

Our People Care Program-Credit Valley Hospital: Effecting Staff Relationship, Communication and Caring Excellence in a Health Care Setting

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Objective:

To highlight program and training content from Our People Care (OPC) which is an innovative, multi-phase HR program that is standardized and being provided to all 2000 staff, physicians and volunteers at a large multicultural community hospital where OPC focuses on individual/team/unit infusion of organizational shared values and advanced excellence in staff relationship, communication and caring. Also presented are Year 1 results of OPC effectiveness, impact and sustainability.

Methods:

Credit Valley Hospital (CVH) is facing an expansion of considerable proportion over the next few years where it is to double its physical size and staffing requirement. Recognizing CVH core values are integral to the maintenance and advancement of service excellence, Senior Management proactively planned for the continued enactment of CVH values across time by developing and implementing an HR all-staff, customer service model to ensure vertical and horizontal integration of CVH values. OPC program content was developed from core organizational beliefs that: 1) all people (patients, staff, physicians and caregivers) in the hospital need to feel cared for, 2) all caregivers must feel valued and respected so that they can care for others, and. 3) all caregivers' contributions are important. Simply put, excellence in patient care is achieved through excellence in people care. An HR manual was developed to ensure standardized OPC content and delivery of OPC in 3 phases:

Phase I: Caregiver to Caregiver (20 hour program in 8 sessions)

❖ Each session focuses on building long-lasting relationships by assisting natural working teams in achieving healthy working relationships by: learning communication skills; focusing on feedback, trust and conflict management; developing leadership skills to help support and grow the culture by sustaining the learning of Phase I. Each session is co-led by two trained facilitators. The sessions are a combination of didactic presentations, interactive learning, and videos.

Phase II: Caregiver to Patients/Families (12 hour program in 2 or 3 sessions)

❖ Each session focuses on building long-lasting relationships and partnerships by assisting teams in achieving strong patient/client relationships using a solution focused approach. Each session is led by a trained facilitator. The sessions are a combination of didactic presentations, interactive learning, and videos.

Phase III: Patient to Caregiver (under development)

Results:

Results to date:

- Standardized HR program manual developed. OPC trainers on staff who are mentoring others to become trainers, OPC program in full operation; Year 1 of 3-year evaluation completed.
- Quantitative Year 1 results to date from pretest/posttest standardized survey (Conditions of Work Effectiveness; Work Quality and Nursing Work Indexes) suggest significant differences exist between OPC group and No OPC group. See selected t-test results below:

	Taken OPC (n=103)	Not Taken OPC (n =123)
Overall hospital environment is empowering		p=.029
OPC has had a positive impact on the hospital'		p=.001

- Qualitative results to date from data from 4 focus groups of staff (3 have taken OPC and 1 has not taken OPC) and 5 key informants support the vertical and horizontal integration and positive impact of OPC to date.

Conclusions:

- OPC is emerging as a promising, innovative HR program that fosters the sharing of core values and caring excellence which positively impacts the quality of health care work life related to the quality of care.
- OPC is transferable to small or large-sized organizations and needs to be management driven, hospital-wide, ongoing initiative.

Implications: i) health care organizations need an ongoing program to ensure core values are lived and upheld by all; and ii) health care organizations must develop and maintain excellence in people care in order to advance the quality of patient care through honing the quality of work life.