



Conducting Focus Groups at the Start of Organizational Change Initiatives: Benefit or Burden

Elizabeth Smailes, Ph.D., Henry Harder, Ph.D., Eric Chan, Ph.D., Catherine Kidd, MNs
2nd Canadian Congress on Research on Mental Health and Addiction in the Workplace

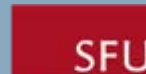
Thursday May 17th 3:30pm-4:45pm

UBC/UNBC/VCH/OHSAH



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Presentation Outline



- Background
- Work Stress Model
- Measurement/Evaluation
- Example of a Healthy Workplace Initiative



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Background



- Estimated cost of **mental health problems** in the Canadian workplace is currently **\$20 billion+**
- **18%** of long-term benefit claims by **HCW's in BC** are related to poor mental health

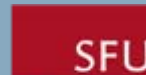
Stephens T, and Joubert, N (2001). The economic burdens of mental health problems in Canada. *Chronic Diseases in Canada*, 22, 18-23.

Health Benefit Trust Annual Report (2006).



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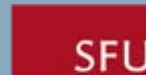
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BC Auditor General's Report

- **Goal:** Ensure that the work environment supports health care workers in their efforts to provide the best patient care possible
- **3 areas for improvement:**
 - Leadership to establish and maintain a healthy work environment;
 - Promoting a healthy work environment;
 - Monitoring and reporting on the health of employees and the work environment;



Background

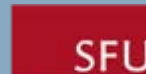


- Over 30 years of Research on the work conditions that are associated with poor mental health of workers



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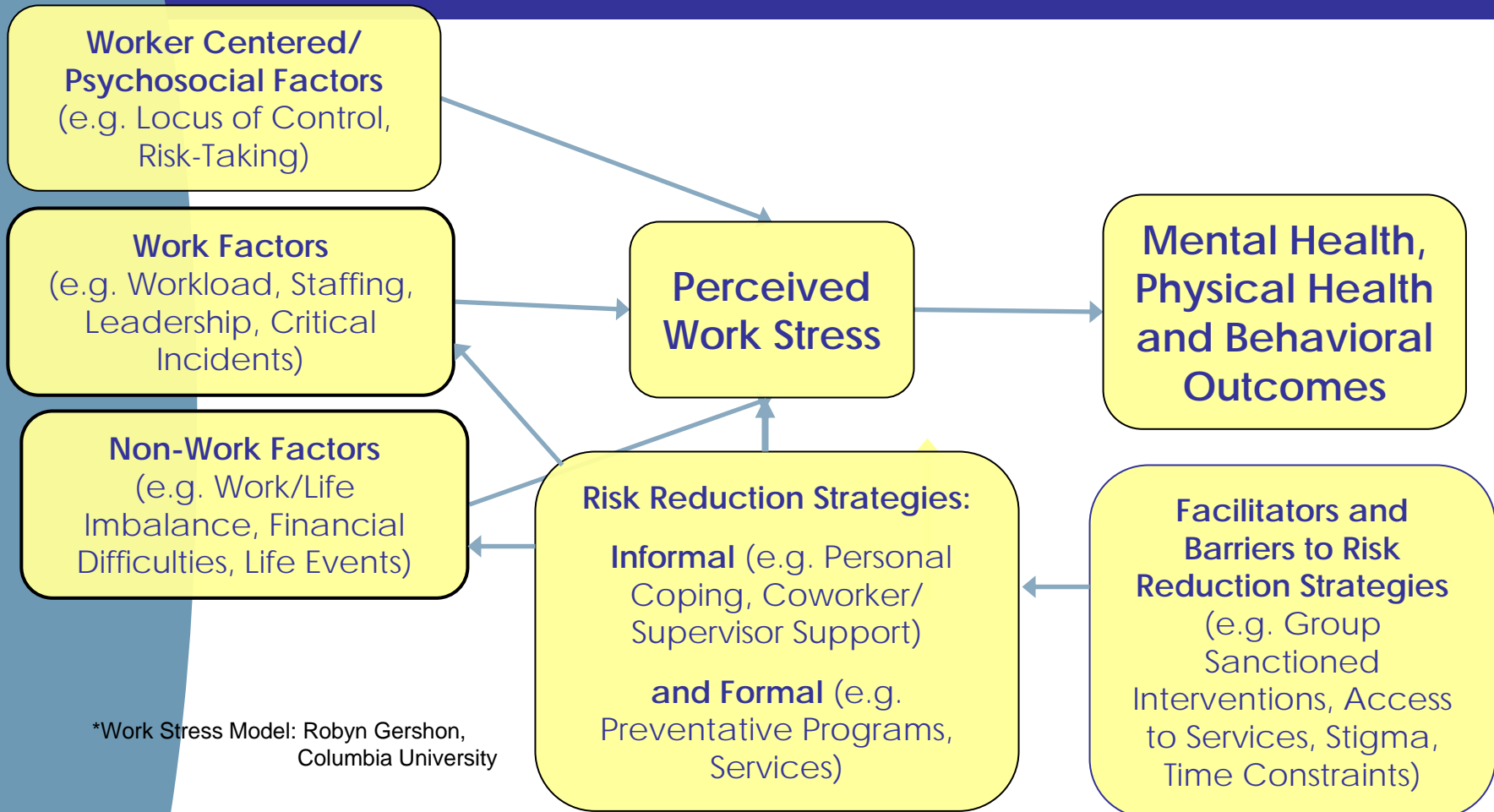


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Work-Stress Model



*Work Stress Model: Robyn Gershon, Columbia University



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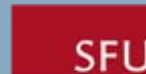
Changing the Workplace: Improving the Mental Health of Hospital Workers

Decision Maker PI: Catherine Kidd, BsN
Research PI: Elizabeth Smailes, Ph.D.



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CEIMH Provincial Steering Committee

- **Committee Members**

- Elizabeth Smailes (UBC & Research P.I.)
- Catherine Kidd (VCH & Decision Maker P.I.)
- Marcy Cohen (HEU)
- Dave Keen (FHA)
- Robert Marsh (VIHA)
- Rosemary Nemanishen (FH)
- Dawn Palmer (PHSA)
- Laura Paul (VCH)
- Sharon Saunders (BCNU)
- Marlene Smadu (CNA)
- Frank Talarico (NHA)
- Carole Taylor (IHA)

- **Committee Members**

- Rena Van Der Wal (VCH)
- Judy Globerman (VCH/UBC)

- **Co-investigators**

- Elliot Goldner (SFU)
- Henry Harder (UNBC)
- Annalee Yassi (UBC)
- Marc Corbiere (UBC)

- **Staff**

- Eric Chan (Project Coord)
- Camille Rozon (Project Mgr)



Funding

- The Six BC Health Authorities,
- BC Nurses Union
- Hospital Employee's Union
- Occupational Health and Safety Agency for Healthcare in BC,
- B.C. Ministry of Health,
- Health Canada,
- Canadian Health Service Research Foundation
- Michael Smith Foundation for Health Research



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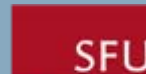


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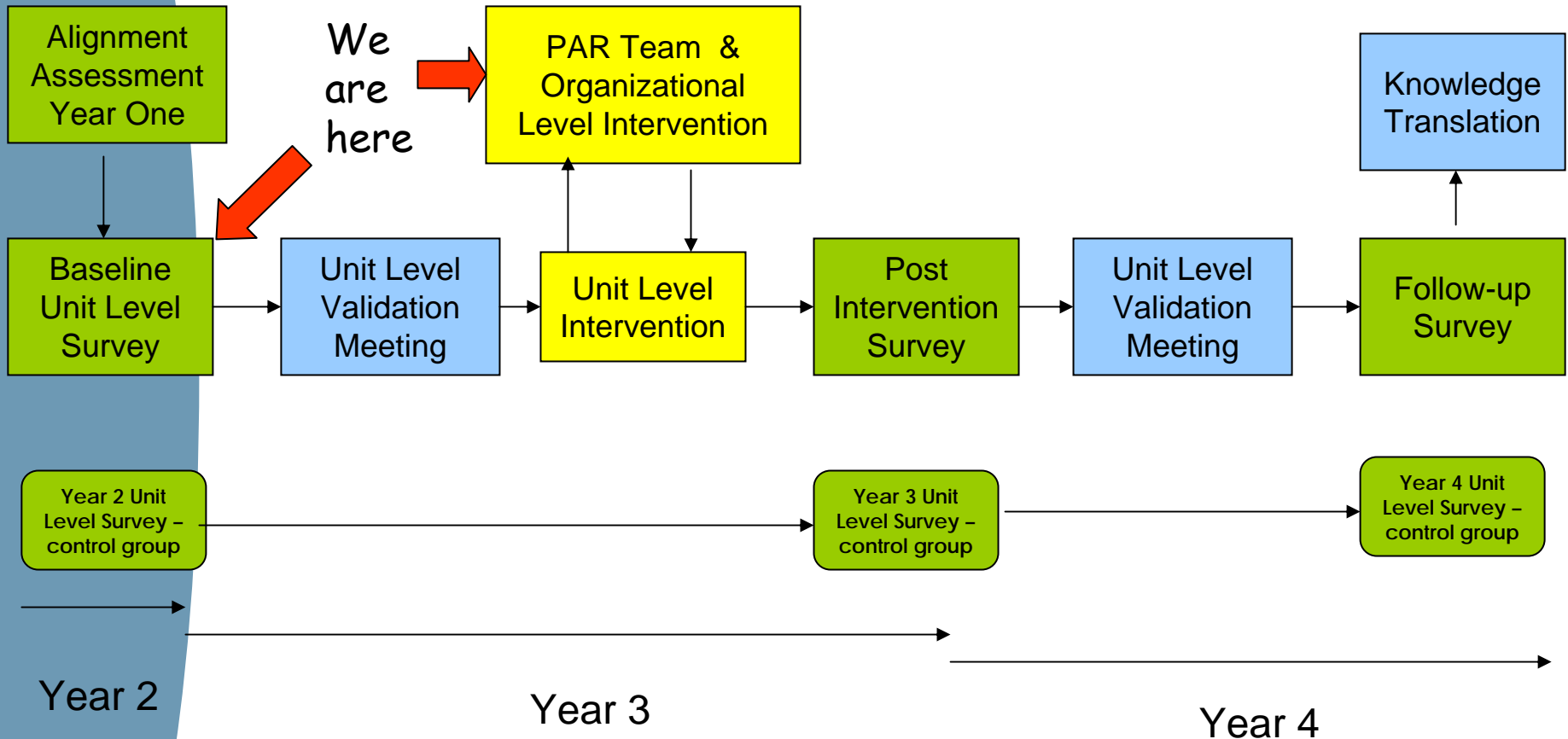
Objectives



- **Determine the level and nature of exposure to work-stressors** negatively affecting the mental and physical health, behavioral outcomes among acute care workers in BC
- **Identify, pilot and evaluate interventions** in each HA that address high priority mental health risk factor as evidenced by qualitative and questionnaire data
- **Develop the infrastructure** to encourage communication between/within HA's to sustain the ongoing development of healthy work environments for HCW's in BC



Study Design



Findings



➤ Research

➤ Graham Lowe

- trust, respect, fairness, commitment;
- resources;
- autonomy and input;
- effective supervision and communication;
- challenged but not overworked;
- reward and recognition.

Michael Leiter

- workload
- control
- reward
- community
- fairness
- values

➤ Focus Groups (Phase 1)

- workload
- leadership
- communication
- work life balance
- optimal care

- Lowe, G.S. (2005). Raising the bar for people practices: Helping health organizations become “preferred employers.” *Healthcare Quarterly*, 8, 60-63.
- Leiter, M. P. & Maslach, C. (2005). *Banishing Burnout: Six Strategies for Improving Your Relationship with Work*. San Francisco: Jossey Bass.



Work-Life Balance



- Scheduling
- Overtime
- Spill Over Into Personal Time
- Positive Influences of Work and Home



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Work-Life Balance



Scales:

1) Work Family Conflict Scale

Bohen, H., & Viveros-Long, A.(1981). Balancing jobs and family life. Temple, AZ: Temple University Press.

2) Work Family Conflict

Boles, J.S. (1996). Influences of work-family conflict on job satisfaction, life satisfaction and quitting intentions among business owners: The case of family-operated businesses. *Family Business Review*, 9, 61-74.

3) Work Family Conflict

Frone, M.R. (2000). Work-family conflict and employee psychiatric disorders: The National Comorbidity Survey. *Journal of Applied Psychology*, 85, 888-895.



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Work-Life Balance



Scales:

4) MIDUS

Grzywacz, J.G. (2000) Work-Family spillover and health during midlife: Is managing conflict everything? *American Journal of Health Promotion*, 14, 236-243.

5) Interrole Conflict

Kopelman, R., Greenhaus, J., & Connolly, T. (1983). A model of work, family and interrole conflict: A construct validation study. *Organizational Behavior and Human Performance*, 38, 198-215.

6) Motivation Toward Family Activities

Senecal, C., Vallerand, R.J., & Guay, F. (2001). Antecedents and outcomes of work-family conflict: Toward a motivational model. *Personality and Social Psychology Bulletin*, 27, 176-186.



Work-Life Balance



➤ Study Scale: Work-Life Balance

MIDUS: Grzywacz, J.G. (2000) Work-Family spillover and health during midlife: Is managing conflict everything? *American Journal of Health Promotion*, 14, 236-243.

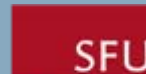
➤ Scheduling and Overtime

National Survey of the Work and Health of Nursing: Statistics Canada, & Health Canada. (2006). *Findings from the 2005 National Survey of the Work and Health of Nurses*. Minister of Industry.



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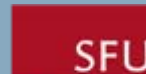
Healthcare Worker Quote

- “There are lots of questions that have been developed by people who have never worked on a nursing floor and they give us a questionnaire and you're like, that doesn't apply, even in the most remote...”



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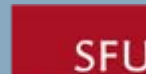
Healthcare Worker Quote

- “So at least this way you can hear from different areas of what we find is most pertinent and what other areas find most pertinent and at least make... if you're going to try and make some changes and implement them, at least they're directed at the problems.”



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