



SWAHN Conference 2019

Psychological Health & Safety in our Workplace at St Joseph's Health Care London

Deb Miller, October 17, 2019

Attending to Psychological wellness connects to Our Mission...to serve... Which includes *how we serve each other* ..."we attend to the wholeness of each person – Body, Mind & Spirit"



Psychological Safety and Wellness

WHY it is a priority and **Why** does it matter to us?

- It's about CULTURE - workplace well-being – high performing, caring, respectful, inclusive, caring for each other....a culture for **FLOURISHING**
- Key to sustaining an engaged workforce is an environment where respect is given and received AND people feel they have the skills needed and the support required to be well and to be able to speak up when something, or someone is 'not ok'

Our Initiative's Mandate

Mandate –

- This project seeks to advance our culture and practices in support of effective engagement and safety in the workplace.
 - We committed to adopt the *CSA Standard on Psychological Health & Safety in the Workplace* in 2014 ahead of our 2015-2018 Strategic Plan
 - Work crossed 2015-2018 and 2018-2021 Strategic Plans
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Our Policy Statement

In alignment with our Vision and our Values of Excellence, Respect and Compassion, St. Joseph's Health Care London is a workplace that promotes workers' psychological well-being and actively works to prevent psychological harm due to workplace factors.

We will do this by:

- Identifying and mitigating hazards that contribute to psychological harm to the employee and physician
- Developing and implementing strategies for prevention of risk for psychological harm
- Developing strategies for the promotion of employees' and physicians' psychological health
- Resolving incidents and/or concerns

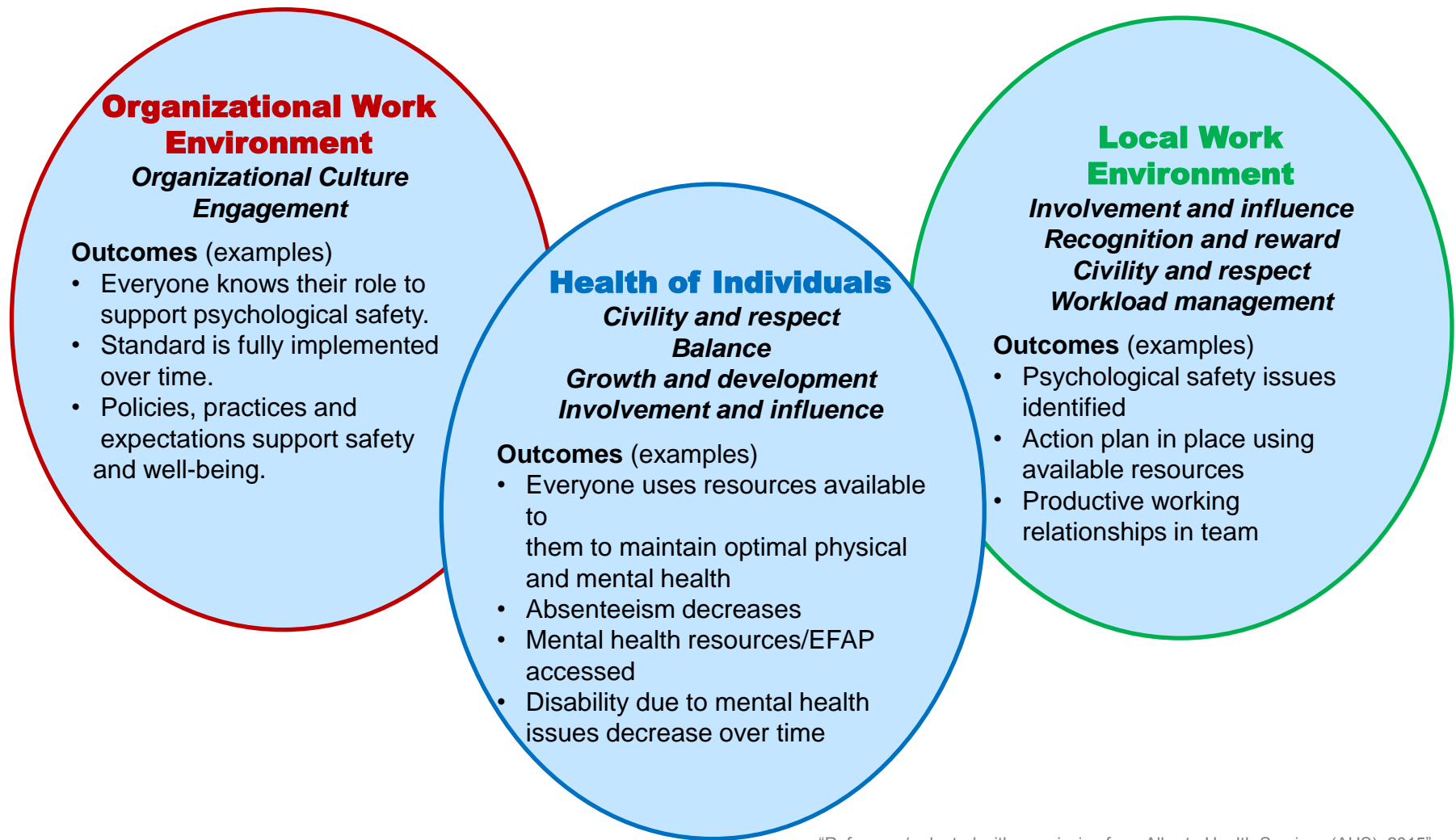
15 *workplace factors* within the Standard

- 1) Organizational culture
- 2) Growth and development
- 3) Psychological and social support
- 4) Recognition and reward
- 5) Balance
- 6) Clear leadership and expectations
- 7) Involvement and influence
- 8) Psychological protection
- 9) Civility and respect
- 10) Workload management
- 11) Protection of physical safety
- 12) Psychological demands
- 13) Engagement
- 14) Moral Distress
- 15) Psychological Self Care

Our Approach since Fall 2016

- **Clarity of intent and vision and commitment; a system view**
- **“Stake in the ground” – declaring our commitment**
- **Engagement of committed staff and leaders to reflect and plan; engagement of key internal partners (eg JHSC)**
- **Teach ourselves, establish ‘shared purpose’**
- **Look at data to guide us ; where to start? What to change? What harms are known?**
- **Set priorities for action & create strategies to move forward**
- **Involve leaders ahead of staff; keep everyone informed and capable to respond; what learning is needed?**
- **Build strategies to enable people to speak up, hold each other accountable and ask for help**

Dimensions of Psychological Safety in Organizations and Outcomes desired



Our Declaration, part of a national movement!

Join the movement



Be a leader in psychological health and safety!

Sign the Declaration of Commitment to Psychological Health and Safety in Healthcare

Psychological Health and Safety in the Workplace: I declare my support



OUR VISION

We earn complete confidence in each other through actively co-creating a healthy workplace that we want to come to everyday, where we consistently interact in a civil and respectful way.



St. Joseph's is committed to advancing the protection and promotion of mental health in the workplace by formally signing the [Declaration of Commitment to Psychological Health and Safety in Healthcare](#), as established by the Mental Health Commission of Canada and HealthCareCan. [Learn more](#) about this initiative.

What we know

- Prevalence of mental illness in our society continues to increase – a growing concern for employers
- 1 in 4 of us will experience mental health challenges
- St Joseph's EFAP usage is well utilized; *higher than comparator organizations*
- 30% of our organization's disability claims are related to mental illness
- A focus on **prevention, support and de-stigmatizing** is imperative

The Working Mind

Education designed by the Mental Health Commission of Canada to raise awareness of:

- the continuum of mental health
- the stigma of mental illness
- how we can contribute to building a psychologically safe work culture



Key objectives:

- examine the effects of mental health problems/illness in the workplace
- identify indicators of declining and poor mental health
- introduce the concept of the Mental Health Continuum Model
- provide strategies to maintain good mental health, learn at

Sessions for leaders and staff, available monthly

CARING FOR THE BODY, MIND & SPIRIT SINCE 1869



What is other data that guides us?

We have been measuring employee perception since 2006, and since 2013 we have captured Psychological Safety data within our Employee Survey (full survey data only). *Physician data has been collected for several years as well.*

We partner with NRCHealth for our Employee and Physician Surveys.

A “**Psychological Health Action Report**” (employee data) has been available to us since 2013 – benchmarking 2013, 2015 and 2017 data.

Civility in our Workplace

“Treat each other with respect”

	Corporate	Leaders	RN RPN	Allied Health
2013	73.3%	96%	73% 67%	75%
2015	75.3%	92%	76% 71%	73%
2017	78%	96%	77% 76%	77%

Other side of the story.....The “lived” experience

- Experiences shared with the working group suggest that there is a concern with incivility in teams where there is a perceived power differential between team members
- **Our goal is to help strengthen our culture and ability for people to speak up, hold each other accountable and act consistent with our values and our policy**

Four Priority Areas of our Working Group

1. Address the experiences of lack of civility, and disrespect in our workplace
2. Ensure we keep a 'systems view' for psychological safety
3. Build our community and strengthen our culture
4. Support leaders and teams to better understand Mental Health issues in our workplace, and the resources to support everyone



Watch video highlights of Dr. Gillian Kernaghan's conversation with members of the working group about the importance of a psychologically healthy and safe workplace, and [St. Joseph's four priority areas for creating and maintaining a mentally safe and healthy workplace on YouTube](#).

Civility Strategies Action Plan

***Vision-** We earn complete confidence in each other through actively co-creating a health workplace that we want to come to every day. Where we consistently interact in a civil and respectful way*

Positive Team Culture

Each Team;

Define what Civility means to them.

Articulate both acceptable and unacceptable behaviours within their team and publically display this where it is visible for all to see and use

Create some key simple phrases staff can use to address unacceptable behaviour

Support for Staff and Leaders

Working Mind Course Training for all Staff and Leaders (*on going*)

Leverage Mental Health in-house resources. eg. resource to JHSC

Propose Rounding question for Leaders to ascertain with staff level of stress at work and potential options for staff to consider to improve

Engage P Councils and JHSC on PHSW work and strategies for awareness and engagement

Transparent Process

Define process for reporting & follow up of incivil behaviour;

Staff to Staff

Leader to staff member

Physician to Staff

Staff to Leader

Staff to Physician

Guidelines for use of technology during mtgs.

Policy & Definitions

Deepen awareness and understanding of new Civility Policy

Create new PHSW policy covering roles, process to address incivil behaviour and accountability

Speak Up

Leaders set behaviour expectations with their teams

Create rounding questions for leaders with all staff to determine level of stress in the workplace

Create a framework and tools for Leaders to use with their staff to set expectations for new culture

Psychological Health & Safety In The Workplace: Home

Books (Available At Your Site Library)



A Better Place to Work: Daily Practices That Transform Culture



Crucial Conversations Tools for Talking When Stakes Are High



Mastering Civility: A Manifesto for the Workplace



The 5 Languages of Appreciation in the Workplace



Treating People Well: How to Master Social Skills and Thrive in Everything You Do



Trust Your Canary: Every Leader's Guide to Taming Workplace Incivility

Websites



Psychological Health & Safety At St. Joseph's Health Care London




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



Workplace Strategies for Mental Health

An initiative of the Great-West Life Centre for Mental Health in the Workplace

Articles

- Effect of Practice Ownership on Work Environment, Learning Culture, Psychological Safety, and Burnout
- Four Steps Proven To Cultivate Workplace Civility
-  Make Civility The Norm On Your Team

Suggestions/Feedback/Report Problems

- Content Suggestions
- Feedback/Report Problems
- Subject Matter Expert Submission

Free Courses

- 7 Principles of Mindful Leadership
- Mindfulness At Work Mini Course
- Resilience
- Being a Mindful Employee: An Orientation to Psychological Health and Safety in the Workplace

Videos

- Asking For Help Is A Strength, Not A Weakness - A TED Talk By: Michele L Sullivan (11:56 Minutes)
- Why Being Nice to Your Colleagues Is Good For Business-A TED Talk By: Christine Porath (15:24 Minutes)

Additional Strategies

- **Fostered partnership with Joint Health and Safety Committees**
- Highlighted **Civility in Workplace** policy and developed tools to **assist everyone to “Speak Up”** when observed behaviour is not values consistent
- Focused **education for all leaders** on this work –
- Monthly **internal communication** highlighting elements of psychological safety
- **Regular offering *The Working Mind* (TWM)** course for all Leaders and staff ; offered monthly
- **Offered “R4” Strategy** supports Community and Culture building for Teams (*Respect, Relationships, Resilience, Recognition*)

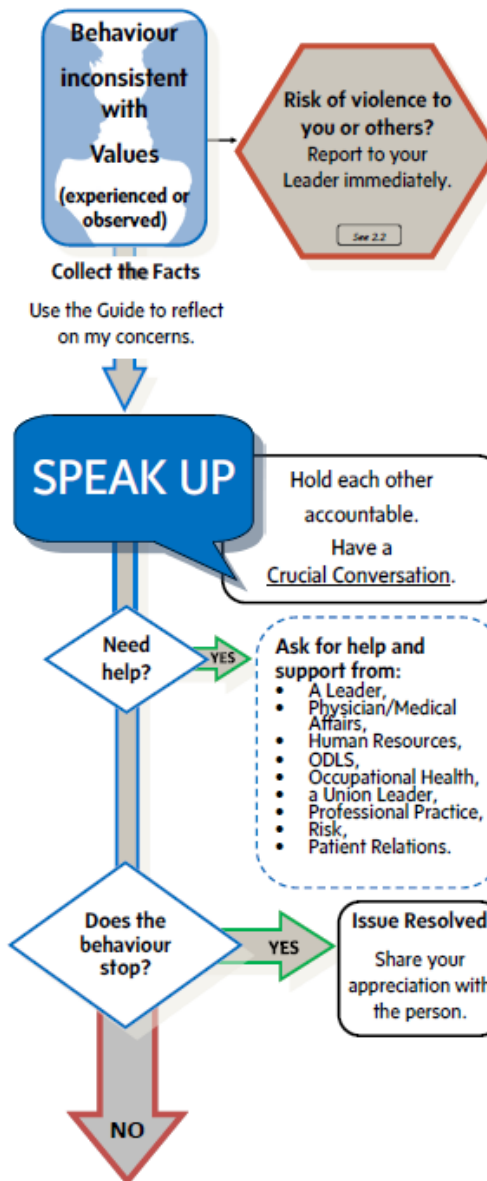
Civility in the Workplace

Our Vision for a psychologically healthy workplace:

"We earn complete confidence in each other through actively co-creating a healthy workplace that we want to come to everyday, where we consistently interact in a civil and respectful way."

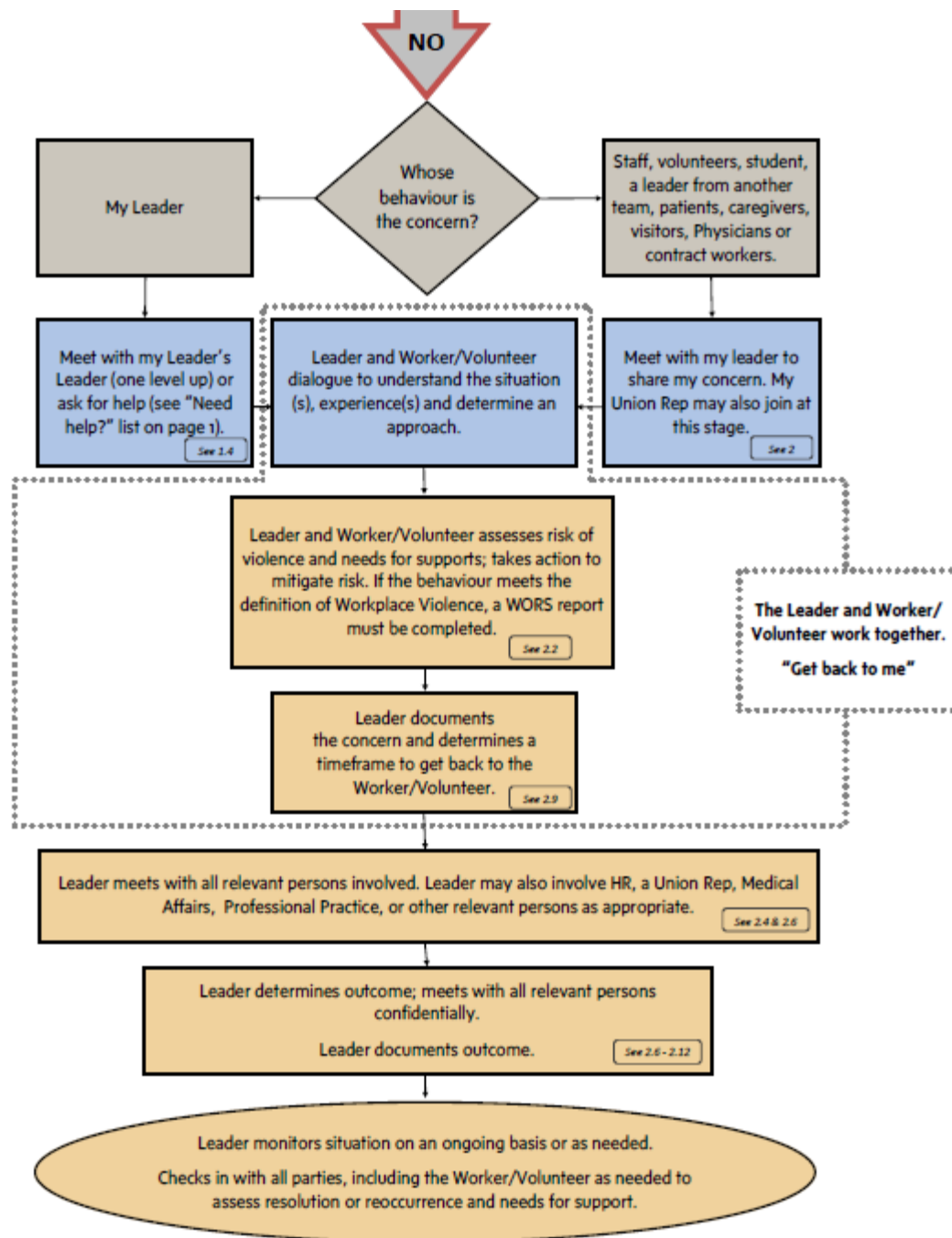
If there is a lack of civility, we are accountable to speak up to resolve it. Each of us is accountable to contribute to a positive and healthy work environment. Sometimes we see seemingly insignificant behaviours that feel disrespectful and insensitive, that make people feel uncomfortable, where the intent to harm is ambiguous or unclear. Behaviours that seem trivial can have a big impact.

This flow diagram is intended to assist anyone who has experienced or observed behavior that is concerning, to guide them to get help, to speak up to the person, and work through it to resolve the concern in a productive way. It provides guidance consistent with our ["Civility in the Workplace" Policy](#). If the concern cannot be resolved, it shows how to involve your leader and appropriate next steps.



Continue to the Investigation Process on next page...

INVESTIGATION PROCESS





Committed to
**PSYCHOLOGICAL
HEALTH & SAFETY**
in Healthcare

A Guide to reflecting on my concerns with the behaviours of others related to Civility in the Workplace



We know when someone experiences behaviour inconsistent with our St. Joseph's values it can be an emotional time. **The purpose of this guide is to help you organize your thoughts and summarize your concerns** (through the structured questions below) **prior to your meeting with the person who has upset you, or meeting with your leader for support.** If you decide to move forward with your leader or another person to support you, this summary may be helpful to you; these are questions your leader will likely explore with you so they understand the situation well. **These questions are a guide to assist you with your recollection and reflection only; it is not intended to be a formal documentation tool.**

What happened?

- o When & where did the behaviour occur?
- o Who is the person whose behaviour is of concern? (Name/Role/Dept.)
- o What was the behaviour that upset you? (What specifically did the person say, and do?)
- o Why is this behaviour upsetting to you?
- o What would you like to have occur as a result of sharing this event?
- o Other person(s) who witnessed the behaviour:
- o Is this a single occurrence or has this behaviour happened before? If yes, how frequently?
- o Did any one speak to you about their concern with the behaviour?
- o What actions were taken at the time to stop the behaviour? Did you speak with them directly?
- o Who intervened to help or support you, or stop the behaviour?
- o Did the behaviour stop or change with above actions / interventions?

Our focus this year...

Quarter	
Q1	<p>Identify metrics for year over year improvement -- <i>still in progress</i></p> <p>Contribute to Accreditation readiness ✓</p> <p>Engage and test new Civility tools for psych safety– Flow and Refection Guide with key stakeholder groups ✓</p> <p>Implement new a new resource toolkit for psychological health ✓</p>
Q2	<p>Revise civility tools with feedback from stakeholder and <u>begin</u> broad corporate wide education and implementation for all staff and physicians > Q3</p> <p>Identify focused strategies to advance Priority #2 Building Community and Culture -<i>in progress</i></p>
Q3	<p>Continue broad corporate wide education and implementation for all staff and physicians on civility tools <i>in progress</i></p> <p>Determine small areas of change to test strategies for Building Community and Culture focus <i>work ahead</i></p> <p>Develop evaluation plan for Community and Culture strategies <i>work ahead</i></p>
Q4	<p>Small scale implementation priority #2 “Building Culture and Community” Strategies.</p> <p>Evaluate Community and Culture strategies and revise as appropriate</p>

