

Ontario's Healthy Work Environments Strategy

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Purpose of Presentation

- To provide a brief overview of:
 - Ontario's health human resources strategy – HealthForceOntario
 - The importance of healthy work environments in the health sector
 - HealthForceOntario's approach to promoting healthy work environments

What is HealthForceOntario?

- HealthForceOntario is Ontario's innovative multi-year plan to ensure that the right number and mix of appropriately educated professionals are available now and in the future to meet the needs of Ontarians
- HealthForceOntario was created by the Ministry of Health and Long-Term Care in partnership with the Ministry of Training, Colleges and Universities and the Ministry of Citizenship and Immigration

HealthForceOntario's Goals

- Make Ontario more competitive
- Maintain and develop a competitive work force
- Establish new roles in areas of high need

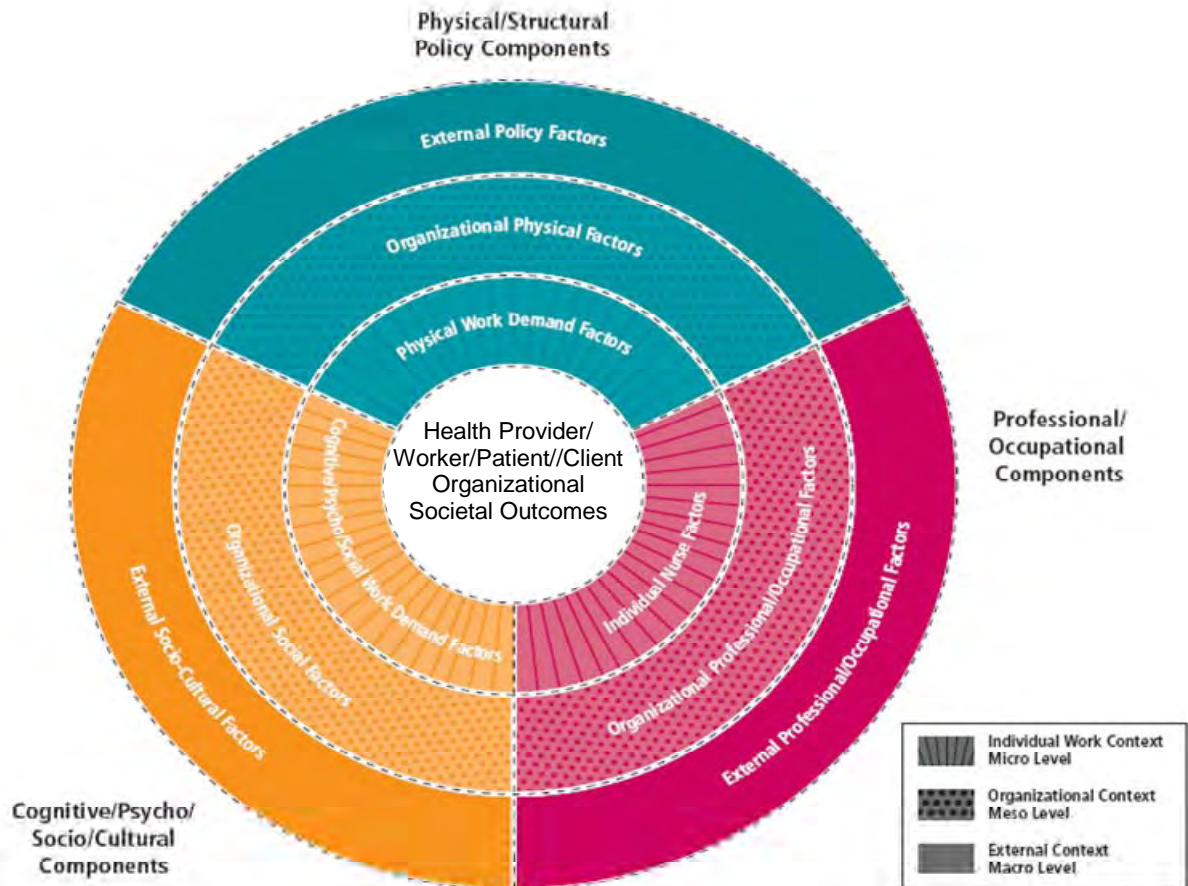
Make Ontario the employer-of-choice in health care

What is a “Healthy Work Environment”?

A healthy work environment is a work setting that takes a strategic and comprehensive approach to providing the physical, cultural, social, and job design conditions that maximize the health and well-being of health providers, the quality of patient outcomes, and organizational performance

Quality Worklife Quality
Healthcare Collaborative

Conceptual Model for Healthy Work Environments for Health Care Providers/Workers - Components, Factors, and Outcomes*



*Adapted from: Griffin, P., El-Jardali, F., Tucker, D., Grinspun, D., Bajnok, I., and Shamian, J. (2006). Conceptual Model for Healthy Work Environments for Nurses- Components, Factors, & Outcomes. In Developing and Sustaining Nursing Leadership Healthy Work Environments Best Practice Guidelines (p. 12-15). Toronto, Canada: Registered Nurses' Association of Ontario. (Used with permission of the Registered Nurses' Association of Ontario, November 2007)

The Need for Healthy Work Environments

- 88% of health care workers report insomnia, headaches, depression, weight changes, and panic attacks related to work stress
- 35% of Ontario nurses report at least one musculoskeletal condition
- 28% of Ontario nurses report that they were physically assaulted at work over the past 12 months by a patient
- 46% of Canadian physicians report that they are in advanced stages of burnout
- Average number of days of work lost due to illness or disability is at least 1.5 times greater for workers in health care than the average for all workers

Objectives of the Healthy Work Environments Strategy

- To **support the government's platform commitment** for healthy work environments
- To **promote, highlight, and measure best practices** in healthy work environments across health care settings through engaging highly motivated leaders across the province to provide dynamic and credible support for this initiative
- To **provide tools that help organizations implement** best practices, measure results, and engage in ongoing quality improvement
- To **enhance the recruitment and retention of health care professionals** consistent with the HealthForceOntario goal of making Ontario the employer-of-choice in health care
- To **improve health care quality and patient outcomes** – quality thrives when health care work environments are healthy and safe

Scope of the Healthy Work Environments Strategy

- Multi-sectoral – Beginning with hospitals, long-term care homes and home/community care
- Inter-professional – Touches a range of health care professionals (e.g. nurses, physicians and allied health care professionals) and other workers in the health care system (e.g. personal support workers, administrative staff)
- Geographic – Pilot projects and other initiatives delivered throughout the province
- Consistency with the QWQHC (definitions, objectives, partnerships)
- Key areas for action include:
 - Health and safety (including violence prevention)
 - Workload
 - Professionalism
 - Training and education
 - Leadership development

What Have We Done So Far?

- Over the last year, we have:
 - Along with the Ministry of Labour, introduced the Needle Safety Regulation under the *Occupational Health and Safety Act* which will mandate the use of safety engineered needles in hospitals as of September 1, 2008
 - Worked with leaders in healthy work environments to develop and begin the implementation of pilot projects and other initiatives
 - These pilot projects and initiatives will **potentially impact thousands of staff across many health care facilities in Ontario**, and the resources being developed will have the potential to reach many more

Overview of Pilot Projects and Other Initiatives (1)

- **Occupational Health and Safety Management System**
 - Partner – Ontario Safety Association for Community and Healthcare
 - Objective – To provide hospitals, long-term care homes, and home care organizations with a step-by-step approach to achieve improved organizational safety and wellness
- **Inter-Professional Collegiality Project**
 - Partners – Registered Nurses' Association of Ontario and the Faculty of Wellness at the University of Ottawa's Faculty of Medicine
 - Objective – To develop assessment and intervention strategies to support strengthening of inter-professional team relationships
- **E-Curriculum Project**
 - Partner – Faculty of Wellness at the University of Ottawa's Faculty of Medicine
 - Objective – To provide web-based information to health care providers on issues of workplace health, interdisciplinary professionalism, codes of conduct and standards of behaviour, etc.
- **Kailo**
 - Partner – Halton Healthcare
 - Objective – To expand a holistic staff wellness program, designed to improve not just the physical health of staff, but their overall well-being to the Georgetown Hospital site of Halton Healthcare, Trillium Health Centre, and the Post Inn Village long-term care home

Overview of Pilot Projects and Other Initiatives (2)

- **Communication/Safety Devices**
 - Partner – Toronto East General Hospital
 - Objective – To test voice-activated devices that provide workers with the capacity to instantly contact security staff in the event of a violent or potentially violent incident
- **Education Sessions on Workplace Violence and Safety Engineered Needles**
 - Partner – Ontario Safety Association for Community and Healthcare
 - Objective – To provide education sessions in 14 different locations across the province to staff in the acute, long-term and home care sectors on workplace violence and safety engineered needles
- **Teleconference on Workplace Violence Prevention**
 - Partner – Ontario Safety Association for Community and Healthcare
 - Objective – To provide over 1,500 organizations with the opportunity to hear from experts on the issue of workplace violence prevention
- **Video on Workplace Violence Prevention**
 - Partner – Ontario Safety Association for Community and Healthcare
 - Objective – To produce a made-in-Ontario video resource on workplace violence for the health sector which will address patient-provider, worker to worker, domestic, and perpetrator violence, and will provide an overview of supports and infrastructure available to address workplace violence

What's Next? (1)

- We are currently working with various organizations to develop additional pilot projects and initiatives, including:
 - **Accreditation Canada** (formerly the Canadian Council for Health Services Accreditation) on the development of enhanced Qmentum program products (standards, ROPs, performance measures) to address workplace violence and the development of resources and tools to facilitate the uptake and understanding of new accreditation requirements related to violence prevention in the health sector
 - **Wellspring Cancer Support Foundation** to offer front-line staff in oncology and other areas off-site small group sessions to provide them with a new framework to help them cope with the demands of their challenging work
 - The **Ontario Hospital Association** to:
 - Develop educational training for managers and healthcare service providers on how to recognize, report and defuse violent situations
 - Develop educational training and skills development for senior hospital administration focused on creating harmony in physician-hospital and physician-staff relationships and training and disseminate materials developed by the College of Physicians and Surgeons of Ontario on disruptive physician behaviour

What's Next? (2)

- We will measure and evaluate pilot projects and make the case for expansion/wider adoption, as appropriate
- We will publicize the success of pilot projects and recognize leaders (e.g. a Healthy Work Environments section of healthforceontario.ca is currently under development)
- We will work to integrate healthy work environments indicators into accountability agreements (as appropriate) with hospitals, Local Health Integration Networks, and care providers across the system
- We will work with the QWQHC to ensure that Ontario's approach to healthy work environments continues to be consistent with the national level initiative
- We will consult with stakeholders on potentially expanding the Needle Safety Regulation beyond hospitals

Conclusions/Final Thoughts

- Healthy work environments are an essential component of Ontario's health human resources strategy – HealthForceOntario – and a key priority for the government
- We need to value health care professionals as the essential resource they represent
- By investing in healthy work environments, we can continue to make Ontario the employer-of-choice for health care, strengthening recruitment and retention of health professionals
- However, we cannot do this alone...

HealthForceOntario is counting on leaders across the health system to work with us to make health care workplaces safer and healthier for all health care workers

APPENDIX

Detailed Description of Healthy Work Environments Pilot Projects and Initiatives

Occupational Health and Safety Management System

- The Ontario Safety Association for Community and Healthcare has developed a new, comprehensive tool for the health, community, and long-term care sectors that provides a step-by-step approach to achieving improved organizational safety and wellness
- The purpose of the occupational health and safety management system is to guide leadership teams in conducting a gap analysis of their workplace health and safety system practices to mitigate risks to employees
- The program will be delivered through five days of training conducted by a specialist, along with ongoing follow-up consultation
- In 2007/08 the program will be implemented at 6 sites, including hospitals and long-term care facilities
- In 2008/09 the program will be expanded to 20 sites, including hospitals, long-term care facilities, and home care organizations

Inter-Professional Collegiality Project

- The Registered Nurses' Association of Ontario and the Faculty of Wellness at the University of Ottawa's Faculty of Medicine will work with physicians, nurses, and allied health professionals to improve inter-professional relationships
- An environmental scan will survey existing efforts in the field of inter-professional collegiality, and key health sector leaders and health professionals will be brought together to address healthy workplaces
- Organizational interventions will be designed to address organizational culture and the systemic aspects of inter-professional relationships (e.g., organizational structures, policies, codes of conduct, etc.) – specific team and individual strategies will focus on interpersonal behaviours and practices
- A pilot or pilots will be established to assess inter-professional relationships in organizations and to implement the interventions developed
- The project will be evaluated and follow-up will take place at each of the intervention sites

E-Curriculum Project

- The Faculty of Wellness at the University of Ottawa's Faculty of Medicine will build on an e-curriculum program in physician health that has already been developed, by building an interdisciplinary workplace health module
- The e-curriculum project will include:
 - The meaning and context of workplace health
 - A summary and reference to key contemporary literature on the health sector and workplace health
 - Information on interdisciplinary professionalism, collegiality, and sustainability
 - Frameworks of interdisciplinary codes of conduct and standards of behaviour
 - Strategies for health professional leadership
 - Highlights of sector-specific strategies in healthy workplace policy
- In 2007/08 the pilot of the module will be developed and tested in each sector
- In 2008/09 the module will go on-line and pilot data will be evaluated

Kailo

- Kailo is a holistic staff wellness program, designed to improve not just the physical health of staff, but their overall well-being
- Kailo provides support to staff by promoting humour, fun, and play in the workplace
- The program includes wellness and personal growth breaks, lifestyle and hobby activities, on-site confidential counseling, and movement classes and workshops
- Halton Healthcare's experience has shown that this approach can have positive effects on patient outcomes and organizational performance
- In 2007/08 and 2008/09 the program will be expanded to the Georgetown Hospital Site of Halton Healthcare, Trillium Health Care, and Post Inn Village, a long-term care home

Communication/Safety Devices

- Toronto East General Hospital will pilot new, multi-purpose communications devices that will provide nurses and other health professionals with the capacity to instantly contact security staff in the event of an violent or potentially violent incident
- The technology will also facilitate access to lab results and communications with colleagues across the hospital, and should support improved patient care
- The pilot project will test and evaluate the technology for its impact on provider safety and productivity

Education Sessions on Workplace Violence and Safety Engineered Needles

- The Ontario Safety Association for Community and Healthcare will provide 14 training sessions in 14 different locations across Ontario for staff in the acute, community, and long-term care sectors
- A half day session will be provided on *Violence in the Workplace*, followed by a half day session on *Safety Engineered Needles*
- These training sessions will support the broader objectives of:
 - Addressing and reducing workplace violence
 - Protecting health care workers
 - Eliminating or reducing the risk of injury
 - Reducing lost time as a result of absenteeism

Teleconference on Workplace Violence Prevention

- The Ontario Safety Association for Community and Healthcare will host a teleconference to be conducted by experts on workplace violence prevention to a potential audience of 1,557 organizations
- The teleconference will address the huge demands from client organizations in the safety sector for remote learning, and will enable the presentation of a valuable educational session without necessitating travel or the commitment of more than 90 minutes of staff time

Video on Workplace Violence Prevention

- The Ontario Safety Association for Community and Healthcare will produce a made-in-Ontario DVD on workplace violence for the health care sector that outlines workers', supervisors', and employers' obligations under the *Occupational Health and Safety Act*
- The DVD will address 4 kinds of workplace violence – patient-provider, worker to worker, domestic, and perpetrator violence – and will provide an overview of supports and infrastructure available to address the issue
- The DVD will be developed based on safety experts and stakeholders from across the province

Violence Prevention in Qmentum Program

- Accreditation Canada will investigate key strategies related to improving violence prevention in the workplace and effectively introduce these strategies into its Qmentum program
- The work of Accreditation Canada on this project will include:
 - An environmental scan and gap analysis
 - The development of enhanced Qmentum program products (standards, ROPs, performance measures)
 - The development of resources and tools to facilitate uptake and understanding of new accreditation requirements related to violence prevention in the health sector
 - Delivery of targeted education module aimed at improving violence prevention in Ontario's health sector
 - Incorporating violence prevention strategy components into their education sessions for organizations and surveyors
 - On-going marketing and communications strategy to foster continuous improvement in this area

Care for the Professional Caregivers

- The Wellspring Cancer Support Foundation has developed a *Care for the Professional Caregivers* program to enhance front-line health care staff's personal and professional well-being, and optimize their capacity for high-quality, patient-focused care
- The program addresses the significant stressors experienced by many front line health care staff, and provides a new framework to help them cope with the demands of their challenging work
- Originally developed for oncology nurses, the core content has been adapted and delivered to a variety of other disciplines (e.g., social work, nurse managers) and health care fields (e.g., palliative care, intensive care)
- In 2008/09 the program will be expanded to 150 staff in London and the Greater Toronto Area

Conferences on Preventing Workplace Violence

- The Ontario Hospital Association will host a series of conferences on preventing workplace violence – locations for the conferences include Toronto, Ottawa, London, Sudbury and Thunder Bay
- Presentations at the conferences will address early intervention, physician behaviour, best practices and case studies
- The conferences will provide training and education on the various forms of workplace violence and the impact of allowing it to go unchallenged, including the costs in both human and monetary terms
- Participants will become familiar with resources that are needed to develop an effective workplace violence prevention program

Videoconferences and Site visits on Managing Physician Behaviour in the Professional Environment

- The Ontario Hospital Association will host a series of videoconferences and site visits on managing physician behaviour in the professional environment
- This initiative will bring together representatives from all of the professions that interact with physicians, to recommend a framework to address the issue of disruptive physician behaviour, and develop resources and tools to identify, prevent and manage the harmful consequences of this behaviour
- The Ontario Hospital Association will also disseminate materials developed by the College of Physicians and Surgeons of Ontario on disruptive physician behaviour, which raises awareness about the nature of disruptive behaviour in the workplace as it relates to physicians, and provides information on ways to prevent and address this behaviour