

UC San Diego

Spring 2021 - UC San Diego Health Journal of Nursing: The Unique Power of Nursing

Title

Frontline Leadership Academy: Empowering Nurses to Lead Change

Permalink

<https://escholarship.org/uc/item/17n1p7xr>

Journal

UC San Diego Health Journal of Nursing, 14(1)

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Publication Date

2021-04-01

Peer reviewed

Frontline Leadership Academy: Empowering Nurses to Lead Change

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Workplace violence is one of the safety issues of highest priorities for healthcare workers (American Nurses Association, 2017). According to the National Institute for Occupational Safety and Health (NIOSH), the rate of severe workplace violence occurrences (those requiring days off from work due to a worker injury) between 2002 until 2008 was four times greater in healthcare than in any other work sector. Furthermore, the healthcare arena accounts for nearly as many reported, serious violent injuries as all other industries combined. Assaults and threats are under-reported which is associated with many risks. Workplace violence in healthcare is costly and burdensome to the organization, negatively impacts patient care and the staff experiencing the trauma (American Nurses Association, 2017).

5-West a Trauma Progressive Care Unit (PCU), step-down unit, cares for a diverse patient population. Medical diagnoses commonly seen in the unit include traumatic brain injuries, psychiatric disorders, delirium and acute polysubstance withdrawals. Many of our patients in the trauma PCU experience violence such as gunshot wounds, stab wounds, and assaults. In my work, I identified that staff injuries were high and employees were dissatisfied with this aspect of their work. Since 2017, many staff experienced workplace-related injuries and a reduction in productive work hours resulting in avoidable costs to the staff member and organization.

In 2018, I applied for and was accepted into the Advisory Board's, Frontline Impact Leadership Program. In 2019, I conducted a quality improvement project to address the issue of workplace violence in the unit. The initiative is widely supported by nursing leadership with the aim to address work place violence and improve workplace safety. This project included conducting a root-case analysis and a review of existing policies, procedures, and work environment. We had an opportunity to significantly improve the safety of work conditions for our staff and patients. With no evident standards to educate staff about workplace safety including de-escalation techniques and protective measures against workplace violence, I helped to develop and implement a plan to do just that.

Staff education and training addressing workplace violence is a known evidence-based best practice. This workplace violence project improvement included collaboration with our security department. We established a training program for all staff and use of environmental alarms guided by a SAFE algorithm for all staff to alert others of impending patient threat escalation. The project also supported standardized rounding of our security personnel to proactively respond to potentially dangerous situations.

Since the launch of the project, 94% of 5W staff are trained in safety techniques with no staff-reported injuries (Figure 1), fewer reported non-productive work



Jodi Traver, PhD, NE-BC has worked with UC San Diego Health for two years, as a Nurse Educator in the Nursing Education department. Jodi earned her Ph.D. from the University of San Diego in 2016, during that time, led multiple community engagement projects for underserved community members. Currently at UCSDH, she co-facilitates the organization's general nursing orientation, has managed the system-wide, Frontline Impact quality improvement program, develops continuing education for UCSDH staff and co-creates equity, diversity and inclusion (EDI) initiatives. Jodi's specializes in mentoring new and experienced nurses, collaborating with others to implement innovative quality improvement solutions and instructional design.

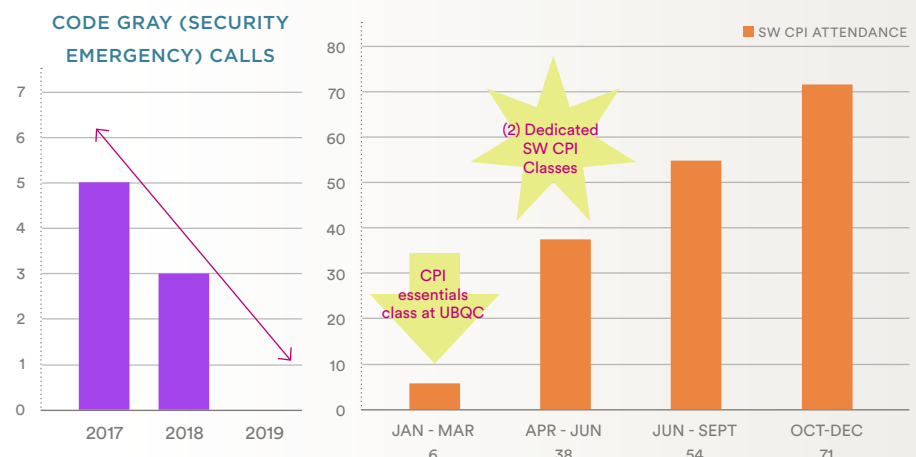
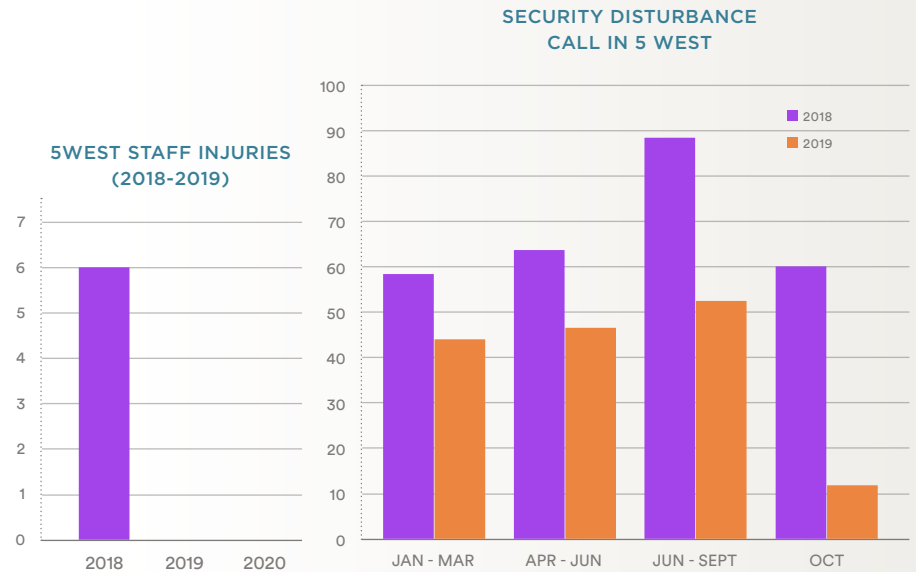
hours and increased staff satisfaction regarding perceived work place safety. Emergency calls placed for Security assistance decreased from 281 to 164/year (Figure 2) and use of the panic button decreased from 90-10/year



Cherry Sioson, BSN, RN, PCCN, is a Clinical Nurse III who has been with UC San Diego Health since 2006. She has been a nurse 28 years. She is currently serving as a charge/resource nurse on her unit and her passion has always been the implementation of a safe workplace environment for her colleagues and our patients.

(Figure 3). These outcome measures support training standards and staff education with Crisis Prevention Institute (CPI) training classes. The CPI training certification rate following the quality improvement project was 90% in 5W (Figure 4). This project and results were with 5W staff and presented at the UC San Diego Health PCU conference, Nursing Research and Evidence-Based conference and was accepted as a poster presentation SDACNL 2020 conference.

The implications of workplace violence are significant. If you've identified similar threats to your workplace safety placing either staff, patients or anyone in the environment at risk for injury, there is evidence to support improvements. Consider consulting your specialty standards for workplace safety and evidence-based strategies including basic education and training to equip staff with the tools they need to protect themselves and patients from undue harm. We spend a significant amount of time in our respective work environments, which are modifiable to meet the safety needs of everyone in them.



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The Advisory Board no longer operates the Frontline program. There is a team creating a project mentorship program to support bedside leaders who mentor improvement projects. Additionally, the organization offers Lean training via the Transformational Healthcare Department.