

The implementation of a health promoting workplace in a University Hospital

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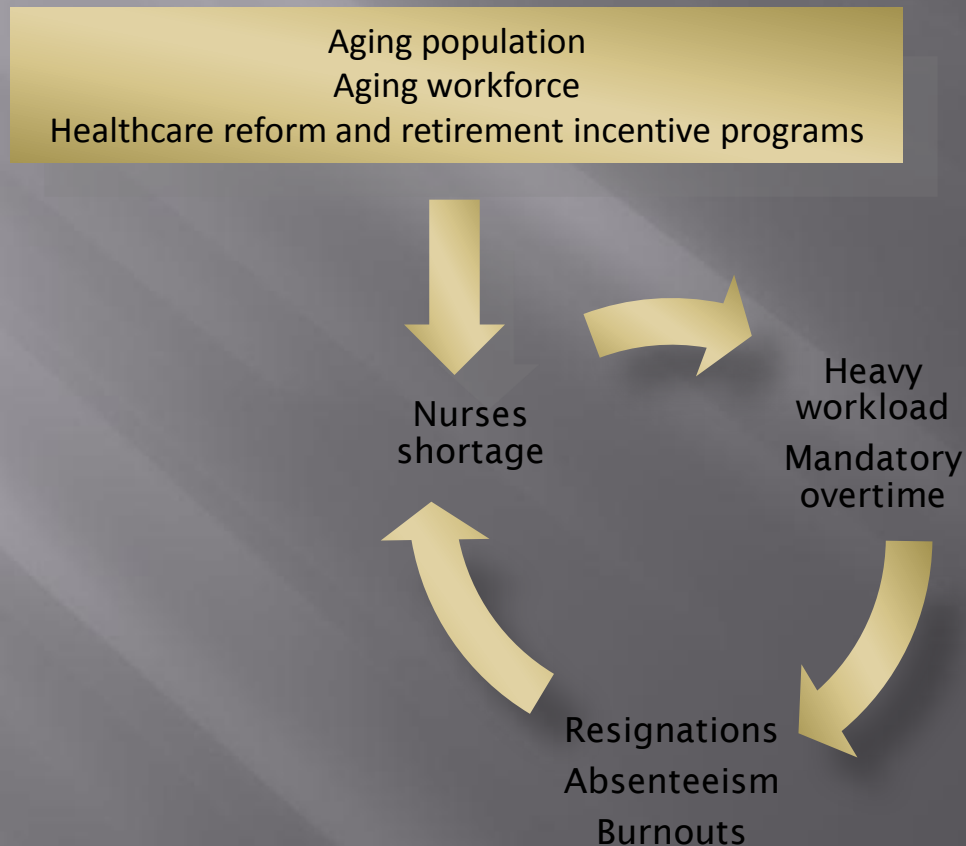
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March 2011



I. Introduction

- The nursing workplace is a challenge for most healthcare organizations in Quebec and OECD countries (Simoen & al, 2005)



I. Introduction

CONTEXT

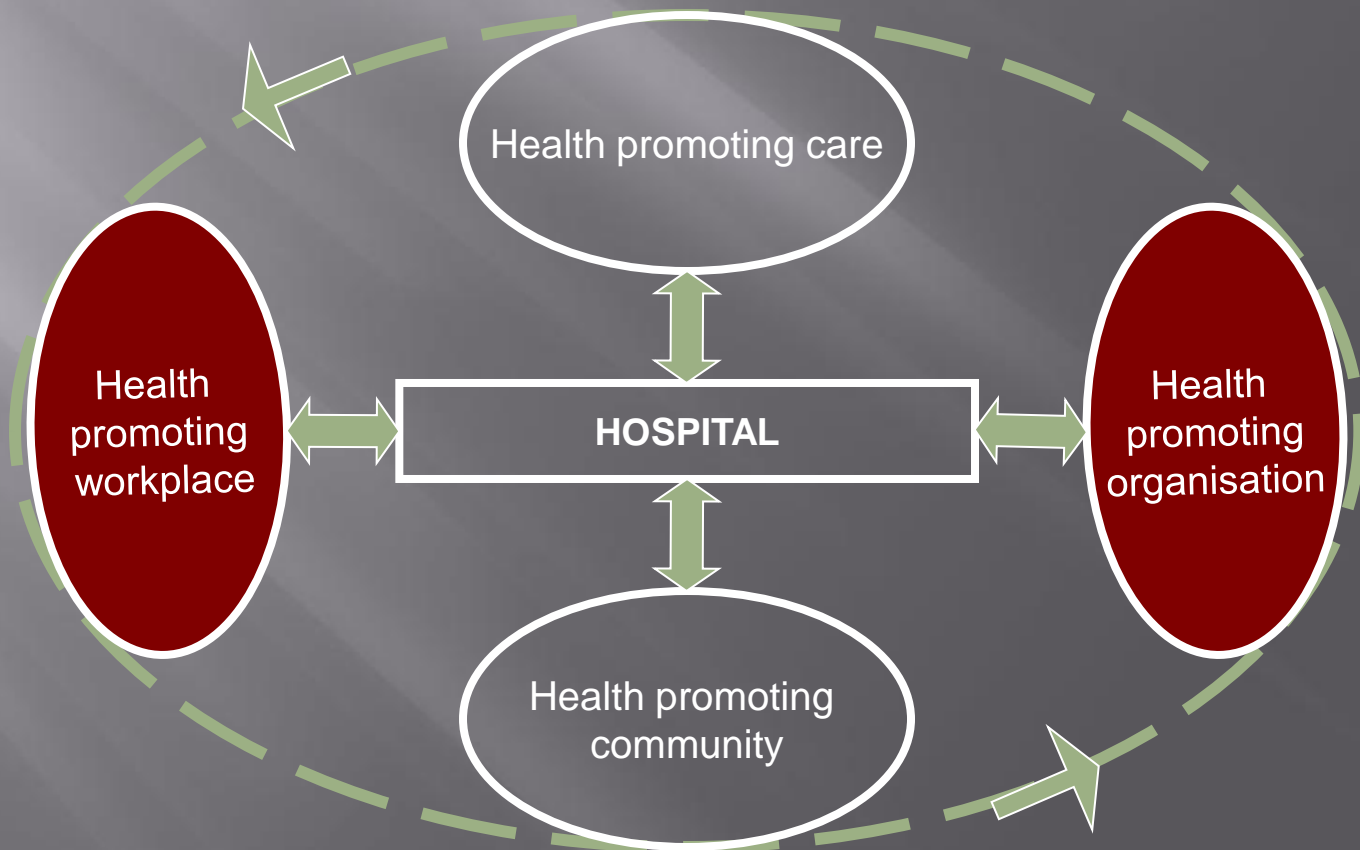
- ❖ A University Hospital has decided to adopt and implement the WHO concept of Health Promoting Hospitals (HPH) in 2006
- ❖ One of the largest hospitals in Canada with 3 sites
- ❖ Member of the Montreal Network of Health Promoting Hospitals and Health and Social Services Centers

II. Rationale

- ❖ The nursing workplace is particularly important since it has consequences on the nurses' health and patient outcomes;
- ❖ Most studies focus on the evaluation of interventions but not on the process itself.

III. Objectives

- ❖ To present preliminary results of a study examining the process of implementation of the HPH concept in the nursing workplace of a University Hospital.



IV. Methods

DESIGN

- ❖ Qualitative design
- ❖ Single case study
- ❖ Semi structured interviews were conducted among key stakeholders at the strategic (n=7) and tactical levels (n=19) of the organization.
- ❖ Questionnaire administered to 5 strategic leaders

V. Preliminary results

Health Promoting Organization



Strengths

Areas for improvement

INDICATOR A: HEALTH PROMOTION POLICY

- HP policy
- Health Promotion Direction
- Data collected on outcomes of several HP activities
- Evidence based HP services and materials
- Nurses' competencies in HP
- HP policy transmission
- Data on the implementation of the policy

INDICATOR B: A LEARNING AND EFFICIENT ORGANIZATION

- 'Measuring culture'
- Maintaining satisfaction among public
- Performance evaluation of HP activities

V. Preliminary results

Health Promoting Organization



INDICATOR B: A LEARNING AND EFFICIENT ORGANIZATION (cont'd)

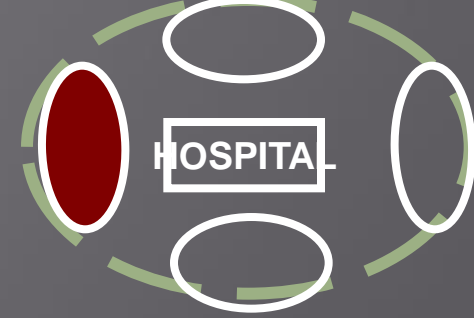
- Adaptation to the changing requirements of the internal and external environment:

- Regrouping of patients
- New professional practice model
- Part-time position for new nurses
- Patient centeredness
- Care continuity
- Hierarchies flattening

- Maintenance of values

V. Preliminary results

Health Promoting Workplace



INDICATOR A: STRATEGIES TO CREATE A HEALTHY AND SAFE WORKPLACE

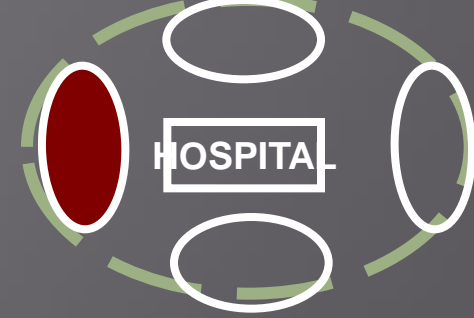
- Assessment of the occupational health and safety risks
- Ascertaining the safety of the hospital's environment
- Promoting the safe use of equipment, supplies and devices
- Training in occupational health and safety
- Use of administrative measures to promote safe practices

INDICATOR B: STRATEGIES TO PROMOTE HEALTHY LIFE HABITS

- Staff's needs assessment for HP
- Channels used
- Health education programs

V. Preliminary results

Health Promoting Workplace



INDICATOR C: PHYSICAL AND SOCIAL ENVIRONMENTAL CHANGES

- Environmental changes to promote staff's physical and mental health
- Environmental measures to prevent violence towards staff
- Environmental strategies to promote healthy eating habits
- Environmental measures to promote staff's well-being

INDICATOR D: EMPLOYEE PARTICIPATION

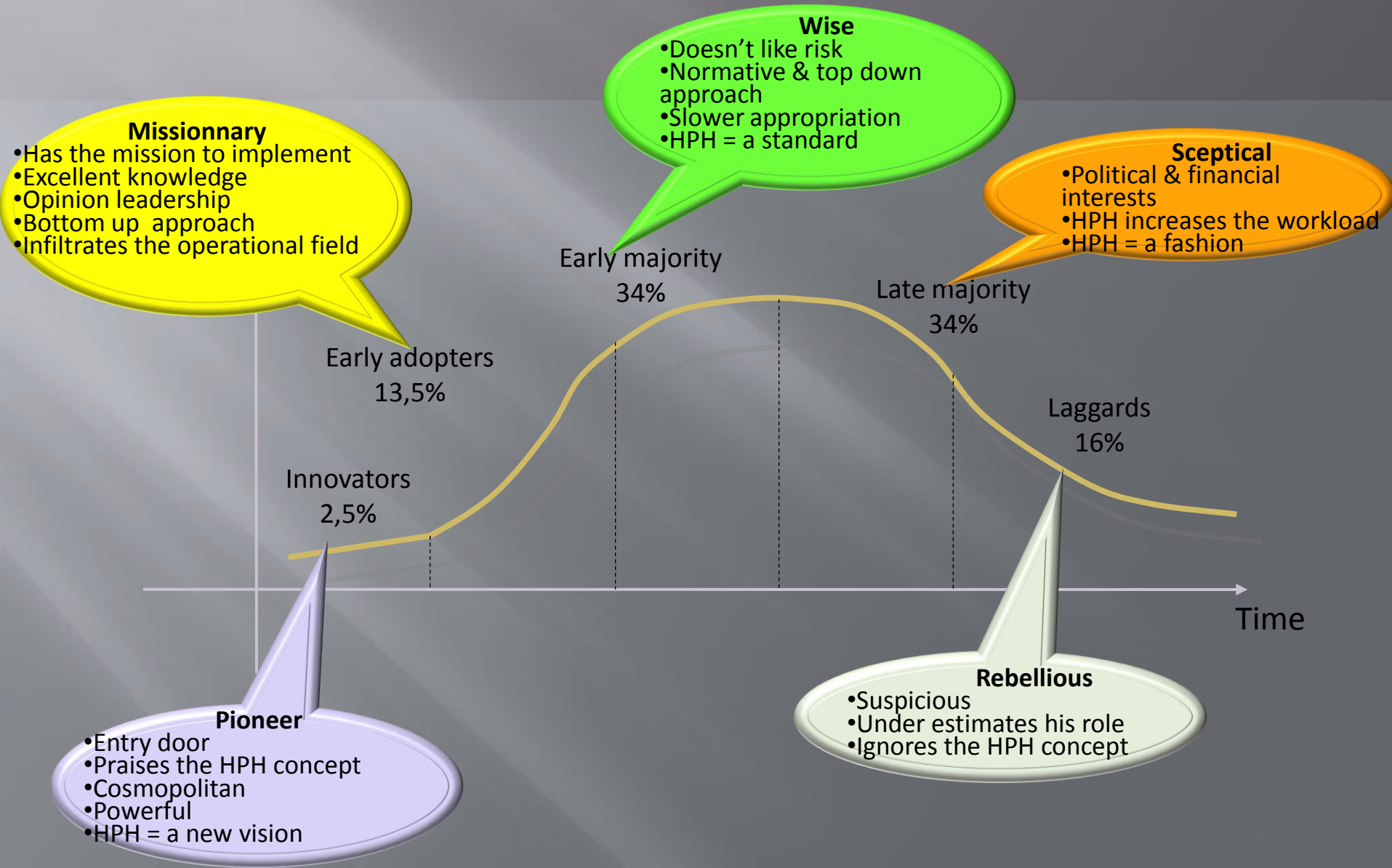
- Staff participation in the development of work practices
- Staff involvement in decisions related to their work environment

V. Preliminary results

A typology of stakeholders

- ❖ A typology has stemmed from the results, shaped by the information provided by the actors during the interviews
- ❖ Therefore, five types of strategic actors have been distinguished:
 - The pioneer
 - The missionary
 - The wise
 - The sceptical
 - The rebellious

V. Preliminary results



VI. Conclusions

- ❖ The HPH concept is seen as compatible with the norms and values of the hospital. Practices, however, still need to be consistent with the values
- ❖ Several policies, programs are consistent with HPH standards and foster the development of a health promoting workplace
- ❖ Results reveal that the knowledge of several stakeholders (sceptical, rebellious) about the HPH concept is inadequate
- ❖ A better understanding of the HPH concept from the sceptical and the rebellious would enhance the implementation process