



quality worklife
quality healthcare
collaborative

www.qwqhc.ca

The Quality Worklife-Quality Healthcare Collaborative's 6th Annual Summit

***Mastering the Art and Science of Healthy Work Environments:
Celebrating Successes and Inspiring Future Directions***

Preliminary Summit Program

March 1-2, 2012

Sheraton Wall Centre
Vancouver, British Columbia





quality worklife
quality healthcare
collaborative

www.qwqhc.ca

The Summit is the premier “meeting place” for individuals committed to better patient/client, organizational and health systems outcomes by improving the health and quality of worklife across healthcare workplaces in Canada.

Our annual event, which continues to grow, is expected to draw 250-300 delegates from a cross-section of professional and leadership roles in healthcare. Summit attendees come from a variety of organizations, including: hospitals, long-term care facilities, home care agencies, community care, health systems/authorities, professional/national/provincial associations and government.

This year’s Summit will provide participants with the opportunity to learn, share and build their knowledge base and experience through thought-provoking plenary presentations, informative and interactive concurrent sessions, an innovations showcase and pre-Summit workshops.



CANADIAN COLLEGE OF
HEALTH LEADERS
COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

MAINTENANCE OF CERTIFICATION

Attendance at this program entitles certified Canadian College of Health Leaders members (CHE / Fellow) to 1.25 Category II credits for February 29, 2012 + 3.5 Category II credits for March 1-2, 2012 toward their maintenance of certification requirement.

MAINTENANCE OF CERTIFICATION

Attendance at this program entitles certified Board of Canadian Registered Safety Professionals (BCRSP) members to be awarded 0.5 Certification Maintenance Points (CMPs) for March 1-2, 2012 toward their maintenance of certification requirement.

The Quality Worklife-Quality Healthcare Collaborative's 6th Annual Summit

QWQHC wishes to thank our Sponsors for their participation and generous support.

Exhibitors



WORKING TO MAKE A DIFFERENCE



Pre-Summit Workshops & Reception

This schedule is subject to change. Please visit our website for updates to the program and other Summit materials at www.qwqhc.ca/summit-2012.aspx.

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

Wednesday, February 29, 2012

1:00pm – 4:00pm

Workshop 1: People-Driven Productivity II: Leveraging HWEs to Drive High Performance

Presented by *Kristen Cumming, Associate, Life-Role Development Group*

This interactive session will profile Life-Role Development Group's People-Driven Productivity model. Participants will examine the components of the model and explore the role of strategic conversations in their efforts to build people-driven productivity. Discussion will include the role of career development in productivity and in healthy workplaces and plenty of time will be available to practice skills and strategies.

Workshop 2: Healthy Leadership through LEADS in a Caring Environment

Presented by *Bill Tholl and Ed MacKenzie, LEADS Collaborative Consultants*

LEADS in Caring Environment is rapidly becoming the preferred leadership platform for health organizations across Canada. One of the reasons for this is the importance the LEADS leadership capabilities framework places on creating and sustaining healthy workplaces. This workshop will help participants better understand LEADS, both as a common frame of reference for thinking about leadership in health and as a change management tool. This "hands on" workshop will highlight the importance of creating healthy workplaces as one of the core capabilities of contemporary health leaders, featuring break-out groups using LEADS as a change management tool.

6:00pm – 8:00pm

Welcome Reception

A fireside chat with:

- *Shane Koyczan, Canadian Poet*
- *John Gilbert, College of Health Disciplines, UBC and Project Lead, Canadian Interprofessional Health Collaborative*
- *Andrew Clarke, Executive Director, Physician Health Program of BC*

The Poet, the Professor and the Physician: Perspectives on the Art and Science of Creating Caring Workplaces.

The Quality Worklife-Quality Healthcare Collaborative's 6th Annual Summit



Preliminary Summit Program

This program is subject to change. Please visit our website for updates to the program and other Summit materials at www.qwqhc.ca/summit-2012.aspx. All concurrent sessions are listed in the language that they will be presented in.

Thursday, March 1, 2012

- 7:00am – 7:45am **Wellness Activity**
- 7:30am – 8:30am **Registration / Networking Breakfast**
- 8:30am – 10:30am **Welcome and Opening Remarks**
Pamela Fralick, Chair, Quality Worklife-Quality Healthcare Collaborative Steering Committee; President and CEO, Canadian Healthcare Association
- Traditional Opening**
Elder, to be announced shortly
- Keynote Presentation**
Creating a Culture of Safety: Achieving Healthier Patients and Providers
Presented by *Hugh MacLeod, CEO, Canadian Patient Safety Institute*
- Health and Quality of Life of Women Working in Hospitals
Presented by *Joan Tranmer, Associate Professor, Queen's University*
- 10:30am – 11:00am **Networking Break / Initiatives Showcase and Exhibits**
- 11:00am – 12:30pm **Concurrent Sessions A**
- Health Promotion and Prevention at Work
 - Metrics/Measuring Healthy Work Environments (HWE) Progress
 - Collaborative Cultures
 - Leveraging HWEs
 - Leadership
- 12:30pm – 1:45pm **Lunch and Presentation**
Lunch Speaker to be confirmed
- 1:45pm – 3:15pm **Concurrent Sessions B**
- Health Promotion and Prevention at Work
 - Metrics/Measuring Healthy Work Environments (HWE) Progress
 - Collaborative Cultures
 - Leveraging HWEs
 - Leadership

- 3:15pm – 3:30pm **Networking Break / Initiatives Showcase and Exhibits**
- 3:30pm – 4:30pm **Plenary Session**
HWE Measurement to Maximize Health, Productivity and Safety
Presented by Graham Lowe, President, The Graham Lowe Group
- 4:30pm – 4:45pm **Wrap-up**

Friday, March 2, 2012

- 7:00am – 7:45am **Wellness Activity**
- 7:30am – 8:30am **Networking Breakfast**
- 8:30am – 9:45am **Opening Remarks and Plenary Session**
Workplace Mental Health: Update from the Mental Health Commission of Canada
Presented by David Goldbloom, Vice Chair, MHCC
- Health and Safety: An Action Guide for Employers
Presented by Merv Gilbert and Dan Bilsker, Centre for Applied Research in Mental Health & Addiction, Simon Fraser University
- 9:45am – 10:00am **Break / Networking Time**
- 10:00am – 11:30am **Concurrent Sessions C**
- Health Promotion and Prevention at Work
 - Metrics/Measuring Healthy Work Environments (HWE) Progress
 - Collaborative Cultures
 - Information Technology / Social Media and its Impact on Quality Worklife and Quality Healthcare
 - Leadership
- 11:30am – 11:45am **Break / Networking Time**
- 11:45am – 12:30pm **Closing Plenary**
Making Healthier Health Workplaces: How Far We've Come and Where We're Going Next
Presented by Bernadette MacDonald, Vice President Programs and Services, Accreditation Canada and John Gilbert, College of Health Disciplines, UBC and Project Lead, Canadian Interprofessional Health Collaborative
- 12:30pm – 1:00pm **Closing Remarks**
Pamela Fralick, Chair, Quality Worklife-Quality Healthcare Collaborative Steering Committee; President and CEO, Canadian Healthcare Association

Registration Fees & Deadlines

| | |
|----------------------------------------------|----------------------------|
| Early Bird (until Friday, December 16, 2011) | \$385 (inclusive of taxes) |
| Regular Rate | \$435 (inclusive of taxes) |
| Workshops (Summit participants) | \$95 (inclusive of taxes) |
| Workshops (Non-Summit participants) | \$175 (inclusive of taxes) |

Register online at: www.eplyevents.com/qwqhc2012

Hotel Accommodations

To book hotel accommodations with the Sheraton Vancouver Wall Centre Hotel, participants can call the hotel directly at:

Sheraton Vancouver Wall Centre Hotel

1088 Burrard Street
Vancouver, BC, V6Z 2R9
Toll Free: 1-800-325-3535
In-House Reservations: 1-604-331-1000

To book by phone, please quote the room block name **QWQHC Summit 2012**.

To book online, [please click here](#)

Deadline to book hotel rooms is Wednesday, February 15, 2012 in order to qualify for the group rate of \$149.00.

Terms & Conditions

- All registration fees are billed in CDN funds. We accept payment for registration fees with VISA, MC or cheque.
- Face 2 Face Events Management will not store or collect any credit card information from our registrants.
- For payment by cheque, please make the cheque out to: Face 2 Face Events Management and forward to:

QWQHC 6th Annual Summit
c/o Face 2 Face Events Management
39 Aintree Place, Ottawa, ON K2M 2G5

Registration Confirmation and Receipts

Important note when paying by CREDIT CARD:

All registrants will be receiving three (3) confirmation emails upon processing their registration form:

1. A credit card receipt (from the online registration site)
2. Summit registration confirmation
3. "My Company" order receipt (a second receipt from the credit card processing firm)

Important note when paying by CHEQUE:

All registrants will be receiving two (2) emails upon processing their registration form:

1. Summit registration confirmation
2. An invoice for the amount to be paid by cheque

Cancellation Policy

Notice of cancellation must be made in writing to the QWQHC Summit Secretariat. For any cancellations, please contact Janine Schultz at janine@f2fe.com.

Cancellations of registration on or before **Friday, December 16, 2011** will be refunded, less a \$50 cancellation fee.

Any cancellations after **Friday, December 16, 2011** will be non-refundable. Individuals who have opted to pay by cheque and who cancel their registration will subsequently receive an invoice. You may transfer your registration to another person at anytime without penalty provided you inform Face 2 Face Events Management by email at janine@f2fe.com.

For any questions regarding the registration process, please contact:

Janine Schultz, Event Assistant
Face 2 Face Events Management
Local Tel: 613-288-9239, ext. 102
Toll Free: 866-306-5714
Fax: 613-599-7805
Email: janine@f2fe.com

Register Now! www.eplyevents.com/QWQHC2012

Concurrent Sessions Guide

This guide is subject to change. Please visit our website for updates to the program and other Summit materials at www.qwqhc.ca/summit-2012.aspx. All concurrent sessions are listed in the language that they will be presented in.

Thursday, March 1, 2012

11:00am – 12:30pm Concurrent Sessions A

SESSION 1 Health Promotion and Prevention at Work

A1.1 Psychiatry, Health, Arts and Humanities: A Unique Interdisciplinary Approach to Mount Sinai's Emotional Wellbeing Program

Debbie Fischer, Mount Sinai Hospital, ON

Many healthcare workplaces are focused on how to effectively prevent and manage mental illness while promoting staff resiliency and emotional health. At Mount Sinai Hospital, we have undertaken a collaborative and interdisciplinary approach to this challenge. Come to this informative session to learn about Mount Sinai's strategy for building a best-practice Employee Emotional Wellbeing Program. We will share how we have implemented a variety of innovations such as our 'Stress Vaccine' tool, Mindfulness-Based Practice, an Art of Diversity Project, and direct group facilitation to high stress units. All approaches share in the enhancement of staff coping and reflective capacity.

Co-Author: Dr. Allan Peterkin, Mount Sinai Hospital

A1.2 Applying Neuroscience to Workplace Wellness: Techniques to Lessen the Impact of Stress on the Body

Shayna Hornstein, Registered Physical Therapist, BC

This presentation describes a successful training initiative for health providers to better manage workplace stressors, including anger and aggression. Training is practical and scientifically based. Workers learn to mitigate the brain's automatic tendency to fight/flight/freeze, thereby easing stress' toll on their health. Using mindful techniques, workers learn to read their bodies' early discomfort signals and practice simple physical tools to settle the discomfort before it reaches fight/flight/freeze levels. Problem-solving skills can then remain intact. This interactive presentation will: 1)Introduce relevant neuroscience 2) Demonstrate effective calming tools to use during stressful situations 3)Present feedback, challenges 4)Invite dialogue.

A1.3 Developing a Mental Wellness Strategic Plan: An Innovative Approach to Creating a Culture of Wellness

Kristen Winter, Toronto East General Hospital, ON

Mental wellness has become a key priority for our organization. The hospitals' Mental Wellness Strategic Plan focuses on three priorities: Mind, Mental Health Management, & Workplace Culture. Taking a holistic approach to wellness, workplace violence prevention, emotional intelligence training and creating a culture of resiliency are all incorporated in our mental wellness strategy. Effectiveness is measured through staff satisfaction results, quarterly Employee Assistance program analysis and annual health benefit analysis. Success is attributed to our workplace culture; one that is anchored in quality, wellness and innovation. Creating a healthy workplace contributes to a work environment that supports our hospital objectives.

Co-Author: Stella Johnson, Toronto East General Hospital

SESSION 2 Metrics/Measuring Healthy Work Environments (HWE) Progress

A2.1 Outstanding Gallup Employee Engagement Survey Participation Results - Building Momentum Toward a Vibrant Healthcare Workforce.

Carole Falkner, Interior Health Authority, BC

Building Momentum toward an engaged and vibrant healthcare workforce Previous low participation in organization surveys, challenged the Interior Health Authority to 'do something different' for the Gallup Employee Engagement Survey. Application of large scale change principles to engage the system resulted in a participation rate of 74%: the highest among Canadian health-care organizations in the past five years. Our level of participation and the survey results have given us a base line and an expectation for committed action. We will present how we achieved this and our strategies to increase engagement and change the culture of 'how we work together'.

Co-Authors: Dr. Dianne Appleby, Trish Manning and Amanda Fisher, Interior Health Authority

A2.2 Employee Engagement Survey Results: Springboard to Accountability!

Paula Davidson, Mississauga Halton CCAC, ON

At Mississauga Halton Community Care Access Centre, we are gaining momentum as we mature and evolve our healthy workplace. A measurement in the evolution of our journey is the ownership and accountability of our employee engagement survey results by teams and individuals. We will demonstrate the process that enabled teams and individuals to own the survey results to develop collaborative action plans for the positive changes they identified. This approach enabled us to build and integrate healthy processes and drive positive health system outcomes in our organization. We will also share the strategies we used to increase staff participation, from 61% in 2008 to 84 percent in 2010.

A2.3 Making Work Environments Healthier: How to Use Employee and Physician Insights for Improvements

Sue Robertson, Peterborough Regional Health Centre, ON

Engaged employees are essential to the success of any organization. In order to understand the steps that healthcare employers can take to strengthen this people-performance link, over 15,000 employees and physicians in over 20 Ontario health care facilities were surveyed using the OHA-NRC Picker Employee and Physician Experience Surveys (EES) in 2010/11. Experiences and lessons learned will be shared from two hospitals that implemented the surveys and are now proceeding with corporate-wide and program-specific quality initiatives, based on the survey findings. Research behind the survey tool including a discussion of dimensions and drivers of engagement will also be provided.

Co-Authors: Brad C. Hilker, Campbellford Memorial Hospital, and Heather Dawson, NRC Picker Canada

SESSION 3 Collaborative Cultures

A3.1 Building Capacity for Interprofessional Collaborative Practice: The Interprofessional Collaborative Learning Series

Christie Newton, College of Health Disciplines, UBC, BC

This presentation discusses the design, implementation and evaluation of the Interprofessional Collaborative Learning Series (IP-CLS), a sustainable professional development model that builds capacity for collaborative practice by: 1. Promoting interprofessional competencies allowing practitioners to incorporate elements of interprofessional collaboration into practice; and 2. Fostering cultural change across an organization by creating 'champions' for interprofessional collaborative practice.

Co-Authors: Dr. Louise Nasmith and Victoria Wood, College of Health Disciplines, UBC

A3.2 **Levelling the Field: Creating Communication Across Workplace Hierarchies**

Albert Banerjee, Re-imagining Long-term Residential Care, York University, ON

We present the preliminary findings of a study investigating the Partnerships in Person-Centered Approach (PPCA) program that incorporates frontline careworkers in the organization of their work and workplace. The PPCA prototype involves facilitated discussions between staff and formal/informal leadership at select facilities within the Fraser Health Authority. These meetings have become places of knowledge production and translation between frontline staff and leadership. We outline the essential features of the programme and provide an analysis of why the program succeeds. We recognise that the program is embedded within a philosophy of leadership, teamwork, respect and communication that contributes to its success.

Co-Authors: Dee Taylor and Anita Wahl, Fraser Health Authority

A3.3 **New Employee Focus Groups: Engaging Frontline Nurses in Worklife Improvement**

Valerie Frunchak, Jewish General Hospital, QC

Recruiting, transitioning and retaining newly graduated registered nurses are essential if we are to meet nursing workforce needs. The first year of entry into the workplace can present a multitude of challenges to new professionals. Loss of new recruits within the first year is expensive for the organization and can be a critical event in the life of a young professional. A collaborative program was developed to engage new nursing recruits in workplace improvements, access frank and timely feedback about their initial experiences and use this data for immediate program improvements. Many significant successes have been seen in 24 months.

Co-Author: Julie Frechette, Jewish General Hospital

SESSION 4 Leveraging HWEs

A4.1 **Prince Albert Parkland Health Region (PAPHR): Leveraging a Healthier Workplace Environment**

Wendy Eriicson-Lemaigre, Prince Albert Parkland Health Region, SK

The Prince Albert Parkland Health Region believes that Healthy Living in Healthy Communities is attainable using cornerstone actionable values of compassion, service excellence, innovation, rewarding work life and healthy communities. In the year 2010 we launched the Year of Employee Wellness and the region increased employee engagement through decreased sick time usage and decreasing the amount of over time employees were working. We also significantly decreased the number of days lost to workplace injury and were able to recognize sites or departments for achieving Mission Zero. This collaborative effort we believe allowed us to leverage a healthier workplace for all.

Co-Author: Kathy Glynn, Prince Albert Parkland Regional Health Authority

A4.2 **Chicken Soup for Healthcare Workers**

Kurt Pristanski, Geraldton District Hospital, ON

This Northern and Rural Hospital is a fully accredited and progressive hospital committed to providing quality inpatient, outpatient and emergency services to residents of the local towns and First Nations communities. Services are provided by staff, physicians and volunteers who are valued by the organization for their dedication towards patient care. Thus, their efforts are appreciated with full support from the Board of Directors. Resources are budgeted each year to support safety, health, wellness, rewards and recognition programs and events. During recent hard economic times, this is one budgetary area that has not been reduced.

Co-Authors: Brenda Abraham, Jocelyne Marino, and Anne Safroniuk, Geraldton District Hospital

SESSION 5 Leadership

A5.1 Leading a Healthy Workplace in Long-Term Care: A Comprehensive Team Approach

Cathy Power, Seaview Manor, NS

Leading a healthy workplace requires an organization-wide commitment. Leadership from board and management involves development of, and commitment to, strategic directions with clear objectives aimed at fostering a healthy workplace (HW). The commitment of managers to educate and positively reinforce and attain HW goals plays a major role in the adoption of a HW culture. A comprehensive organization-wide team approach is pivotal to the development, implementation, engagement and sustainability of HW initiatives and programs. Healthy workplace teams that function in a manner that promotes active and respectful listening, creativity and full participation optimises learning opportunities, team functioning, program quality, and ultimately, achievement and sustainability of HW objectives.

Co-Authors: Erin Power, and Wayne MacAulay, Seaview Manor

A5.2 Matrix Mentoring: Creating Competent and Engaged Healthcare Leaders of Tomorrow

Mary Lou O'Neil, Cape Breton District Health Authority, NS

The practice allows managerial exposure in real time, across departments. The practice allows mentees to be exposed to other Managers; and Managers to other potential managerial candidates. The practice challenges flexibility of managerial and potential managerial staff in a life long learning environment. The program encourages project planning, application of research principles, and presentation skills. It has helped to address succession planning in a proactive manner.

Co-Authors: Dr. S. Finney, Faculty Cape Breton University and Judy MacDougall, Cape Breton District Health Authority

Thursday, March 1, 2012

1:45pm – 3:15pm

Concurrent Sessions B

SESSION 1 Health Promotion and Prevention at Work

B1.1 Home and Community Care: A 3-Tier Risk Assessment Tool to Reduce Workplace Hazards

Sandra Wilson, Public Services Health and Safety Association, ON

The healthcare sector can be an unpredictable place to provide care and ensuring the safety of employees is difficult as the environment is always changing. It is important for employees to be able to recognize hazards that may cause injury, identify how to control the hazard and to understand the duty to report injuries. PSHSA, in partnership with the Ontario Community Support Association and St. Clair West Services for Seniors has developed a tool that outlines the common hazards present in the home care environment and suggests ways to control these hazards at the employee, employer and system level.

B1.2 Creating a Healthy Workplace in a Primary Health Care Setting

Lorna Milkovich, Red Deer Primary Care Network, AB

Investing in healthy workplace policies and strategies leads to healthy, engaged and performance-oriented employees. Red Deer Primary Care Network with 75 member physicians and 35 staff implemented health promoting strategies in the workplace to empower staff to choose healthy living behaviours and role model these in working with patients. These include virtual treks, vitality days, participation in Health Basics workshops and annual team building retreats. Presentation will highlight positive results of these strategies including staff engagement, absenteeism, and change in health behaviours. RDPCN was the recipient of one of the 2011 Alberta Premier's Awards for Healthy Workplace.

SESSION 2 Metrics/Measuring Health Work Environments (HWE) Progress

B2.1 Manager Support Team - Changing Sick Time, Overtime, and Injury Rates

Kerry Morrison, Vancouver Island Health Authority, BC

In October 2010, the Vancouver Island Health Authority (VIHA) introduced a regional Manager Support Team to work 1:1 with front line leadership to sustain and improve sick time, overtime and injury rates as an interdependent bundle of metrics. At completion of the first year of operations the Manager Support Team has contributed to positively shifting these work life metrics and seen an increase organizational cooperation. This presentation will provide an overview of the approach the team uses, what we learned during this first year, and our results.

B2.2 Sick Leave Management: Combining Attendance Monitoring with Wellness Promotion

Wayne Balshin, Vancouver Coastal Health, BC

In 2008 Vancouver Coastal Health had an unacceptably high sick leave rate, with the resulting negative impact on patients, colleagues, and the 'bottom line.' Our solution was design and implementation of the VCH Attendance & Wellness Promotion Program (AWP). Within three years, we achieved one of the lowest health authority sick leave rates in BC.

Co-Author: Judy Doyle, Vancouver Coastal Health

B2.3 People First - Stay at Work, Return to Work Re-design. Lessons learned in a BC Pilot Project at Vancouver Coastal Health (VCH)

Catherine Fast, Vancouver Coastal Health, BC

In 2009 VCH partnered with healthcare unions to move disability management services in house from a third party provider. Early results were very encouraging with projected cost savings of \$17.6 million over 10 years and the lowest incidence of new LTD claims for Nurses in the province but with some significant unintended consequences related to the volume of work, data problems, customer service complaints and slippage on other important issues (WSBC, LTD, DTA). VCH applied a project management approach and engaged a multi-disciplinary team, including support from LEAN transformation services, to achieve optimal outcomes while maintaining productivity gains.

SESSION 3 Collaborative Cultures

B3.1 Collaborating to Put Patients and Families First in Quality Practice Environments

Amber Alecxe, Saskatchewan Union of Nurses, SK

Often, registered nurses, other members of the healthcare team, and patients themselves have innovative ideas about how to make improvements but have no avenue to voice those ideas, or run into system barriers. The 'Patients and Families First Initiative' supports patients, members of the public, patient advocacy groups, and SUN members in developing and testing sustainable innovations that will improve patient-and family- centred care. The aim is to improve both patient care and practice environments.

Co-Author: Rosalee Longmoore, Saskatchewan Union of Nurses

B3.2 Minding the Workplace: A Partnership Between Healthcare and Business

Beth Evans, Alberta Health Services, AB

Alberta Health Services (AHS) has been working with organizations to help foster and promote mentally healthy workplaces. AHS has formed partnerships and provided support to several diverse private and public organizations in order to create pilot programs that will create mentally healthy, safe and productive workplaces. This project is currently entering its second year. This panel session will provide an overview of the rationale for, and nature of, the project. Two of the participating organizations will then describe their particular project(s), including discussion of challenges encountered and how these were addressed.

Co-Authors: Bob Acton, Gilbert Acton, Taryn Pawlivsky and Jennifer Yelland, Alberta Health Services

SESSION 4 Leveraging HWE's

B4.1 From Poor Farm to Center of Excellence

Gail MacFarlane, York Care Centre, NB

We are celebrating the success and transition of small “poor farm” in NB to a Center of Excellence. The mentoring relationship with Maimonides and Baycrest and the partnership with The Atlantic Institute of Aging have helped York Care Centre become one of the largest, most innovative Long Term Care facilities east of Montreal. Our presentation will showcase the strategies used to become a “magnet institution” including such programs as Character First, Peace Initiative, Clinical Partnerships in Learning, and Back in Form. Included is a short video depicting our journey and a look at the initiatives used to promote the safety and wellness of staff and residents.

B4.2 Nurse Managers' Work Stressors and Coping Experiences: Re-Aligning Role Expectations

Sonia Udod, University of Saskatchewan, SK

A qualitative, descriptive design was used in this pilot study to explore nurse manager's perceptions of their stress experiences and coping strategies in a tertiary care hospital in a city in western Canada. Nurse managers indicated that limited resources, ever-increasing challenges, and work expectations contribute to the stressors experienced. Coping responses included support, cognitive, personal and social strategies. Managers faced considerable job stress and conflicting demands, often caught between focusing on staff relations and organizational productivity. Findings will assist senior nurse leaders in formulating directives in advancing a multi-dimensional approach to support managers and promote their quality of work life.

Co-Author: Dr. Dean Care, Brandon University

B4.3 Improving Patient Care by Creating a Workplace Culture Anchored in Quality, Wellness and Innovation

Kristen Winter, Toronto East General Hospital, ON

A healthy workplace expands beyond the healthcare organization and encompasses the body, mind and soul of providers. A holistic program of Wellness was introduced at the hospital focusing on physical well-being, work-life balance and expanded to include mental health management and workplace culture. Aware that it can be hard for staff to get away from their clinical areas to participate in wellness programs, a Wellness Roadshow is held for 3 days each year. Focusing on wellness and creating a culture of resilience has helped the hospital manage through numerous process improvement cycles, improving patient care and quality outcomes

Co-Author: Stella Johnson, Toronto East General Hospital

B4.4 The Nursing Exit Interview: An Effective Tool for Improving Work Environments and Nurse Retention.

Julie Frechette, Jewish General Hospital, QC

The Nursing Exit Interview: An effective tool for improving work environments and nurse retention In our University Affiliated Hospital, we developed a nursing specific exit interview through reviewing best practices, benchmarking and consulting experts. Our nursing exit interview has shown to be a feasible tool for gathering information to improve work environments. This initiative was innovative in its' use of nurse interviewers who could effectively probe to get at the nurses true reasons for leaving. Institutions who wish to initiate an exit interview process will benefit from lessons learned from our experience (For example, what questions are best to ask?)

Co-Author: Valerie Frunchak, Jewish General Hospital

SESSION 5 Leadership

B5.1 Developing Leaders at all Levels to Support Exemplary Patient Care

Lisa Wilkins, Mount Sinai Hospital, ON

At Mount Sinai Hospital we believe that an investment in leadership development and capacity for all of our employees is an investment in patient outcomes. When employees have the tools and motivation to enable them to take action and make strategic decisions, the result is the best possible patient care. Come to this informative session to learn about Mount Sinai's comprehensive approach to leadership. We will share how our structures and learning programs are contributing to supporting and sustaining leaders who deliver excellence in patient care, research and education, contributing to the core goals of the organization.

Co-Author: Tracy Kitch, Mount Sinai Hospital

B5.2 Building Leadership and Capacity for Managing Conflict: The Journey of a Regional Health Authority

Regina Coady, Eastern Health, NL

This session will detail the journey Eastern Health has taken to prepared front line managers with knowledge and skills to successfully manage conflict in the workplace. In 2009, policies were developed to encourage early and effective resolution of conflict. To support managers to achieve this, in 2010 Eastern Health sought the best experts in the Canadian market to partner with them and develop an industry stellar yet home grown train-the-trainer program. An internal 'faculty' stepped up and now we are moving forward. Early reviews have been tremendous. Union leaders have recently come forward and want to do the training as well.

Friday, March 2, 2012

10:00am – 11:30am Concurrent Sessions C

SESSION 1 Health Promotion and Prevention at Work

C1.1 Well and at Work: An Integrated Approach to Keeping People at Work

Micki Mulima, Kingston General Hospital, ON

An integrated approach to reduction in absenteeism in a hospital comprises a multipronged approach including business strategy, disability management, attendance management, wellness initiatives, workplace satisfiers, communication, staff participation, leadership development and the model of care.

SESSION 2 Metrics/Measuring Health Work Environments (HWE) Progress

C2.1 Standardized Collection and Reporting of Workplace Health and Safety Information in British Columbia's Health Authorities

Karlene Dawson, Health Employers Association of British Columbia, BC

The Provincial Reporting & Data Management initiative finalizes the implementation of the Workplace Health Indicator Tracking and Evaluation (WHITE) database across British Columbia healthcare regions, and the creation of health and safety standards. This includes data dictionaries, processes, definitions and performance indicators. The platform will utilize real-time data to provide reports to support strategic, tactical and operational decisions made by health and safety healthcare professionals. It is anticipated that BC Health Authorities (HAs) will gain valuable insights into local and provincial incident, injury and disability trends, and in doing so create opportunities for process improvement, LEAN design and injury prevention.

Co-Author: Tony Gilligan, Provincial Health Services Authority

C2.2 An Economic Evaluation Framework: Building Rigour and Comparability in Occupational Health and Safety Decisions

Jaime Guzman, University of British Columbia, BC

Specific methods and standards of economic evaluation of occupational health and safety programs in healthcare would consider and integrate all relevant resources and outcomes of programs and the various points of view. An economic evaluation framework has thus been developed with the key resources and outcomes to be included, and how they should be integrated into comprehensive economic evaluations. The framework is based on seven principles, includes four application templates, and provides specifics of measurements and calculations for data gathered. This concurrent session will present the framework as well as the vital components to its application in any healthcare setting.

Co-Authors: Henri De Boer, BC Injury Research and Prevention Unit and Emile Tompa, Institute for Work and Health

C2.3 Integrating Healthy Workplace Metrics Into Strategy and the Organization's Scorecard

Shannon Graham, Kingston General Hospital, ON

The hospital launched the 2015 Strategy in June 2010 after six months of engagement sessions, with internal and external stakeholders. In May 2011, the Action Plan for achieving the strategy was released which incorporated milestones for each year of the strategy and achieve the outcome of 'All preventable harm to staff is eliminated'. This presentation will discuss the process used for to develop the healthy workplace metrics and the accountability framework developed to ensure regular reporting and action for the metrics.

Co-Author: Joanna Noonan, Occupational Health, Safety and Wellness

SESSION 3 Collaborative Cultures

C3.1 Building Healthy Cultures through Innovation and Collaboration: A Toolkit to Address Workplace Violence

Annette Weeres, Registered Practical Nurses Association of Ontario, ON

A program developed for self learning and self assessment was shared through an innovative collaboration between a health care organization and a professional association. This program supports healthcare providers in building a stronger organizational culture to address workplace violence and harassment and contributes to quality work environments.

Co-Author: Dianne Martin, Registered Practical Nurses Association of Ontario

C3.2 It's Not Just a Survey - It's an Intervention!

Diane Leblanc, Capital District Health Authority, NS

It is increasingly difficult to justify the effort and expense of employee surveys. In this presentation, we discuss how the value of the employee survey is increased when the survey is explicitly linked to the strategic vision as an intervention, that is, results are used to improve workplace health and achieve strategic goals. We present results that indicate a statistically significant increase in workplace incivility. We discuss possible interpretations of these results which include (1) an unfavorable increase in uncivil behaviour and (2) a favorable increase in willingness to report incivility where the norms for accepting uncivil behaviour are shifting.

Co-Author: Dawn Burstall, Capital District Health Authority

SESSION 4 Information Technology / Social Media and its Impact on Quality Worklife and Quality Healthcare

C4.1 Social Media Readiness for Health Care Organizations

Sean Cranbury, Social Media Consultant, BC

It is no longer an exaggeration to say that the internet is profoundly changing the way that people and organizations communicate. Today's world of mass, instantaneous digital communication can seem overwhelming. Social media channels like Facebook, Twitter, YouTube and Skype are expanding the possibilities for connecting, collaborating and sharing information globally. The public has embraced these channels and yet many healthcare professionals and orgs have been slow to adapt. This energetic and informative session will clearly share simple strategies for determining whether you and your organization is prepared to begin the adaptation to social media. This is a session that speaks to all levels of social media fluency.

C4.2 Healthy Work Environment Portal – Knowledge at Work

Henrietta Van Hulle, Public Services Health and Safety Association, ON

In today's world of abundant information, finding the most accurate and relevant information in a timely manner can pose a challenge. Public Services Health and Safety Association recognized the importance of brining the information together and, in collaboration with the Ministry of Health and Long-Term Care, has developed and implemented a Healthy Work Environments Knowledge portal. The HWE portal is used by healthcare organizations to access the latest and most accurate information, as well as sector-specific products and tools. In addition, the portal includes a research section featuring latest studies on topics relevant to the healthcare sector.

SESSION 5 Leadership

C5.1 Focus on Organizational Culture and Employee Engagement to Help Navigate Change

Ina Gutium, Unison Health and Community Services, ON

In the 2010 merger of New Heights Community Health Centres and York Community Services to form Unison Health and Community Services, the boards and executive leaders focused on corporate culture as a success factor in the merger and utilized culture assessment as a critical tool in post-merger integration planning. Focus on healthy organizational culture and employee engagement paid off. Eighteen months following the merger approval, the merger can be considered an unqualified success.

Co-Author: Andrea Cohen, Unison Health & Community Services

C5.2 Regeneration-- An Organizational Transformation for Improved Patient Services and Healthy Work Environment

Lisa Shiozaki, Lakeridge Health, ON

Ontario hospitals continue to be in the position of not having enough operating dollars to deliver its menu of services in the same manner. Traditional responses to manage within budget allocations have been to close units and clinics, lay off staff, increase management span of control and remove educational positions from organizations. The result being that budgets may balance, but the patient and staff experience are affected. In response to long-standing, expensive practices at this hospital that were not value-added, a complete re-design of clinical leadership and services was undertaken. This was a principle-based exercise with a vision for sustainable, quality services, and a higher functioning workforce. It's deliverables include ensuring providers are present in Patient Care; managers are present in care providers worklife; the basics of care are consistently done;and expanded roles, full scope & clinical expertise are enablers for quality.

Co-Author: Darrell Sewell, Lakeridge Health

Initiatives Showcase and Exhibits

This listing is subject to change. Please visit our website for updates to the program and other Summit materials at www.qwqhc.ca/summit-2012.aspx. All exhibits and posters are listed in the language that they will be presented in.

Table Exhibits

Health Promotion and Prevention at Work

Outstanding Gallup Employee Engagement Survey Participation Results - Building Momentum Toward a Vibrant Healthcare Workforce

Carole Falkner, Interior Health Authority, BC

Building Momentum toward an engaged and vibrant healthcare workforce Previous low participation in organization surveys, challenged the Interior Health Authority to 'do something different' for the Gallup Employee Engagement Survey. Application of large scale change principles to engage the system resulted in a participation rate of 74%: the highest among Canadian health-care organizations in the past five years. Our level of participation and the survey results have given us a base line and an expectation for committed action. We will present how we achieved this and our strategies to increase engagement and change the culture of 'how we work together'.

Co-Authors: Dr. Dianne Appleby, Trish Manning and Amanda Fisher, Interior Health Authority

Psychological Health and Safety: An Action Guide for Employers

Merv Gilbert, Simon Fraser University, BC

'Psychological Health and Safety: An Action Guide for Employers' is a new resource commissioned and available at no cost from the Mental Health Commission of Canada. It is designed to help employers understand the principles of psychological health and safety and put them into practice. The guide complements and supports current and upcoming standards and legislation. This session is intended to provide participants with timely and detailed knowledge on practical, evidence-informed, actions to create and sustain psychologically healthy and safe workers and workplaces. Particular emphasis will be placed on those practices relevant to healthcare settings.

Co-Authors: Dan Bilsker, Simon Fraser University and Jessica Mankowski, Mental Health Commission of Canada

Front Line Workers - We Come to You

Susan Rosato, London Health Sciences Centre, ON

London Health Sciences Centre (LHSC) fitness pilot project includes walking programs, group exercise classes, front line workers stretching program and customized exercise programs designed to meet the needs of specific groups within the organization. Five months into the program there have been over 13,000 visits. Employees report an enhanced sense of well being, improved fitness and energy levels and an increased sense of connection to the organization. Absenteeism rates are beginning to decline. We continually evolve and expand the program to find creative ways to respond to the needs of staff, adapting to the different roles and shifts of employees

Collaborative Cultures

Organizational Values in Action: Employee Driven Awards of Excellence

Kathy Sharpe, Central Community Care Access Centre, ON

This session will showcase how the Central CCAC's unique Employee Driven Awards of Excellence program, established in 2007, following the CCAC amalgamation, has fostered and maintained a collaborative culture for its 700 employees working across multiple sites in a wide geographic area.

Service Excellence Model - Integrated Service Provision Within a Multi-Service Agency

Carolyn Acton, Circle of Care, ON

Circle of Care presents its innovative Service Excellence Model which enhances the client experience through the provision of integrated services within a multi-service agency.

Co-Author: Josefina Cantos, Circle of Care

Leveraging HWE's

Ensemble, faconnons l'avenir

Eric Beaudoin, Hôpital Montfort, ON

De l'énergie potentielle à l'énergie cinétique, comment réduire les pertes d'énergie? Nous vous proposons un cours de mécanique humaine d'atténuation de la friction (voir de la résistance) qui est source de mauvais transferts des efforts déployés, et ce, grâce au leadership collectif. Il sera question d'une façon différente de concevoir la consultation de vos employés et de l'alimentation d'un circuit de transfert de connaissances et d'expériences sur le plan vertical (recommandations à la haute direction) et horizontal (entre secteurs). L'engagement de vos employés n'aura définitivement jamais été aussi significatif et électrisant!

Information Technology / Social Media and its Impact on Quality Worklife and Quality Healthcare

Leveraging Real Time Information to Build Communication, Trust and Quality of Care

Andy Chow, Vancouver Coastal Health, BC

Members from the Lions Gate Hospital Priority Access team, owned and operated residential facilities, and contracted residential facilities were tasked to decrease the time to admit a resident to a bed that comes available. Through their Lean journey, it was identified real time visual information would allow anyone on the team and care providers to review the referral process, which patient would be appropriate for the available bed, and to provide support proactively when issues arise. By implementing a database that provides a real time snapshot of resident characteristics + characteristics of the bed (and facility) that is available, all team members are working together and smooths the transition of care and service from hospital to residential care.

Poster Presentations

Health Promotion and Prevention at Work

Supporting Staff: An Important Component of Patient Safety

Isabelle Jarrin, Health Sciences Centre, MB

Safe Client Handling Equipment - Optimizing Design in Residential Care

Deanna Harrison, Fraser Health, BC

A New Organizational Approach to Managing Aggression in the Workplace

Rosalie Johnson, Jewish General Hospital, QC

Assessing Workplace Hazards: Celebrating Success and Working Toward a Safer Work Environment

Erin Mudry, Lake of the Woods District Hospital, ON

Well and at Work: An Integrated Approach to Keeping People at Work

Micki Mulima, Kingston General Hospital, ON

Health and Quality of Life of Women Working in Hospitals

Joan Tranmer, Queen's University, ON

Home and Community Care: A 3-Tier Risk Assessment Tool to Reduce Workplace Hazards

Sandra Wilson, Public Services Health and Safety Association, ON

Developing a Mental Wellness Strategic Plan: An Innovative Approach to Creating a Culture of Wellness

Kristen Winter, Toronto East General Hospital, ON

Metrics/Measuring Health Work Environments (HWE) Progress

Assessment of Employee Wellness Needs in a Large Canadian Health Care Organization

Michelle Fry, Alberta Health Services, AB

Rural and Urban Workplace Wellness Engagement Project

Jennifer Yelland, Alberta Health Services, AB



Collaborative Cultures

Social Networking: The Road to a Better Integration of Y Generation Healthcare Professionals

Julie Frechette, Jewish General Hospital, QC

Coaching, Counseling, Mentoring: A Small Step Approach to Supporting New Nurses

Rosalie Johnson, Jewish General Hospital, QC

Creating a Culture of Collaboration: Valuing Patient Attendants' Contribution in an Acute Care Facility

Rosalie Johnson, Jewish General Hospital, QC

Better Together: Building Partnerships for Healthier Work Environments

Ann Vosilla, CADTH, ON

Leveraging HWE's

La cuisine mobilisante au goût d'engagement

Eric Beaudoin, Hôpital Montfort, ON

Enhancing Nursing Work Life and Practice through the Application of Positive Psychology

Catherine Parsons, St. Joseph's Health Care London, ON

The Journey to Improved Access in Sun Country Health Region Begins with a Network of Learners

Colette Pierson, Sun Country Health Region, SK