

# Concurrent Session Guide

***All sessions are listed in the language that they will be presented in.***

Thursday, February 25, 2010

10:30am – 12:00pm

## ***Colchester East Hants Health Authority Physician Engagement Strategy***

Physicians play a foundational role in the health care system. They account for a significant proportion of health authority staff but typically have weak and often adversarial relationships with the district. An employee survey in 2005 validated that this was the case for CEHHA and senior leadership identified physician engagement as a priority initiative for the district. A series of focus groups were held with physicians across the district led by a respected physician peer from outside the district, providing neutrality to the process. A report was developed highlighting the key issues identified by the physicians with recommendations for implementation of the strategy. A physician steering group was established to oversee the implementation of the recommendations with four areas of focus; Medical Leadership, Decision Making Processes, Clinical Voice, and Physician Resource Planning. CEHHA has been a leading district in physician engagement activities in NS. A provincial forum was hosted by CEHHA where IHI faculty came to Canada for the first time ever and presented the 'Engaging Physicians in A Shared Quality Agenda' workshop. Physicians and district administration across the province were able to benefit from the IHI workshop curriculum. The strategy has improved the dialogue and relationship between the district and physicians. A rapport has been established with physicians who have had little to no interaction with the district in the past. A district Physician Quality Council has been established and quality initiatives are underway and a physician communication strategy is being developed.

*Presented by: Dr. Shaun MacCormick, Colchester East Hants Health Authority (CEHHA); Tracey Martin, Manager, Primary Health Care, Colchester East Hants Health Authority (CEHHA)*

## ***A Healthy Organization: Taking Our First Steps Towards Transformational Change at LHSC***

A culture survey of staff and physicians at London Health Sciences Centre in 2007 raised a number of red flags. Results of the survey highlighted significant issues related to morale as well as staff and patient safety. In addition, the survey showed that the hospital should focus on ensuring a healthy workplace that promotes work-life balance and environmental responsibility. The hospital's senior leadership team has since spearheaded a number of initiatives to address the findings from the survey. Among these initiatives are the re-development of our core values and the development of a strategic plan, which includes 'Healthy Workplace' as one of four strategic directions. They also launched a task team to make recommendations to help the hospital become a healthy organization. A healthy organization leader has been hired to examine the many recommendations for their feasibility and facilitate their implementation. It is recognized, however, that cultural change at the hospital will not come as a result of simply expanding the hours of the cafeteria or implementing health promotion programs. Instead, we must strive for transformational, rather than just transactional changes, creating alignment from the board of directors down to the front-line employee. For this to occur we need to increase both leader and staff engagement around healthy organization issues, and then inspire them to develop solutions. Progress to date including lessons learned will be shared. Participants will also be led in an activity to identify the transformational changes needed in their organizations and develop next steps.

*Presented by: Mitra Foroutan, Healthy Organization Leader, London Health Sciences Centre*

## ***Being Our Best, Giving Our Best, By Living the Platinum Rule***

The objective of this session is to outline that by increasing respect in the workplace, a sustainable organizational culture shift will be created, which focus on the needs of the individual through the use of the Platinum Rule: "treat others the way they wish to be treated". There are two objectives to achieving this goal; a) establish a sustainable holistic framework for creating a respectful and supportive workplace and b) operationalize this message by engaging employees through building relationships and assisting in living the Platinum Rule. The innovative method for this will be for Focus groups to communicate the Platinum Rule and identify opportunities for growth and change. Guest speakers will share knowledge of HWE and achieve job enrichment. We will engage community partners to offer non traditional health and wellness initiatives. We will conduct workshops and training sessions with focus on Health Workplace Charter, Effective Workplace Communication, The Ideal Employee Experience and Commitment to Excellence. Create Living the Platinum Rule as a standing agenda item for all organizational meetings. There will be Senior management support and visibility via lunch and learn/recognition programs. We will obtain patient feedback regarding how staff live the Platinum Rule. Our findings will note that we anticipate lower turnover rates, vacancy rates, overtime costs, absenteeism rates. Increase attendance in training sessions and improved staff satisfaction via survey results. In conclusion, The Platinum Rule project is linked to our vision, which is "To design health systems that serve the global community...driven by diversity". Understanding how we leverage our own strengths internally, and living our healthy workplace charter, has leveraged the diversity of our staff to set global standards in health care as well as well as healthy work environments.

*Presented by: Dr. Loradonna Botter, Director, Organizational Development, William Osler Health System; Maria Buhain, William Osler Health System; Shavone Lazarus, William Osler Health System*

## ***Pulling Together - Partnerships for a Healthy Workplace***

We are an integrated health delivery agency providing a comprehensive range of services and programs in more than 75 urban and rural facilities. The goal is to create a healthy workplace. The challenge is to spread and sustain this initiative throughout a geographically complex area where more than 12,000 staff, 800 physicians and 7,000 volunteers provide ambulance, community, hospital, long-term care, mental health, and rehabilitation services. The complexity of the Region requires a multifaceted approach to healthy workplace. A Healthy Workplace Framework and Healthy Workplace Leadership Team with diverse representation across the organization and at all levels have been established. Exciting opportunities for moving forward are emerging from the focus on building strong relationships with internal partners. Nurturing these relationships ensures a consistent focus and integrated approach, builds capacity across the organization and establishes a network of support for healthy workplace endeavours. For example, partnering with the Sustainability Program through Facilities and Engineering Services helps to support a "lean and green" approach throughout the Region. Though early in our travels, there are signs of success. A partnership with Healthy Workplace, Sustainability Program, Food and Nutrition and a community organization (CHEP) has resulted in piloting a Farmer's Market at one site. Other initiatives involve working with the Child Care Society, Quality Services, Tobacco and SmokeFree Committee and Health Promotion (in motion). This presentation will highlight several partnership initiatives; identify how these partnerships open up new possibilities for nurturing and sustaining healthy work environments, and provide "lesson learned".

*Presented by: Donna Chalfoux, Employee Wellness Consultant, Saskatoon Health Region; Shelly McFadden, Saskatoon Health Region*

## ***Supporting Managers in the Transformation Process: Strategies and Solutions / Soutenir les Gestionnaires dans les Changements : Stratégies et Solutions***

In today's context of organizational changes and staff shortages in the healthcare field, managers are called upon to review care and service practices while ensuring quality of life in the workplace. To face these challenges, many healthcare organizations have launched processes to reorganize care, service and work practices (CSWP) in order to improve worklife quality as well as quality of care and services. In order to support managers launching such transformational initiatives, the Quebec Health and Social Services Ministry has set up a partnership with the Quebec Association of Health and Social Services Organizations, healthcare managers and researchers affiliated with 5 provincial universities. This session will provide information about the PRO-ACTIF research program, which is aimed at helping healthcare managers to apply evidence-based decision-making in reorganizing CSWP and at encouraging transformational leadership as well as mentoring of healthcare managers and their partners in the healthcare network. Examples drawn from 18 case studies, change scenarios and the ripple-effects of change initiatives will be presented from researchers' and managers' perspectives. This session will allow participants to have a better understanding of the processes and strategies to be implemented to support managers during the reorganization of CSWP for quality improvements.

L'actuel contexte de mouvance organisationnelle et de pénurie de personnel dans les établissements de santé positionne à l'avant plan le questionnement des pratiques de soins et de service tout en se préoccupant de la qualité de vie au travail. Pour répondre à cette prépondérance, nombreuses sont les organisations du réseau de santé qui entreprennent des projets de réorganisation des soins, des services et du travail (SST) visant à améliorer la qualité de vie au travail et des soins et services. Dans le but de soutenir les gestionnaires qui amorcent des transformations organisationnelles, le ministère de la santé et des services sociaux du Québec a créé un partenariat avec l'association québécoise des établissements de santé et des services sociaux, des gestionnaires en services de santé et des chercheurs affiliés à cinq universités du Québec. Le programme de recherche PRO-ACTIF, qui vise à appuyer les gestionnaires des établissements du réseau de la santé dans leurs prises de décisions basées sur des résultats probants en matière de réorganisation des SST et favoriser le leadership transformationnel ainsi que le mentorat auprès des gestionnaires des établissements de santé et de leurs partenaires dans le réseau canadien de la santé, sera expliqué. Des exemples tirés de 18 études de cas, des scénarisations et les retombées des interventions seront présentées tant du point de vue du chercheur que du gestionnaire. À la fin de la session, les participants seront en mesure d'apprécier les processus et les stratégies à mettre en place pour soutenir les gestionnaires lors de réorganisation des SST pour l'amélioration de la qualité

*Presented by: Angèle Bergevin, Centre de Santé et de Services Sociaux Pierre-Boucher; Mélanie Lavoie-Tremblay, McGill University; Martine Mayrand Leclerc, Professeure-Chercheuse, Université du Québec en Outaouais; Chantal Viens, La Faculté des Sciences Infirmières, Université Laval*

**Thursday, February 25, 2010**

**1:30pm – 3:00pm**

## ***Building a Healthy Work Environment - Vision, Innovation, and Action***

One of the pre-requisites to achieving optimal patient outcomes and a key retention strategy is building a healthy work environment to sustain an effective nursing workforce. Fostering a healthy work environment is a journey that begins with a clear vision and advances with innovation and action. It requires an evidence-based approach with a well designed framework and change process. This presentation will describe one acute care academic health sciences centre's journey in promoting a healthy work environment. It will discuss the design framework and evidence-based approach to the development and implementation of comprehensive healthy work environment strategies with the focus on three foundational components - process, people, and structure. Specific initiatives implemented to date will be shared, including: 1) creating the vision, 2) building strategic partnership with a provincial professional nursing association, 3) establishing the nursing healthy work environment leadership forum, 4) enhancing professional development through the Fellowship and Nursing Enrichment Initiative, 5) implementing the Nursing Excellence Awards program, and 6) building the corporate nursing communications infrastructure. Insights about achievements to date, lessons learned, and key success factors will also be shared. These key success factors include: a) the powerful formula of vision, innovation and action, b) driving forces in the external environment, c) alignment with corporate vision and strategic priorities, d) leadership perseverance, e) staff nurse engagement, and f) adoption of the Healthy Work Environment Best Practice Guidelines and strategic partnership building with the professional association.

*Presented by: Erone Newman, Program Director, Heart and Vascular Program, St. Michael's Hospital; Jenny Pak, St. Michael's Hospital*

### ***Building Blocks: A New Regional Health Authority Takes Stock and Sets a Course***

Early in 2007, Eastern Health set out on its healthy workplace journey. Our organization was a merger of seven health boards in eastern Newfoundland and Labrador with 12,000 employees. There were many challenges and opportunities and we continue to learn and adapt our course forward. Despite the many priorities our new organization experiences, Eastern Health's executive team set direction to move forward with the journey toward a healthy workplace. The organization became a member of the National Quality Institute (NQI), and looked to national leaders (e.g. QWQHC) to help us set our course. A champion group of staff are leading the process forward with the recognition that there are many partners working toward the same goal. With the assistance of NQI, Eastern Health began the journey with the Progressive Excellence Program Healthy Workplace Criteria. The Committee commenced work on the several priorities immediately. Since that time, much work has been done to improve the health of Eastern Health's workplace including: Development of a three year Healthy Workplace Plan; . Incorporation of healthy workplace into the operational planning process and management accountability framework; . Action plans to address priorities, including the mental health and well-being of employees, and respectful workplace; A communications plan, including a healthy workplace brand; . An Occupational Health & Safety Plan; Policy development; Healthy Workplace Charter. This presentation will describe Eastern Health's journey toward a healthy workplace including a description of how we got started, a summary of initiatives undertaken to date, outcomes of these initiatives, and our plan for moving forward.

*Presented by: Regina Coady, Eastern Health; Leslie Harnett, Human Resources Strategist - Organizational Health, Eastern Health*

### ***Key Elements to Developing Healthy Workplace Initiatives..Opportunities, Challenges and the Realities...***

Northwood recognizes that a healthy, safe and supportive work environment, plays an important role in the health and wellbeing for its 1100 employees and importantly, quality of health care for the 6000 clients we serve. Northwood has expanded it's concept of a healthy workplace beyond traditional legislative health and safety requirements. Numerous health and wellness programs and services are supported including, Staff health & Recreation Team, health promotion clinics, and EAP services. In 2008,a 'Leading Practice' was awarded by Accreditation Canada recognizing innovation and creativity for service delivery for its on-site Fitness Centre and Community Health Centre which provides an array of services including, dental, audiology, ophthalmology, chiropractic, podiatry, and massage therapy services and an onsite fitness centre. Northwood demonstrated leadership among health care providers in last year's 2008/09 influenza vaccination campaign by achieving a 97% uptake rate for in care residents and we achieved an 81.7% uptake vaccination rate among long term care staff. Northwood's culture of safety has implemented best practices where workplace is a priority, resulting in a 50 % reduction rate of workplace injuries. Programs such as Attendance Management and Disability Management programs are in place to support staff in return to work and promote an attendance culture. Staff satisfaction levels are tracked through formalized staff surveys and linked to the organization's quality framework and quality score-card process with action and outcomes including linkages with human resource planning such as Staff Recognition Tool Kits and Long Service Awards.

*Presented by: Susan Dempsey, Corporate Director - Organizational Health & Retirement Living, Northwood; Shelley James, Northwood*

### ***Promoting a Healthier Workplace: A Grassroots Approach***

Quality of work life (QWL) is critical to healthy/productive staff and excellent patient outcomes. The Centre conducted an employee survey with 22 QWL-specific indicators. The results informed the HR strategy, with its core strategy to 'Promote a Healthier Workplace'. Research suggests that the most important relationships impacting a healthy workplace start at the heart - the immediate teams. As part of the process, teams received their own results. Teamwork, communication and collaboration were identified as key improvement opportunities. The Quality of Worklife Improvement Initiatives (QWLII) project was designed to create an opportunity for each team to develop QWLII that was meaningful to their team. The 'grassroots' approach maximized employee buy-in and empowerment to effect change. The QWLII was developed to successfully guide the Centre through a change management process that will begin to shift culture, build healthy relationships and enhance collaboration. Over 40 teams participated in the project. QWLII were developed, implemented and evaluated. Preliminary results of the QWLII evaluations conducted by the teams indicate that a culture shift has begun. 80% of staff surveyed indicated that they were very satisfied or satisfied with their team-selected QWLII. 78% were very satisfied or satisfied with the grassroots approach, with the majority wanting to continue discussing, planning and implementing QWLII. The 'grassroots' approach enables each team to have ownership of their own quality of work life. Early wins continue to keep staff engaged.

*Presented by: Liliانا Catapano, Director of Human Resources, West Park Healthcare Centre; Anne-Marie Malek, President and Chief Executive Officer, West Park Healthcare Centre*

### ***Managing Employee Energy to Maximize Results***

Employees perform better when their core emotional needs are met. And when core emotional needs are met, personal energy spikes. Managing employee energy is critical to providing an optimal employee experience for higher engagement and retention levels. In this session, Brady will: .Describe how performance, engagement and energy is released when employee needs are met; .Teach participants how to draw the best from employees with management techniques that consistently energize and inspire them; .Identify and practice the kinds of conversations that engage employees for optimal results; .Explain how to create an environment where it is easier to get results and it feels good to work. This session is designed to engage participants emotionally through experiential exercises and self-assessment tools. Knowledge without transfer can deplete employee energy so Brady will also provide participants with the opportunity to use what they learn, within the session. Additionally, he will synthesize the research of John Kotter, Daniel Goleman, Gallup, Blessing White, Towers Perrin and the Corporate Leadership Council to highlight which feelings produce the greatest, bottom-line results. Brady will also introduce energy levels in other healthcare organizations based on our 'Juice Check' tool, and client case studies. Finally, he will discuss the importance of Corporate Will and how that affects employee energy levels.

*Presented by: Mary Cardinal, Interim Vice President - Clinical Programs, Huron Perth Healthcare Alliance; Cheryl Rayfield, Juice Inc.; Brady Wilson, Partner, Juice Inc.*

### ***How Education Can Create a More Accountable Workplace***

Three years ago a number of Indicators emphasized the need to improve staff accountability across the organization. Patients, Management and employees suggested that care and teamwork suffered as a result of diminished accountability. A full day workshop was designed with a comprehensive evaluation strategy and piloted in September 2007. Today, nearly 1900 employees and Management have attended and the results demonstrate an improvement in specific areas: 'I can count my co-workers'; 'Relief staff &/or clients are welcomed'; 'Meetings are held with co-workers'; 'Suggestions for improvements taken seriously by Management'; 'People of all cultures are valued'; and 'We live the mission and values'. The very interactive workshop focused on 4 major themes: 1. Living the Values 2. Client Service 3. Team Building and 4. Resolving Conflict. All members of the team participated together from direct to indirect care providers and included Management. Teams were tasked with making specific changes in their workplace that would have a direct impact on care and/or quality of worklife. Following the workshops there was great emphasis put on sustaining cultural change. A significant by-product developed by the Mission Effectiveness Committee was a booklet describing how employees could live Bruyère's values. These specific behaviours had been consistently identified in the accountability workshops. Other promotional activities were also orchestrated to further enhance respect, collaboration, compassion, learning, and accountability in the workplace. The workshop and/or poster will describe how other organizations can follow as similar trajectory to create cultural change.

*Presented by: Kirby Kranabetter, Bruyère Continuing Care; Margaret Lerhe, Director of Learning, Bruyère Continuing Care*

### ***Leadership Commitment to Creating a Healthy and Supportive Workplace: It's the Journey Worth Taking!***

Our organization's approach was to accept the commitment to create a healthy and supportive workplace and to define what that commitment meant. Our foundation began with the people, the leadership and the organizational structure that support the people to be successful. We defined the principles and practices as organizational health, population health, leadership, vision, mission, values and expected behaviours, interprofessional collaboration, ethics and quality, safety and health for the people who provide the services and those who receive that service. Concurrent with other activities we concentrated our efforts on developing our management team to help them become self aware of who they are as leaders, how they influence the culture, and how they integrate and align the principles and practices in their work. We defined our leadership model and adopted an organizational song, developed universal competencies integrating the principles and practices with our performance management system, job analyses, postings and selection processes, a leadership assessment for current managers and new managers, mentoring programs for managers, education programs, defined leadership champions, and developing monthly leadership messages. Results indicate an improvement in overall satisfaction of formal leaders and executive team based on the 2005 and 2008 survey. Positive results are also demonstrated from external evaluations of our mentorship and leadership assessments, and emerging leaders survey, improved time loss injuries and vast improvements in our accreditation results (2005-2008). Our conclusion is that leadership focus and the focus on the culture is making a difference for our organization and outcomes for our clients.

*Presented by: Janet Knox, Annapolis Valley District Health Authority; Sheila Rankin, Vice President, People and Organizational Development, Annapolis Valley District Health Authority*

### ***How does Patient-Centred Care Lead to Healthier Work Life for Staff? Reflection, Relationships and Results***

In the spring of 2008 a project team was invited by the CEO to evaluate patient-centred care (PCC) education. The question to be answered was "Does a three day PCC program offered to an intact team result in improved patient satisfaction scores?" The innovation project included several components including: 1) participation of each team member in a three day PCC program, 2) engagement of physicians in customized PCC education 3) a coaching program to support unit leaders to "lead for PCC" 4) identification of opportunities to "test" different PCC integration approaches, 5) evaluation of the impact of PCC education on subsequent practice through one on one interviews with staff and 6) evaluation of unit patient satisfaction scores. To be successful the project needed to address moral distress related to discharge practices, staff angst when faced with challenging patient and family situations, and dissatisfaction with communication among team members that resulted in feelings of being misunderstood. The project leaders were surprised by results and their impact on quality of work life for staff. This session will explore 1) the impact of project components on staff and 2) the impact of living the PCC values on the quality of work life for staff. This presentation will include a review of successful and alternative approaches used along with recommendations for future projects.

*Presented by: Catherine Clarke, University Health Network; Jane Hollett, Patient-Centred Care Project Manager, University Health Network, Corporate Nursing; Petrina McGrath, University Health Network*

## ***Client Care Strategies Stemming from the Collaborative Recovery Model to Reduce Acts of Violence and Aggression in Healthcare***

Workplace violence is a complex issue requiring multifaceted and multidisciplinary strategies aimed at control. The categorization of violence into four subtypes helps to align prevention efforts, specifically those dedicated to risk assessment and control. Type II violence, client to worker, is one of the most frequently occurring in the health and community care sector. In dementia care, traditional approaches to managing Type II violence have been focused on methods to contain or reduce the impact of the act, rather than to seek the root cause for the event. These reactionary and controlling approaches have been linked with increased violent incidents. Poor caregiver communication and environmental factors have also been found to be determinants of violent behaviour. Rates of workplace violence are rising and, coupled with growing evidence that acts of aggression by clients diagnosed with dementias are more appropriately termed responsive behaviours, demand a change in practice. In mental health facilities, the Collaborative Recovery Model (CRM) is a novel approach to care that emphasizes recovery as a subjective and personal experience and the means to recovery as a collaborative effort between mental health workers and their patients. A critical outcome of supporting a strong therapeutic alliance and client collaboration in recovery is a reduction in violent incidents. This session will explore innovative client care strategies stemming from the collaborative recovery model that are key to averting acts of violence and aggression and the program infrastructure required to sustain the change in clinical practice.

*Presented by: Patricia Boucher, Vice President, Client and Consulting Services, Ontario Safety Association for Community and Healthcare; Debra Churchill, Ontario Shores Centre for Mental Health Sciences, Janice Dusek, CNE & VP, Interprofessional Affairs, Quality & Safety, Ontario Shores Centre for Mental Health Sciences*

## ***Our Role in the Provision of a High Quality Worklife/Workforce in the Northwest Territories***

Beaufort-Delta Health and Social Services Authority (BDHSSA), Northwest Territories is committed to the national goal for Quality Worklife/Workforce established Accreditation Canada. To address this goal, BDHSSA develops, implements and provides training on patient/client safety (the Plan), communicates and evaluates the Plan, identifying roles and responsibilities, implements a preventive maintenance program Safety Activities. This would include implementation of Accreditation Canada's Required Organizational Practices (ROPs) on Worklife/Workforce, Ongoing orientation, Education schedule, Safety Audits, The "RAPTOR" program (contracted service). Raptor Protection and Safety Services (Raptor). Employees in the Health and Social Services sectors are exposed to incidents of workplace violence on an ever-increasing basis. RAPTOR is committed to provide leading instruction, training and consulting in all aspects of workplace and personal violence mitigation strategies. Employers and employees have a critical role to play in minimizing the potential for workplace violence. The employee must support the policies and philosophy of the organizational objectives in managing workplace violence by embracing the training and other initiatives that are provided. Early identification and intervention is a key aspect in preventing workplace violence. RAPTOR encourages both the employer and the employee to change the way we think about our safety. Raptor Protection challenges you to foster and maintain an attitude of personal awareness and safety; an attitude that will reduce the risk of violence happening to you, both on the job and in your personal life.

*Presented by: Chris Butler, Raptor Protection and Safety Services; Stella van Rensburg, Manager, Quality and Risk Management, Beaufort-Delta Health and Social Services Authority*