

# **Communication and Knowledge Translation (CKT) Plan**

## **Priority Audiences in Workplaces**

### **Background**

This tool was originally developed for hospitals as part of the Workplace Violence Prevention in Health Care Leadership Table. It has been adapted for long-term care homes to address the needs of the sector.

Long-term care homes are an environment where residents often feel vulnerable and anxious. This can include, for example, aging residents and their caregivers/care partners, individuals experiencing a physical or mental health crisis, those needing addiction support, and residents who have unmet needs they are unable to express. According to the Canadian Institute of Health Information (CIHI) (2015-16), fifty percent of residents with dementia in long-term care exhibit responsive behaviours. Some examples of responsive behaviours include: verbal or physical aggression (striking, self-harm), exit seeking, resistance to personal care, refusal to eat/take medication, etc. These behaviours may be due to a number of factors including an unmet need (e.g. pain, environment (hot/cold), feeling hemmed in, influences of other residents/staff and social history). Despite the fact that an aggressive action stemming from a responsive behaviour may be due to dementia or an unmet need, if it leads to an aggressive action against a worker in a workplace and meets the definition of workplace violence under the *Occupational Health and Safety Act*, (OHSA), it is considered workplace violence (herein referred to as workplace violence). Workplace violence in long-term care homes can originate from a number of sources, including from residents and their families and friends or other external people and/or from any employee associated or formerly associated with the workplace.

In order to prevent workplace violence, employers must implement workplace violence policies, measures, procedures and programs, conduct risk assessments and re-assessments for the risks of workplace violence, establish measures and procedures for: summoning immediate assistance when violence occurs or is likely to occur, reporting violent incidents and investigating incidents and complaints of violence, and providing information, education and training to workers so they may recognize and be protected from workplace violence. Employers, typically represented by senior management, hold the greatest responsibility with respect to worker health and safety within health care workplaces such as long term care homes.

## The Audiences in the “Workplace” Realm: Introduction on Use

Communication of key messages in the workplace is an important factor to raise awareness of workplace violence and to ensure all workplace parties understand what their roles and responsibilities under the Occupational Health and Safety Act (OHSA) and its regulations are. Key messages can also highlight industry best or leading practices in response to workplace violence. Clear and consistent communication of messages from senior leadership to all staff can clarify any inconsistencies in the application of an employer’s workplace violence program and help work toward building a culture of safety where workers are kept informed of the measures the employer is taking to protect them. This tool is intended to assist the employer to identify the communication responsibilities of each person who works, lives, or visits the long-term care home, and outline the messaging that each person should communicate about workplace violence prevention. This tool identifies the following groups to either provide and / or receive messaging around prevention of workplace violence in the long-term care home:

- Members of boards of directors
- Senior leadership team of each long-term care home
- Other management staff
- Joint Health and Safety Committee (JHSC) members, Health and Safety Representatives (in workplaces with (6-19 workers) or worker designates
- Union leadership
- All employed staff in the organization as well as volunteers and students in the long-term care home
- Physicians/Nurse Practitioners who are not long-term care home employees
- Service provider’s onsite – vendors, contractors, paramedics, police, etc.
- Residents
- Volunteers
- Visitors to the workplace (including family members of residents)

This list deliberately begins with long-term care home 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.

## 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:

- There is zero tolerance for violence in health care workplaces
- The prevention of workplace violence is important for the safety of everyone in long-term care homes. This includes resident on worker as well as worker-on-worker violence
- Workplace Violence which includes aggressive and responsive behaviour prevention must be part of an overall culture of occupational health and safety.
- As a preventative measure, it is important to provide training in mental health and dementia care,
- 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 long-term care home's reputation.
- Violence in workplaces is against the law.
- Draft CKT plan for the workplace audiences

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). For each audience, a second chart follows to indicate which of the proposed strategies are relevant to each of the goals.

**A. Boards of Directors of the long-term care home, if applicable. If no Board of Directors the Senior Leadership needs to take responsibility for these activities.**

Responsibilities	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p><b>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 (OHSA)</i> and its regulations and the <i>Criminal Code</i>; awareness of the extent of the problem of workplace violence)</b></p> <p><b>Development/revision of long-term care home WVP policies, measures, procedures and training as necessary.</b></p>	<p>We must establish clear senior leadership competencies and expectations regarding workplace safety, prevention and culture etc.</p> <p>We must address WVP in strategic plan</p> <p>It is important to us that we continue to ensure quality care, while ensuring a safe work environment. We cannot have/ensure quality without safety and visa versa</p> <p>We have legal responsibilities under s.32 of the OHSA and under the Criminal Code of Canada, as a result of Bill C-45 (regarding Criminal Negligence) to ensure our workers are protected and our workplace is free of workplace violence.</p> <p>On a regular basis, the performance of the CEO/Administrator is reviewed to ensure that WVP is addressed.</p> <p>Cannot have quality without safety and vice versa</p> <p>We have read and understand the Information about the resources developed through the WVP initiative and that are available online at (<a href="http://www.workplace-violence.ca">www.workplace-violence.ca</a> )</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 JHSC/HSR, transition teams or other designates with expertise in workplace prevention</p> <p>On-line courses/resources (e.g. Public Services Health &amp; 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>

**Mapping of Goals to Strategies (BOD Audience)**

Strategies	Goals	
	Awareness/ Knowledge	Policy change in long-term care homes
<b>Joint communiqué to boards from Minister of Labour and Minister of Health and Long-term Care</b>	✓	✓
<b>Briefings to boards, possibly by JHSC/HSR or others such as transition teams with expertise in workplace violence prevention such as Transition Teams.</b>	✓	✓
<b>On-line courses/resources</b>	✓	
<b>Orientation for new board members (consider making mandatory)</b>	✓	
<b>Indicators/metrics communication through their accountability agreements</b>		✓

**B. Senior Leadership Team of Each Long-Term Care Home**

Responsibilities	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p><b>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</b></p> <p><b>Development/revision of operational policies, measures,</b></p> <p><b>Procedures and training at each long-term care home per the outcomes of the WVP initiative and compliance expectations and requirements under the OHSA and Regulations.</b></p> <p><b>Lead and foster the development of a culture of WVP, including a culture of mutual respect among everyone in the long-term care homes and encouragement of reporting, learning, and support.</b></p> <p><b>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.</b></p>	<p>We take the issue of WPV very seriously and as a result we communicate a zero tolerance policy for violence in the workplace to protect you, our workers/staff health and safety</p> <p>In order to achieve this we must proactively work to prevent injuries and illnesses due to workplace violence within our care environment. A target of zero accidents and injuries for all in the workplace and care environments is our goal.</p> <p>We encourage reporting of all workplace violence hazards and incidents that occur.</p> <p>We want to be a leader in workplace violence prevention and establishing a culture of workplace safety in action and words. We want to collaborate with unions to ensure full transparency. We want to make cultural change where workers believe and trust their employer and supervisor and know their employer and supervisor will protect them.</p> <p>The CEO/Administrator, Board of Directors, and others are accountable for effective implementation of a sustainable WVP strategy and are all committed to ensure that this strategy and others are communicated and implemented clearly and in a timely manner to all staff. (operationalize strategic plan).</p> <p>We would like to begin the</p>	<p>Joint communiqué to CEOs/Administrators from Deputy Minister of Labour and Deputy Minister of Health and Long-term Care.</p> <p>Messages from AdvantAge Ontario and Ontario Long-Term Care Association (OLTCA), including encouragement of cross-partnerships among other long-term care homes</p> <p>Resources from MOHLTC, Training Specialists from within the organization and PSHSA (including webinars and online resources; PSHSA Leadership training to make supervisors competent and “Fast Facts”)</p> <p>Indicators/Metrics on communication</p> <p>Consider training from Safe Management Group, Stay Safe Inc. which should also include P.I.E.C.E.S or GPA etc.</p> <p>Enlist B.S.O. for supporting capacity building; and aide in the creation of care plans that prevent and support workers in providing the appropriate care, prevent triggers and eliminate the risk of violence which includes responsive behaviours. Refer to the Behavioural Education and Training Supports Inventory (BETSI) Tool.</p>

Communication Plan for Workplace Parties

Responsibilities	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p><b>Ensure information is provided to workers at risk about a person with a history of violent behaviour (refer to OHS s.32.0.5(3)).</b></p> <p><b>Ensure risk assessments are being conducted considering all elements of the PSHSA’s Workplace Violence Risk Assessment tool, VARB product.</b></p> <p><b>Ensure adequate mental health and dementia care training is provided to all staff.</b></p> <p><b>Work collaboratively with others in the system</b></p> <p><b>Emphasis and importance on employee health and safety that will result in and resident health and safety. OHS 25 (2) (h) states the employer must take every precaution reasonable to protect the health and safety of workers. Recognition that staff safety creates resident safety.</b></p>	<p>implementation of a program of mutual respect and understanding between worker and residents to keep everyone safer and respect diversity like “Safewards”</p> <p>We consult with the JHSC/HSR on WVP policies, controls, measures, procedures, and training. We see the Union as a stakeholder to ensure workers WVP needs are being met. Information about resources developed through the WVP initiative are available through (<a href="http://www.workplace-violence.ca">www.workplace-violence.ca</a>) or speak to your manager/ JHSC/ HSR for a copy. Senior management has reviewed the resources and is familiar with them and will implement them in the workplace.</p>	

**Mapping of Goals to Strategies  
(Senior Leadership Team of Each Long-Term Care Home)**

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/Administrators	✓	✓	✓
Resources from Ontario Long Term Care Association (OLTCA), Advantage Ontario and PSHSA (including webinars and online resources; PSHSA Leadership training to make supervisors competent, “Fast Facts”)	✓	✓	<u>✓</u>
Long Term Care Today from the Ontario Long Term Care Association.	✓		<u>✓</u>
Indicators/metrics communication	<u>✓</u>	✓	<u>✓</u>

**C. Management Staff**

Responsibilities	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p><b>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)</b></p> <p><b>Awareness of the long-term care home’s strategic plan as it related to WVP</b></p> <p><b>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</b></p> <p><b>Lead and foster the development of a culture of zero tolerance to workplace violence, including a culture of mutual respect among everyone in the long-term care home and encouragement of reporting.</b></p> <p><b>Ensure staff trained as required (supervisor)</b></p> <p><b>Ensure reporting of incidents and that appropriate root cause analysis investigations are undertaken with appropriate controls of</b></p>	<p>Messages to senior management also apply here: cascaded from senior management team to management (including zero tolerance of workplace violence and incidents of workplace violence as the goal)</p> <p>Management staff are dedicated to ensuring the implementation of the WPV prevention strategy and will be working to ensure that you see results. Management will be accountable for the results.</p> <p>In collaboration with your JHSC/HSR and Union representative we have identified the following hazards as priority in the workplace (Insert list of hazards, e.g. violence). Together we have developed the following information package for staff (Provide information to workers at risk about a person with a history of violent behaviour).</p> <p>Management implements preventative risk assessments, inspections, as well as investigation of incidents that occur and reassesses risk as often as necessary to ensure the policy and program continues to protect workers .OHSA 32.0.3 (4). In an effort to decrease the number of incidents that occur encourage staff to report any actual or potential risks or incidents.</p> <p>Your safety is important to us. We are here to ensure your safety while at work as we continue to provide care to our residents.</p> <p>We collaborate with workers, the JHSC and unions on WVP. We consult with JHSC/HSR on the development of our WVP policies, controls, measures, procedures and training.</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>Resources from 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. Knowledge and application of the OHSA and its regulations, PSHSA leadership training program)</p> <p>Internal newsletters of each long-term care home.</p> <p>Messages from managers</p> <p>Performance Appraisals to include WVP.</p>

Key Messages

## Communication Plan for Workplace Parties

Responsibilities	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p><b>the hazard of workplace violence being implemented</b></p> <p><b>Identify hazards to workers. Provide information to workers at risk about a person with a history of violent behaviour.</b></p> <p><b>Obligations under the OHS Act specific to supervisors and request training to ensure competency under the OHS Act 25 (2)(c)</b></p>	<p>Management provides staff with information about the resources developed through the WVP</p>	

### Mapping of goals to strategies (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 OLTC and AdvantAGE Ontario.	✓	
Resources from PSHSA	✓	✓
Ministry of Labour's Occupational Health and Safety Awareness Training for supervisors (and other resources)	✓	✓
Supervisor competency training (e.g., PSHSA training)	✓	✓

Key Messages

Strategies	Goals	
	Awareness/ Knowledge	Implementation of policies and procedures
Internal newsletters of each long-term care home.	✓	✓
Performance appraisals to include WVP	✓	✓
Job observation of managers/supervisors by senior management	✓	✓

**D. Joint Health and Safety Committee (JHSC) Members, Health and Safety Representatives (HSR) or Worker Designates**

Responsibilities	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p><b>Awareness/knowledge (i.e., awareness of the recommended strategies and tools that emerge from the WVP initiative)</b></p> <p><b>Awareness of the long-term care home’s strategic plan as it related to WVP</b></p> <p><b>Recommendations and activities of JHSCs (including workplace safety inspections) are informed by outcomes of WVP initiative.</b></p> <p><b>Employers consult with JHSCs on WVP issues (including risk assessments), procedures, measures and training. JHSCs receive all reports of accidents/ illnesses, per OHSa.</b></p> <p><b>JHSC/HSR to contribute to scorecard</b></p>	<p>Information about the resources developed through the WVP initiative</p> <p>As per the requirements under the OHSa for JHSC/HSR, the committee/representative takes their roles and responsibilities very seriously and continue to ensure that the employer provides us with the appropriate information OHSa 25 (2) (a) and reports 25 (2) (l), and includes us in any consultation on policies, procedures, measures and training. As you may not know the JHSC/HSR are also responsible for conducting inspections and making recommendations to the employer regarding worker/staff safety including health and safety initiatives regarding WVP</p>	<p>Messages from management, unions, Ministry of Labour</p> <p>Resources from PSHSA</p>

## Communication Plan for Workplace Parties

Responsibilities	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
	<p>We are here for you. In addition to speaking with your supervisor, please come speak to your JHSC/HSR if you ever feel that your workplace is unsafe and at risk of workplace violence or have experienced workplace violence or you have a question about workplace safety and violence.</p> <p>We Encourage reporting of all WVP incidents.</p> <p>The JHSC/HSR will be active in the development of any scorecard/quality improvement/assurance evaluation and initiatives and will provide feedback and guidance where applicable.</p>	

### 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

Responsibilities	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p><b>Awareness/knowledge (i.e., awareness of the recommended strategies and tools that emerge from the WVP initiative)</b></p> <p><b>Promotion of WVP policies, measures, procedures, reporting, tools, culture to members</b></p> <p><b>Support to members in implementing WVP procedures</b></p> <p><b>Support to members regarding awareness of employer responsibilities with respect to WVP</b></p> <p><b>Identify gaps in WVP to management</b></p> <p><b>Reinforce and promote legal responsibilities of employers, supervisor and workers under OHS</b></p>	<p>Your Union is here for you, we encourage you to contact your union representative if you ever have a concern regarding any hazards/incidents/injuries</p> <p>We strongly support zero tolerance of workplace violence and working safely to achieve zero workplace incidents. We want you to feel safe at work and report any situation that could cause you to not be able to work safely</p> <p>We all have a part to play in workplace health and safety and creating a workplace free of violence The Internal Responsibility System is an integral part in ensuring the safety of all workplace parties.</p> <p>We are here to support you and we 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. You have the right to refuse unsafe work and we are here to support any actions you take when it comes to your safety. As outlined in section 43 of the OHS In specified circumstances, the right to refuse unsafe work is limited for health care workers and persons employed in certain workplaces like long-term care homes. The OHS outlines the steps to be taken when exercising your right to refuse unsafe work as well as when this right is limited. The JHSC participates in this process. We want to help identify the facts/root causes when risks</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>

Key Messages

## Communication Plan for Workplace Parties

Responsibilities	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
	<p>exist and incidents of violence which includes responsive behaviours. hazards exist/ incidents occur</p> <p>We can refer you to Information about the resources developed through the WVP initiative (<a href="http://www.workplace-violence.ca">www.workplace-violence.ca</a> )</p>	

### 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
<b>Letter from Ministers to union leaders</b>	✓	✓	<u>✓</u>	<u>✓</u>
<b>Letter from union leaders to members</b>	✓	✓	✓	✓

**F. All Employed Staff in the Organization as Well as Volunteers and Students in the Long-Term Care Home**

Responsibilities	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p><b>Awareness/knowledge (i.e., awareness of the recommended strategies and tools that emerge from the WVP initiative and rights and responsibilities under the OHSA)</b></p> <p><b>Awareness of the long-term care home’s strategic plan as it related to WVP</b></p> <p><b>Adherence to WVP policies, measures and procedures</b></p> <p><b>Reporting of all incidents and hazards (per the OHSA)</b></p>	<p>It is important to understand your legal responsibilities as workers under the OHSA. All workers have the right to :</p> <ul style="list-style-type: none"> <li>▪ Be trained by the employer.</li> <li>▪ Refuse unsafe work, keeping in mind the right is limited for hospital and long-term care workers</li> <li>▪ Receive and apply the training in their work.</li> </ul> <p>We are all in this together, we should support our colleagues, as well as others (e.g. contractors onsite) in applying WVP policies, measures and procedures</p> <p>Let’s work together to make our workplace safe and free from workplace violence, and respectful of and adherence to WVP policies, measures and procedures, including the range from harassment, bullying, verbal and physical violence.</p> <p>A training schedule plan will be put together which will outline what training employers and senior management must ensure is completed by all workers, as outlined in the OHSA and its regulations and when the training will take place.</p> <p>Supports are available for dealing with all four types of violence, including, external perpetrators, resident to worker, peer-to-peer manager to worker, physician to worker and domestic violence.</p>	<p>Training on WVP policies, measures and procedures and on rights and responsibilities (in accordance with training matrix (refer to LTC Training Matrix toolkit)</p> <p>Messages from MOL, employer and supervisors</p> <p>Dissemination of long-term care home’s strategic plan</p> <p>Posters addressing all four types of violence, including external perpetrators, resident to worker, peer-to-peer, manager to worker, physician to worker and domestic 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>

## Communication Plan for Workplace Parties

Responsibilities	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
	<p>There will be regular communications on progress towards strategic plan targets</p> <p>We continue to encourage and support the reporting of all hazards/incidents You cannot be reprimed 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 can be found (<a href="http://www.workplace-violence.ca">www.workplace-violence.ca</a>)</p>	

### Mapping of Goals to Strategies (All Employed Staff in the Organization as Well as Volunteers and Students in the Long-Term Care Home)

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 long-term care home's strategic plan	✓	✓	<u>✓</u>
Posters on the four types of violence in staff meeting rooms/lunchrooms	✓	✓	<u>✓</u>
Role modeling by supervisors	✓	✓	✓
Job observation/ oversight/ coaching by supervisors	✓	✓	✓
Performance appraisals	✓	✓	✓
Communication of care plan among all who are providing care	<u>✓</u>	✓	

Key Messages

### G. Physicians Who Are Not Employees of the Long-Term Care Home

Responsibilities	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p><b>Awareness/knowledge and agreement to comply with all of the WVP policies, measures and procedures and training</b></p> <p><b>Adherence to WVP policies, measures and procedures</b></p> <p><b>Reporting of incidents and hazards</b></p>	<p>The importance of respect for and adherence to WVP policies, measures and procedures, including the range from, harassment, bullying, verbal and physical violence, which includes aggressive and responsive behaviours is a priority for us/me. We have a tremendous amount of professional regard for the advice of staff who have information about the context related to WVP</p> <p>We fully support the reporting process and expectations to report hazards/incidents of violence</p>	<p>Communications from the Medical Director or designate at each long-term care home</p> <p>Training on WVP policies and procedures (by long-term care home employers and through online resources from PSHSA, with promotion by OLTCA and AdvantAge Ontario)</p> <p>Communication of care plan among all who are providing care</p>

#### Mapping of Goals to Strategies

#### (Physicians Who Are Not Employees of the Long-Term Care Home)

Strategies	Goals		
	Awareness/knowledge	Adherence to WVP policies and procedures	Reporting of incidents and hazards
Communications from the Medical Director at each long-term care home	✓	✓	✓
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 Long-Term Care Home

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

Responsibilities	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p><b>Awareness/knowledge (i.e. awareness of the recommended strategies and tools that emerge from the WVP initiative and compliance requirements under OHSA)</b></p> <p><b>Adherence to WVP policies, measures, procedures and training</b></p> <p><b>Reporting of incidents and hazards (per the OHSA)</b></p>	<p>You have a requirement to adhere to long-term care home WVP policies, measures and procedures while onsite.</p> <p>Service providers/contractors are responsible for training their staff on WVP policies and procedures of the long-term care home.</p> <p>We are required to take direction from employer staff who have information about the context of workplace violence</p> <p>Onsite workers are encouraged and have a responsibility to report WPV accidents/incidents or hazards they see during their work or visit to the employer/ organization.</p>	<p>Language specific to WVP issues in RFPs and contracts including requirement to report hazards/incidents</p> <p>Contractor orientation booklets (used for larger projects) to be provided by long-term care homes (appended to contracts)</p> <p>Training on WVP policies and procedures</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>

**Mapping of Goals to Strategies  
(Service Providers/Vendors and Contractors in the Long-Term Care Home)**

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	✓	✓	✓

**I. Residents and Families**

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p><b>Awareness/knowledge of rights and responsibilities of residents and workers under WVP policies.</b></p> <p><b>Respect for and adherence to published policies and practices (which are designed to protect everyone’s safety)</b></p>	<p>Note: Important that communications to residents use plain language (and, possibly, pictograms)</p> <p>Violence in our LTCH will not be tolerated</p> <p>We all need to work together to ensure that the care environment is safe for everyone.</p>	<p>Public availability (e.g., through website or resident / Family pamphlets, etc. ) of the long-term care home’s policies on WVP</p> <p>Posters/zero tolerance signage in high-traffic areas of the long-term care-home</p> <p>Admissions info packages</p> <p>TV/LED screens in public rooms</p>

Key Messages

## Communication Plan for Workplace Parties

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
	<p>Here is some Information about resident and worker rights and responsibilities and how we can all work together to prevent workplace violence</p> <p>You may find information from Accreditation Canada on the rights of residents to have a role in developing their own safety plan useful in helping us work towards zero workplace violence</p> <p>We have created a document for engaging residents and families in workplace violence prevention that outlines the roles we all have. This document is available (<a href="http://www.workplace-violence.ca">www.workplace-violence.ca</a>)</p>	<p>Meal tray messages.</p> <p>Resident Advocates, who are independent of long-term care home management, and Resident and Family Councils Senior Management can help to explain, where appropriate, zero tolerance of workplace violence, WVP practices and responsibilities, and help ensure that residents have access to information about their rights (including access to complaint process if residents have concerns—this may help prevent tension from escalating).</p> <p>Refer to document on “Engaging Residents and Families in Workplace Violence Prevention” (<a href="http://www.workplace-violence.ca">www.workplace-violence.ca</a>)</p> <p>Note: Strategies will need to keep in mind that residents may encounter cognitive decline among other mental illnesses, have diverse backgrounds: culture, language, literacy level, etc.</p>

### Mapping of Goals to Strategies (Residents)

Strategies	Goals	
	Awareness/Knowledge of rights and responsibilities of residents under WVP policies	Respect for and adherence to published policies and practices
Public availability (e.g., through website or print copy) of long-term care home policies on WVP	✓	✓

Key Messages

## Communication Plan for Workplace Parties

Strategies	Goals	
	Awareness/Knowledge of rights and responsibilities of residents under WVP policies	Respect for and adherence to published policies and practices
Posters/zero tolerance signage in high-traffic areas of the long-term care home	✓	✓
Admissions info packages	✓	✓
TV/LED screens in public rooms	✓	✓
Meal tray messages	✓	✓
Communication from Resident Advocates, Resident and Family Councils, and resident relations staff	✓	✓

### J. Visitors to the Long-term Care Home

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
<p><b>Awareness/knowledge of WVP policies and practices</b></p> <p><b>Respect for and adherence to published policies and practices</b></p>	<p>Note: Important that communications to visitors use plain language</p> <p>This is a Zero tolerance for workplace violence long-term care home</p> <p>We all need to work together to ensure that the care environment is safe for everyone.</p> <p>We have developed a Visitors Code of Conduct (key points) for you to understand your role in preventing workplace violence</p> <p>Information about resident rights and responsibilities</p>	<p>Public availability (e.g. through website or print copy) of long-term care home policies and procedures on WVP</p> <p>Posters/zero tolerance signage in high-traffic areas of the long-term care home</p> <p>TV/LED screens in waiting rooms</p> <p>Information pamphlets for visitors</p> <p>Communication from Senior Management</p>

Key Messages

## Communication Plan for Workplace Parties

Goals	Messages (incl. rationale where appropriate)	Strategies (incl. vehicles/channels and timing, who communicates)
	<p>Document on “Engaging Resident and Families in Workplace Violence Prevention” (Includes information on what could happen in the event of incidents)</p> <p>You may find information from Accreditation Canada on the rights of residents to have a role in developing their own safety plan which is useful in helping us work towards zero workplace violence</p>	<p>Note: Strategies will need to keep in mind that visitors have diverse backgrounds: culture, language, literacy level, etc.</p>

### Mapping of Goals to Strategies (Visitors)

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

Key Messages

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