

# Leadership Guidebook to Address Priorities for Psychological Health & Safety for Workforce Retention in LTC

## Project Summary:

Leaders have a key role in shaping work conditions and influencing workforce retention. Long-term care work is often characterized by heavy workloads and insufficient resources that can lead to significant moral distress, high job pressures, and increased staff turnover. Legislation requires employers to prevent serious and lasting harm to workers. Considerable ambiguity has persisted regarding the scope and boundaries of liability for psychological injury in the workplace. With demands for LTC nursing care and support services continuing to grow, the need to address psychological health and safety (PHS) at work becomes more critically urgent to retain workers who are prepared to deliver these specialized care and services for residents and their families.

## Project Goals:

1. To conduct a scoping review of the LTC retention literature to better understand what is known from existing evidence about PHS and workforce retention.
2. To identify PHS priorities for workforce retention from the insights on Ontario LTC leaders using a mixed-methods, modified Delphi approach
3. To co-develop a proposed plan to address PHS for workforce retention in LTC, guided by integrated knowledge translation approach with key partners

## Theory & Methods:

- Designed-based Research, supported by implementation science frameworks (CFIR & iKT)
- Scoping review, PAGER Framework (patterns, advances, gaps, evidence for practice, recommendations)
- Mixed-methods, modified Delphi study using 2 online survey rounds, 1 focus group. Ontario LTC leaders were invited, and 10 to 15 participants were selected using purposive and maximum-variation sampling to obtain a diverse sample population.

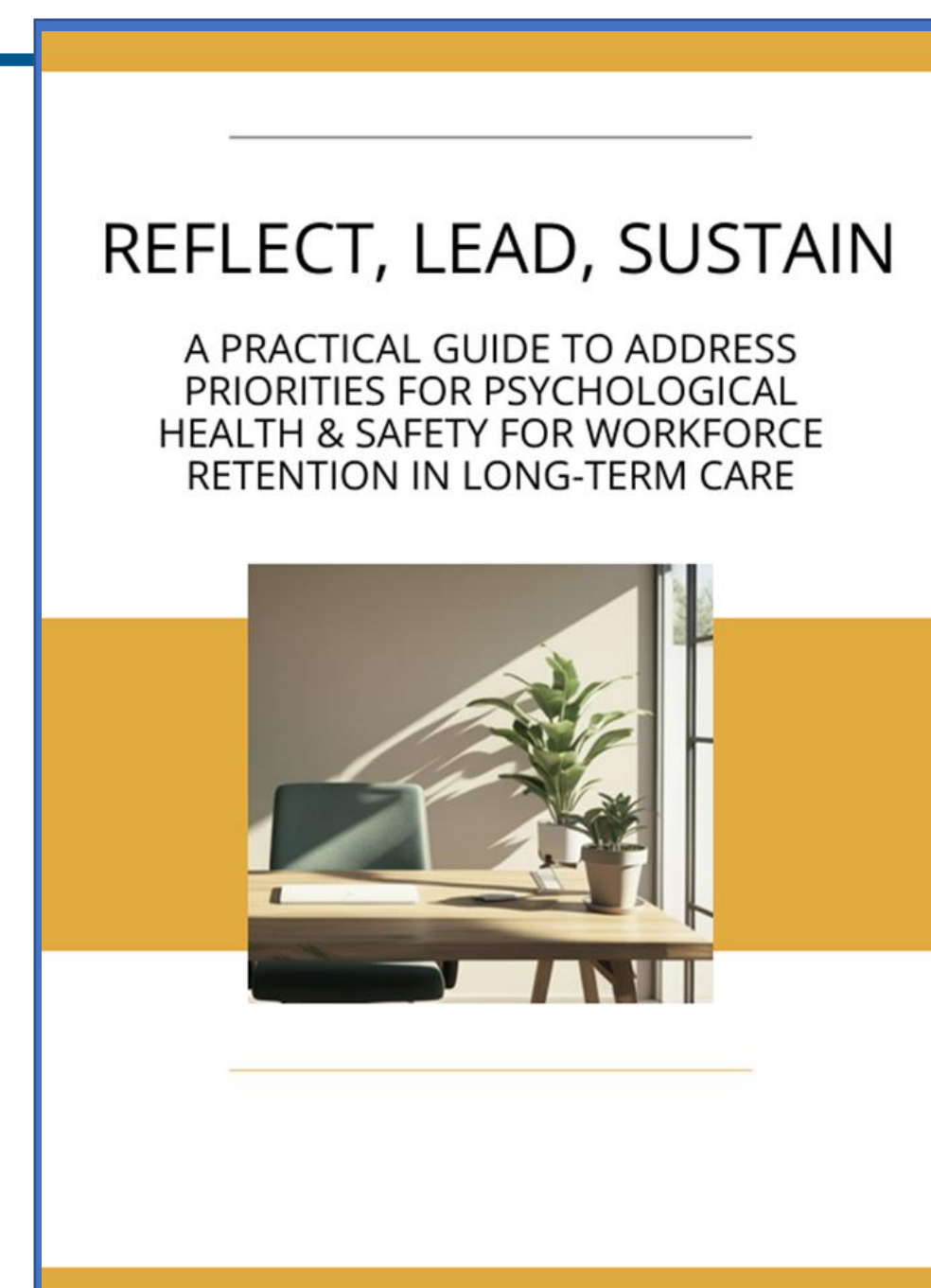
## Outcomes:

- 45 priorities for psychological health & safety for workforce retention
- 24 implementation characteristics with 59 barriers and 61 facilitators
- A co-designed practical leadership guidebook, with a novel conceptual model, new pedagogical materials, including instructional materials, guidelines, and practical worksheets

## Why is this important?:

This thesis identifies clear associations between workforce retention priorities in LTC and established PHS workplace factors.

Addressing workforce retention in LTC requires sustained, multi-system engagement and long-term commitment. By integrating theoretical and practice-based insights, these findings advances evidence to inform staffing stability planning and implementation



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