

COMMUNICATION AND KNOWLEDGE TRANSLATION (CKT) PLAN: PRIORITY AUDIENCES IN WORKPLACES

1. The audiences in the “workplace” realm

- Members of boards of directors
- Senior leadership team of each hospital
- Other management staff
- Joint Health and Safety Committee (JHSC) members, Health and Safety Representatives or worker designates
- Union leadership
- All employed staff in the organization as well as volunteers and students in the hospitals
- Physicians who are not hospital employees
- Service providers onsite – vendors, contractors, paramedics, police, etc.
- Patients
- Visitors to the workplace (including family members of patients)

This list deliberately begins with hospital boards and senior management. Their commitment to workplace violence prevention (WVP) is essential. The success of the workplace violence prevention initiative relies on their determination to articulate and implement appropriate policies and practices.

2. Key messages

The charts in section 3, below, include recommended messages for each of the ten workplace audiences. There are some generic messages that could be used for all audiences. These may include:

- Violence in health care workplaces will not be tolerated
- The prevention of workplace violence is important for the safety of everyone in hospitals. This includes patient on worker as well as worker-on-worker violence
- When violence happens in health care workplaces, it can have many serious consequences including immediate and long- term effects on the health of the affected workers, removing skilled health care workers from providing care, and damage to a hospital’s reputation.
- Violence in workplaces is against the law.
- Workplace violence prevention must be part of an overall culture of occupational health and safety.

Workplace Violence Prevention in Health Care Leadership Table

3. For each of the workplace audiences, the following charts outline the recommended CKT plan, including: goals, messages (or principles to guide messages), and strategies (vehicles/channels for communicating; indication of who would communicate the messages, and, where relevant, timing of communications). The included chart indicates which of the proposed strategies are relevant to each of the goals.

A. Boards of Directors of the hospitals

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p>Awareness/knowledge (e.g., awareness of the recommended strategies and tools that emerge from the WVP initiative; knowledge of their legal responsibilities under the <i>Occupational Health and Safety Act</i> (OHSA) and the <i>Criminal Code</i>; awareness of the extent of the problem of workplace violence)</p> <p>Development/revision of hospital WVP policies, measures, procedures and training as necessary.</p>	<p>Must establish clear senior leadership competencies and expectations regarding workplace safety, prevention and culture, etc.</p> <p>Must address WVP in strategic plan.</p> <p>Reviews of CEO performance must address WVP.</p> <p>Cannot have quality without safety, and vice versa</p> <p>Legal responsibility under s32 of the OHSA and under federal Bill C-45 (regarding Criminal Negligence)</p> <p>Information about the resources developed through the WVP initiative</p>	<p>Joint communiqué to boards from Minister of Labour and Minister of Health and Long-term Care.</p> <p>Briefings to boards, possibly by Transition Teams</p> <p>On-line courses/resources (e.g., Public Services Health & Safety Association (PSHSA) training) for Board members regarding their responsibilities in WVP.</p> <p>Orientation for new board members</p> <p>Indicators/metrics on communication</p>

Workplace Violence Prevention in Health Care Leadership Table

Mapping of goals to strategies (BoD audience)

Strategies	Goals	
	Awareness/ Knowledge	Policy change in hospitals
Joint communiqué to boards from Minister of Labour and Minister of Health and Long-term Care	✓	✓
Briefings to boards, possibly by Transition Teams	✓	✓
On-line courses/resources	✓	
Orientation for new board members (consider making mandatory)	✓	
Indicators/metrics communication		✓

Workplace Violence Prevention in Health Care Leadership Table

B. Senior leadership team of each hospital

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p>Awareness/knowledge (e.g., awareness of the recommended strategies and tools that emerge from the WVP initiative; knowledge of legal responsibilities; awareness of the extent of the problem of workplace violence)</p> <p>Development/revision of operational policies, measures,</p> <p>Procedures and training at each hospital per the outcomes of the WVP initiative and compliance expectations and requirements under the OHSA and Regulations.</p> <p>Lead and foster the development of a culture of WVP, including a culture of mutual respect among everyone in the hospitals and encouragement of reporting.</p>	<p>Must proactively prevent injuries from workplace violence within care environment. Target of zero accidents and injuries for all in the workplace and care environments, but must encourage reporting of all workplace violence hazards and incidents that occur.</p> <p>Lead culture of workplace safety in action and words. Collaborate with unions for transparency and make cultural change where workers believe and trust their employer and supervisor will protect them.</p> <p>Commitment – hold CEO, Board of Directors, and others accountable for effective implementation of a sustainable WVP strategy (operationalize strategic plan).</p> <p>Must establish and be accountable for clear leadership competencies regarding workplace safety, prevention, culture, etc. as well as performance expectations re WVP for senior management team; address in performance reviews.</p>	<p>Joint communiqué to CEOs from Deputy Minister of Labour and Deputy Minister of Health and Long-term Care.</p> <p>Messages from Ontario Hospital Association (OHA) to leaders of its member hospitals, including encouragement of cross-partnerships among hospitals</p> <p>Resources from OHA and PSHSA (including webinars and online resources; PSHSA Leadership training to make supervisors competent and “Fast Facts”)</p> <p>Possible article in <i>Hospital News</i> (a national publication)</p> <p>Indicators/Metrics on communication</p>

Workplace Violence Prevention in Health Care Leadership Table

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
	<p>Provide information to workers at risk about a person with a history of violent behaviour.</p> <p>Ensure risk assessments are being conducted considering all elements of the PSHSA's Workplace Violence Risk Assessment tool, VARB product.</p> <p>Work collaboratively with others in the system</p> <p>Equivalent emphasis and importance on employee and patient health and safety. Legal responsibilities for both.</p> <p>Explore implementation of program of mutual respect and understanding between worker and patient to keep everyone safer and respect diversity—like “Safewards” program.</p> <p>Collaborate with JHSC and unions as a stakeholders</p> <p>Information about resources developed through the WVP initiative</p>	

Workplace Violence Prevention in Health Care Leadership Table

Mapping of goals to strategies (Senior leadership team of each hospital)

Strategies	Goals		
	Awareness/ Knowledge	Development/revision of operational policies and procedures	Lead and foster the development of a culture of WVP
Letter from the two Deputy Minister to CEOs	✓	✓	✓
Messages from OHA to leaders of its member hospitals	✓	✓	✓
Resources from OHA and PSHSA (including webinars and online resources; PSHSA Leadership training to make supervisors competent, “Fast Facts”)	✓	✓	
Possible article in Hospital News (a national publication)	✓		
Indicators/metrics communication		✓	

Workplace Violence Prevention in Health Care Leadership Table

C. Other management staff

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p>Awareness/knowledge (i.e., awareness of the recommended strategies and tools that emerge from the WVP initiative; knowledge of legal responsibilities; awareness of the extent of the problem of workplace violence)</p> <p>Awareness of the hospital's strategic plan as it related to WVP</p> <p>Implementation and monitoring of policies, measures, procedures, and training including those needed to comply with the "supervisor" responsibilities specified in section 27 of the OHSA</p> <p>Lead and foster the development of a culture of WVP, including a culture of mutual respect among everyone in the hospitals and encouragement of reporting.</p>	<p>Messages to senior management also apply here: cascaded from senior management team to management (including zero incidents of workplace violence as the goal)</p> <p>Accountable for implementing strategy and will be held accountable for results</p> <p>Ensure staff trained as required (supervisor)</p> <p>Ensure reporting of incidents and that appropriate root cause analysis investigations are undertaken with corrective action applied.</p> <p>Identify hazards to workers. Provide information to workers at risk about a person with a history of violent behavior.</p> <p>Undertake preventative risk assessments, inspections, as well as investigation of incidents that occur.</p> <p>Coach for safety – genuine caring for workforce and patient care</p> <p>Collaborate with workers and JHSC and unions</p>	<p>Messages from Ministry of Labour and Ministry of Health and Long-Term Care highlighting supervisor responsibilities</p> <p>Messages from senior management to all managerial/supervisory personnel</p> <p>Messages from OHA</p> <p>Resources from OHA and PSHSA (including PSHSA document to outline supervisors' responsibilities)</p> <p>Ministry of Labour's Occupational Health and Safety Awareness Training for supervisors (and other existing resources related to supervisor responsibilities)</p> <p>Supervisor competency training (e.g., PSHSA leadership training program)</p> <p>Internal newsletters of each hospital</p>

Workplace Violence Prevention in Health Care Leadership Table

	<p>Obligations under the OHSA specific to supervisors</p> <p>Information about the resources developed through the WVP initiative</p>	
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Mapping of goals to strategies (Other management staff)

Strategies	Goals	
	Awareness/ Knowledge	Implementation of policies and procedures
Messages from Ministry of Labour and Ministry of Health and Long-Term Care highlighting supervisor responsibilities	✓	✓
Messages from senior management to all managerial/supervisory personnel	✓	✓
Messages from OHA	✓	
Resources from OHA and PSHSA	✓	✓
Ministry of Labour's Occupational Health and Safety Awareness Training for supervisors (and other resources)	✓	✓
Supervisor competency training (e.g., PSHSA training)	✓	✓
Internal newsletters of each hospital	✓	✓

Workplace Violence Prevention in Health Care Leadership Table

D. Joint Health and Safety Committee (JHSC) members, Health and Safety Representatives or worker designates

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p>Awareness/knowledge (i.e., awareness of the recommended strategies and tools that emerge from the WVP initiative)</p> <p>Awareness of the hospital's strategic plan as it related to WVP</p> <p>Recommendations and activities of JHSCs (including workplace safety inspections) are informed by outcomes of WVP initiative.</p> <p>Employers consult with JHSCs on WVP issues (including risk assessments), procedures, measures and training. JHSCs receive all reports of accidents/ illnesses, per OHSA.</p>	<p>Information about the resources developed through the WVP initiative</p> <p>Reminders of what OHSA requires regarding role and responsibilities related to JHSC (including employer obligation to provide info to JHSC, consider reports from JHSC, consult JHSC on policy, procedures, measures and training; JHSC responsibilities to conduct inspections, make recommendations—JHSC can recommend further WVP initiatives)</p> <p>Encourage reporting of all WVP incidents</p> <p>JHSC to contribute to scorecard</p>	<p>Messages from management, unions, Ministry of Labour</p> <p>Resources from PSHSA</p>

Workplace Violence Prevention in Health Care Leadership Table

Mapping of goals to strategies (Joint Health and Safety Committee (JHSC) members, Health and Safety Representatives or worker designates)

Strategies	Goals		
	Awareness/ Knowledge	Recommendations and activities of JHSCs are informed by WVP	Employers consult with JHSCs on WVP issues.
Messages from management, unions, MOL	✓	✓	✓
Resources from PSHSA	✓	✓	

E. Union leadership

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p>Awareness/knowledge (i.e., awareness of the recommended strategies and tools that emerge from the WVP initiative)</p> <p>Promotion of WVP policies, measures, procedures, tools, culture to members</p> <p>Support to members in implementing WVP procedures</p> <p>Support to members regarding awareness of employer</p>	<p>Encourage and provide support for reporting of all hazards/incidents/injuries</p> <p>Reinforce target of working safely to achieve zero workplace incidents and reporting any situation that could cause them to not be able to work safely</p> <p>Identify gaps in WVP to management</p> <p>Promote Internal Responsibility System</p> <p>Reinforce legal responsibilities of employers, supervisor and workers under OHSA</p>	<p>Joint communiqué to union leaders from Minister of Labour and Minister of Health and Long-term Care</p> <p>Letter from Union leaders to their members</p>

Workplace Violence Prevention in Health Care Leadership Table

responsibilities with respect to WVP	<p>Encourage workers to help everyone in the care environment to adhere to WVP policies, and procedures and identify gaps in procedures or training that may be risking worker safety.</p> <p>Participate in worker right to refuse unsafe work (through established process)</p> <p>Help to identify the facts/root causes when hazards exist/incidents occur</p> <p>Information about the resources developed through the WVP initiative</p>	
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Mapping of goals to strategies (Union leaders)

Strategies	Goals			
	Awareness/ Knowledge	Promotion of WVP policies, tools, culture to members	Support to members in implementing WVP procedures	Support to members re awareness of employer responsibilities with respect to WVP
Letter from Ministers to union leaders	✓	✓		
Letter from union leaders to members	✓	✓	✓	✓

Workplace Violence Prevention in Health Care Leadership Table

F. All employed staff in the organization as well as volunteers and students in the hospitals

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p>Awareness/knowledge (i.e., awareness of the recommended strategies and tools that emerge from the WVP initiative and rights and responsibilities under the OHSA)</p> <p>Awareness of the hospital's strategic plan as it related to WVP</p> <p>Adherence to WVP policies, measures and procedures</p> <p>Reporting of all incidents and hazards (per the OHSA)</p>	<p>Legal responsibilities of workers under OHSA.</p> <p>Staff members have the right to be trained by the employer.</p> <p>Staff members have right to refuse unsafe work, but it is a limited right.</p> <p>Staff members should receive and apply the training in their work.</p> <p>Staff members should support their colleagues, as well as others (e.g., contractors onsite) in applying WVP policies, measures and procedures</p> <p>Importance of respect for and adherence to WVP policies, measures and procedures, including the range from incivility, harassment, bullying, verbal and physical violence.</p> <p>Information about the training plan (who will be trained when)</p> <p>Supports are available for dealing with all four types of violence, including employment related violence</p> <p>Regular communications on progress towards strategic plan targets</p>	<p>Training on WVP policies, measures and procedures and on rights and responsibilities (in accordance with training matrix based on risk level, being developed by the Hazard Prevention and Control working group).</p> <p>Messages from MOL, employer and supervisors</p> <p>Dissemination of hospital's strategic plan</p> <p>Posters addressing all four types of violence, including peer-to-peer violence in staff meeting rooms/lunchrooms</p> <p>Role modeling by supervisors</p> <p>Job observation/ oversight/ coaching by supervisors</p> <p>Performance appraisals (to reinforce importance of WVP practices, where appropriate)</p> <p>Communication of care plan among all who are providing care</p>

Workplace Violence Prevention in Health Care Leadership Table

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
	<p>Encouragement/expectation that all hazards/incidents should be reported; there are no reprisals for reporting; when reports are made, staff will be provided information on actions taken</p> <p>Information about the resources developed through the WVP initiative</p>	

Mapping of goals to strategies (All employed staff in the organization as well as volunteers and students in the hospitals)

Strategies	Goals		
	Awareness / Knowledge	Adherence to WVP policies and procedures	Reporting of incidents and hazards
Training on WVP policies, measures and procedures	✓	✓	✓
Messages from MOL, employer, supervisors	✓	✓	✓
Dissemination of hospital's strategic plan	✓	✓	
Posters on peer-to-peer violence in staff meeting rooms/lunchrooms	✓	✓	

Workplace Violence Prevention in Health Care Leadership Table

Role modeling by supervisors	✓	✓	✓
Job observation/ oversight/ coaching by supervisors	✓	✓	✓
Performance appraisals	✓	✓	✓
Communication of care plan among all who are providing care		✓	

G. Physicians who are not employees of the hospitals

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p>Awareness/knowledge and agreement to comply with all of the WVP policies, measures and procedures and training</p> <p>Adherence to WVP policies, measures and procedures</p> <p>Reporting of incidents and hazards</p>	<p>Importance of respect for and adherence to WVP policies, measures and procedures, including the range from incivility, harassment, bullying, verbal and physical violence.</p> <p>In emerging situations, professional regard for the advice of staff who have information about the context related to WVP</p> <p>Information about the reporting process and expectations to report</p>	<p>Communications from the chief physician or designate at each hospital</p> <p>Training on WVP policies and procedures (by hospitals and through online resources from PSHSA, with promotion by OMA)</p> <p>Communication of care plan among all who are providing care</p>

Workplace Violence Prevention in Health Care Leadership Table

Mapping of goals to strategies (Physicians who are not employees of the hospitals)

Strategies	Goals		
	Awareness/ knowledge	Adherence to WVP policies and procedures	Reporting of incidents and hazards
Communications from the Chief Physician at each hospital	✓	✓	✓
Training on WVP policies, measures and procedures	✓	✓	✓
Communication of care plan among all who are providing care		✓	

H. Service providers/vendors and contractors in the hospital

Service providers/vendors and contractors can be at risk and they can (directly or indirectly, such as through leaving dangerous tools unsecured) contribute to the risk of workplace violence. Some (e.g., EMS workers, police) are at greater risk than others.

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
Awareness/knowledge (i.e., awareness of the recommended strategies and tools that emerge from the WVP initiative and compliance requirements under OHSA)	Requirement to adhere to hospital WVP policies, measures and procedures while onsite.	Language specific to WVP issues in RFPs and contracts including requirement to report hazards/incidents
Adherence to WVP policies, measures, procedures and training	Service providers/contractors are responsible for training their staff on WVP policies and procedures of the hospital.	Contractor orientation booklets (used for larger projects) to be provided by hospitals (appended to contracts)
	Requirement to take direction from employed staff who have information	Training on WVP policies and procedures

Workplace Violence Prevention in Health Care Leadership Table

Reporting of incidents and hazards (per the OHSA)	<p>about the context related to WVP</p> <p>Encouragement and requirement to report WPV accidents/incident or hazards they see during their work or visit to the employer/organization.</p>	<p>Messages from supervisors</p> <p>Job observation by supervisors</p> <p>Communication where necessary by employed staff to onsite service providers about WVP requirements</p>
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Mapping of goals to strategies (Service providers/vendors and contractors in the hospital)

Strategies	Goals		
	Awareness/knowledge	Adherence to WVP policies and procedures	Reporting of incidents and hazards
Language specific to WVP issues in RFPs and contracts including requirement to report all hazards/incidents	✓	✓	
Contractor orientation booklets	✓	✓	
Training on WVP policies and procedures	✓	✓	✓
Messages from supervisors	✓	✓	✓
Job observation by supervisors	✓	✓	✓
Chaperoning by employed staff	✓	✓	✓

Workplace Violence Prevention in Health Care Leadership Table

I. Patients

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p>Awareness/knowledge of rights and responsibilities of patients and workers under WVP policies.</p> <p>Respect for and adherence to published policies and practices (which are designed to protect everyone's safety)</p>	<p>Note: Important that communications to patients use plain language (and, possibly, pictograms)</p> <p>Violence will not be tolerated</p> <p>We all need to work together to ensure that the care environment is safe for everyone.</p> <p>Information about patient and worker rights and responsibilities</p> <p>Document on “Engaging Patients and Families in Workplace Violence Prevention” being developed by the Hazard Prevention and Control working group (Includes information on what could happen in the event of incidents)</p> <p>Info from Accreditation Canada on the rights of patients to have a role in developing their own safety plan</p>	<p>Public availability (e.g., through website) of hospital policies on WVP</p> <p>Posters/zero tolerance signage in high-traffic areas of the hospital</p> <p>Admissions info packages</p> <p>TV screens in waiting rooms</p> <p>Meal tray messages.</p> <p>Patient Advocates, who are independent of hospital management, and Patient and Family Councils (and, where appropriate, patient relations staff) can help to explain, where appropriate, WVP practices and responsibilities, and help ensure that patients have access to information about their rights (including access to complaint process if patients have concerns—this may help prevent tension from escalating).</p> <p>Note: Strategies will need to keep in mind that patients have diverse backgrounds: culture, language, literacy level, etc.</p>

Workplace Violence Prevention in Health Care Leadership Table

Mapping of goals to strategies (Patients)

Strategies	Goals	
	Awareness/Knowledge of rights and responsibilities of patients under WVP policies	Respect for and adherence to published policies and practices
Public availability (e.g., through website) of hospital policies on WVP	✓	✓
Posters/zero tolerance signage in high-traffic areas of the hospital	✓	✓
Admissions info packages	✓	✓
TV screens in waiting rooms	✓	✓
Meal tray messages	✓	✓
Communication from Patient Advocates, Patient and Family Councils, and patient relations staff	✓	✓

J. Visitors to the hospital

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
Awareness/knowledge of WVP policies and practices	Note: Important that communications to visitors use plain language Violence will not be tolerated	Public availability (e.g., through website) of hospital policies and procedures on WVP

Workplace Violence Prevention in Health Care Leadership Table

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
Respect for and adherence to published policies and practices	<p>We all need to work together to ensure that the care environment is safe for everyone.</p> <p>Visitors Code of Conduct (key points)</p> <p>Information about patient rights and responsibilities</p> <p>Document on “Engaging Patients and Families in Workplace Violence Prevention” being developed by the Hazard Prevention and Control working group (Includes information on what could happen in the event of incidents)</p> <p>Info from Accreditation Canada on the rights of patients to have a role in developing their own safety plan</p>	<p>Posters/zero tolerance signage in high-traffic areas of the hospital</p> <p>TV screens in waiting rooms</p> <p>Information pamphlets for visitors</p> <p>Note: Strategies will need to keep in mind that visitors have diverse backgrounds: culture, language, literacy level, etc.</p>

Workplace Violence Prevention in Health Care Leadership Table

Mapping of goals to strategies (Visitors)

Strategies	Goals	
	Awareness/Knowledge of rights and responsibilities of patients under WVP policies	Respect for and adherence to published policies and practices
Public availability (e.g., through website) of hospital policies on WVP	✓	✓
Posters/zero tolerance signage in high-traffic areas of the hospital	✓	✓
TV screens in waiting rooms	✓	✓
Information pamphlets for visitors	✓	✓