

## A STUDY OF LEADING INDICATORS FOR OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEMS IN HEALTHCARE



Approximately \$2.5B is spent yearly on occupational injuries in the healthcare sector. Despite an increased focus on improving Ontario's Occupational Health and Safety System, the injury statistics are not improving significantly. One of the keys to changing this trend is the utilization of leading indicators within current systems. Leading indicators are workplace characteristics that precede occupational health and safety outcomes and, if changed, are expected to change these outcomes. The aim of this study is to conduct a longitudinal study implementing leading indicators and evaluating the effectiveness of this intervention on improving selected health and safety workplace indicators.

Phase 1 will focus on assessing the current OHSMS in two participating hospitals to determine potential facilitators and barriers to changing current systems, and assess six leading indicators that could be targeted. Data collection will consist of semi-structured interviews, review of hospital documents, survey and administrative data. In Phase 2, an intervention will be developed, implemented and evaluated based on the assessment of the leading indicators and the gaps identified.



### In this issue

- Face to Face Meeting
- Assessment Update on Site 1
- Assessment Update on Site 2
- Intervention Development on Site 2
- Website
- Presentations
- In the Works

### Assessment Update on Site 1

Interviews were completed in early December and over 150 documents collected and reviewed by the OHS consultants. In addition, the online climate survey was distributed to all staff and physicians at Site 1 between Mid-January and early March. The response rate reached 20.2% and the responses are now ready for analysis. Taken together, the interviews and documents were used to score and identify gaps in the 6 leading indicators. This assessment served as a starting point for the face-to-face meeting.

### Face-to-Face Meeting

The research team met in Kingston on January 19, 2017 to review the results of the OHSMS assessment at Site 1 and discuss potential interventions to address the gaps identified. The meeting was well attended and this led to great discussions about the format of the assessment and various interventions to consider. Thank you for your continued engagement!

### Assessment Update on Site 2

Site 2 ethics clearance was received in December 2016, and interviews completed in February and March 2017. Over 80 documents were received and reviewed by the OHS consultant. The climate survey also reached staff and physicians for the first time in mid-March and will continue until mid-May. The response rate is currently at 6%. Together, the interviews and documents were used to identify gaps in the 6 leading indicators. The scoring was shared with Site 2 in late March and a remote team meeting is now scheduled for Friday May 5th.

**Joan Almost**

Assistant Professor, School of Nursing, Queen's University

**Elizabeth VanDenKerkhof**

Professor, Sally Smith Chair in Nursing, School of Nursing, Queen's University

**Peter Strahlendorf**

Associate Professor, School of Occupational and Public Health, Ryerson University

**Louise Caicco-Tett**

President, Health and Safety Professionals Inc.

**Thomas Hayes**

Director of Safety and Security, The Ottawa Hospital

**Joanna Noonan**

Manager of Occupational Health and Safety, Kingston General Hospital

**Henrietta Van hulle**

Executive Director, Health & Community Services, PSHSA

**Jeremy Holden**

Health & Safety Consultant, PSHSA

**Ryan Adam**

Healthcare Director, PSHSA

**Tracy Kent-Hillis**

Chief Nursing Officer, Lennox and Addington County General Hospital

**Mike McDonald**

Chief of Patient Care and Chief Nursing Executive, Hotel Dieu Hospital

**Karanjit Lachhar**

Research Assistant, School of Nursing, Queen's University

**Vanessa Silva e Silva**

Research Assistant, School of Nursing, Queen's University

**Genevieve Pare**

Project Manager, School of Nursing, Queen's University

## Intervention Development at Site 1

A decision to pilot the interventions on 4 units was reached, and the interventions will focus on improving incident management and reporting, and increasing visibility of senior leadership in regards to OHS.

The research team developed a flowchart based on current incident management and reporting policies. The flowchart is designed to guide managers in dealing with OHS incidents, and emphasize the completion of the reporting tool. A draft was distributed to the OHS department, and feedback requested to make it useful in their organization's context. The flowchart could answer questions such as "Which incidents need to be reviewed?", "How should the review be documented and reported?", "Who should take part in the review?" and "How quickly must this be completed?"

The intervention to increase visibility of senior leadership will build on Site 1's People Rounds, where managers on each unit hold informal 30-minute discussions with frontline staff. The research team has met with members of senior leadership and managers of the 4 pilot units to discuss how the research group can support and evaluate the feasibility, acceptability, and effectiveness of the intervention. The research assistants will start attending People rounds shortly.

## Website

The Leading Indicators website is now live at <http://queensu.ca/leadingindicatorsforohsms/>



## Presentations

The project was presented at the Kingston Nursing Research Conference on March 3rd, and will be presented again at the Partners in Prevention meetings in Toronto and Sault Ste. Marie in May 2017.

The citation for the March conference is:

Almost, J., Caicco-Tett, L., VanDenKerkhof, E., Strahlendorf, P., Hayes, T., Noonan, J., Vanhulle, H., Holden, J., Adam, R., Lachhar, K., Silva e Silva, V., Pare, V., McDonald, M., & Kent-Hillis, T. (2017, March). *A Study of Leading Indicators for Occupational Health and Safety Management Systems in Healthcare*. Kingston Nursing Research Conference, Kingston, Ontario.

## In the works:

- Online survey dissemination at Site 2
- Collection and analysis of administrative data at Sites 1 and 2
- Teleconference meeting to discuss Site 2 assessment and intervention
- Development and Implementation of intervention at Site 1
- Drafting and publication of study protocol

*If you have any questions or comments about the project, please do not hesitate to contact Joan Almost, Principal Investigator, at [joan.almost@queensu.ca](mailto:joan.almost@queensu.ca) or Genevieve Pare, Project Manager, at [genevieve.pare@queensu.ca](mailto:genevieve.pare@queensu.ca)*

