



Building Blocks: An New Regional Health Authority Takes Stock and Sets Course

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Objectives

- Eastern Health – our history and our identity
- Challenges and opportunities in the early days – Taking Stock
- Healthy Workplace Initiative – Setting Course
- Priorities and work to date – Building Blocks
 - Mental Health in the Workplace
 - Indicator Framework
- Your reactions and input

A New Regional Health Authority.....

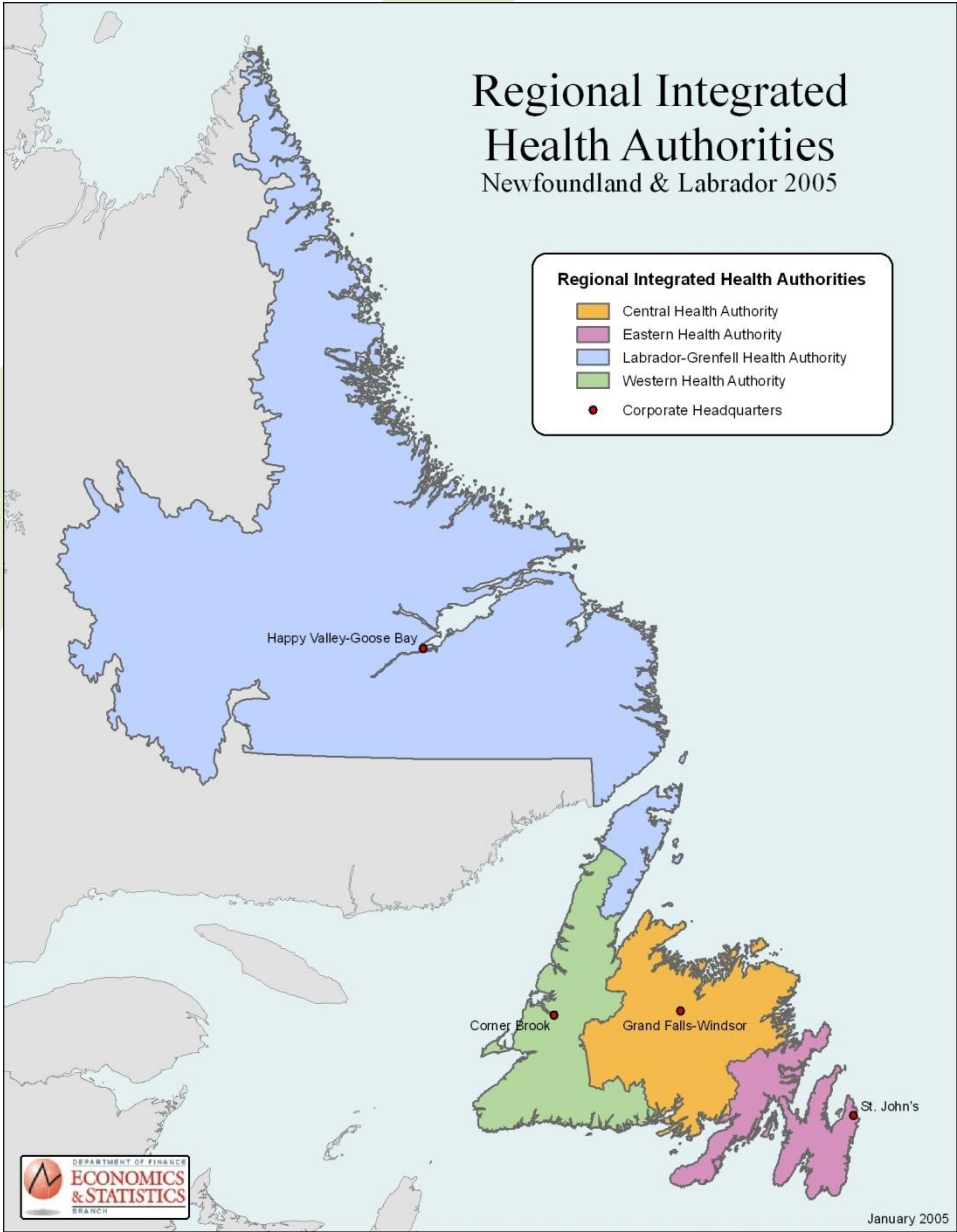
- Formed on April 1, 2005
- Eastern Health is the regionalization of eight health and community services organizations in eastern NL

Regional Integrated Health Authorities

Newfoundland & Labrador 2005

Regional Integrated Health Authorities

- Central Health Authority
- Eastern Health Authority
- Labrador-Grenfell Health Authority
- Western Health Authority
- Corporate Headquarters



January 2005

A New Regional Health Authority.....

- 21,000 km²
- Serve population of 293,790
- Lease or own over 3.4 million sq. ft of space
- 27 health service facilities
 - 7 acute care facilities
 - 6 community health centres
 - 12 long-term care facilities
 - Provincial cancer care and rehabilitation centers
- Community based offices in 30 communities
- 921 acute care beds, 91 critical care beds, 16 holding beds, and 1698 long-term care beds

A New Regional Health Authority.....

- Population we serve
 - 63.5% report they are in good health
 - 21.6% overweight
 - 20.4% have chronic high blood pressure
 - 24% smoke
 - 30.5% heavy drinkers
 - 11.7% report high stress
 - 54% received mammography exam
 - 46% received pap smear exams

A New Regional Health Authority.....

- Our people
 - 12,618 employees (2008/2009)
 - 82% female
 - 18% male
 - Average age – 43 years old
 - 25% of workforce eligible for retirement in next 5 years (50% of senior management can retire in next 5 years)
 - 76% working in the urban area
 - 22% working outside St. John's
 - 91.4% unionized workforce

Taking Stock...of our legacy

Health and Lifestyle Practices

- Wellness Plan (EH&CS)
- Healthy Choices menu
- EFAP
- Access to fitness facilities, classes



Workplace Culture and Support Environment

- Disability management programs
- Indicator measurement
- Harassment policies
- Flexible work/self-scheduling/job sharing
- Reward & recognition programs

Physical Environment and Occupational Health and Safety

- Occupational Health Services (e.g. Habba Jabba)
- OH&S Committees

Taking Stock...of our challenges

Health and Lifestyle Practices

- Demographic profile
- Lack of policy
- Health risks in population



Workplace Culture and Support Environment

- High absenteeism
- Differences in practices
- Bargaining unit structure
- Communication challenges
- Varied information systems
- Varied injury prevention and disability management practices

Physical Environment and Occupational Health and Safety

- Differences in practice
- Access to resources
- Aging facilities
- Not meeting OH&S legislative requirements

Setting Course.....

- State of readiness
 - The potential to create a truly integrated health system
 - Investment
 - New positions/structures in place to move the healthy workplace agenda forward
 - Leadership buy-in to move the healthy workplace agenda forward
 - Board of Trustees set a safety mandate
 - Union buy-in
 - National Quality Institute membership in 2006.

Setting Course.....

- Healthy Workplace Committee created in 2007
- The committee's purpose:
 - Ensure the establishment, maintenance and evaluation of Healthy Workplace initiatives throughout Eastern Health.
- National Quality Institutes (NQI) Progressive Excellence Program used to guide this process:
 - **Level 1 = Commitment**
 - Level 2 = Planning
 - Level 3 = Implementation
 - Level 4 = Results and Sustainability

Setting Course.....

Priorities

1. Communication
2. Environmental scan
3. Mental well-being in the workplace
4. Respectful workplace
5. Violence prevention strategy

Building Blocks.....

Communication

- Communications Working Group
 - Healthy Workplace brand
 - Communications Plan
- Healthy Workplace Charter
- Participation in HWP Week/Month
- Operational Planning at the department/program level
- Overview/focus group meetings
- Stakeholder consultation – with both internal and external partners

Building Blocks.....

Environmental scan

- Partners consultation
- Management Engagement Survey 2007
- Employee Engagement Survey 2009
(with focused questions around employee health & well-being)
- Other initiatives and research

Building Blocks.....

Respectful Workplace

- Conflict Management and Prevention and Resolution of Harassment
- Prevention strategies
- Education for leaders and managers
- Coordinator position

Building Blocks.....

Violence Prevention Strategy

- Action Planning Working Group
 - Policy, Education & Training, Monitoring & Evaluation, Communication
- Working Alone
- Conflict and Harassment policies
- Threat/Risk Assessments
- Targeted Threat Assessment

Building Blocks.....

- Other priorities
 - Leadership buy-in
 - Occupational Health & Safety
 - OH&S Management System, training, evaluation of legislative requirements
 - Healthy Workplace Plan 2008-2011
 - Smoke Free Environment policy
 - Recognition Program
 - Healthy Workplace Champions, Service & Retirement, etc.
 - Indicator framework
 - Management accountability framework

Building Blocks.....

Mental Health & Well-being

- Work-life balance
 - Research flexible work practices
 - Determine key indicators impact on working conditions of employees (e.g. work volume, overtime hours, complexity of care, etc.) and recommending options to minimize impact and improve working conditions
 - Communicate work-life balance messages
 - Determine policy needs

Building Blocks.....

Mental Health & Well-being

- Supportive work environment
 - “*Striking a balance* in all aspects of your life: Social, physical, spiritual, economic and mental”
 - Comprehensive and long term communication strategy
 - Resources to improve the ‘people management’ practices of Eastern Health managers

Building Blocks.....

Mental Health & Well-being

- **Constructive conflict resolution**
 - Respectful Workplace Coordinator to develop, implement, coordinate and monitor the Respectful Workplace Program, who will:
 - Deliver ongoing conflict management training to managers and other key stakeholders;
 - Develop and make available conflict management resources; and
 - Communicate roles and responsibilities around creating and sustaining a culture of respect.

Building Blocks.....

Mental Health & Well-being

- Accommodating employees with mental illness
 - Mental health education for managers
 - OH&S and ESRTW Policies
 - Enhancements of OH&R processes around mental health and addictions, such as appropriate assessment tools, leading practices around accommodations and disability management

Building Blocks.....

Mental Health & Well-being

- Monitoring mechanisms
 - An evaluation plan should be developed and utilized to identify the extent to which the recommendations are being met and outline their impact on individual mental health and organizational health indicators.

Building Blocks.....

- **Indicator framework**
 - **Workplace Culture and Supportive Environment**
 - **Engagement survey (Employee and Management)**
 - **Sick Leave Hrs/FTE**
 - **WHSCC Hrs/FTE**
 - **Grievance Rate and Resolution Rate**
 - **Turnover rate**
 - **Vacancy rate**
 - **Training and professional development (\$ and hours per FTE)**
 - **Overtime**

Building Blocks.....

- **Indicator framework**

- Physical Environment and OH&S

- Policies completed
 - # of Safety Incidents, type
 - Analysis of major contributing factors
 - **Lost time due to workplace injury**
 - Duration of Lost time Claims (weeks)
 - # employees on return to work program
 - Average length return to work programs
 - # of Department of Government Services Directives received, resolved, outstanding
 - Audits through WHSCC, etc.
 - % completed required education
 - % Managers completing OHS training
 - # hazard assessments completed

Building Blocks.....

- Indicator framework
 - Health and Lifestyle Practices
 - **Sick Leave Hrs/FTE**
 - Employee Population Health including use of Statistics Canada regional indicators:
 - 63.5% report they are in good health
 - 21.6% overweight
 - 20.4% have chronic high blood pressure
 - 24% smoke
 - 30.5% heavy drinkers
 - 11.7% report high stress
 - 54% received mammography exam
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Your reactions.....

- Mental Health
 - What did you see here that you like?
 - What are the gaps that you see?
 - What have been your experiences in implementing any similar recommendations/initiatives in your own organizations?
 - How do we measure success?

Your reactions.....

- Indicator Framework
 - What did you see here that you like?
 - What are the gaps that you see?
 - What have been your experiences in indicator measurement in your own organizations?
 - Provide examples of any initiatives that you have put in place in your own organizations based on measurement of indicators.
 - How do we get this information out to staff?

Final Thoughts....

A Healthy Workplace Lens

Performance
Recognition
Leadership



Engagement

Questions



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THANK YOU!