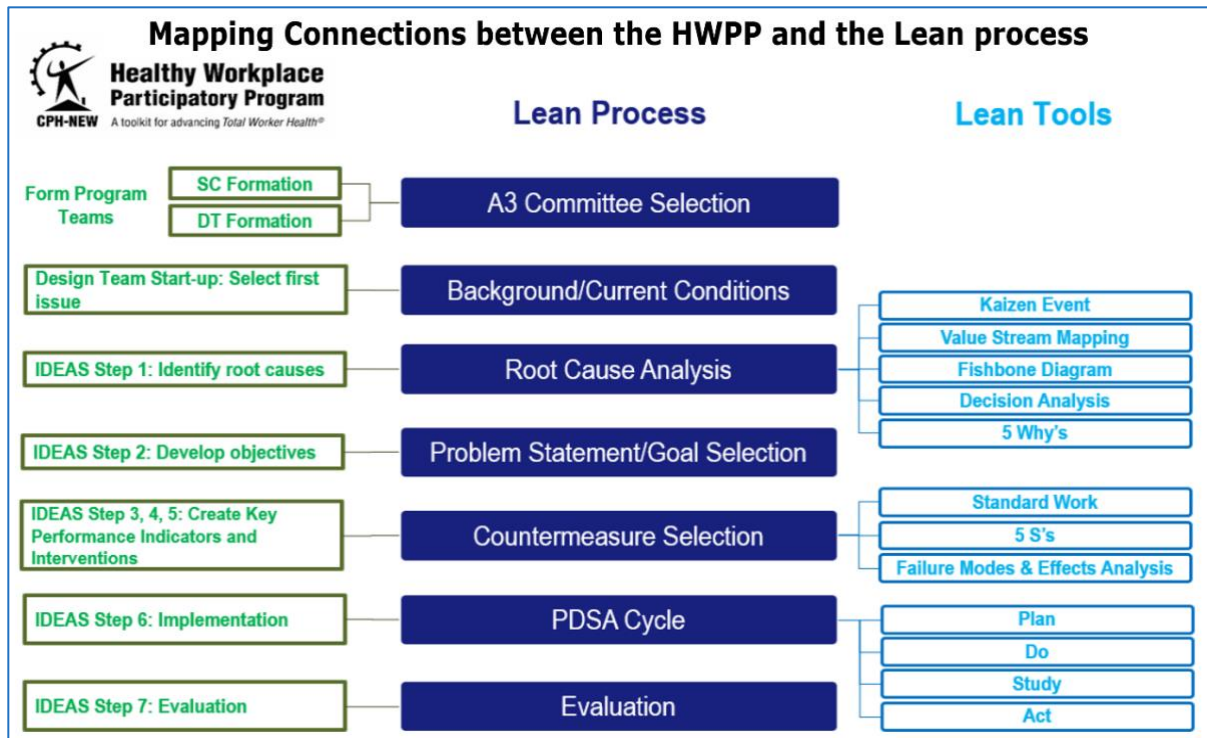
Problem and Setting:

2 tertiary-care hospitals in Massachusetts were following a Lean process to mitigate patient handling injuries among nursing staff. The project leaders needed better involvement of front-line staff and a procedure to facilitate the Lean "Plan-Do-Study-Act" (PDSA) cycle for improved safe patient handling (SPH). The HWPP tools were used to address these gaps.
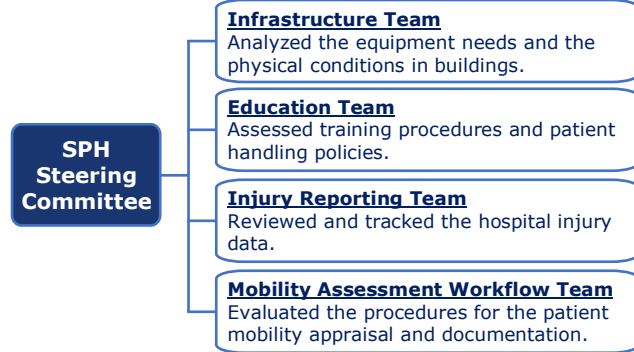
What They Did:

The SPH project team learned about the [IDEAS process](#) for building integrated interventions and participated in [HWPP Facilitator Training](#) to become more skillful when leading meetings. Lean SPH project leaders used the **HWPP-Lean flow diagram** (below) to map the connections between HWPP and their Lean process activities.

Mapping Connections between the HWPP and the Lean process

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HWPP	Lean Process	Lean Tools
Form Program Teams — SC Formation / DT Formation	A3 Committee Selection	
Design Team Start-up: Select first issue	Background/Current Conditions	
IDEAS Step 1: Identify root causes	Root Cause Analysis	Kaizen Event / Value Stream Mapping / Fishbone Diagram / Decision Analysis / 5 Why's
IDEAS Step 2: Develop objectives	Problem Statement/Goal Selection	
IDEAS Step 3, 4, 5: Create Key Performance Indicators and Interventions	Countermeasure Selection	Standard Work / 5 S's / Failure Modes & Effects Analysis
IDEAS Step 6: Implementation	PDSA Cycle	Plan / Do
IDEAS Step 7: Evaluation	Evaluation	Study / Act

Project leaders considered their needs for a team structure that maximized front-line staff participation from multiple departments in the organization-wide initiative. They used the **HWPP Team Formation models** (at right) to establish a Steering Committee of senior leaders and four Design Teams of front-line workers and middle-level managers (see organizational chart). They used the **Terms of Reference** (see HWPP-Lean page) to introduce the HWPP and the roles and responsibilities of each team.

Safe Patient Handling Lean Initiative:
Steering Committee Organizational Chart

SPH Steering Committee

Infrastructure Team
Analyzed the equipment needs and the physical conditions in buildings.

Education Team
Assessed training procedures and patient handling policies.

Injury Reporting Team
Reviewed and tracked the hospital injury data.

Mobility Assessment Workflow Team
Evaluated the procedures for the patient mobility appraisal and documentation.

The Infrastructure Design Team used the **HWPP "Lean version" worksheets** (below) to implement and document the seven-step IDEAS process as they developed specific equipment improvements for the SPH Lean initiative.

The Design Team used the HWPP's **proposal presentation template** (below) to present equipment-related countermeasures to prevent injuries to the Steering Committee for approval and implementation.

"Lean version" Worksheets

Proposal Presentation

Program Impact:

The Infrastructure Design Team proposed special patient lift equipment to reduce physical injury risks to nurses when caring for patients who are extremely heavy. As a result, the Steering Committee agreed to allocate funds to implement at least one bariatric ceiling lift in every hospital unit.

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