



quality worklife
quality healthcare
collaborative

Within Our Grasp

..... Working together to make health workplaces healthier

Whereto From Here?

*Presentation to “Ask. Listen. Talk”,
Virtual Symposium on Patient Safety and Quality Improvement.*

November 3rd, 2011

*Pamela C. Fralick, Chair, QWQHC
President & CEO, Canadian Healthcare Association*

Outline

- 1. About QWQHC**
- 2. QWQHC Action**
- 3. QWQHC Future**

1. About QWQHC

We Believe

“A fundamental way to better healthcare is through healthier healthcare workplaces; and it is unacceptable to work in, receive care in, govern, manage and fund unhealthy healthcare workplaces.”

QWQHC

Who is the QWQHC?

- Accreditation Canada
- Academy of Canadian Executive Nurses
- Association of Canadian Academic Healthcare Organizations
- Canadian College of Health Leaders
- Canadian Federation of Nurses Unions
- Canadian Healthcare Association
- Canadian Health Services Research Foundation
- Canadian Medical Association
- Canadian Nurses Association
- Canadian Patient Safety Institute
- Health Action Lobby (HEAL)
- VON Canada
- + Health Canada!

“Organization”

- 12 National Partners: the “Collaborative”
- Host Secretariat: Accreditation Canada
- Staff: 5 → 3
- Steering Committee (all National Partners)
- Executive Committee (CHA, CNA, CCHL, AC)
- Summit Planning Committee

Why QWQHC?

- High levels of provider stress and burnout
- HR Shortages- physicians, nurses, PTs, psych, etc.
- Impact of healthy – or unhealthy! – workplaces on quality of care and patient safety
- Need for coordinated and strategic approaches

QWQHC Mandate:

Create a national, multi-stakeholder coalition that:

- Focuses concern on the healthcare system's best assets -- the **people** who work within health services
- Promotes high quality, healthy **work environments** and 'people practices' in healthcare
- Reveals the **link** between quality of work-life practices and health system results
- **Increases integration and sharing of** work-life initiatives and learnings/evidence
- Embeds **higher standards** for people practices and work environments at the organizational and governance levels
- Improves **system outcomes**, such as patient care, and operational efficiency/effectiveness

Translating Mandate to Actions:

- **Gather information** on quality of worklife in healthcare
- Create an **over-arching strategy** for work-life quality in healthcare
- Bring the issue of healthcare quality of worklife to light via **coordination, sharing and integration** of information and learnings
- **Seek improvement** in quality of worklife:
 - first, **by example**, via acceptance and promotion of the strategy by QWQHC collaborators
 - second, by **making others aware** of the issue in the hope they will be enticed to do the same
- Gain widespread attention and **action** on the issue through ongoing efforts
- Ultimately enhance recruitment & retention efforts, and the patient experience.

Desired Outcomes:

- Access to quality care
 - Healthy providers working in healthy workplaces provide better and safer patient care
 - Reducing wait times and making the health system more efficient requires a strong supply of healthy healthcare providers
- Spread of evidence-informed human resources practices
 - Actionable tools and resources
 - Platform for community of interest
- Heightened system-wide collaboration
 - Leveraging regional and provincial engagement and support
 - Expanded regional outreach and new partnerships

2. QWQHC Actions

QWQHC Action Strategy

“Within Our Grasp”

(2007)

Strategic Directions:

- Engagement
- Indicators (systems; organizations; accred.)
- Knowledge Exchange (explicit; tacit)
- Priority Actions (*known to work*)



Within Our Grasp

A Healthy Workplace Action Strategy
for Success and Sustainability in
Canada's Healthcare System

2007



Engagement

www.qwqhc.ca

www.thinkinghealthyhealthcare.ca

Blog

Featured Stories

Innovative Practices

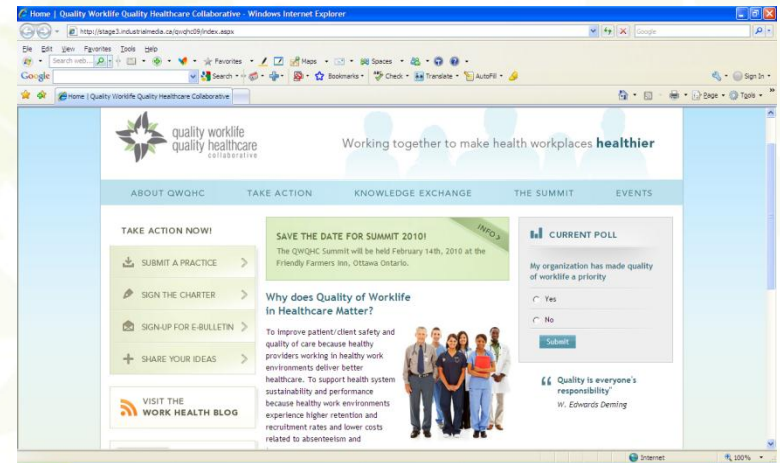
Research Q&A

On-line Resources

Engagement Tools

QWQHC Publications

Perspectives



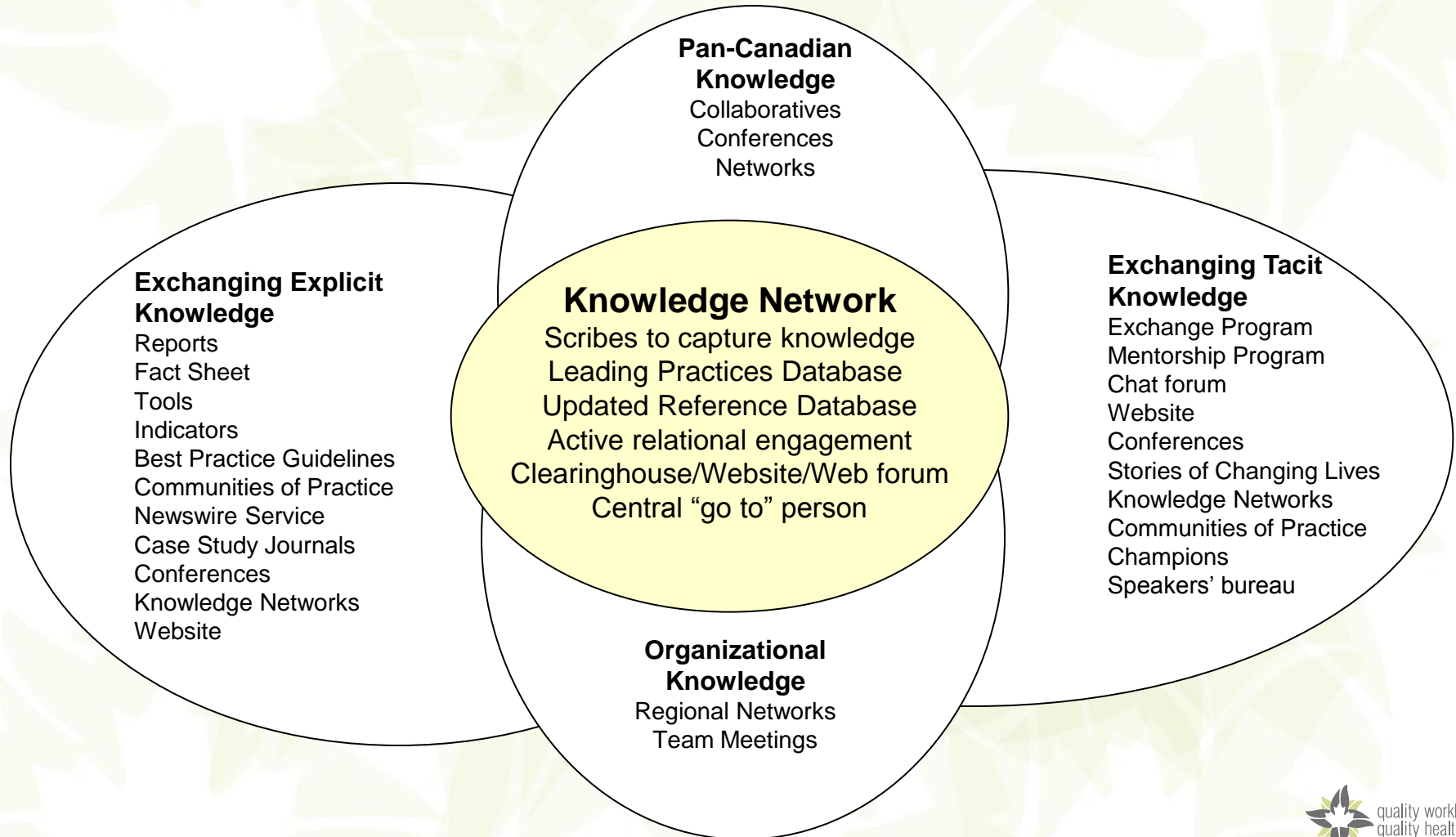
Engagement:

Change Management Principles

(“Within our Grasp”, 2007; from CNA, 2006)

1. Guided by vision and values
2. Leadership
3. Participative Team Approach
4. Define Scope and Objectives
5. Link to Strategic Goals
6. Customized Plan
7. Evaluate & Communicate
8. Learning
9. Ongoing Support
10. Diffusion

Knowledge Exchange



Accomplishments

The last five years - a period of knowledge exchange and community building:

- Developed, disseminated (over 30,000 copies) and promoted a pan-Canadian **action strategy** (*“Within our Grasp”*)
- Launched the *Healthy Healthcare Leadership Charter* (47 signatories/100s sites)
- Spoke at well over **50 conferences** across Canada
- Launched a comprehensive **web site** (10,000 unique hits in 2010)
- Launched the *Thinking Healthy Healthcare blog*
- Wrote, submitted, disseminated various **reports**, case studies, environmental scans (e.g. “Snapshot” and “Case Studies”, 2009; “Power to Act”, 2011)
- **Referenced** in various documents, publications and initiatives (e.g. awards programs, accreditation standards, articles, grant programs)

Accomplishments (cont'd.)

- Quadrupled **contact list** over last 3 years through outreach efforts
- Drew on the experience and expertise of 400 contributors to **KE** initiatives
- Grew **Summit** from a fully-funded invitational session to a highly anticipated, revenue-generating, heavily attended event (nearly 1000 participants to date)
- Supported and informed **pan-Canadian** and **provincial initiatives**
- Achieved subject matter **opinion-leader status** in various venues
- Provided **momentum** and focus towards critical mass
- Independent **evaluation** (Feb 2011: key informants, survey of all contacts; review of documentation)
- **Policy** recommendations to ACHDHR

3. QWQHC Future

Whereto From Here?

- **Metrics!**

- report with G. Lowe to Health Canada
- “developing and adopting a common approach to measuring and reporting healthy work environments”
- need **measurement** and **accountability** (consistency & comparability)
- 4 Guiding Principles;
- 9 Options for further discussion;
- 5 Recommendations

Whereto From Here?

- **Standards** – Accreditation Canada
- **Information/Website** (www.qwqhc.ca)
- **Networking** (Network of QWL Champions?!)
- **The Summit!** <http://www.qwqhc.ca/summit-2012.aspx>
 - 1-2 March 2012, Vancouver, B.C.
 - “Mastering the Art and Science of Healthy Work Environments: Celebrating Successes and Inspiring Future Successes”
 - **Abstracts** received until 18 Nov '11; **Sponsor** and **Exhibitor** opportunities: sally@ftfe.com

Whereto From Here?

31 March 2012 and Beyond

- Partners committed to the importance of this issue
- Currently developing a 'go forward' strategy
- Major funding ending 31 March 2012
- Partners committed to continuing a legacy of QWQHC (Summit; Website; Standards; Network)

BUT – Future Belongs to Local Leadership!

In Summary...

- Much has been accomplished in 6 short years.
- Our Job is not yet done!
- National Partners continue to explore means to maintain momentum.
- The mantle must be shifted to local leaders to optimize impact. The Gauntlet is down!
- *Summit 2012* - a “must do” event to shape the future of healthy health workplaces.

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