

Safe Patient Handling and Mobility Toolkit – Tool 2f

To learn more about identifying and engaging SPHM program stakeholders refer to Sections 2 and 4 and Tool 4d Communications Plan in the Safe Patient Handling and Mobility: A Toolkit for Program Development 2025 at: <https://www.nvha.net/safe-patient-handling-and-mobility-toolkit/>

SPHM Stakeholders and Their Role in the SPHM Program

There are a number of people who are interested in and affected by the SPHM program and outcomes. These people are considered the constituents and stakeholders of the program.

This tool provides a list of primary stakeholders that are typically impacted by the SPHM program and their roles. This list is not exhaustive and should be customized as needed.

Tool 4d Communications Plan provides information about what constituents and stakeholders of the program want and need to know about the SPHM program and their role in contributing to program success.

When determining who the stakeholders are in your Safe Patient Handling program consider anyone who:

- Has a stake in the project working and can contribute to its success
- Can stop SPHM program efforts e.g., those that view the costs (effort, time, money) as outweighing the benefits and can undermine the project.
- Is directly impacted
- Will feel threatened
- Stands to benefit
- Will be a program facilitator
- Can support the budget

As you identify the stakeholders involved in your SPHM program, note the role that they will play in development, implementation and overall success of the program.

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Stakeholder Examples	Role (Customize as needed)
Leadership and Management	
CEO and Administration/ Senior Leadership includes the Chief Nursing & Chief Finance Officers	<ul style="list-style-type: none"> • Create and ensure a culture of staff and patient safety that includes SPHM and supports the program mission and goals throughout the facility • Review and approve the SPHM program plan, policies and procedures • Approve and provide initial ongoing budgetary, staffing and admin resources etc., to support and sustain the SPHM program • Ensure accountability
Directors and Unit Managers/ House Supervisors	<ul style="list-style-type: none"> • Create and ensure a culture of staff and patient safety that includes SPHM and supports the program mission and goals in their unit(s)/department(s) • Can assist to guide the program to meet the organization's care delivery goals • Assist in risk identification, assessment, and control activities • Responsible for ensuring the SPHM program is implemented and maintained in their unit/department e.g., <ul style="list-style-type: none"> ○ Facilitating staff engagement in the SPHM program through effective and frequent communication ○ Ensuring staff are properly trained, understand, and follow safe practices ○ Adherence to SPHM policy and procedures ○ Promoting early reporting of incidents and injuries ○ Facilitating early return to work for injured caregivers ○ participation in after action reviews following patient handling related events, ○ Supporting SPHM unit-based champions. ○ Providing input and support to integrate SPHM in facility remodel or new construction ○ Developing care practices to address patient handling needs for patients with specific SPHM needs e.g. patients of size ○ Identifying training needs ○ Ensuring availability of SPHM technology that is in good working order.

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Stakeholder Examples	Role (Customize as needed)
Caregivers	
<p>Unit/Dept. RNs and CNAs including Float Pool and contract nursing staff</p> <p>Other care staff such as surgical technicians in Perioperative services; Medical Assistants in outpatient clinics etc. (if applicable)</p>	<ul style="list-style-type: none"> • Directly benefit from the SPHM program and are the users of SPHM technology • Provide essential insight into how patient handling tasks are performed, unit workflow and practices, risks and development of SPHM solutions and selection of SPHM technology • Are responsible to follow SPHM policy and procedures and to participate in the SPHM program including: <ul style="list-style-type: none"> ○ Safe and appropriate use SPHM technology ○ Cooperating with co-workers regarding correct technology use, ○ Completion of required SPHM training ○ Prompt reporting of patient handling related hazards, concerns, and injuries ○ Promoting effective communications about SPHM with co-workers, patients, and families • They should also help with the design of new or updated clinical areas
<p>Physicians and other medical providers e.g., NPs, PAs etc.</p>	<ul style="list-style-type: none"> • Support and promote culture of safety by facilitating the use of SPHM in patient treatment and medical care plans including early and safety mobility protocols. • Communicate needs/concerns and participate in problem solving related to patient mobility challenges • May also be users of SPHM technology such as overhead lifts being used for safe proning of ventilated patients, or technology used in an operating room to facilitate surgical access etc.
<p>Rehab Staff – Physical, Occupational and Respiratory Therapy</p>	<ul style="list-style-type: none"> • Create and ensure a culture of staff and patient safety that includes SPHM and supports the program mission and goals in the unit(s)/department(s) they provide rehab services. Collaborates with nursing staff to ensure patient mobility goals are met using SPHM practices. • Directly benefit from the SPHM program and are the users of SPHM technology • Provide essential insight into how patient handling & rehabilitation tasks are performed, unit workflow and practices, risks and development of SPHM solutions and selection of SPHM technology

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	<ul style="list-style-type: none"> • Are responsible to follow SPHM policy and procedures and to participate in the SPHM program including: <ul style="list-style-type: none"> ○ Safe and appropriate use SPHM technology ○ Cooperating with co-workers/nursing staff regarding correct technology use, ○ Completion of required SPHM training ○ Prompt reporting of patient handling related hazards, concerns, and injuries ○ Promoting effective communications about SPHM with co-workers, patients, and families • They should also help with the design of new or updated clinical areas
Other Professional Services e.g., imaging staff, etc., who may transfer/move patients during procedures	As for RNs and CNAs above
Stakeholders Responsible for Program Development & Management	
The SPHM Program Champion/Sponsor	<ul style="list-style-type: none"> • Assists the SPHM coordinator/manager and SPHM Committee and by providing resources and support to facilitate successful implementation of the SPHM program including engaging nursing management and staff in program activities and communicating SPHM program needs, progress, and outcomes with leadership
The SPHM Program Coordinator/Manager	<ul style="list-style-type: none"> • Responsible for all facets of developing, implementing, evaluating and maintaining the SPHM program. This includes: <ul style="list-style-type: none"> ○ Providing leadership for the SPHM committee and SPHM unit-based champions/coaches ○ Assisting to facilitate and/or providing SPHM training to SPHM Champions and to staff ○ Maintaining communication with the Program Champion, management and employees (all stakeholders) regarding program activities, outcomes etc and soliciting feedback and suggestions for improvements ○ Assisting in review of patient handling related events and making recommendations to address risks as needed ○ Analysis of injury data and other program metrics (with

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	<p>assistance from the SPHM committee) on a periodic basis</p> <ul style="list-style-type: none"> ○ Making recommendations for program and process improvements to the Program Champion and MCMC management. ○ Providing SPHM clinical expertise to assist unit-based champions and caregivers address patient specific SPHM needs etc. ○ Ensuring program meets any regulatory requirements
SPHM Program Committee or Team	<ul style="list-style-type: none"> • Provide multidisciplinary insight and assist the SPHM coordinator to: <ul style="list-style-type: none"> ○ Evaluate the need for an SPHM program. ○ Develop, implement, evaluate and sustain the program ○ Meet their responsibilities as listed above
Committee or group that the SPHM committee reports to (if applicable) e.g. Environment or Care or Employee Safety Committee	<ul style="list-style-type: none"> • Provides ongoing support of the SPHM program that includes communicating program needs, progress and outcomes to senior leadership. • Balances resource needs and prioritization of the SPHM program against needs of other employee and patient safety initiatives.
Occupational Health/Employee Health/Safety Professionals/Ergonomists Human Resources/Risk Management	<p>Variable depending on professional designation and job responsibilities within a facility.</p> <ul style="list-style-type: none"> • Is a member of the SPHM committee – <i>see role above</i> • Assists in hazard identification and mitigation • Provides and analyzes incidents, injury and cost data required to initiate and maintain the program • Manages injured employee claims and return to work programs
Clinical Education/Professional Development Staff	<ul style="list-style-type: none"> • Assist in developing, delivering and evaluating SPHM education and training to stakeholders.
Unit-based SPHM Champions/Coaches/Lift Teams (if applicable)	<p><i>See RNs and CNAs</i></p> <ul style="list-style-type: none"> • Provide unit-based coaching and instruction for their peers to facilitate safe use of SPHM technology and practice, supporting a culture of change and facilitating success of the program.

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Stakeholder Examples	Role (Customize as needed)
Patients and Families	
Patient population and families (community)	<ul style="list-style-type: none"> Recipients of SPHM policy and practices Provide feedback related to the comfort, safety and dignity of being moved with SPHM technology and the effectiveness of staff and patient/family communication and collaboration to determine the best method to lift and mobilize a patient.
Stakeholders who Provide Essential Program Support	
Other patient care program coordinators, i.e., infection prevention & control, fall prevention, bariatrics, wound care, bed control/admitting	<p><i>Infection Prevention & Control</i> ensure that:</p> <ul style="list-style-type: none"> SPHM equipment purchased can be cleaned and disinfected per infection prevention and control guidelines Washable slings are of a quality that will stand up to appropriate laundering Infection control guidelines are followed by staff and laundries etc. <p><i>Wound and Ostomy</i> assist with:</p> <ul style="list-style-type: none"> Developing and monitoring compliance related to use of SPHM technology and ensuring that its use does not compromise patient skin integrity. Facilitate use of SPHM technology to promote pressure injury prevention and facilitate wound care needs. <p><i>Other patient care program coordinators</i> e.g. Fall prevention; Bariatrics assist with development of SPHM protocols that facilitate safe care for their patient population.</p> <p><i>Employees who assist with patient admissions and placement</i>, can assist to ensure non-mobile patients are admitted to units with appropriate SPHM technology e.g., non-mobile patients of size are placed in a room with a ceiling lift that accommodates the patient's weight and is located on a unit where staff are trained to care for this patient population.</p>
Support service staff (not directly involved with patient handling) – procurement/purchasing groups, materials management/logistics, environmental svcs, maintenance, clinical technology/biomed, laundry svcs, information technology,	<ul style="list-style-type: none"> Procurement/Purchasing Groups have a stake in purchasing SPHM technology that which will provide the best performance (is "user-friendly," easily maintained, a reliable vendor, etc.) for the cost. Architects and Facility Designers can ensure that SPHM is considered at concept stage for facility renovation and new building projects. They play a key role in determining if overhead lifts can be installed in a facility and oversight of lift installation etc.

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architects & designers, etc.	<ul style="list-style-type: none"> • Maintenance and Clinical Technology/Biomed are involved in selection and approval of SPHM technology together with preventive maintenance, inspection and repair (with or without support from technology vendors). They assist in developing processes for addressing and replacing non-working SPHM technology. • Environmental Services are involved in selecting SPHM technology and other devices to ensure they can be easily cleaned and that cleaning related processes can be managed e.g., the process for sending sling to laundry and/or disposing of single use items • Materials Management/Logistics may be involved in storage, access and delivery of SPHM technology and slings to units/depts and maintaining appropriate par levels. • Laundry. Ensuring the process for laundering slings and other washable SPHM devices (as applicable) can be followed. Often work with Logistics services to develop and manage all aspects of device supply e.g. slings. • Information Technology may assist with collection and analysis of program metrics and development of communications tools such as integrating SPHM mobility assessment and care plan into the Electronic Health Record.
Union/Labor Representatives	<ul style="list-style-type: none"> • Support and promote SPHM program policy and procedures that keep their members safe. • Provide insight into staff perception patient handling needs and the program progress and any implementation and program management challenges that may arise. <p>Should be a SPHM committee member (see above)</p>