Take care of those providing care: Psychological Health and Safety in Canadian Healthcare Settings

Jennifer Kitts, Director, Policy and Strategy, HealthCareCAN

Wolf Klassen, Vice President, Program Support
Michael Garron Hospital, Toronto East Health Network

Christine Devine, Wellness Specialist
Michael Garron Hospital, Toronto East Health Network

June 29, 2016, 12:00 - 1:00 p.m. ET

@MHCC_  /theMHCC  /Mental Health Commission of Canada  #WorkplaceMH
Important! Send questions/comments to ‘All Panelists’
Jennifer Kitts
Director, Policy and Strategy
Presenters

Wolf Klassen
Vice President, Program Support
Michael Garron Hospital
Toronto East Health Network

Christine Devine
Wellness Specialist
Michael Garron Hospital
Toronto East Health Network
Focus of Today’s Webinar

• HealthCareCAN
  • Advancing Workplace Mental Health in the Healthcare Setting
• Michael Garron
  • Journey in Implementing the Standard
• Q & A
Working in Partnership to Advance Workplace Mental Health
Healthcare Settings

• Health care workers are **1.5 times more likely to be off** work due to illness or disability than people in all other sectors.

• Over **40% of Canadian physicians** report that they are in the advanced stages of burnout; an equal percentage of Canadian nurses report burnout.

• 14% of general nurses have tested positive for **symptoms of PTSD**.

• 46% of nurses reported **workplace violence** during their 5 most recent shifts.

• Working in health care, helping people cope with illness and death, can result in “**compassion fatigue**”.
Stigma in Healthcare

• “...people who seek help for mental health concerns report that some of the most deeply felt stigma they experience comes from front-line healthcare professionals.”

• 60% of people with a mental health problem or illness won’t seek help for fear of being labeled.
There are Solutions!

Free Download

csa.ca/z1003
“Potential advantages for employers who adopt the Standard are many and can include improved productivity and financial bottom lines. Additionally, talented employees may be attracted to companies where mental illness can be talked about openly.”

- HealthCareCAN position statement, 2013
What are we doing?

• Position Statement
• Leadership
• Advocacy
• CHA Learning
• Partnerships
Roundtables

Key Enablers for Implementation
• Leadership
• Organizational culture
• Staff engagement
• Use of data and metrics

Key Barriers for Implementation
• Competing priorities
• Stigma
• Lack of awareness
• Lack of union support
• Implementation – where to start?
Cross-Case Analysis

- Healthcare organizations demonstrated more progress implementing the Standard than organizations in other sectors.

- The healthcare sector has strengths and challenges implementing the Standard that are unique to the sector.

- Progress with and approach to implementation varies within the sector.

- There are notably low levels of employee knowledge and confidence of organizational programs & policies.

- There is limited access to indicators that are specifically reflective of psychological health and safety issues.
By Health, For Health Collaborative

Sector specific tools

Information hub

Awareness campaigns

Education & training
Issue Brief

Our joint Issue Brief: Safeguarding the mental health of healthcare workers can be found at www.healthcarecan.ca
Our Journey:

Implementing the National Standard
Overview

1. Overview and Healthcare Context
2. Leadership
3. Framework for Implementation
4. Programs to Support our Workforce
5. Impact on performance
Some Information about MGH

People

2400 Staff

400 Physicians

500 Volunteers

Patient Service

Large Community Teaching

475 Beds

Serving Highly Diverse, Low Income Population

70,000 Emergency Visits per Year
Who We Are

MISSION
Setting a new standard in quality and value.

VISION
As Ontario’s leading community teaching hospital, we achieve the highest standard of patient care, teaching, innovation, community partnership and accountability: Above All We Care

VALUES
Kindness Excellence Respect
Toronto East: $50 Million stronger

Toronto East General now Michael Garron Hospital after family's $50M gift

Historic donation will improve patient care, hospital officials say

Toronto East General to become Michael Garron Hospital, with a $50M boost

Huge gift from parents Berna and Myron Garron ensures their 13-year-old son who died of cancer will always be remembered.

$50-million donation to Toronto hospital enshrines memorial for son

Toronto East General Hospital receives $50-million donation from Garron family

Donation made in memory of Michael Garron who was born in the East York hospital
The Healthcare Challenge

- **88%** of health care workers report insomnia, headaches, depression, weight changes, and panic attacks related to work stress.

- **35%** of Ontario nurses report at least one musculoskeletal condition.

- **28%** of Ontario nurses report that they were physically assaulted at work over the past 12 months by a patient.

- **46%** of Canadian physicians report that they are in advanced stages of burnout.
The Healthcare Challenge

- Average number of days of work lost due to illness or disability is at least **1.5 times greater** for workers in health care than the average for all workers

- **12.8%** of RNs report high blood pressure compared to 9.4% of female workers in Canada

- **15.6%** of RNs report at least one cardiovascular condition compared to 11.7% of all female workers in Canada

- Lost time for injury (LTI) rate **1.37 per 100 workers** in health compared to 0.95 overall in 2013
Leadership
High engagement requires high trust:

Evidence from Canadian Hospitals:

- Trust in Management
- Higher Engagement
- Improved Performance

Setting a New Standard in Quality and Value

ENCOURAGE PEOPLE
- Support leadership development in our people.
- Role model excellence in workplace safety, engagement and wellness.

PATIENT CENTRED
- Partner with patients and families to achieve quality care.
- Keep patients safe.
- Ensure equitable access to care.
- Match our services to community needs.

INSPIRE INNOVATION
- Continuously achieve high levels of quality and safety.
- Enhance the culture of practical innovation to improve quality and value.

CULTIVATE COLLABORATION
- Work with partners for seamless care transitions.
- Enhance teaching and research.

ENSURE VALUE
- Streamline care processes.
- Advance capital redevelopment.
Setting a New Standard to Develop, Protect and Engage our Staff

- Cultivate a Healthy Work Environment
- Develop Exceptional Leaders
- Drive Performance & Accountability
- Promote Healthy Bodies, Healthy Minds
- Foster Staff Safety
- Inspire Innovation
Partnerships

Joint Centres
Transformative Healthcare Innovation

Solutions
East Toronto’s Health Collaborative

Mental Health Commission of Canada
Commission de la santé mentale du Canada
Where we started

2006-2010

- Quarterly engagement surveying
- Wellness programming
- Mental Health Strategic Plan
- Emotional Intelligence Training
- Workplace Violence Prevention

2010-2012

- Adoption of a Just Culture, Continuous Improvement
- Caring Initiatives
- Bell Let’s Talk
- Excellence Canada Mental Health at Work Levels I & II
Sustainability

2013-2016

• Early adopter of the National Standard
• MHCC Research Case Study
• Mental Health education and training
• 2nd Victim Peer Support
• Excellence Canada Level III & IV
• Committee/ scorecard/ tracking critical incidents
• Queen’s Mental Health Training for managers
• Excellence Canada Platinum Award
• LGBTQ Diversity Training
Framework for Implementation
Patient-Centred Care Model

Focus on Relationships

Provider Relationships with Self

Provider Relationships with Patients’ Families

Provider Relationships with Colleagues

Patient

“Nothing about me without me”
Performance Links  (G. Lowe, 2015)

• Healthy and Safe Employees

• Engaged Workforce

• Higher Performance
Ingredients for Engagement

• Respect and fairness
• Health and Safety
• 2-way communication
• Autonomy and input
• Adequate resources
• Supportive supervisors
• Challenging work
• Recognition and Rewards
STAFF ENGAGEMENT SURVEY PROCESS

EVALUATE RESULTS

ACTION PLANNING

MEASURE IMPACT OF CHANGE
Programs to Support our Workforce
Emotional Intelligence

The ability to recognize, understand and manage our own emotions.

Recognize, understand and influence the emotions of others.

<table>
<thead>
<tr>
<th>Program</th>
<th>Score</th>
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<tr>
<td>NEW HIRE ORIENTATION</td>
<td>1000</td>
</tr>
<tr>
<td>3 CONVERSATIONS OF LEADERSHIP</td>
<td>90</td>
</tr>
<tr>
<td>MANAGERS/ SUPERVISORS</td>
<td>360</td>
</tr>
<tr>
<td></td>
<td>95</td>
</tr>
</tbody>
</table>
Performing Under Pressure

Daily Conversations
- High
- Medium
- Low

Difficult Conversations
- High
- Medium
- Low

Courageous Conversations
- High
- Medium
- Low

IMPACT
Workplace Violence Prevention

Call to Action

Strategic Partnerships

Assessment & Management

Security

Organizational Supports

FROM ZERO

TOLERANCE TO ZERO

INCIDENTS

Zero Tolerance Policy
Workplace Violence Prevention

Overall Total Number of WPV Incidents 2011 - 2015

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Violent Incidents</th>
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<tbody>
<tr>
<td>2011</td>
<td>256</td>
</tr>
<tr>
<td>2012</td>
<td>309</td>
</tr>
<tr>
<td>2013</td>
<td>305</td>
</tr>
<tr>
<td>2014</td>
<td>288</td>
</tr>
<tr>
<td>2015</td>
<td>303</td>
</tr>
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</table>

Total: 1353
Code White

YTD Number of Code Whites

<table>
<thead>
<tr>
<th>Year</th>
<th>Code Whites Called</th>
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<tbody>
<tr>
<td>2010</td>
<td>55</td>
</tr>
<tr>
<td>2011</td>
<td>48</td>
</tr>
<tr>
<td>2012</td>
<td>68</td>
</tr>
<tr>
<td>2013</td>
<td>70</td>
</tr>
<tr>
<td>2014</td>
<td>68</td>
</tr>
<tr>
<td>2015</td>
<td>91</td>
</tr>
</tbody>
</table>

Total: 55 + 48 + 68 + 70 + 68 + 91 = 390
Compassion Fatigue

Recognize that Compassion Fatigue is a normal and natural consequence of doing one’s job well.

- Self Awareness: Warning Signs
- Peer Support: Debrief Training
- Self-care: Stress Reduction Techniques
Second Victim Peer Support

1. Check in
2. Are you Okay
3. Time Out
4. Show you Care

- Supervisor still has confidence in their skills
- Peers respect and support them
- The individual is still a trusted or valued part of the team
Mental Health First Aid

• Help provided to a person developing a mental health problem or experiencing a mental health crisis

• MCIT nurse (trained in MHFA)
Diversity

• To challenge homophobic and transphobic language and behaviour

• To build capacity to foster a safe and LGBTQ inclusive environment for employees, patients and all hospital visitors

• To develop measurable actions to foster a safe and LGBTQ inclusive environment that protects the dignity of people in the LGBTQ communities
Huddles: Wellness at the Frontlines
What have we Achieved - Outcomes
Staff Engagement Scores

- Staff Engagement Scores from 2004-2005 to 2015
- Comparison between TEGH and OHA

Graph showingStaff Engagement Scores for different years from 2004-2005 to 2015, with TEGH and OHA distinguished by color.
## Evaluation

<table>
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<tr>
<th>Theme</th>
<th>2010/11</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2015</th>
<th>OHA Ave. 2015</th>
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</thead>
<tbody>
<tr>
<td>Organization promotes health/wellness?</td>
<td>71.6%</td>
<td>74.5%</td>
<td>76.8%</td>
<td>72.6%</td>
<td>58.3%</td>
</tr>
<tr>
<td>Balance with family/personal life with work?</td>
<td>74.2%</td>
<td>75%</td>
<td>79.1%</td>
<td>73.8%</td>
<td>71.2%</td>
</tr>
<tr>
<td>Can trust this organization?</td>
<td>51%</td>
<td>57.7%</td>
<td>61.8%</td>
<td>60.4%</td>
<td>43.0%</td>
</tr>
</tbody>
</table>
Health Benefits Analysis

Annual Cost LTD Psychological Conditions

- 2013: $454,695
- 2014: $592,039
- 2015: $335,366
Annual Psychological Drug Cost

- 2013: $80,552
- 2014: $81,911
- 2015: $75,437
Infection Control

Hand Hygiene Compliance

C. difficile rate
Patient experience

Patient Satisfaction

Mortality Rate

2011 2012 2013 2014 2015

10/11 11/12 12/13 13/14 14/15 15/16
Quality Metrics

Falls with Harm Rate

In-Hospital Sepsis
Next Steps

• MHCC Sustainability Case Study
• Bullying in the Workplace Curriculum
• Best practice staff supports Physician Assisted Dying
• Spread 2\textsuperscript{nd} Victim Peer Support Program
Resources

National Standard
National Standard for Psychological Health and Safety in the Workplace
www.csa.ca/z1003

Assembling the Pieces - An Implementation Guide to the National Standard for Psychological Health and Safety in the Workplace
www.csa.ca/z1003

Case Study Research Project
www.mentalhealthcommission.ca/English/case-study-research-project

Reports
Implementing the National Standard in the Canadian Health Sector – A Cross Case Analysis
www.healthcarecan.ca

Building and Delivering Successful Anti-stigma Programs for Healthcare Providers: Results of a Qualitative Study
www.mentalhealthcommission.ca

Anti-Stigma Training
For more information on evidence based anti-stigma training, contact Romie Christie at the Mental Health Commission of Canada
Tel: 403-826-3952
rchristie@mentalhealthcommission.ca

Combating Stigma for Physicians and other Health Professionals (Continuing Education Course)
www.mdcme.ca/courseinfo.asp?id=190

De-Stigmatizing Practices and Mental Illness: Nurses Working Together to Support Mental Health and Well-Being
www.mdcme.ca/courseinfo.asp?id=167

Training
Mental Health at Work® - Canada Awards for Excellence
www.excellence.ca/en/knowledge-centre/resources/mental-health-at-work

Mental Health First Aid Training
www.mentalhealthcommission.ca/MHFA
Questions
Next Workplace Webinar

The series resumes on
September 28, 2016 at noon ET

To watch our past webinars, visit our website at:
www.mentalhealthcommission.ca/English/workinar
How did we do?

Please fill out the survey that opens after you leave the webinar.
Thank you

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Michael Garron Hospital, Toronto East Health Network
Visit us: www.tegh.on.ca
Contact us:

Wolf Klassen, Vice President Program Support
Twitter: @WolfKlassen Email: wklas@tegh.on.ca

Christine Devine, Wellness Specialist
Twitter: @scdevine Email: cdevi@tegh.on.ca