



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](#).

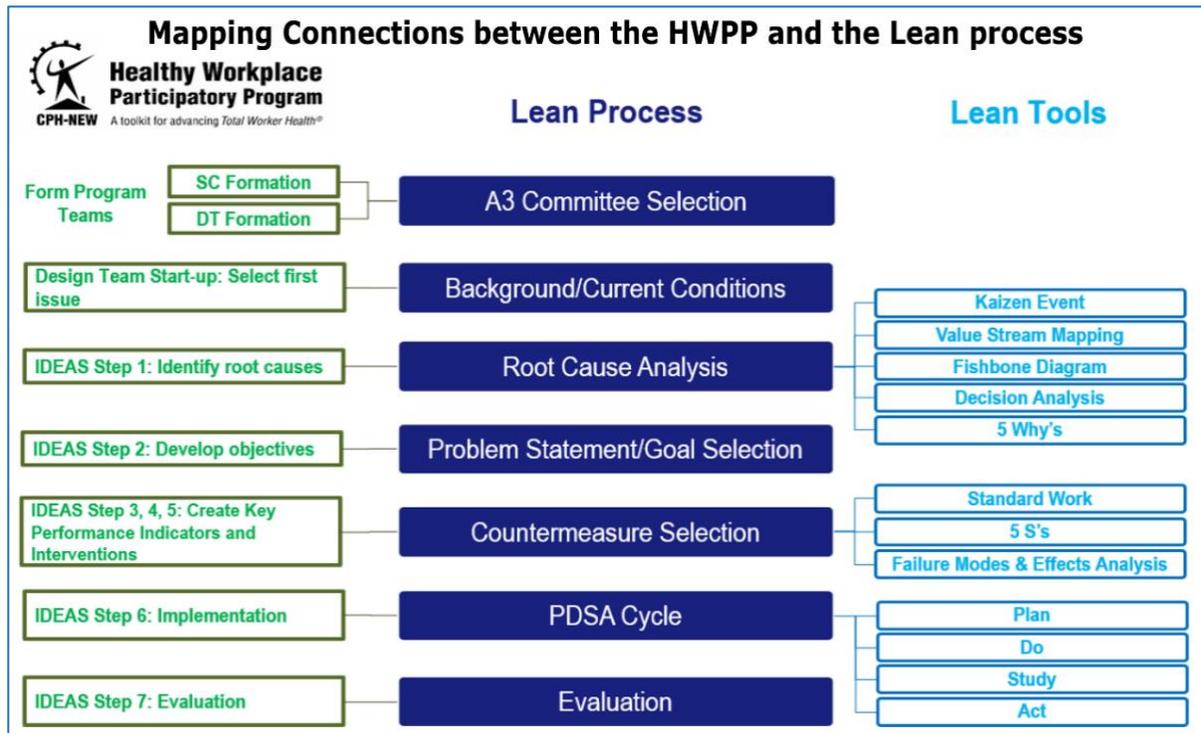
Problem and Setting:

Two 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.



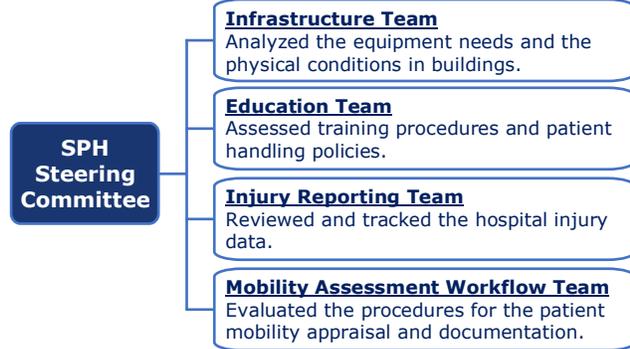
What They Did:

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.



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



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

Step 1: Identify a Health & Safety Concern and Root Causes
General Health & Safety Concern:

Sub Issue:	Sub Issue:	Sub Issue:	Sub Issue:
Root Causes:	Root Causes:	Root Causes:	Root Causes:

Proposal Presentation

[Insert company logo]

Countermeasure Proposal to address [topic]

Presenter(s): Name 1, Name 2

Supporting Team Members: Name 1, Name 2,
Name 3, Name 4

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.

