Caring for Healthcare: LEADing Change in Psychological Health and Safety

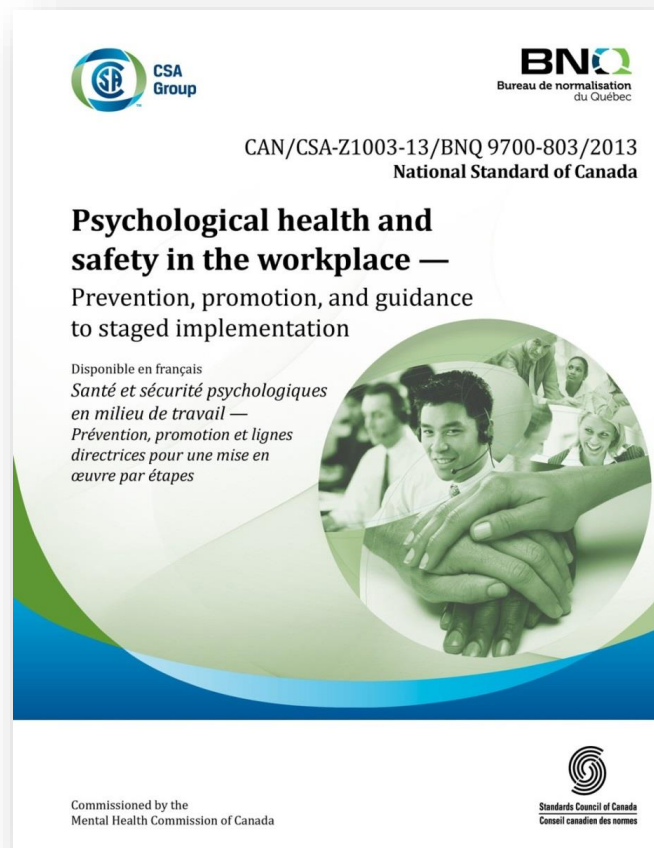January 30th, 2019 12:00pm-1:00pm E.T

Housekeeping Notes

Everybody's Business

500,000

Canadians, in any given week, are unable to work due to mental health problems or illnesses.

National Standard for Psychological Health and Safety in the Workplace

CAN/CSA-Z1003-13/BNQ 9700-803/2013
National Standard of Canada

Psychological health and safety in the workplace —

Prevention, promotion, and guidance to staged implementation

Disponible en français
Santé et sécurité psychologiques en milieu de travail — Prévention, promotion et lignes directrices pour une mise en œuvre par étapes

Commissioned by the
Mental Health Commission of Canada

- Change the culture

- Voluntary

- Non-prescriptive

- Applicable to any organization

- Measure progress

- Continuous improvement

- It's a journey…

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, and burnout is also a critical issue for Canadian nurses

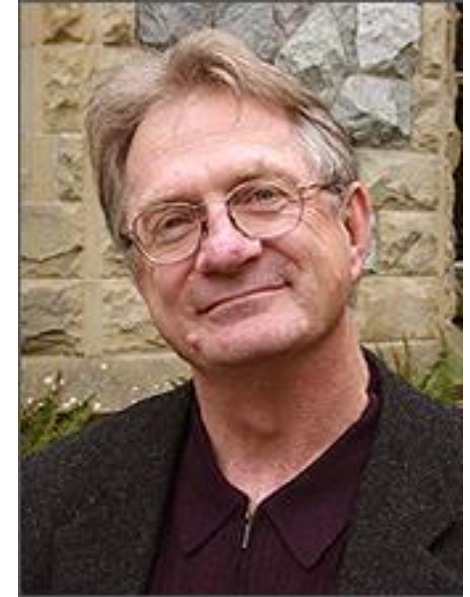Working in health care, helping people cope with illness and death, can result in "compassion fatigue"

Sandy Coughlin
Director, Occupational Health and Safety
Providence Health Care
British Colombia

Matthew Snyder
Chief Human Resource Officer,
Peterborough Regional Health Centre
Ontario

Dr. Graham Dickson
Principal,
LEADS Change Inc.
British Colombia

By Health, For Health Collaborative

Committed to
PSYCHOLOGICAL HEALTH & SAFETY
in Healthcare

Member organizations:

Alberta Health Services

BC Children's Hospital

island health

Covenant Health

Eastern Health

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One Island Health System

KEEWATIN YATTHÉ
Regional Health Authority

London Health Sciences Centre

MENNO PLACE
COMPASSIONATE CHRISTIAN CARE FOR ALL

Centre universitaire de santé McGill
McGill University Health Centre

MICHAEL GARRON HOSPITAL
TORONTO EAST HEALTH NETWORK

Montfort

SAULT AREA HOSPITAL
HÔPITAL DE SAULT-SAINTE-MARIE

Ontario Shores
Centre for Mental Health Sciences

nova scotia health authority

Providence HEALTH CARE

PRHC
Peterborough Regional Health Centre

Sinai Health System

SickKids

Southern Health
Santé Sud

St JOSEPH's HEALTH CARE LONDON

vitalité

By Health, For Health Collaborative

The *Collaborative* has a **vision** for healthcare workplaces to be leaders and role models in providing psychologically healthy and safe work environments for all Canadians.

Mental Health Commission of Canada

Commission de la santé mentale du Canada

HealthCareCAN
Leading. Innovation. Together.

Measurement

Staff survey & Organizational assessment
coming 2019

Two new psychosocial factors

ACCREDITATION CANADA

cpsi·icsp
Canadian Patient Safety Institute
Institut canadien pour la sécurité des patients

CANADIAN MEDICAL ASSOCIATION

System Transformation

LEADS canada

BY HEALTH, FOR HEALTH COLLABORATIVE:
Transforming Canadian Workplaces 🍁

Mental Health Commission of Canada
Commission de la santé mentale du Canada

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HealthCareCAN
Leading. Innovation. Together.

Committed to PSYCHOLOGICAL HEALTH & SAFETY in Healthcare

Presentations, workshops, journals and articles

in

Outreach and Promotion

Healthcare toolkit
coming 2019

Tools and Resources

The Declaration is a public commitment from healthcare organizations to show that they value the psychological health and safety of their staff and commit to taking action to improving their work environments.

Click here to learn more about the Declaration

LEADS for Change

Dr. Graham Dickson, LEADS Canada

A story…

"It is curious that physical courage should be so common in the world and morale courage so rare". *Mark Twain.*

The Project

Connecting frameworks:

The LEADS in a Caring Environment Capabilities Framework and the National Standard for Psychological Health and Safety in the Workplace

Companion Resource for Today's Session

The Canadian *LEADS in a Caring Environment Framework* **(LEADS)** outlines the capabilities required to lead in all sectors and in all levels of the health system.

https://www.leadscanada.net/site/framework

The *National Standard for Psychological Health and Safety in the Workplace* outlines 13 conditions for psychologically healthy workplaces.

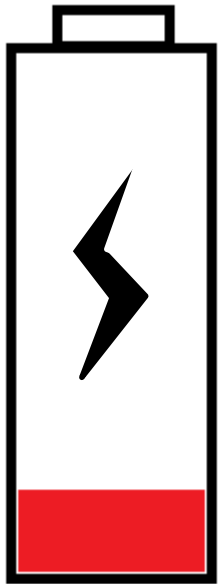# Unhealthy workplaces detract from optimum patient care

"Doctors and nurses are suffering, and therefore patients are suffering."

"Doctors with burnout symptoms provide lower quality care, order more unnecessary tests, and provide less empathic care."
Post & Roess, (2017)

Healthcare workers are more likely to:

- Miss work due to illness or disability
- Experience:
  - burnout
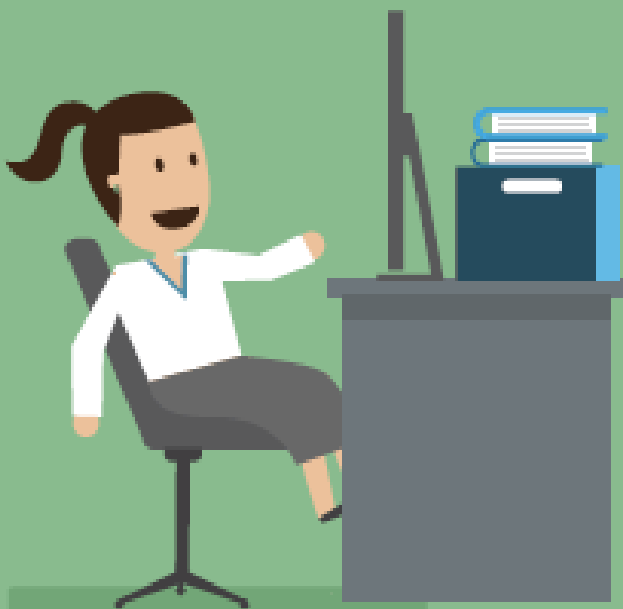 - compassion fatigue
  - sleep deprivation

CSA Workplace Conditions

- Psychological Support

- Organizational Culture

- Civility & Respect

- Psychological Job Fit

CSA Workplace Conditions

- Growth and Development

- Engagement

- Recognition and Reward

- Work load Management

CSA Workplace Conditions

- Balance

- Psychological Protection

- Supportive Physical Environment

CSA Workplace Conditions

- Clear leadership and expectations

Effective leadership: not toxic, or abusive leadership…

A toxic leader's behaviour often trumps even the best policies and procedures.

"…the associations between perceptions of abusive supervision and outcome variables appear to be universally negative." *Mackey et al, (2017).*

In Canada—and Australia,
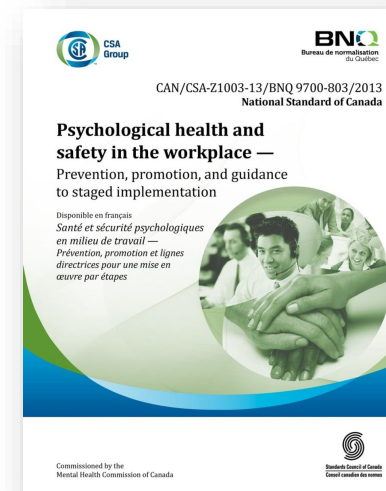# We use LEADS

- Five domains

- Four capabilities per domain

Philosophy

- Both emphasize *caring* for others
- Both are *aspirational* frameworks
- Both seek to *shift cultures* in the workplace

Mapping **LEADS** to the Standard (example)

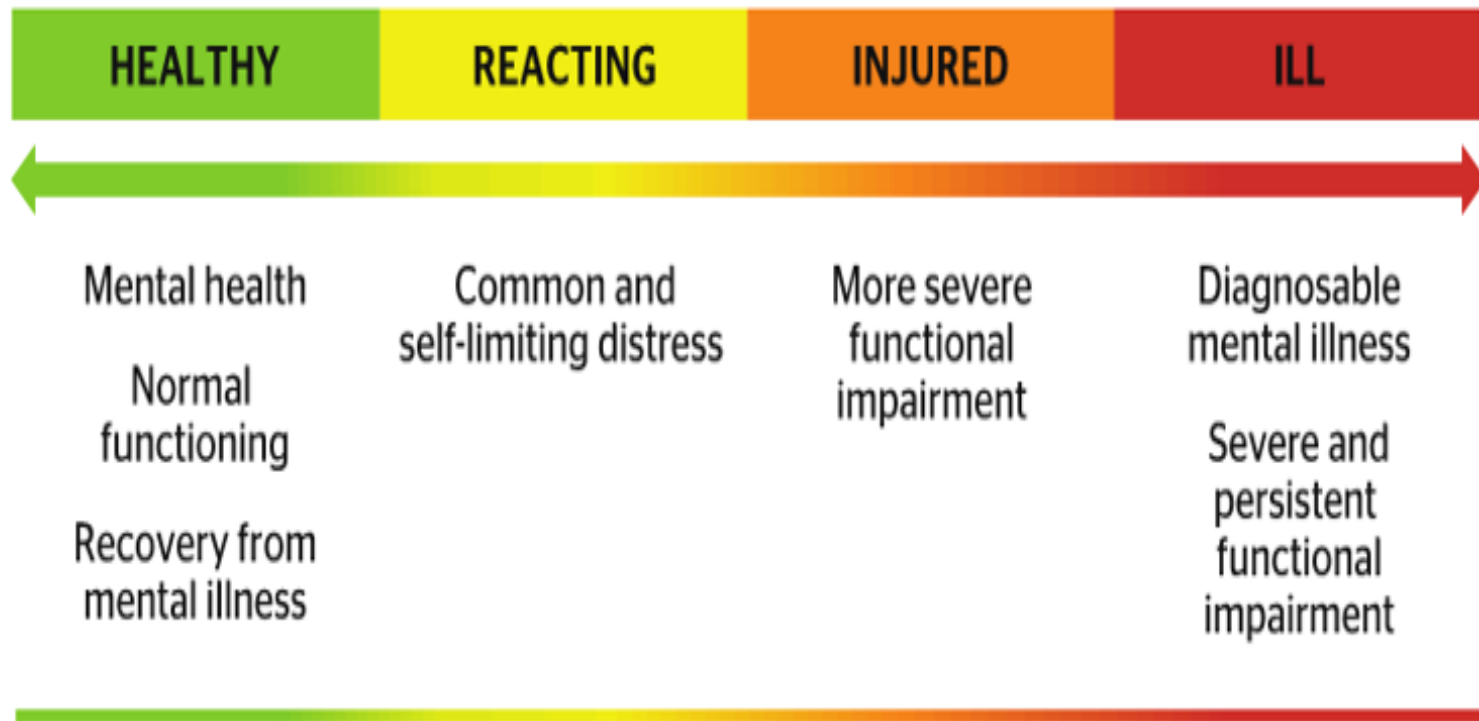| 13 Psychosocial Factors	LEADS domains and capabilities
7. Recognition & Reward A work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner.	**Engage Others:** • Foster the development of others • Contribute to the creation of healthy organizations. • Communicate effectively
8. Involvement & Influence A work environment where employees are included in discussions about how their work is done and how important decisions are made.	**Engage Others:** • Contribute to the creation of healthy organizations. • Build teams **Achieve Results:** • Set direction • Align decisions with vision, values and evidence
9. Workload Management A work environment where tasks and responsibilities can be accomplished successfully within the time available.	**Achieve Results:** • Set direction • Strategically align decisions with vision, values and evidence • Assess and evaluate
10. Engagement A work environment where employees feel connected to their work and are motivated to do their job well.	**Engage Others:** • Foster the development of others • Contribute to the creation of healthy organizations. • Communicate effectively **Achieve Results:** • Set direction **Systems Transformation** • Demonstrate systems and critical thinking

LEADS as a guide to leadership action
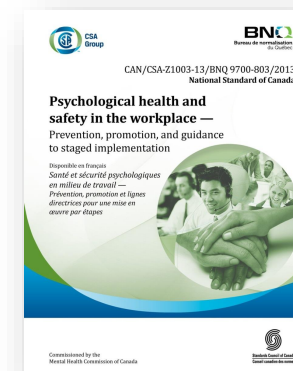
- ***Individuals who practice LEADS are modeling*** *the leadership actions that contribute to psychologically healthy workplaces*

- *Psychological health and safety is embedded in the way **people interact** with one another on a daily basis (CSA, 2013, p. 1)*
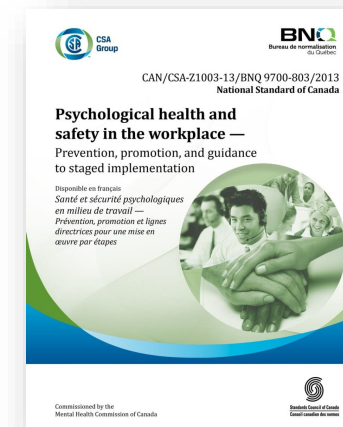
LEADS as a guide to leadership action

HEALTHY	REACTING	INJURED	ILL
Mental health Normal functioning Recovery from mental illness	Common and self-limiting distress	More severe functional impairment	Diagnosable mental illness Severe and persistent functional impairment

We cannot assume all formal leaders are themselves mentally healthy…

LEADS as a change discipline

- *LEADS is also a disciplined approach to leading change*
- *7 steps*

Using LEADS to create psychologically healthy workplaces.

STEP 1 — Create Vision & Results

What does a psychologically healthy environment look like for your organization? Work with staff at all levels to determine the desired vision.

STEP 2 — Assess Current State

You've determined where your organization wants to go, but where are you now? Establishing benchmarks will help to measure progress throughout your journey to implement The Standard.

STEP 3 — Prepare Leaders to *Lead Self* through Change

Leader-managers need the opportunity to 'ground' themselves in the attitudes, beliefs, values and skills needed to be 'authentic' change agents of psychological health and safety.

STEP 4 — Engage Others in Change

Healthy, psychologically safe, and productive interpersonal relationships between workplace colleagues are critical to implementing The Standard.

STEP 5 — Focus on Results

Aligning the limited budget, people resources, and technical expertise in support of efforts to create psychologically healthy workplaces can enhance efficiency and improve productivity.
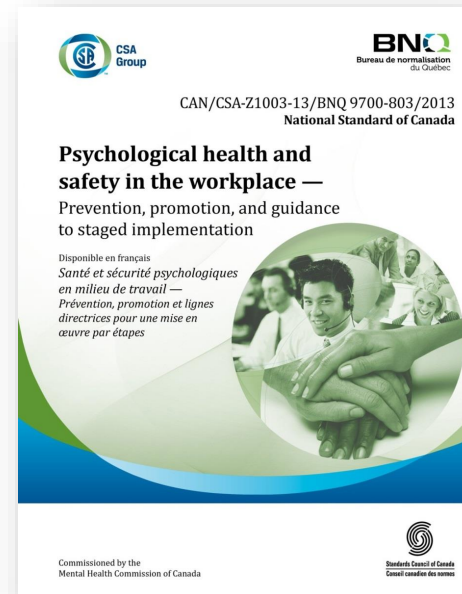
STEP 6 — Engage Stakeholders

Psychological safety and wellness goes beyond individual organization borders—because patients do! Ensuring a psychologically safe work environment ensures that patients receive equal quality care no matter which institution they visit.

STEP 7 — Use a Systems Approach

Healthcare is complex in terms of the politics, professions and organizations involved. A broad, systems approach to organizational change is required to appreciate an organization's role within this complex environment.

Thank you

AND   = 3

- *Questions?*
- *Comments?*

Contact: gdickson@royalroads.ca

Questions?

Resources

[The National Standard for Psychological Health and Safety in the Workplace](#)

[Assembling the Pieces: Implementation Guide](#)
[Assembling the Pieces: Online Toolkit](#)

[Being a Mindful Employee: An Orientation to Psychological Helath and Safety in the Workplace](#)

[Implementing the National Standard in the Canadian Health Sector: A Cross-Case Analysis](#)

[LEADS in a Caring Environment Framework](#)

[Connecting two Canadian Frameworks: The LEADS in a Caring Environment Capabilities Framework and the National Standard for Psychological Health and Safety in the Workplace](#)

[Join the Movement – Advancing psychological health and safety in healthcare settings (video)](#)

Next Workplace Webinar

February 27th, 2019 at noon E.T.

To watch our past webinars, visit our website

How did we do?
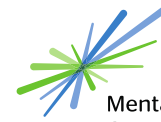
Thank you!

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Mental Health Commission of Canada   Commission de la santé mentale du Canada