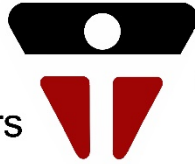


Occupational
Health Clinics
for Ontario Workers



Centre de Santé
des Travailleurs(es)
de l'Ontario

COPSOQ

INTERNATIONAL NETWORK

Two Case Studies of Workplace Interventions using the COPSOQ Survey

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October 17, 2019



The Five Step Approach





Getting Started

LEARN

ORGANIZE

ASSESS

CHANGE

EVALUATE

1 Learn

- ▼ Familiarize yourself with the basics
- ▼ Deepen your understanding
- ▼ Share your awareness
- ▼ Identify resources



Familiarize yourself with the basics



https://stressassess.ca/sa_doc/getting-started/learn.php?lang=en





Getting Started

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EVALUATE

2 Organize

- ▼ You can't do it alone
- ▼ Recognize the readiness for change in your workplace
- ▼ Raise awareness and commitment



You can't do it alone





Getting Started

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CHANGE

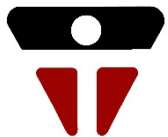
EVALUATE

3 Assess

- ▼ Select your tools – Be careful not to let them overtake the process
- ▼ Implement. Take the time and effort to do it carefully and to do it well.
- ▼ Consider the results and pick your key issues.



Select your tools





Getting Started

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EVALUATE

4 Change

- ▼ Review advice and ideas, and figure out which ones fit with your workplace.
- ▼ Select the changes you will undergo.
- ▼ Implement. Take the time and effort to do it carefully and well.



Review advice and ideas





Getting Started

LEARN

ORGANIZE

ASSESS

CHANGE

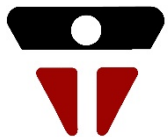
EVALUATE

5 Evaluate

- ▼ Give it some time, avoid survey fatigue.
- ▼ Figure out what worked and what could be improved.
- ▼ Identify strengths, gaps, new questions....and then start the journey again.



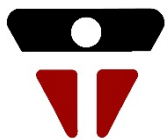
Give it some time



Lucy's Story (background):



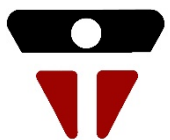
- Lucy's workplace is a medium-sized community healthcare provider (about 120 workers at the time of the survey) that provides healthcare services to people in their homes.
- They serviced a fairly large municipal region and surrounding areas.
- Lucy was the president of the local and she was dealing with a very toxic management.
- Workers were getting micro-managed, they were being asked to put in extra hours, not getting paid for all of them, no time for breaks, being threatened to be reported to the College if they didn't put in the extra hours, basically being bullied by the ED and HR manager. Workers were self-medicating with caffeinated drinks to get themselves through their shifts.



Lucy's Story: learn ...



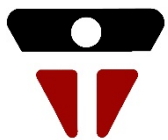
- A union staff person hearing about her problems with the employer suggested using the MIT-COPSOQ survey.
- At first she balked – “... not another survey! That the last thing we need!”
- After some convincing, she realized the fact that the survey collected workers’ experiences anonymously and could provide “objective evidence” of their problems – i.e. not just a problem related to certain personalities.
- The union staff rep showed how the survey could be one piece of a multi-pronged approach (grievances, harassment incident reports, H&S issue, etc.).



Lucy's Story: organize ...



- OHCOW printed up enough surveys and Lucy gave one to all the regular employees and asked them to fill it out.
- She collected the completed surveys (in sealed envelopes) and delivered them to the clinic who entered them into a database and analyzed them.
- Lucy set a union membership meeting with the union staff rep, union H&S staff person and OHCOW to have a presentation of the results and a brain storming session afterwards.



Lucy's Story: assess ...



- Of the 80 surveys that were distributed 72 were completed (90% response rate).
- While almost all those who got a survey filled one out, there were about another 40 people on casual part-time who could not be chased down and so the overall response rate was actually 60%, however management was still impressed with the response rate despite the difficulties the union had in contacting everyone.
- The results showed a strength in meaning of work, however, every other aspect was worse than the reference population (including 79% of respondents reporting being bullied in the past year).
- A lack of trust between management & workers, and lack of justice & respect were worst factors.



COPSOQ II (Short) scales compared to 2016 EKOS data

	your results	2016 EKOS
DEMANDS		
quantitative demands	65	42
work pace	87	60
emotional demands	68	47

WORK ORGANIZATION		
influence	38	47
possibilities for development	64	67
meaning of work	85	70
commitment to the workplace	48	61

RELATIONSHIP		
predictability	33	52
rewards (recognition)	28	59
role clarity	55	70
quality of leadership	21	52
social support from supervisor	30	66

WORK VALUES		
trust of mgmt	21	63
justice & respect	19	57

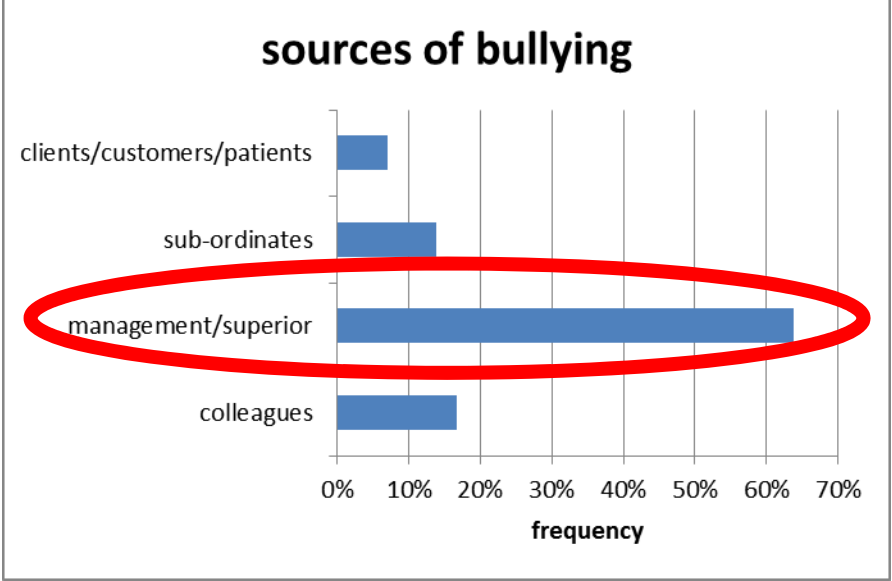
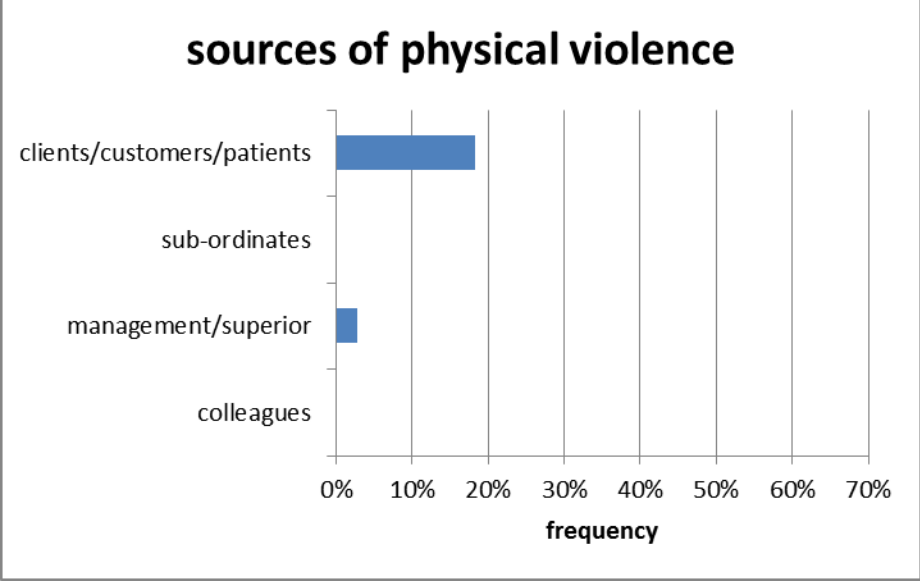
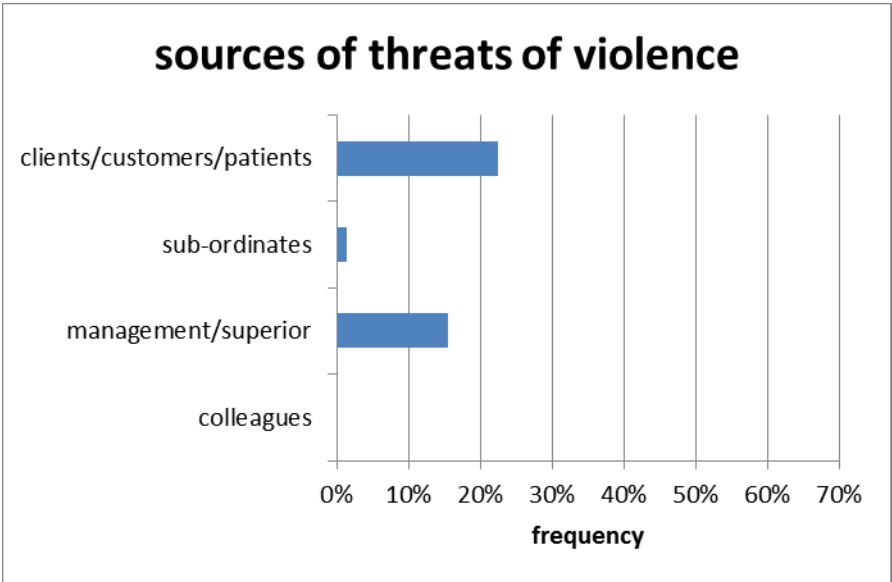
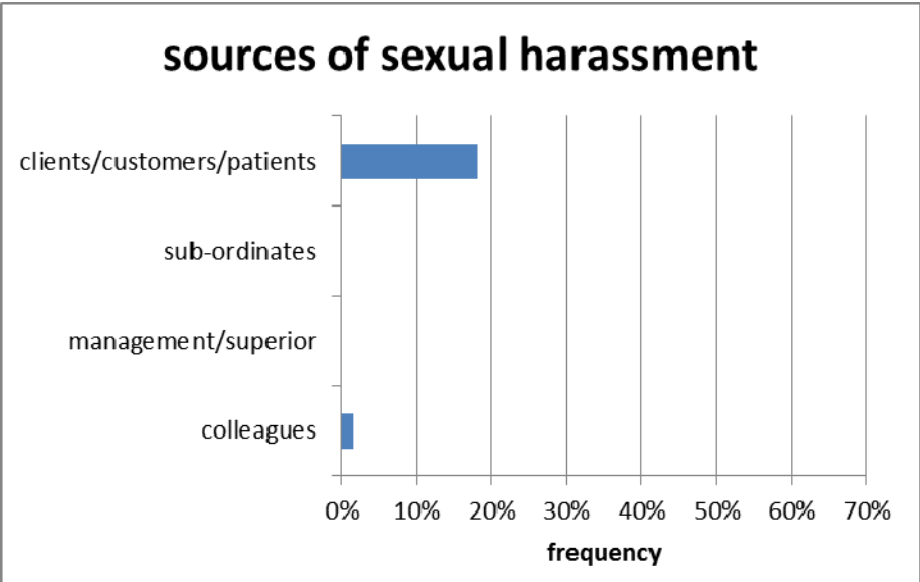
JOB ATTRIBUTES	your results	2016 EKOS
job satisfaction	43	70
work-life imbalance	73	46

HEALTH		
self-rated health	47	61

SYMPTOMS		
burnout	75	50
stress	68	45
sleep troubles	61	44
somatic symptoms	47	28
cognitive symptoms	49	34

OFFENSIVE BEHAVIOURS		
undesired sexual attention	19.4%	11.9%
threats of violence	33.8%	16.0%
physical violence	21.1%	10.4%
bullying	79.2%	31.1%
discrimination	46.5%	19.1%

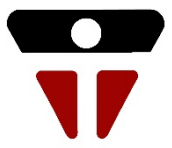
Offensive Behaviour by Sources



Lucy's Story: change ...



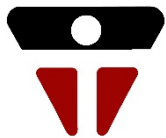
- OHCOW presented the results at the union meeting and the staff reps help the members strategize a response.
- A multi-pronged approach was settled on:
 - They saw the survey as a way to “turn anecdotes into evidence”
 - The H&S reps would take the results to the JH&SC
 - To address the harassment complaints: Half the membership had signed on a group harassment complaint via the violence & harassment policy against the ED and HR Manager
 - To address the collective agreement violations: The same members had signed on a group grievance alleging various violations of the collective agreement regarding unpaid hours, allowance for breaks, etc.
 - The group had decided to collectively say “NO” in November to any requests for overtime



Lucy's Story: evaluate ...



- The multi-pronged approach created a crisis in management (they were not able to fulfill their client care obligations due to the OT strike and the sourcing agency cut them off of new patients)
- The head office of the organization took over operations and the ED and HR Manager were eased out of the local operation
- The new management sat down with the union representatives and worked out a district based deployment strategy that minimized time wasted on driving back and forth across the region of service
- After the changes, workers remarked that the very “air was different” i.e. healthier more productive relationships within the workplace



video of Lucy's story:

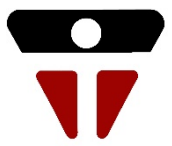
<https://www.youtube.com/watch?v=ceHLaFGKkrw&feature=youtu.be>



Stephen's Story: learn ...



- So Stephen and his fellow committee members looked for materials online to help assess workplace psychosocial hazards.
- They found the Copenhagen Psychosocial Questionnaire (COPSOQ) and downloaded a copy.
- They considered distributing it but then they wondered how they would interpret the results?
- The COPSOQ website listed contacts for each country that uses the survey, so they contacted the Canadian name on the list.



Stephen's Story: organize ...



- OHCOW explained how they had made survey administration easy by using an online questionnaire administration service.
- Having an outside organization handle the data and produce the report also provided confidential, independent support.
- So the JH&SC (management and worker reps) agreed to use OHCOW's services to administer the survey.



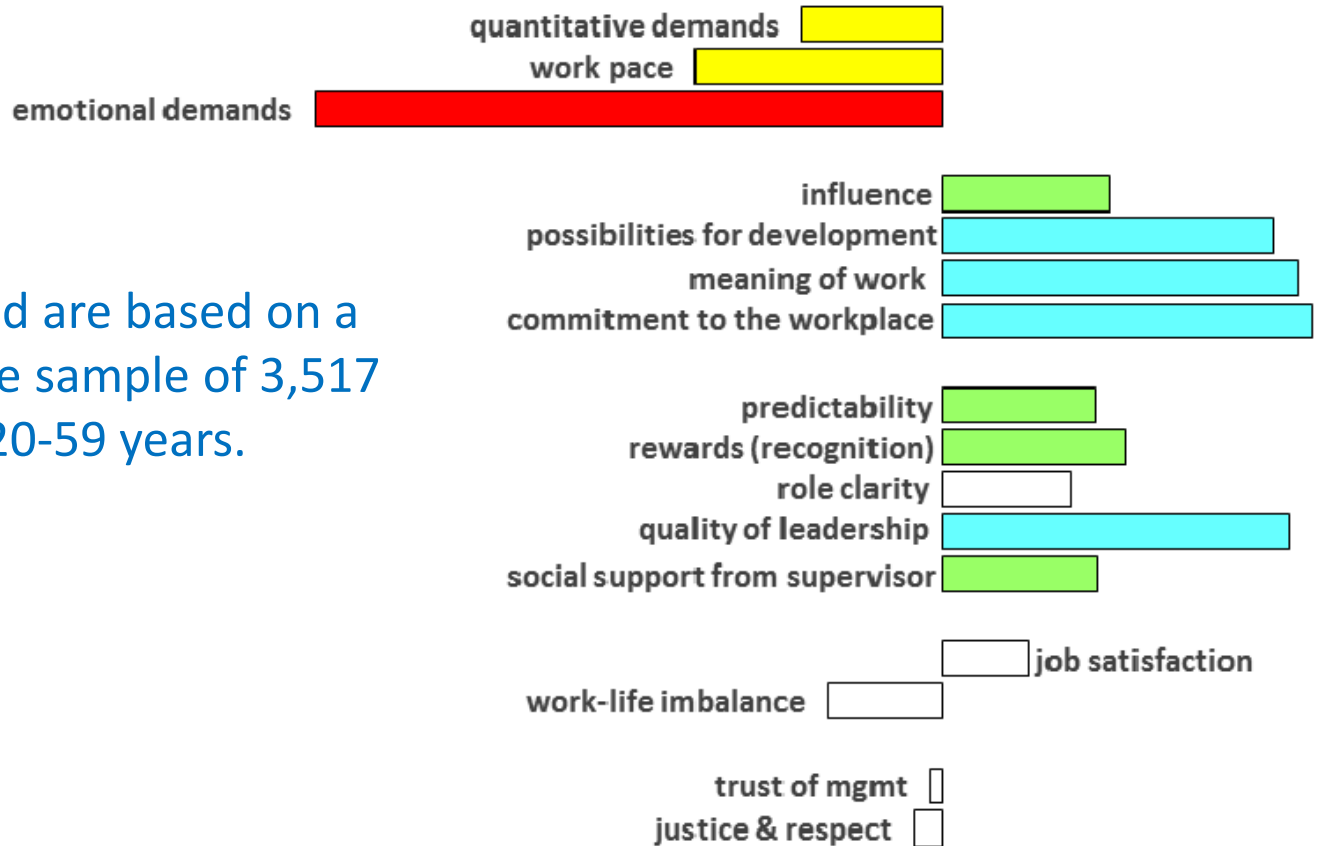
Stephen's Story: assess ...



- The survey was launched at the end of May and after 3 weeks 74% of the 27 eligible workers had responded.
- While not quite the 80% response rate they were hoping for, it was still a very respectable level of engagement from the group.
- The results showed some of the strengths such as commitment to the workplace, meaning of work, quality of leadership and possibilities for development.
- However, some challenges were also identified such as; emotional demands, offensive behaviours and vertical trust between management and workers.
- Some of these challenges were to be expected given the type of work the organization is engaged in, however, others pertained to strained internal relationships.



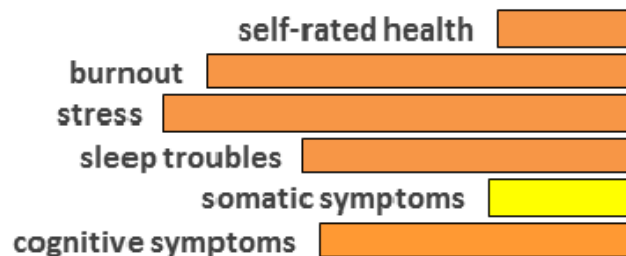
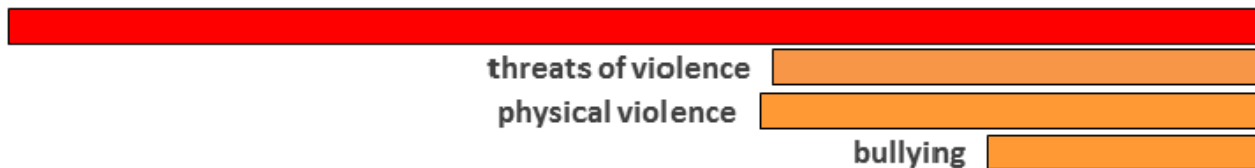
The comparison data used are based on a survey of a representative sample of 3,517 Danish employees aged 20-59 years.



OFFENSIVE BEHAVIOURS

undesired sexual attention	60.0%	11.9%
threats of violence	68.4%	16.0%
physical violence	35.0%	10.4%
bullying	45.0%	31.1%
discrimination	25.0%	19.1%

undesired sexual attention



Top Issues

Top correlations with total Symptom Score

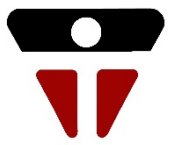
vicarious offensive behaviours

trust of mgmt

bullying

emotional demands

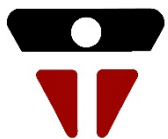
thermal comfort



Stephen's Story: **change** ...



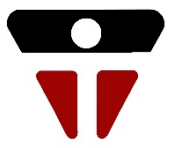
- Both the management and the workers were **committed** to addressing the top three issues indicated by the survey (vicarious offensive behaviours (particularly bullying), lack of trust of management, and emotional demands).
- While the organization already had a harassment & discrimination policy, the concerns about **vicarious offensive behaviours** prompted a revision of the policy. Staff also participated in a workshop covering these issues.
- While the **vertical trust** concerns seemed daunting, management retain the services of a facilitator who consulted with staff individually and collectively. She produced a report with specific recommendations. An internal committee was established and developed a response called “Working Together Differently”. This resulted in a breaking down of internal barriers between, staff, leadership, and the Board of Directors.



Stephen's Story: evaluate ...



- Communication paths were opened and there was more consideration of staff input in policy and decision-making. Stephen noted that he could feel a “culture shift” in the way the organization functioned and made decisions. There was a much more collaborative, less hierarchical climate in the workplace.
- While anecdotally they could “feel” that there had been a shift in the culture of the organization, they thought the time was ripe to see if it could actually be measured by repeating the survey.
- The repeat survey showed improvements in vertical trust, a decrease in offensive behaviour reports and a decrease in emotional demands. A new issue however, came to focus: inadequate staffing and workplace resources to do the work they way it should be done – so this is what they are working on now



quantitative demands
work pace
emotional demands

influence
possibilities for development
meaning of work
commitment to the workplace

predictability

rewards (recognition)
role clarity

quality of leadership
social support from supervisor

job satisfaction

work-life imbalance
trust of mgmt
justice & respect

self-rated health
burnout
stress

sleep troubles

somatic symptoms

cognitive symptoms

undesired sexual attention
threats of violence

physical violence

bullying
discrimination
vicarious offensive behaviours
offensive behaviour sum

In comparison to previous survey





Prevention Framework

prevention level	Intervention levels				
	individual	group (dept/shift/team)	organizational	economic sector	societal
primary (1°) prevention (at the source)	<p>coping and appraisal skills (resiliency)</p>	<p>same as organizational but more personal</p>	<p>changing the culture, climate, work structure & organization</p>	<p>inherent stressors associated with the type of work</p>	<p>recognition – CSA standard; legislation; attitudes</p>
secondary (2°) prevention (along the path)	<p>wellness, relaxation techniques (mindfulness)</p>	<p>same as organizational but operationalized</p>	<p>awareness, Mental Health 1st Aid, screening (surveys)</p>	<p>training, debriefing procedures, support activities</p>	<p>media profile, legislation, enforcement, early detection services</p>
tertiary (3°) prevention (at the worker)	<p>therapy, counselling, medication, support</p>	<p>same as organizational but with more personal supports</p>	<p>EAP, WSIB/WSIAT recognition, Return to Work</p>	<p>societal recognition of inherent risk and appropriate supports</p>	<p>availability of mental health support services, legislation & enforcement</p>

Thank you!

... any questions, comments, etc., ...
(let us know if we can help ...)

