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Commission  
of Canada

Commission de  
la santé mentale  
du Canada

# 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



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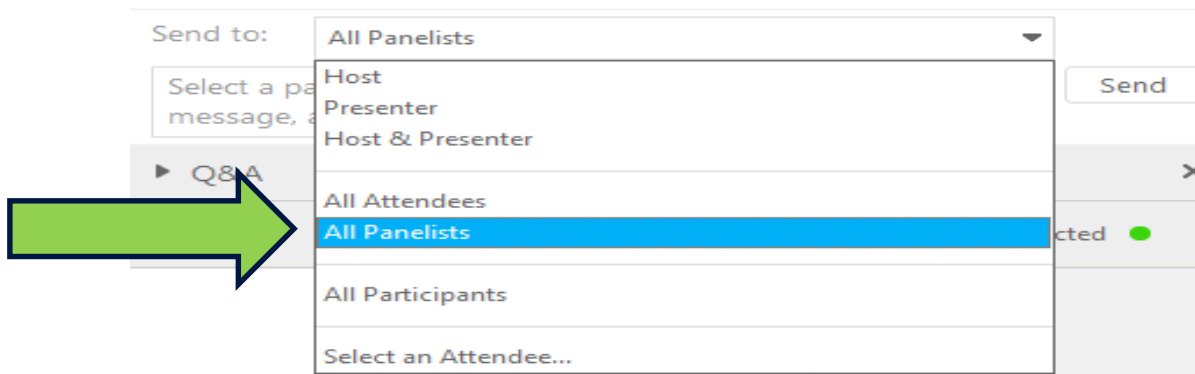
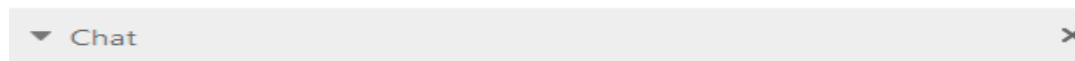
#WorkplaceMH



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Important! Send questions/comments to  
'All Panelists'



@mhcc\_ #workplaceMH #StandardCda

# Presenters



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Jennifer Kitts  
Director, Policy and Strategy

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**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

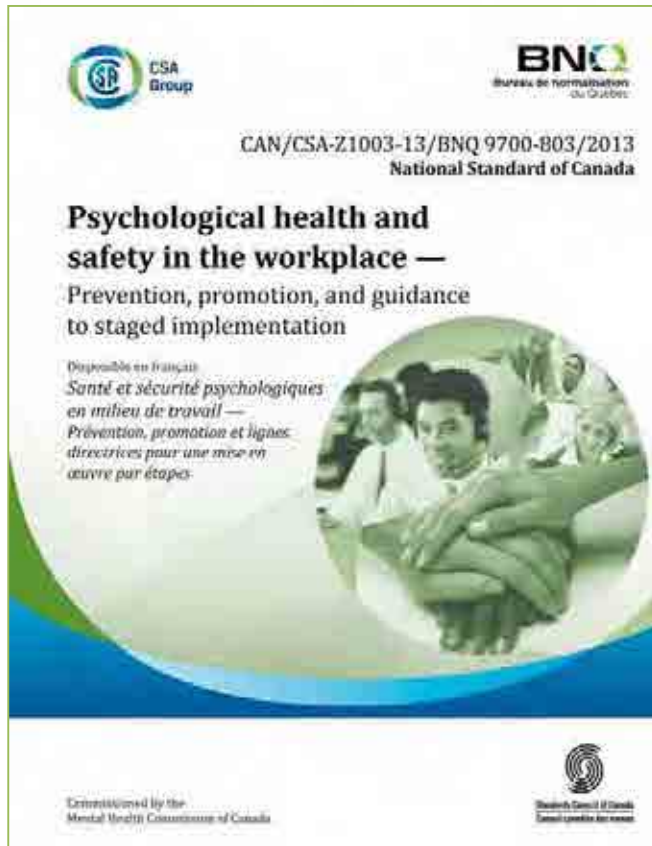
# Healthcare Settings

- 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 health-care 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](http://csa.ca/z1003)

# Position Statement

*“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

## 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



## Issue

### Safeguarding the mental health of healthcare workers

Our country's health care providers are essential to ensuring the efficient, effective and safe delivery of health care services to all Canadians. It is critical to protect the health and safety of this increasingly important workforce. Although most health system programs in addressing the physical health and safety of healthcare workers and workplaces, there is an equally important and urgent need to safeguard their psychological health and safety.

Most Canadians agree to have existing issues at work that are more than a nuisance. However, for many Canadians, including those who work in health care, the risk makes it so much more difficult to work because of a mental health problem or mental illness. The health impact on the workplace is enough to prevent absenteeism, reduced productivity and lost staff time — much of which could be avoided by ensuring a mentally healthy workforce. Also consider:

- The cost of mental health problems and diseases in the Canadian economy has been estimated to be well in excess of \$24 billion — a figure equivalent to almost Canada's entire domestic product, or about 1.2% of GDP.

- One in three disability claims in Canada is related to mental illness, and the number is growing.

- Mental health claims represent 30% of the total cost of disability claims. (The reason is because a person living with a mental health issue is likely to be off work much longer than someone dealing with another type of disability.)

- Mental illness costs the private sector between \$20.5 and \$25.5 billion annually, and \$1.55 billion for long-term disability.

- Alcoholism and substance abuse are mental health issues, and can be addressed through workplace programs.

- Simply put, we can no longer afford to think of mental health and safety as only the physical protection.



Our joint Issue Brief:  
Safeguarding the  
mental health of  
healthcare workers  
can be found at  
[www.healthcarecan.ca](http://www.healthcarecan.ca)

# Michael Garron Hospital



*A Proud Member of*

**TORONTO EAST  
HEALTH NETWORK**

*Formerly the Toronto East General Hospital*

Our Journey:

# Implementing the National Standard



# Overview

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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



# 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

Burnout Disability

Culture Panic attacks

Weight change Stress

Fatigue

Satisfaction Assault Violence

High Blood Pressure Diversity Illness

Cardiovascular Conditions

Headaches

Insomnia

Musculoskeletal Condition

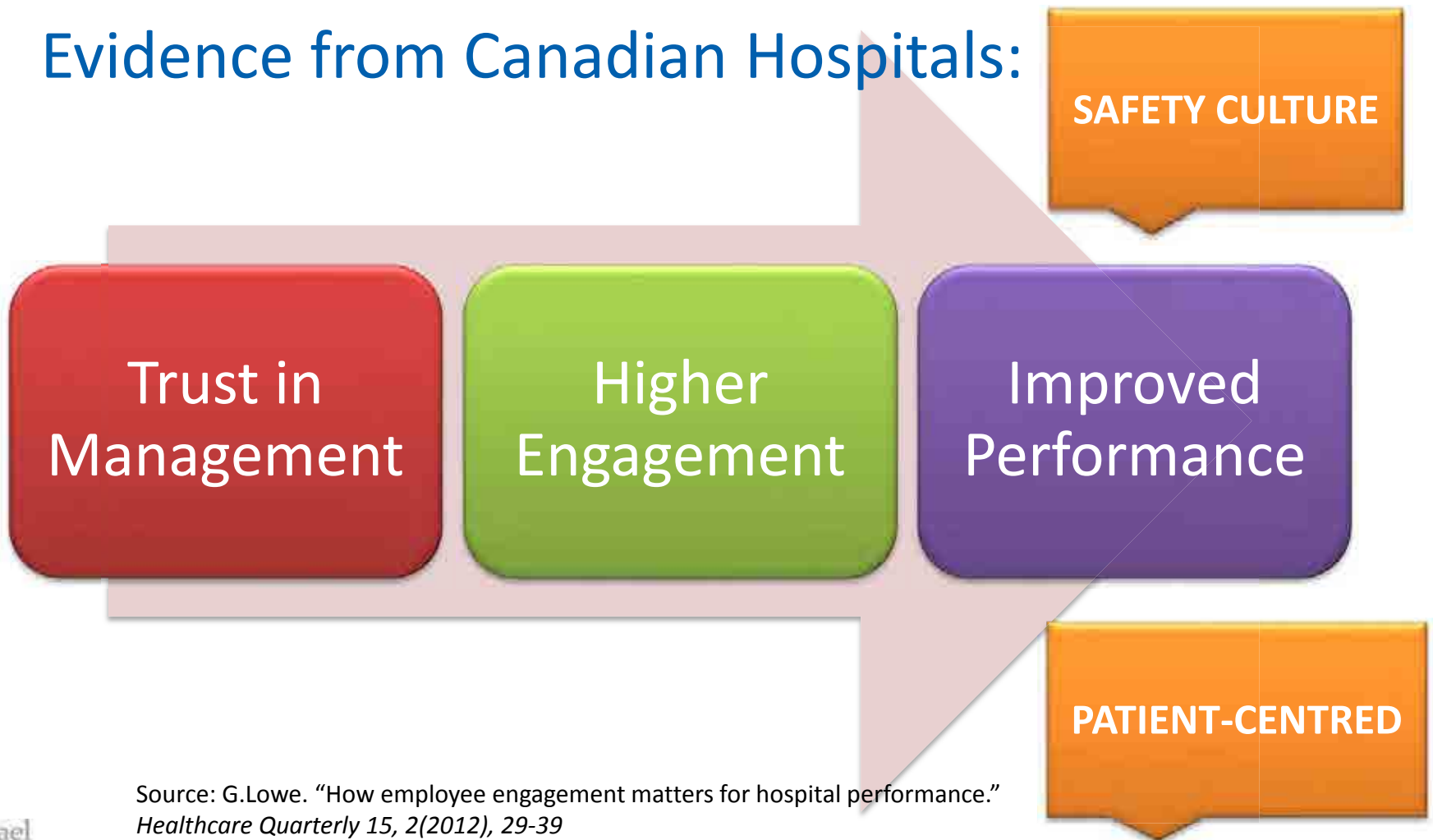
Absenteeism Depression

# Leadership



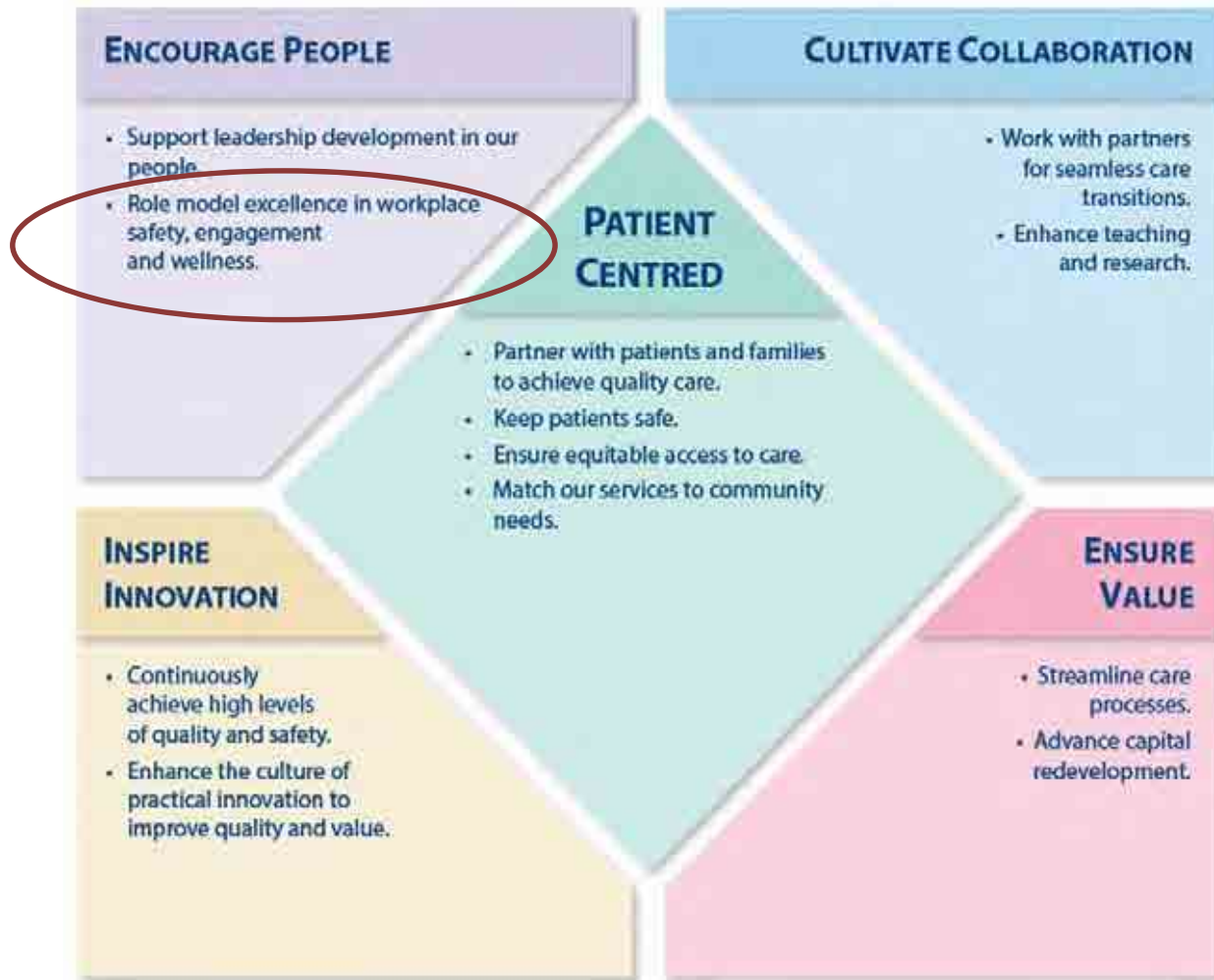
# High engagement requires high trust:

Evidence from Canadian Hospitals:



Source: G.Lowe. "How employee engagement matters for hospital performance."  
*Healthcare Quarterly* 15, 2(2012), 29-39

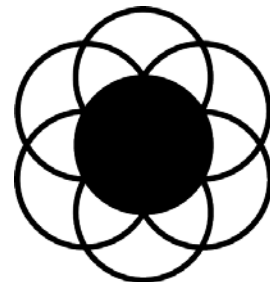
# Setting a New Standard in Quality and Value



# Setting a New Standard to Develop, Protect and Engage our Staff

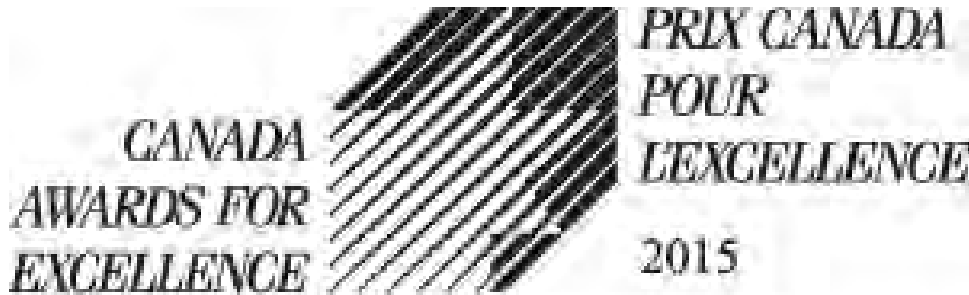


# Partnerships



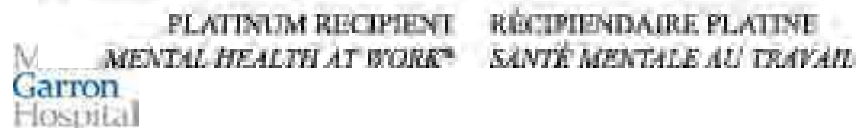
# Solutions

East Toronto's Health Collaborative



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# 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



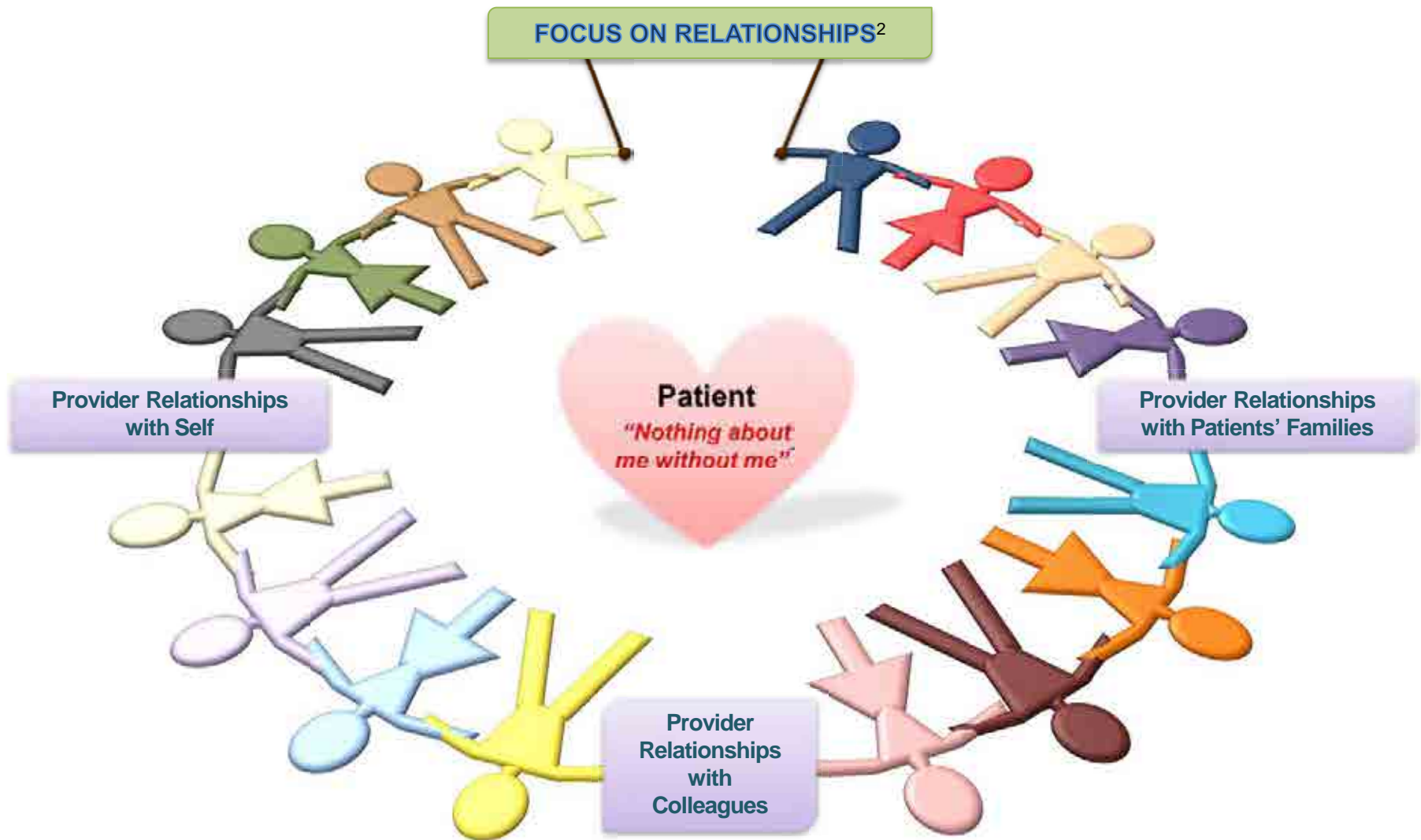
## 2013-2016

- Early adopter of the National Standard
- MHCC Research Case Study
- Mental Health education and training
- 2<sup>nd</sup> 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



# Performance Links (G. Lowe, 2015)

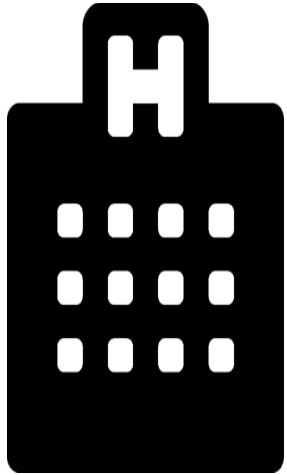
- **Healthy and Safe Employees**
- **Engaged Workforce**
- **Higher Performance**



# 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**



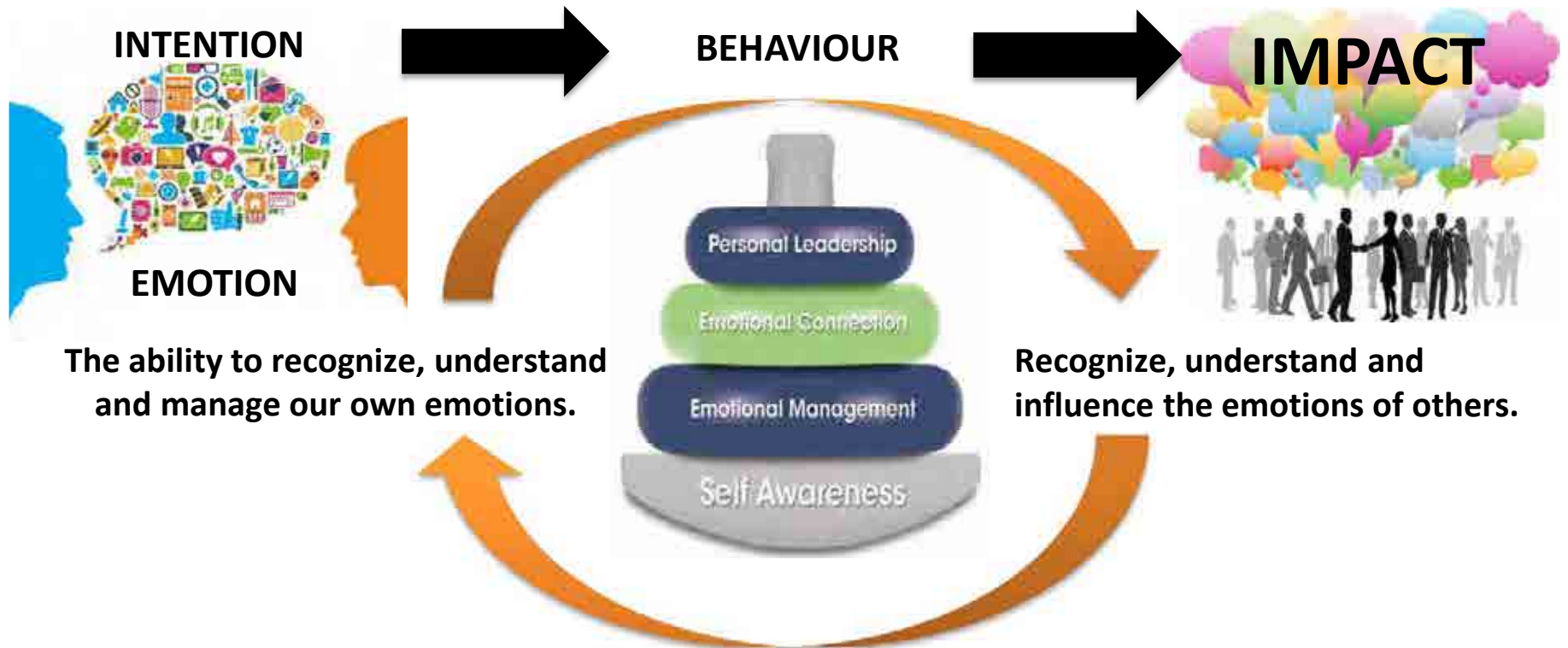
**MEASURE IMPACT  
OF CHANGE**



# Programs to Support our Workforce

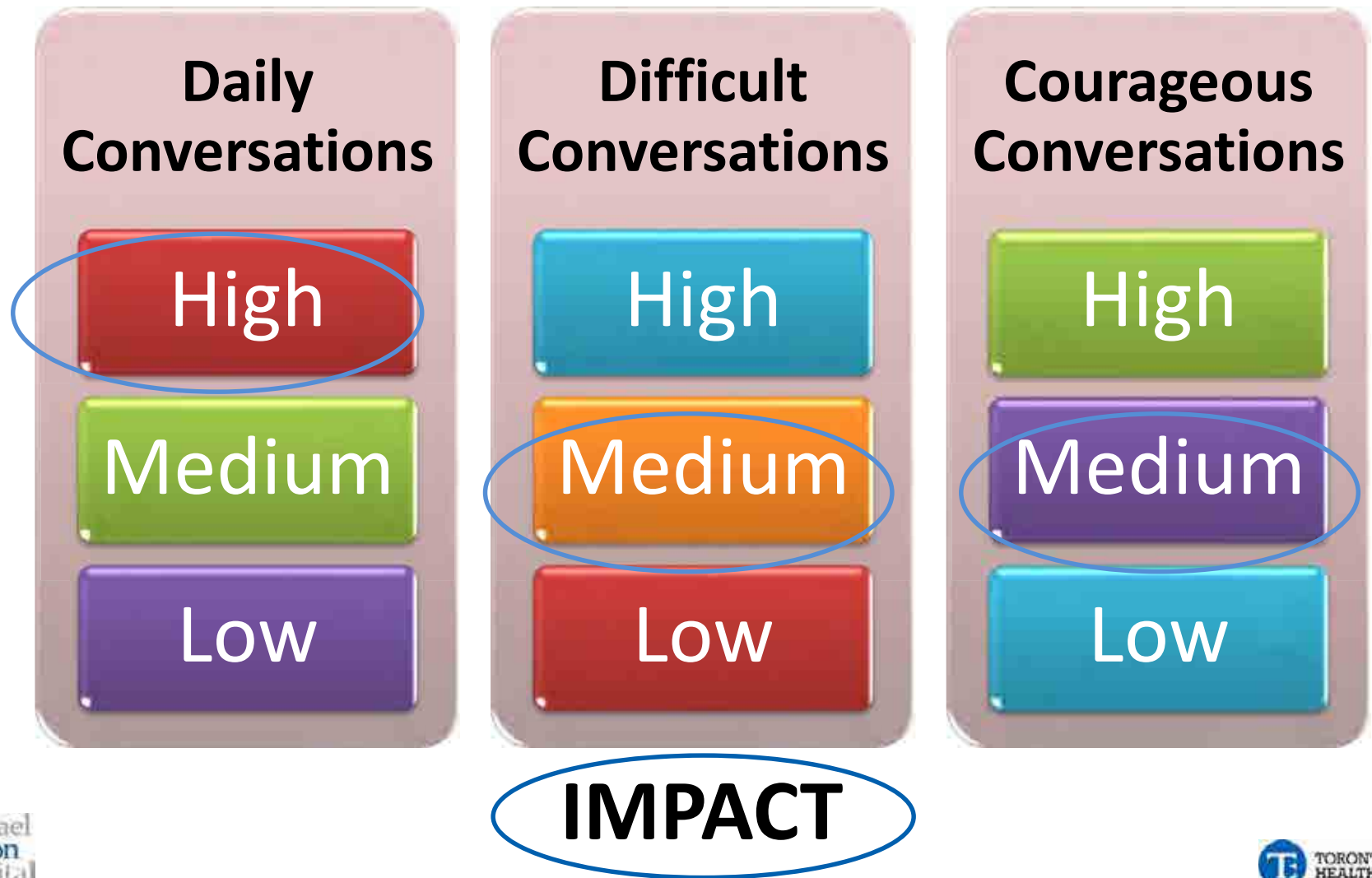


# Emotional Intelligence

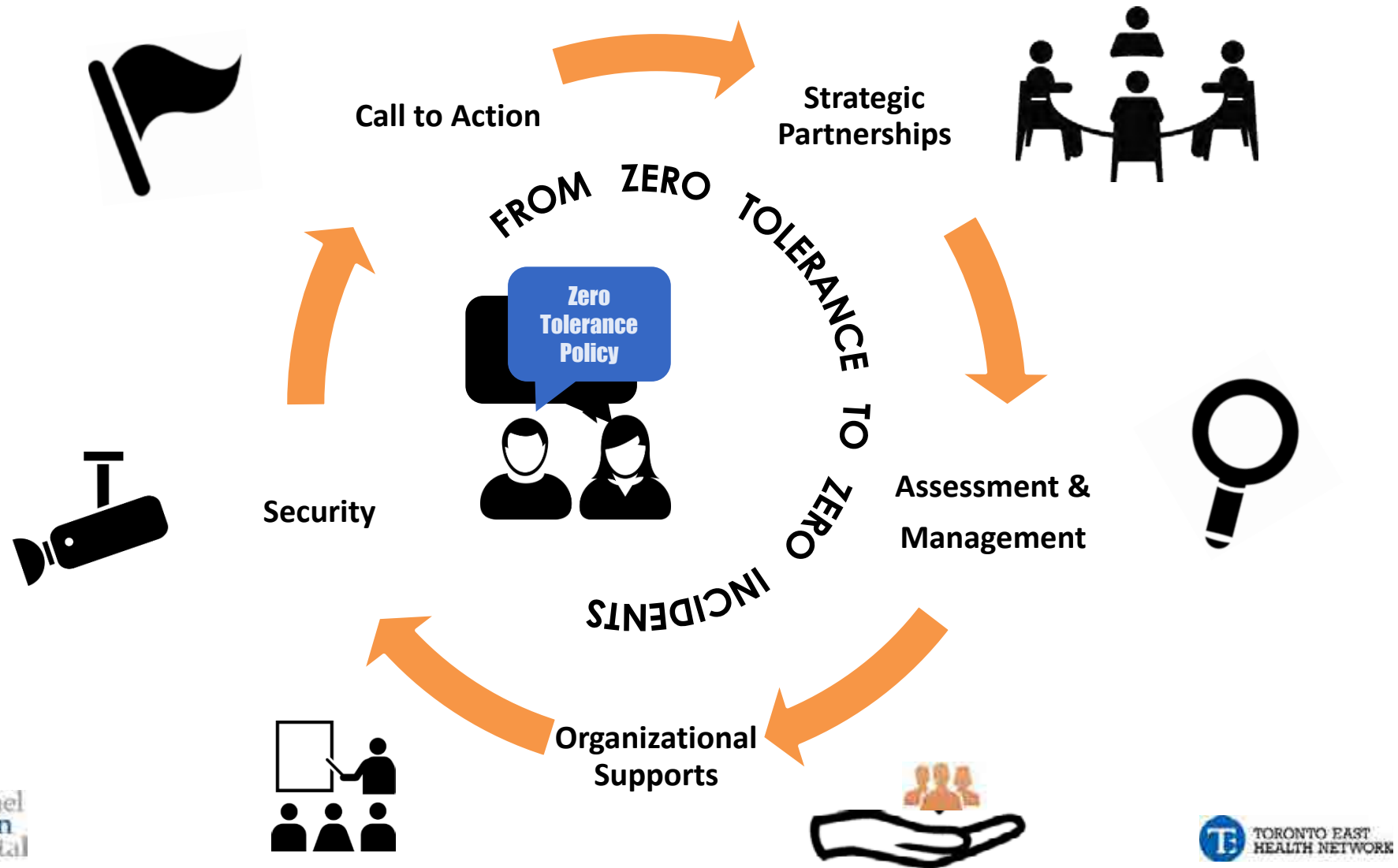


|                                      |             |
|--------------------------------------|-------------|
| <b>NEW HIRE ORIENTATION</b>          | <b>1000</b> |
| <b>3 CONVERSATIONS OF LEADERSHIP</b> | <b>90</b>   |
| <b>MANAGERS/ SUPERVISORS</b>         | <b>360</b>  |
|                                      | <b>95</b>   |

# Performing Under Pressure

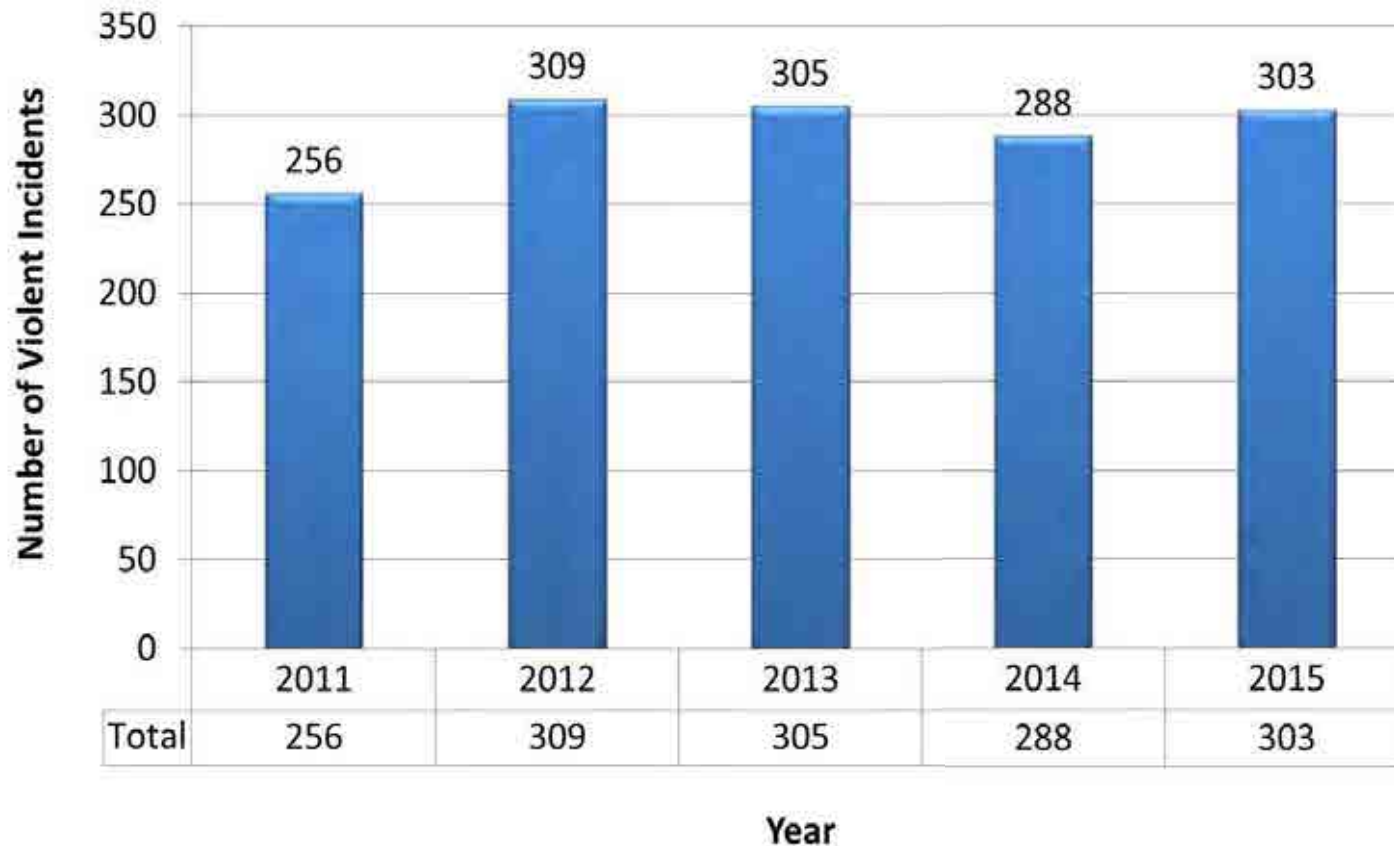


# Workplace Violence Prevention



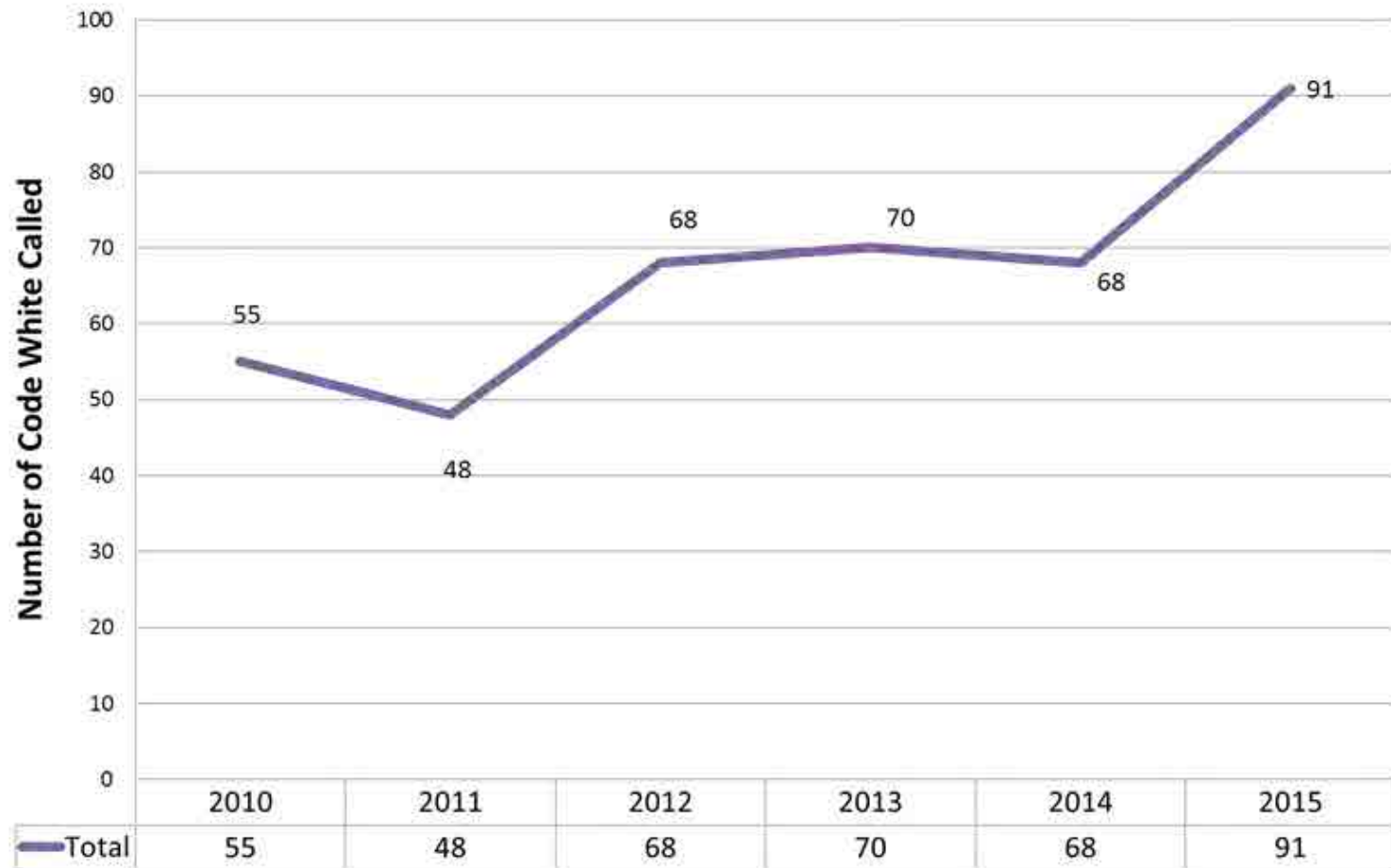
# Workplace Violence Prevention

Overall Total Number of WPV Incidents 2011 - 2015

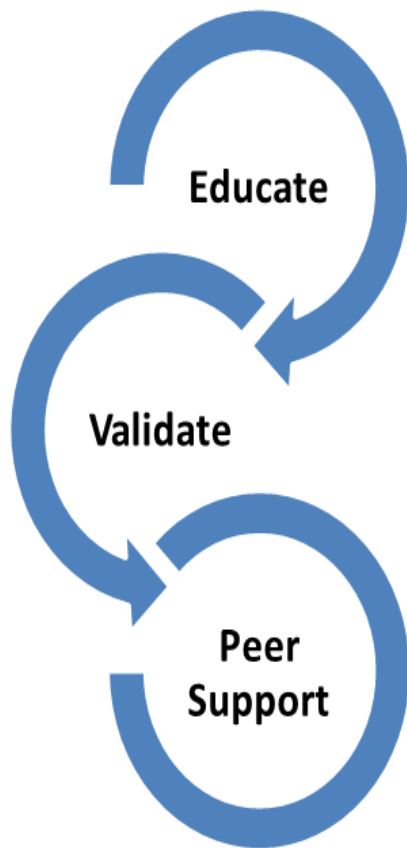


# Code White

YTD Number of Code Whites



# 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



# Mental Health First Aid



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- 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

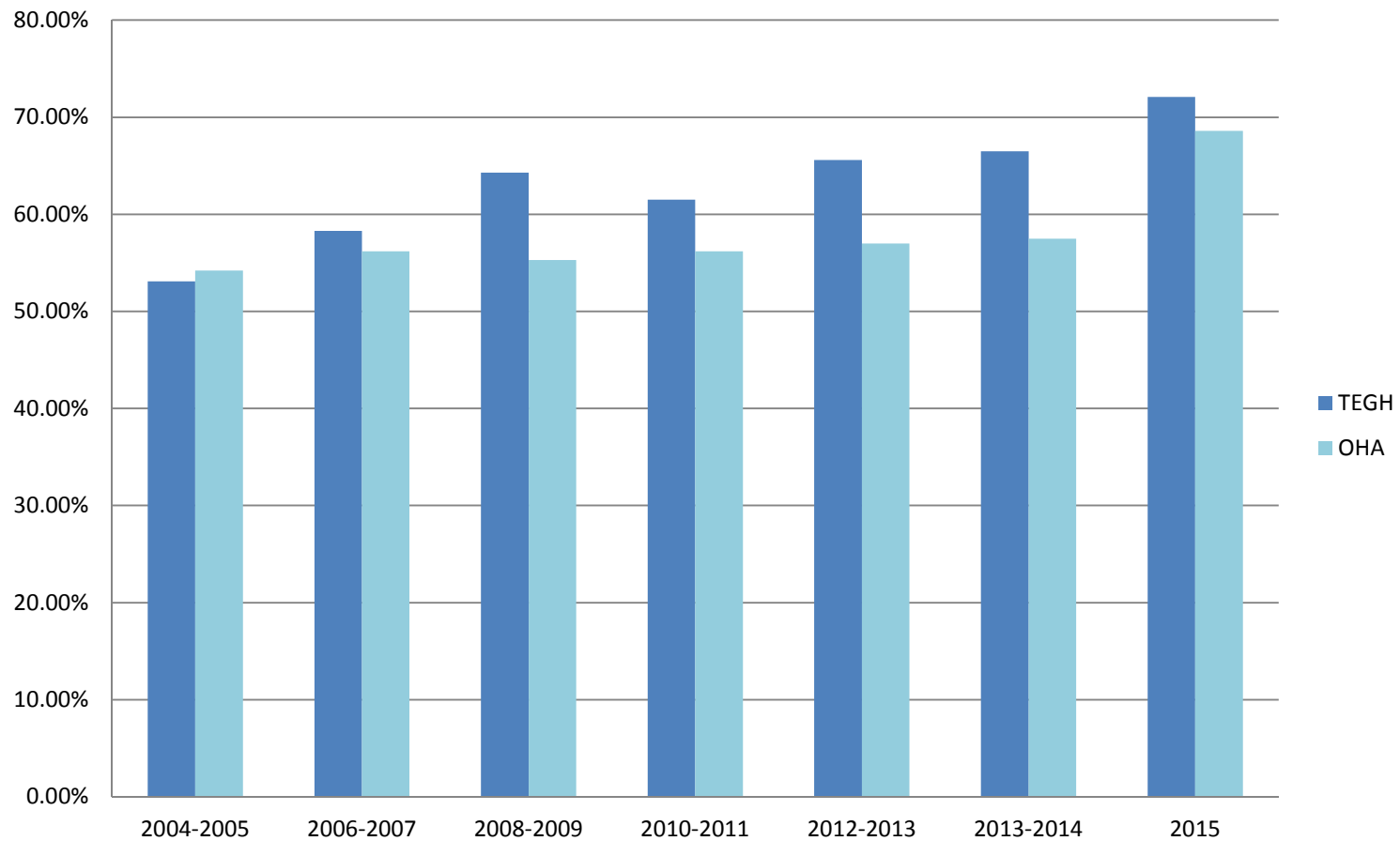


# What have we Achieved - Outcomes



# Staff Engagement

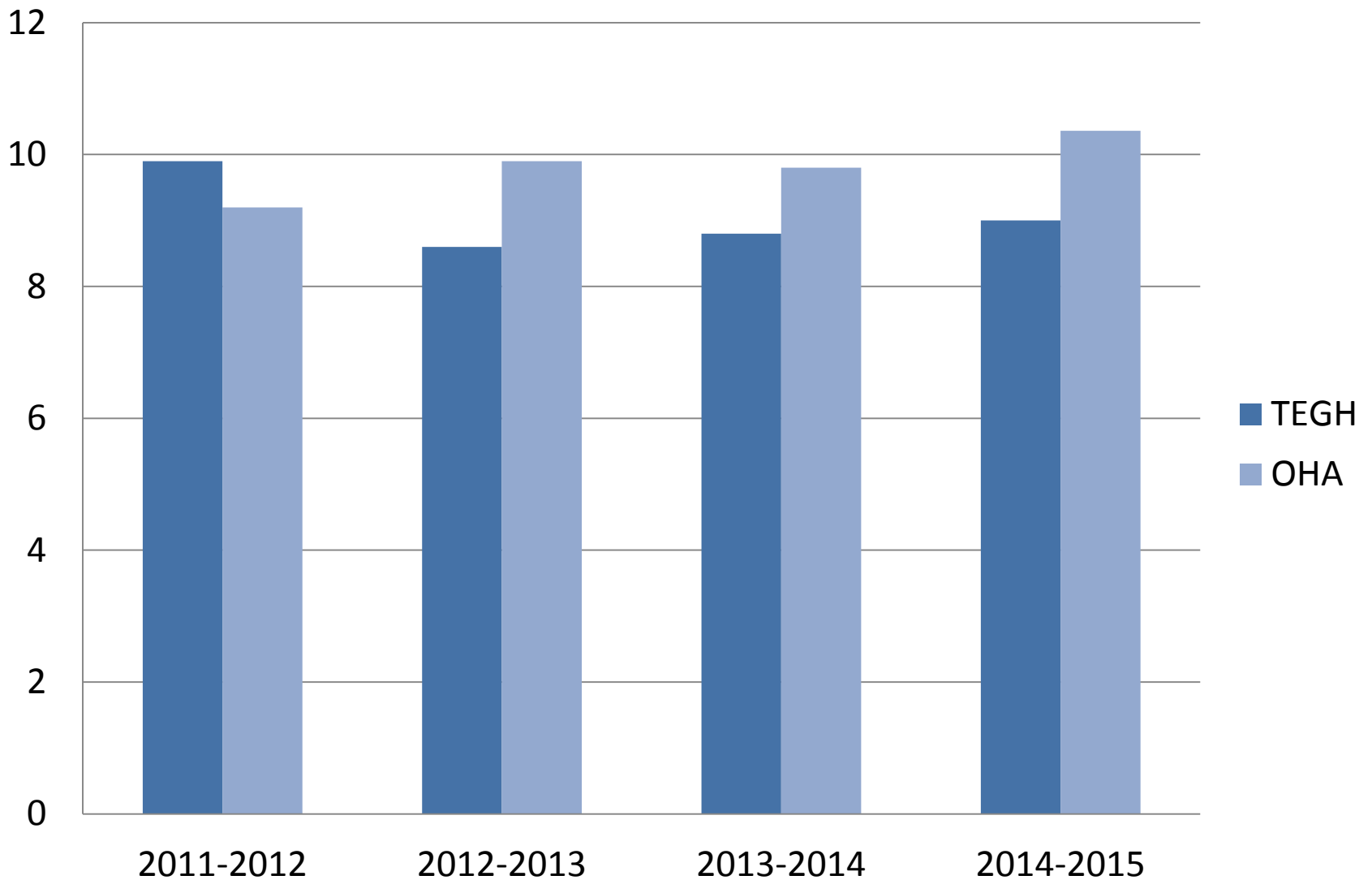
Staff Engagement Scores



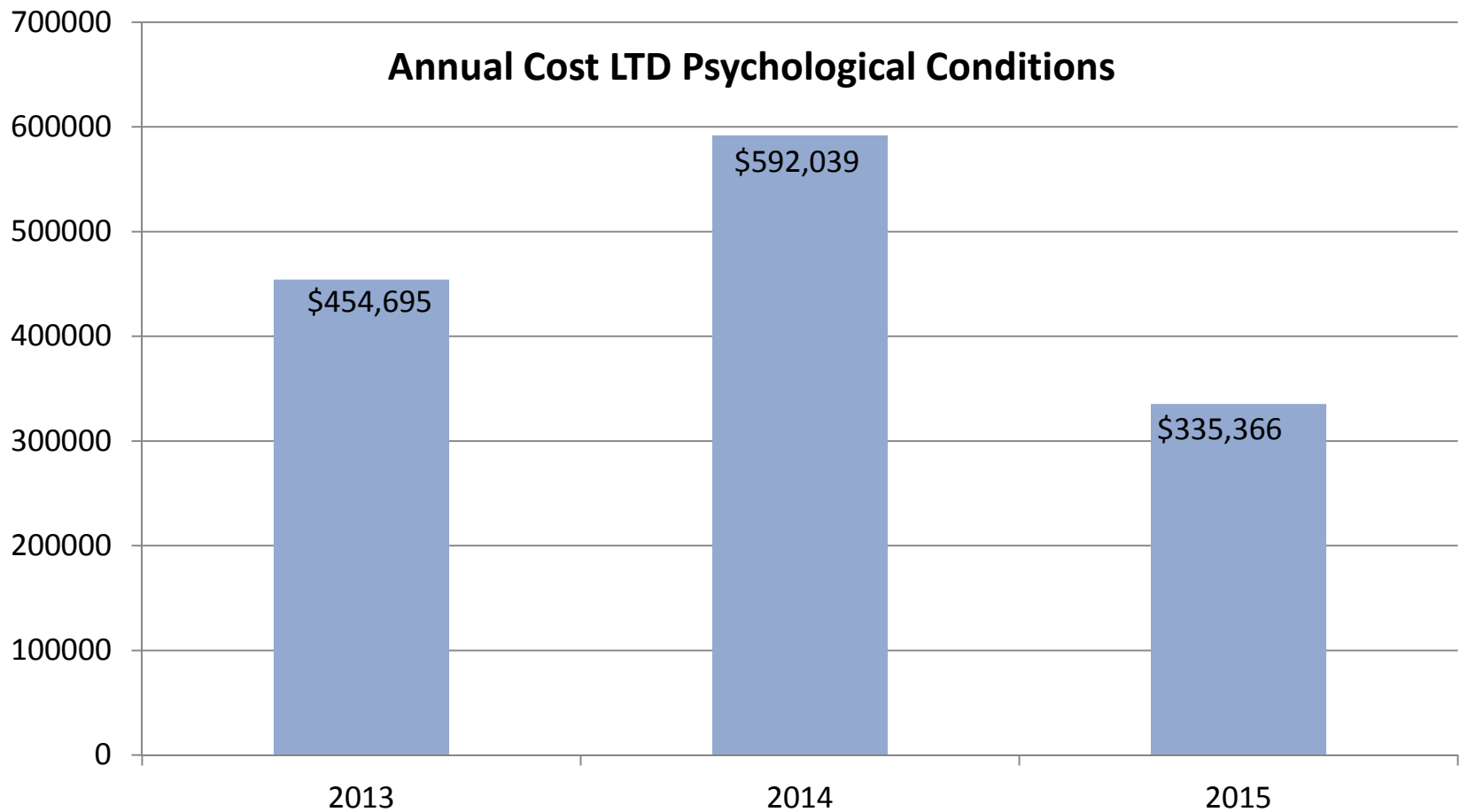
# Evaluation

| Theme  | 2010/11 | 2012/13 | 2013/14 | 2015  | OHA Ave.<br>2015 |
|--|---------|---------|---------|-------|------------------|
| Organization promotes health/wellness?       | 71.6%   | 74.5%   | 76.8%   | 72.6% | 58.3%            |
| Balance with family/personal life with work? | 74.2%   | 75%     | 79.1%   | 73.8% | 71.2%            |
| Can trust this organization?                 | 51%     | 57.7%   | 61.8%   | 60.4% | 43.0%            |

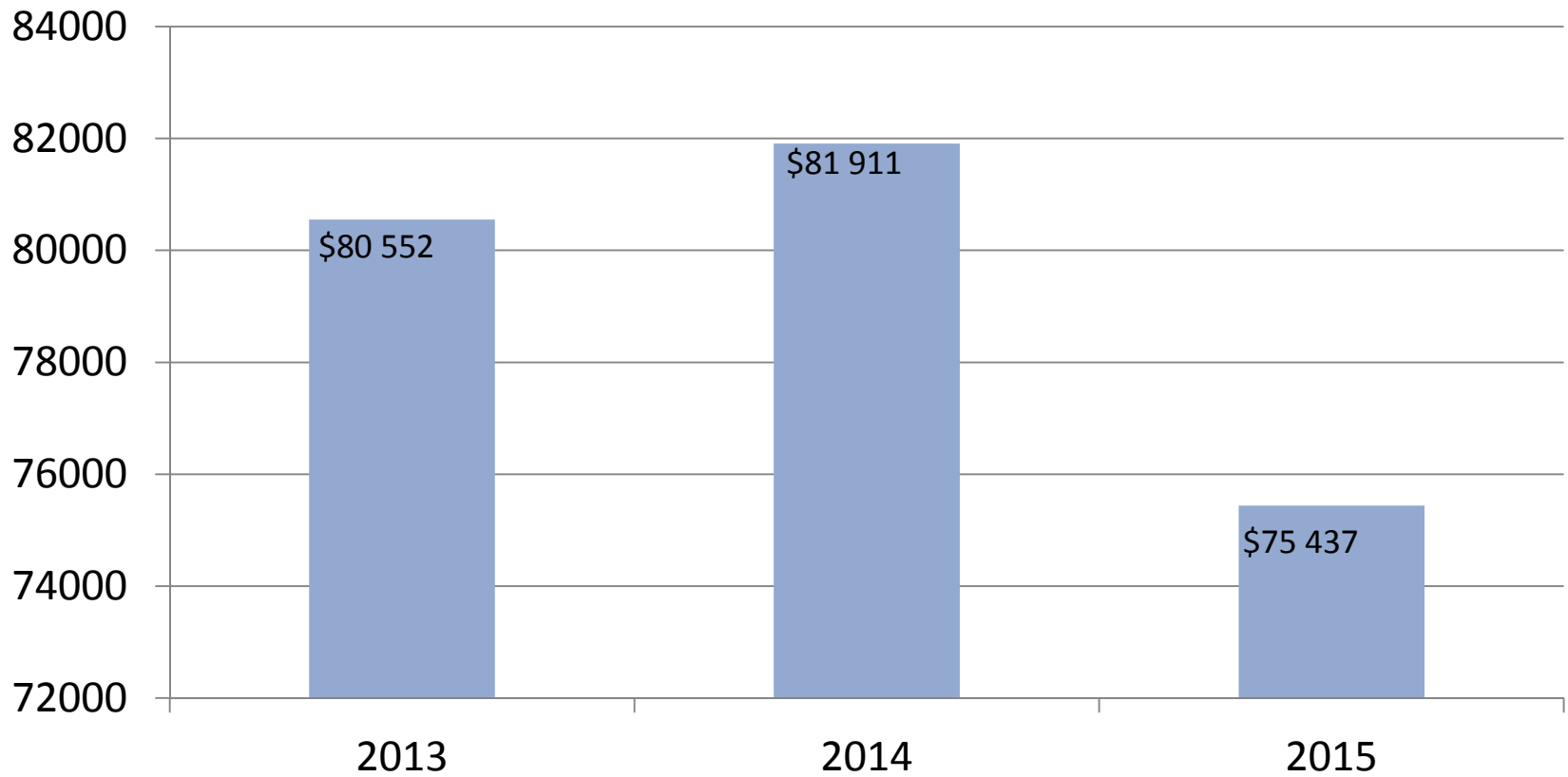
## Average Absence Days Per FTE



# Health Benefits Analysis

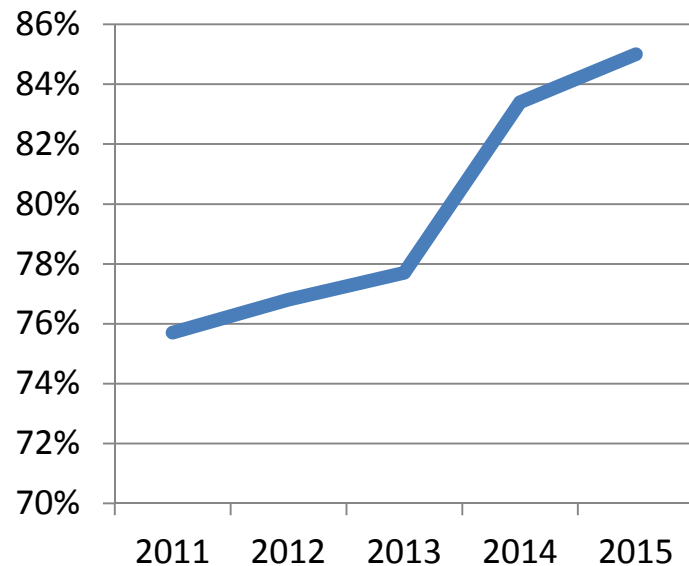


## Annual Psychological Drug Cost

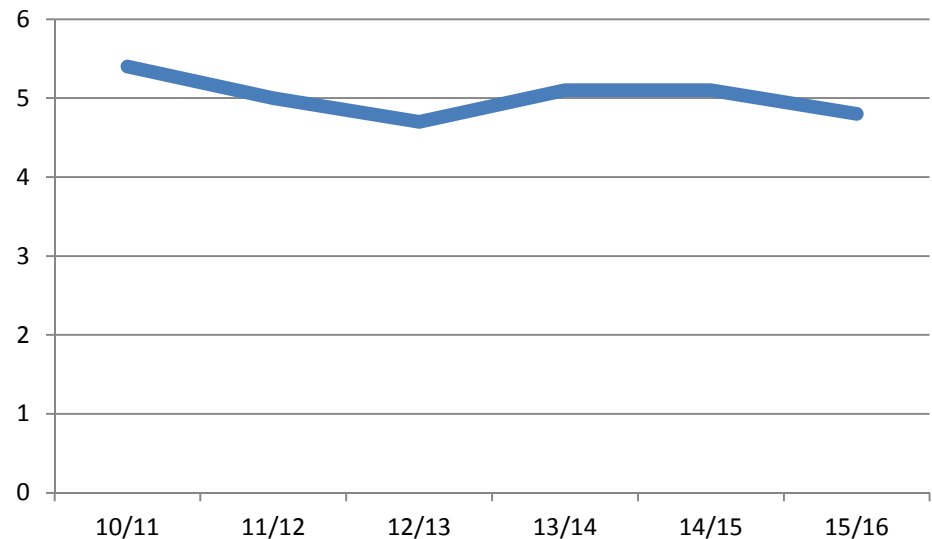


# Emergency Department

**ED Satisfaction**

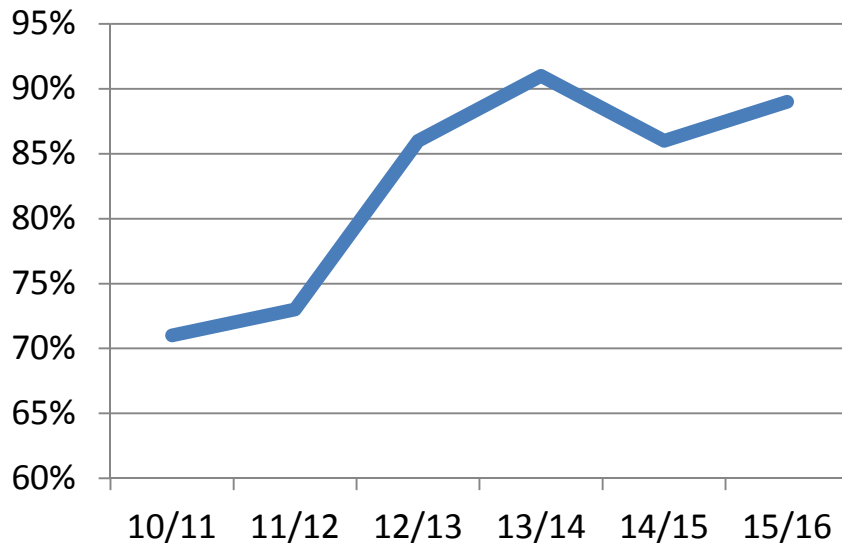


**ED wait times**

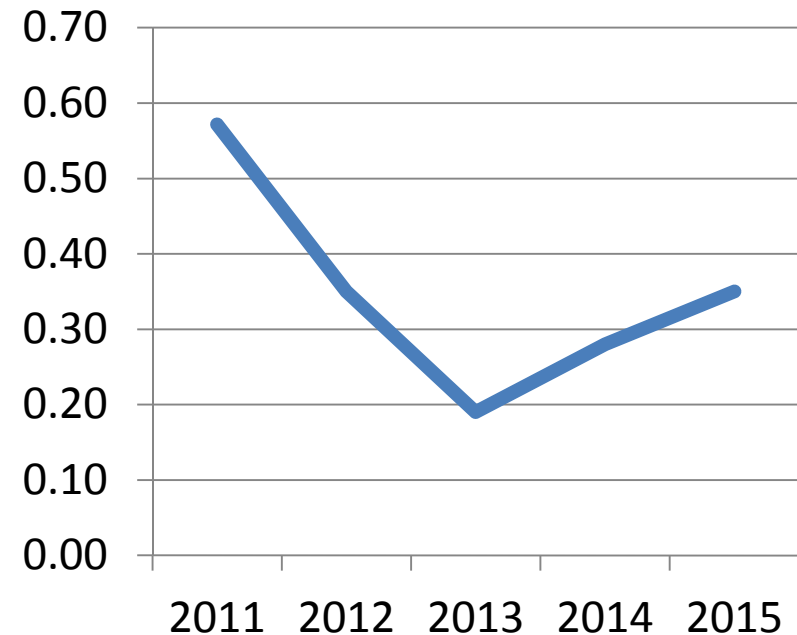


# Infection Control

## Hand Hygiene Compliance

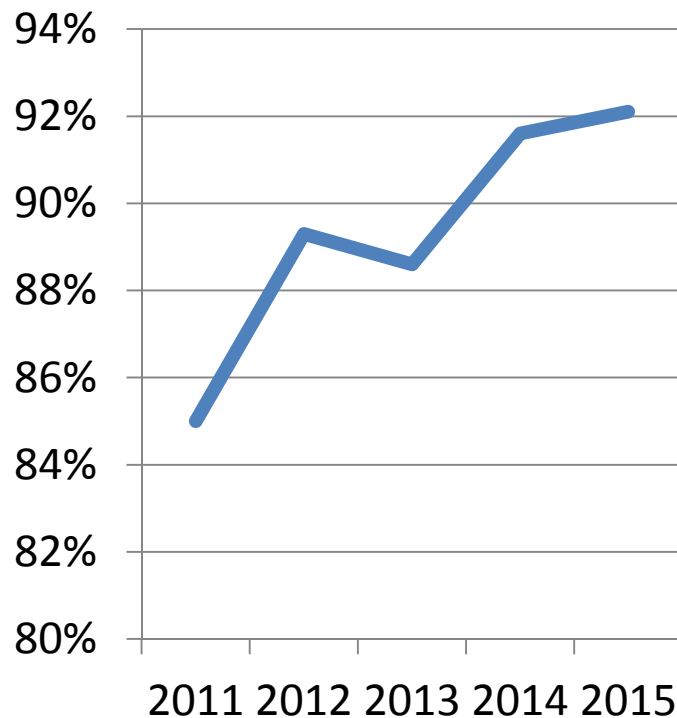


## C. difficile rate

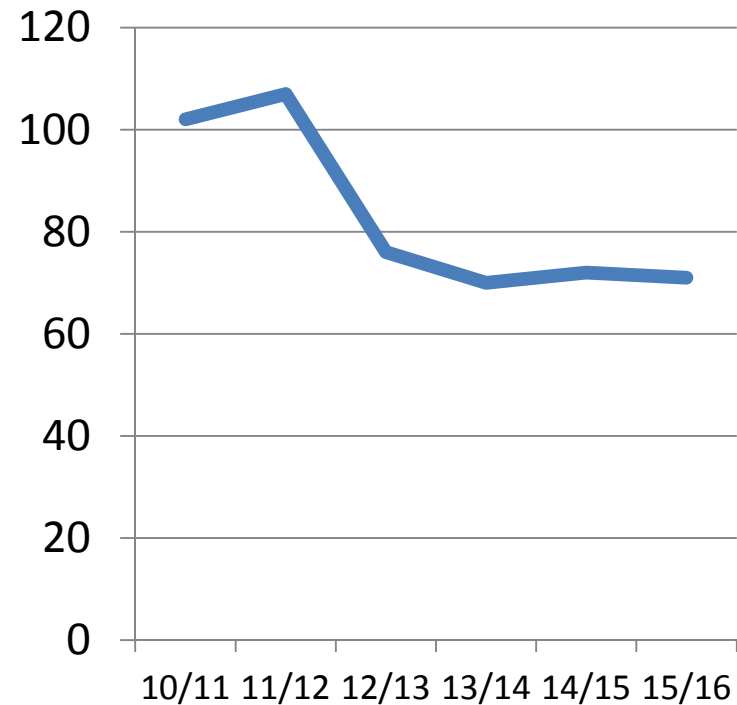


# Patient experience

## Patient Satisfaction

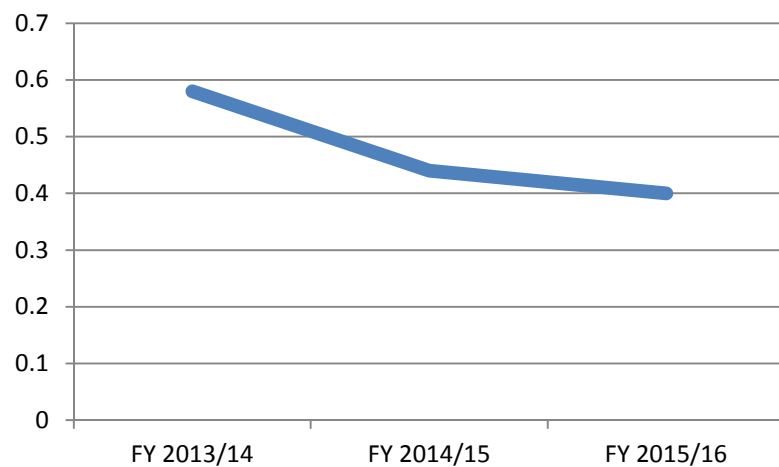


## Mortality Rate

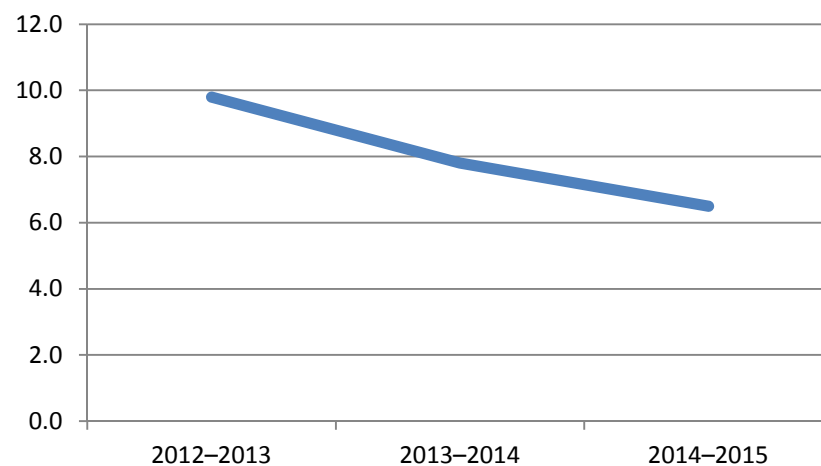


# Quality Metrics

## Falls with Harm Rate



## In-Hospital Sepsis



# Next Steps

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- MHCC Sustainability Case Study
- Bullying in the Workplace Curriculum
- Best practice staff supports Physician Assisted Dying
- Spread 2<sup>nd</sup> Victim Peer Support Program

# Resources

## National Standard

National Standard for Psychological Health and Safety in the Workplace

[www.csa.ca/z1003](http://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](http://www.csa.ca/z1003)

Case Study Research Project

[www.mentalhealthcommission.ca/English/case-study-research-project](http://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](http://www.healthcarecan.ca)

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

[www.mentalhealthcommission.ca](http://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](mailto:rchristie@mentalhealthcommission.ca)

Combating Stigma for Physicians and other Health Professionals (Continuing Education Course)

[www.mdcme.ca/courseinfo.asp?id=190](http://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](http://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](http://www.excellence.ca/en/knowledge-centre/resources/mental-health-at-work)

Mental Health First Aid Training

[www.mentalhealthcommission.ca/MHFA](http://www.mentalhealthcommission.ca/MHFA)