# Workplace Violence Toolkit – Section 7

## Contents

## Step13

## Implementing the WPV Program

### Summary of activities completed to date *(Sections 1-6)*

You should have completed the following activities by this stage of developing or enhancing your WPV program:

- Defined the need for a program or program enhancement.

- Built the foundation for the successful program implementation and maintenance including ensuring support from senior leadership and key stakeholders.

- Identified program goals, and assessed, and prioritized specific hazards and program needs.

- Identified an approach to addressing hazards and program needs based on regulatory requirements and published evidence including best practices, etc.

- Developed a 'zero-tolerance' WPV policy including mechanisms to address accountability.

- Have begun the process of changing culture as related to WPV prevention and control.

**You have also developed a WPV program plan** that describes in detailed strategies for each program activity that is to be implemented that include:

- Roles and responsibilities of staff i.e., committee and others implementing the plan.

- Prioritization of implementation activities based on severity and importance of the hazards and risks to be addressed.

- Resources (budget, personnel and time, etc.) needed and available for implementation, and ongoing support of solutions and new processes.

- Implementation timelines for each program activity.

- Strategies to evaluate, monitor, adapt as needed, and document solutions and processes implemented.

- Communications strategies for engaging stakeholder groups and sharing progress of program implementation and outcomes.

- Plans for sustaining the WPV program. *(Section 9)*

- Education and training plans to help employees learn new practices.

- Strategies to address barriers and facilitators that consider the organization's culture and readiness to change and thus enable program implementation.


## Tips for managing implementation of the WPV program plan and related activities

Successful implementation of any safety program takes time and can be facilitated by applying principles of project management. Find out if your organization e.g., from Quality or Safety departments, uses any specific project management tools or templates.

Use project management software if available or adapt project planning tools provided in this toolkit.

The **Reference** documents provided at the end of this *Section* provide more information and tools about project management and program implementation.

Identify any solutions and/or processes that are easy to implement (i.e. low hanging fruit), and that could produce 'quick wins' that facilitate employee and management engagement and support.

Plan implementation strategies to suit the level of resources available e.g., a large hospital may have resources to implement several activities in the same time period whereas, a smaller hospital may have to implement activities sequentially as resources are available.

Determine if you need to pilot or trial some solutions and/or processes e.g., to ensure a solution or new process does not create new issues or unintended consequences.

A plan to implement any pilot/trial activities - *Refer to **Table 7.1.***

A continuous performance improvement approach to implementing programs requires that implementation strategies should be flexible so as you review progress, you can modify or change your approach and address emerging issues based on feedback and results.

Monitor progress (including use of budgetary expenses) and respond quickly to information or data that indicates that implementation activities not going as planned.

Do not forget to communicate proposed and actual changes in program implementation etc., to stakeholders and solicit their input as appropriate.

The program coordinator and WPV committee should periodically *step back* from reviewing the details of implementing specific activities to view the big picture perspective when monitoring program progress. It is easy to get sidetracked or stuck spending a majority of committee time on a one activity.

Its important to remember that even though you have chosen solutions to address WPV that are based on the best available information, as discussed in ***Section 1*** of this Toolkit, there is insufficient evidence to indicate which WPV prevention program elements, or *combination* of program elements are more effective in preventing and managing violence in health care. Hence flexibility and careful planning and monitoring of program implementation strategies and outcomes is key.

In addition, when choosing how to implement solutions that will change behaviors or practice in health care, a combination of various approaches is more effective (RNAO, 2012).

## Additional project management resources

- **Usability.gov Project Management Basics**
  https://www.usability.gov/what-and-why/project-management.html

- **University of California, Davis Organizational Excellence**
  http://oe.ucdavis.edu/local_resources/docs/projectmanagementtraining.pdf

  http://oe.ucdavis.edu/resources/index.html

- **AHRQ Project Planning and Management**
  https://healthit.ahrq.gov/health-it-tools-and-resources/evaluation-resources/workflow-assessment-health-it-toolkit/all-workflow-tools/project

***Ongoing activities conducted during WPV program implementation***

In addition to implementation, and or pilot testing of solutions and new processes to prevent and control WPV as detailed in you program plan, the following activities will be conducted on an ongoing basis:

1. WPV committee and subcommittee or workgroup meetings.

   o During implementation of some WPV activities such as, a patient assessment tool, you may need to meet frequently e.g., weekly, as a committee or workgroup to be able to meet implementation timelines and stay focused on relevant activities.

2. Ensuring (with management assistance) that the WPV policy, expectations, and roles related to the WPV program is clearly communicated (and posted), to all stakeholders including employees & labor representatives, patients, and visitors.

3. Implementation of your communication and education and training activities as detailed in your WPV Communications and Education plans.

   o Typically, you will start with communication and education of directors (senior managers) and unit/department managers as discussed in ***Section 4***.

4. Evaluation of implementation activities.

5. Reporting program implementation progress.

   o Provide periodic updates as determined previously with the leadership group.

   o Provide periodic updates to all other stakeholders as identified in your WPV Program Communications Plan.

   o Document progress of program implementation and process improvements or changes you have made to the implementation plan. Note, which implementation strategies that were effective, and not effective, and overall lessons learned, to aid with future program management.

   o Communicate program goals, implementation activities and progress using visual aids such as dashboards, that are posted for easy access by stakeholders.

## Tips for piloting a WPV solution/process

Conducting pilot test allows you to:

- Evaluate the feasibility (including how the solution interfaces with existing care delivery procedures and processes, the physical environment, and work culture, etc.) of a WPV program solution or process prior to full scale implementation.

- Identify if there are any unintended consequences of the intervention e.g., the solution had a negative impact on patient care or created other safety issues.

- Evaluate how well the proposed intervention will meet desired objectives e.g., to what degree is risk of WPV reduced and/or controlled.

- Prevent waste of resources such as money and time.

- Solicit employee feedback about the intervention and provides a foundation for culture change and successor of the intervention.

- Minimize disruption of work processes.

Planning and conducting a pilot test

Are you testing the intervention with the correct group of stakeholders and in the most appropriate work areas? Are there areas where staff are more likely to embrace the opportunity for improvement and adopt new processes more easily?

- Avoid conducting a pilot test in a work area where other new projects are being implemented that may strain resources and staff time to participate in your pilot.

- Identify steps needed to prepare for the pilot test.

- Determine how you will evaluate the intervention(s) i.e., what data will you need to really know your interventions are making a difference. **(Refer to *Section 8*)**

- Communicate your pilot testing plans to all stakeholders involved.

- Provide training/instruction as needed to stakeholders involved in the pilot testing.

- Use employee surveys and interviews and observation (if appropriate) to solicit feedback.

- Ensure solution(s) did not cause new problems.

- Evaluate the pilot outcomes and process.

- Making necessary changes to the intervention based.

| Tips for piloting a WPV solution/process |
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| ▪ Implement on full scale after careful planning & obtaining leadership and stakeholder commitment. |
| ▪ Have staff from the pilot area to share their experience and lessons learned with other units. |

*Table7.1*

## Change Management Resources

The process of implementing a WPV program involves asking stakeholders and the overall organizing to change. The following resources may be helpful in understanding how change occurs, and the most appropriate strategies to choose when implementing your WPV program.

- **TeamSTEPPS Implementation Guide 2.0, AHRQ**
  https://www.ahrq.gov/teamstepps/instructor/essentials/implguide1.html

- **Change Management in Healthcare: A Literature Review (2014)**
  Michael Antwi, M& Kale, M. Smith School of Business at Queen's University, Toronto, Ontario, Canada
  https://smith.queensu.ca/centres/monieson/knowledge_articles/monieson-cihr-change-management-in-healthcare-report.php

- **Change for Improvement Institute for Healthcare Improvement**
  http://www.ihi.org/resources/Pages/Changes/default.aspx

- **Implementation of Best Practice Guidelines (2nd ed.). (2012).** Toronto, ON: Registered Nurses' Association of Ontario (RNAO).
  http://rnao.ca/bpg/resources/toolkit-implementation-best-practice-guidelines-second-edition

## References and Resources Related to this Section

**Implementation of Best Practice Guidelines (2nd ed.). (2012).** Toolkit. Registered Nurses' Association of Ontario (RNAO). Toronto, ON. http://rnao.ca/bpg/resources/toolkit-implementation-best-practice-guidelines-second-edition

**Preventing Pressure Ulcers in Hospitals.** Content last reviewed October 2014. Agency for Healthcare Research and Quality, Rockville, MD. http://www.ahrq.gov/professionals/systems/hospital/pressureulcertoolkit/index.html

**The OSSIE Toolkit for the implementation of The Australian Guidelines for the Prevention of Infection in Health Care (2010).** Australian Commission on Safety and Quality in Healthcare. https://www.safetyandquality.gov.au/publications/the-ossie-toolkit-for-the-implementation-of-the-australian-guidelines-for-the-prevention-of-infection-in-health-care-2010/

**Workplace Violence Toolkit (2010).** Emergency Nurses Association (ENA). https://www.ena.org/docs/default-source/resource-library/practice-resources/toolkits/workplaceviolencetoolkit.pdf?sfvrsn=6785bc04_16

**TeamSTEPPS Implementation Guide (2014).** Agency for Health Care Research and Quality. Rockville, MD. https://www.ahrq.gov/sites/default/files/wysiwyg/professionals/education/curriculum-tools/teamstepps/instructor/essentials/implguide.pdf