

Public Awareness Campaign

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.

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Project Objective

The goals of this campaign are to:

- a) increase general public awareness of the seriousness of workplace violence and that it includes aggressive and responsive behaviours (hereinafter referred to as Violence) in health care external to the long-term care environment; and
- b) promote the idea that everyone in long-term care – including residents and families – has a role to play within the long term care environment.

General Public, Including Family, Substitute Decision Makers and Visitors to Long Term Care Homes

Building awareness with the general public is an important first step. For the most part, the general public is unaware of the extent and complexity of the problem, including the impact on health care workers, and on publicly funded health care.

The general public target audience consists of the general public at large, family members, caregivers/care partners, and friends visiting long-term care homes. In many cases, people within this group experience heavy financial and emotional burdens associated with caring for multiple generations of family members. The physical and psychological toll on such family caregivers/care partners can be considerable. They are frequent visitors to long-term care homes, providing support and care for the residents', support for external appointments, or making decisions regarding their care and in some cases acting as the substitute decision maker.

According to Canadian Institute for Health Information (CIHI 2015-16), 50% of those residents in long-term care homes exhibit some form of aggressive or violent behaviour due to an unmet need. These aggressive or violent behaviours include but are not limited to verbal (swearing, insulting) or physical (striking, self-harm), exit seeking, resistance to personal care, declining medication and refusal to eat. Identification of residents with a history of aggressive or violent behavior, including triggers and indicators as well as control measures, procedures and training are essential in reducing workplace violence.

Residents Receiving Care as Part of the General Public

Residents access care in a variety of settings. Residents represent a cross-section of society and could belong to any demographic group. In many cases, residents receive care in difficult, unexpected and unfamiliar circumstances. Fear, pain, emotional distress, mental health issues, autism, development challenges, dementia, hallucinations, delusions, mania, addictions, as well as medications, can make for volatile situations. A resident's behaviour, judgment and mood can all be severely altered within the variety of care settings.

By increasing exposure to messages that highlight the importance of preventing workplace violence in long term care, including an understanding of the consequences, residents and their caregivers/care partners will better understand that health care workers deliver the best possible care in an environment that is free of violence. Any member of the general public can become a resident or have a person they know or take care of become a resident, during their lifetime, as a result we want to communicate that violence will not be tolerated, it is not ok to strike out, bully or harass a health care worker. It is crucial to educate the general public so that once they or the person they know or take care of is in a long-term care home they understand there are consequences, violence will not be tolerated and as a result they will experience better care.

Messaging

A phased messaging approach is suggested, in that messaging through advertisements will be different depending on where the messages are being placed. Messages placed outside of the long-term care home environment will be geared to educate the general public on the issue, and messages placed within the long term care home environment will be hard hitting with a message of zero tolerance.

Below is a listing of sample key messages along with where the message would be placed:

| Message | External to Long term care home | Within Long term care home |
|---|---------------------------------|----------------------------|
| Workplace violence is a serious hazard in health care and will not be tolerated | ✓ | ✓ |
| Long-term care homes have Zero Tolerance Policies for all forms of abuse | | ✓ |
| X% of workers in long-term care homes experience some sort of violence or harassment in the workplace. This will not be tolerated | ✓ | ✓ |
| Everyone has the right to feel safe at work. Too often, this is not the case in Ontario health care, with staff and residents frequently exposed to violence and aggression | | ✓ |
| Workplace violence in health care affects us all. The good news is, it's highly preventable | ✓ | |
| Workplace violence in health care hurts everyone-- not only the victim, but everyone around them | ✓ | |
| A respectful workplace is a safe place for everyone who comes through the door | ✓ | ✓ |

Public Awareness Campaign

| Message | External to Long term care home | Within Long term care home |
|--|---------------------------------|----------------------------|
| A safe workplace means safe resident care | ✓ | ✓ |
| Preventing workplace violence is a priority health care issue. Let's all make safety our priority | ✓ | ✓ |
| Help us keep our health care workplaces free of violence, respectful, and safe for everyone | ✓ | ✓ |
| Support a safe and respectful health care environment | ✓ | |
| Your commitment to safety and treating others with respect is the most effective solution | ✓ | ✓ |
| Workplace violence is preventable. It starts with changing our attitudes and behaviours, and leads to taking action to create positive change | ✓ | ✓ |
| Preventing workplace violence starts with acknowledging we have a problem, and taking a commitment to zero tolerance, safety and respect | ✓ | |
| Everyone is encouraged to help prevent violence in health care workplaces | ✓ | |
| Workplace violence needs to end/Workplace violence stops now | ✓ | ✓ |
| Know your residents behaviours and triggers and share the information on admission so staff can provide the best possible behaviour care plans | | ✓ |

Example of a tagline that could accompany an advertisement:

The Workplace Violence Prevention in Health Care Project is a collaboration of health care leaders and participants working together to make health care workplaces safer

Recommended Channels

Microsite

- a. Online destination with intuitive URL to provide overview of all WVP relevant information as it pertains to the general public learning about the topic as an important issue
- b. Co-branded between Ministry of Labour (MOL), Ministry of Health and Long-Term Care (MOHLTC) and any other relevant partners associated with the call to action
- c. Overview of all Workplace Violence Prevention relevant information and call to action
- d. Mock-ups of landing page design and content hierarchy (worker info, general public info)
- e. Identify stakeholders who will create landing page – Consider Public Services Health & Safety Association (PSHSA) to develop

Search Keywords and Phrases – Paid Ad Words

- a. Engage vendor to execute Search Engine Optimization (SEO) plan and deliverables

Print Advertising

- a. Media plan
- b. Media budget
- c. Identify stakeholder for creative execution

Online Advertising

- a. Media plan – ad placement recommendations
- b. Media budget
- c. Creative for online banners
- d. Identify stakeholder for creative execution

Social Media

- a. Identify channels and handles for target audience
- b. Plan – paid ads, sponsored story ads
- c. Budget
- d. Identify stakeholder for creative execution and campaign management

Out of Home (OOH)

- a. Billboards within certain geographical radius to long term care facilities (urban and rural, north, geared towards the Francophone and Indigenous communities)
- b. Subway ads on common routes to long term care facilities in major urban centers

TV Spots

- a. 30 second spots to build awareness and generate buzz around the topic to educate the general public audience

Collateral

- a. Brochures
- b. Posters (Long term care homes)
- c. En-pac at point of purchase, grocery bags/retail etc.

Public Relations

- a. Pitch and submit articles for key vertical publications the primary audience would read

General Public Recommended Channels and Messages

| Channel | Key Message | Message Considerations |
|--|--|---|
| <p>Microsite</p> <ul style="list-style-type: none"> ▪ Create a separate online destination/URL to house all relevant information to educate the general public on WVP ▪ Design in line with overall marketing concept and messaging ▪ All marketing efforts will drive to the microsite ▪ Co-branded MOL and MOHLTC with relevant links to other sources of information | <ul style="list-style-type: none"> ▪ Did you know x% of workers in long term care experience some sort of violence or harassment in the workplace? ▪ WPV is a reality in long term care homes and will not be tolerated ▪ You have a role to play in preventing workplace violence and contributing to safer workplaces that provide effective and positive care to the person you know and take care of. | <ul style="list-style-type: none"> ▪ The tone and manner needs to focus on education. Most of the general public are not even aware that this is a prevalent problem. ▪ Messaging should not lay blame but rather reflect a positive approach to improve health care workplaces for all – while making it clear that workplace violence will not be tolerated |

| Channel | Key Message | Message Considerations |
|---|---|--|
| <ul style="list-style-type: none"> ▪ Will direct the General Public target audience to the relevant area on the microsite, i.e., general public will receive info on the overall issue to build awareness and workers will see a “Tab” for information on legislation, policies with call to action to consult with their workplace and unions and MOL for the relevant support mechanisms. <p>Online banner ads</p> <ul style="list-style-type: none"> ▪ Target mainstream websites that the target audience frequents ▪ Target long term care associations, professional associations ▪ Target senior advocacy groups ▪ Re-targeting to serve online ads to the target audience in social media environments ▪ Target care-giver sites, products and services that the target audience would reference as they research family care products and services ▪ Target long term care home websites | <ul style="list-style-type: none"> ▪ Help us to provide best quality resident care. ▪ Long term care homes are workplaces, too. There must be “safety for all.” ▪ Violence will not be tolerated – every incident is investigated, and there could be legal consequences. ▪ Increased staffing is needed in the long-term care sector including increased Behaviour Supports ▪ Sharing information with long-term care homes about a resident’s history of responsive behaviours that could escalate and lead to violence or aggression and their triggers or indicators, this information is welcomed and appreciated, it helps the long term care home take action to ensure resident and staff safety | <ul style="list-style-type: none"> ▪ Messages should avoid stigmatizing any particular group of residents and should consider cultural competency and cultural safety (See Appendix A) ▪ An important message is that every act of violence will be investigated. Robust incident investigations support root cause analysis. This benefits the resident by identifying triggers and interventions, which makes the long term care home safer for everyone ▪ The campaign must combat any notion that workplace violence is “normal” and to be expected in a long term care home. ▪ The best results are achieved, for both residents and healthcare workers, when everyone works together to prevent violence. However, the “We are all in this together” approach should be balanced with clear information on employer responsibility and legal consequences. |
| <p>Posters/signage placed in key areas at or in Long-term care homes for visitors and residents to see Posters Inside the long-term care home</p> | <ul style="list-style-type: none"> ▪ WPV is a concern in long term care homes and it will not be tolerated – a safe workplace means safe and effective care for all. We’re all in this together. | <ul style="list-style-type: none"> ▪ Everyone has the right to a safe and healthy workplace, including health care workers. There must be a serious commitment to stopping workplace violence in all its forms. Most |

| Channel | Key Message | Message Considerations |
|---|-------------|--|
| <ul style="list-style-type: none"> ▪ Shops, high traffic zones, consider places where the target audience might visit with younger children or family members that may require long term care in the future <p>Brochures outside the long-term care home</p> <ul style="list-style-type: none"> ▪ Placed in long term care homes & other relevant healthcare settings ▪ Point of purchase retail, grocery en-pac <p>Social Media paid ads</p> <ul style="list-style-type: none"> ▪ Facebook ads and sponsored stories ▪ Influencer blogs ▪ You-tube videos ▪ Twitter <p>Radio</p> <ul style="list-style-type: none"> ▪ Drive at 5, commute window <p>Print ads</p> <ul style="list-style-type: none"> ▪ Newspaper ▪ Mainstream magazines <p>Articles</p> <ul style="list-style-type: none"> ▪ Newspaper ▪ Mainstream magazine ▪ Target vertical publications that those providing care would read and consult <p>Search Engine Optimization</p> <ul style="list-style-type: none"> ▪ Identify highest ranking terms | | <p>residents do not become violent, but the messages being sent must make it clear that every incident of violence, which includes aggression and responsive behaviours, against a health care worker will be investigated and necessary steps will be taken to prevent these events in the future. There needs to be respect for health care workers to provide the best quality of care to all.</p> <ul style="list-style-type: none"> ▪ Workplace violence hurts everyone -- not only the victim, but everyone around them. ▪ Workplace violence must end NOW - zero tolerance |

| Channel | Key Message | Message Considerations |
|---|-------------|------------------------|
| <p>Billboards</p> <ul style="list-style-type: none"> ▪ Subway route ▪ bus shelter ads ▪ Geographic areas where there is high long term care home density <p>Door Wrapping</p> <ul style="list-style-type: none"> ▪ Elevators or staircases in strategic high traffic geographic locations such as subway stations <p>TV</p> <ul style="list-style-type: none"> ▪ 30 second spots to inform and educate the general public audience on the importance of the issue; call to action to visit the microsite <p>Theatres</p> <ul style="list-style-type: none"> ▪ Movie theatre preview ads | | |

Key Performance Indicators

Identify success criteria for each channel:

Microsite

- a. Traffic to page
- b. Time spent on page
- c. Mobile vs desktop
- d. Traffic via social, blogs and other website links etc.

Social Media

- a. Engagements
- b. Impressions

Search Engine Optimization

- a. Cost per click

Evaluation criteria need to be part of the campaign development. This criteria will outline awareness level before/after the campaign to assist with understanding how public perceptions and awareness levels can be effectively measured.

Strategic, Creative and Technical Assets & Requirements

Project Definitions, Examples and Direction

The following will assist the stakeholders in creating and delivering upon the Marketing Campaign deliverables:

Marketing Brief:

- Confirm one clear overall objective that workplace violence will not be tolerated and must be stopped
- Confirm target audience and campaign elements
- Confirm budget scenario with cost range to establish overall campaign budget
- Decide “who” will create the microsite and campaign messaging
- Ensure message is consistent in all tools and product for Workplace Violence Prevention in Health Care

Assets for Use

The following assets may be utilized throughout this project:

- MOL, MOHLTC logo, website info
- Research provided by the sub-teams
- PSHSA website information on the overall project – tools on Workplace Violence landing page if *required* (*workplace-violence.ca*)
- Any reference material available by the Leadership Table Research and Development teams

High Level Schedule

For campaign cadence consider certain times of year as risk of violence may be greater at certain times:

- Late hours (e.g. nights), early hours of the morning, personal care and meal times
- Tax return season
- Holidays.

Risks and Mitigation

- Ensure message clarity. Remain single focused for long term care and General Public target audience
- Understand all nuances for messaging and the complexities around the issue of WPV i.e. employer, resident

Appendix A: Definitions

Cultural competency¹: focuses on the skills, knowledge, and attitudes of practitioners.

Cultural safety²: Helps us to understand the limitations of cultural competence, which focuses on the skills, knowledge, and attitudes of practitioners. It is predicted on understanding power differentials inherent in health service delivery and redressing these inequities through educational processes (Spence, 2001). Addressing inequities, through the lens of cultural safety, enables care providers, including nurses (Varcoe, 2004) to:

- i. Improve health care access for patients, aggregates, and populations;
- ii. Acknowledge that we are all bearers of culture;
- iii. Enable practitioners to consider difficult concepts such as racism, discrimination, and prejudice;
- iv. Acknowledge that cultural safety is determined by those to whom nurses provide care;
- v. Understand the limitations of “culture” in terms of having people access and safely move through health care systems and encounters with care providers; and
- vi. Challenge unequal power relations

¹ Cultural Competence and Cultural Safety in Nursing Education, https://www.cna-aiic.ca/-/media/cna/page-content/pdf-en/first_nations_framework_e.pdf

² Cultural Competence and Cultural Safety in Nursing Education, https://www.cna-aiic.ca/-/media/cna/page-content/pdf-en/first_nations_framework_e.pdf

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