Strategy: Develop sessions aimed at the public around ethical issues that commonly arise in health care and are especially relevant for patients and families (such as being a substitute decision maker or medical assistance in dying) and partner with community organizations to deliver them, such as community health offices or public libraries.
Target:
- The public

Time/effort required:
- Moderate effort

Resources required:
- Low resource requirement

Objectives:
- Provide basic information - get the word out that ethics supports exist
- Increase ethics knowledge
- Increase understanding of ethics processes
- Provide better care through meeting needs for ethics support (including for patients and families)
- Increase patient/family awareness of ethics supports

Strategy: Develop a plain language resource to help clarify the meaning of some of the terms that get used in ethics discussions. See, for example, http://www.nshen.ca/index.php/ethics-tools/.
Target:
- Everyone within the organization

Time/effort required:
- Moderate effort

Resources required:
- Low resource requirement

Objectives:
- Set the tone around ethics - supports are not the ethics police
- Increase ethics knowledge
- Increase understanding of ethics processes
- Remind individuals of what they know (build confidence)
- Build relationships with and trust in ethics support services

Strategy: Inclusion of ethics content in e-learning for staff (both initial orientation upon hiring and annual refreshers/renewals). This could be a video or online content. It's challenging to make ethics information stand out when learners are getting so much information, but this has a broad reach. At orientation, participants can be encouraged to program the ethics contact information into their phones/computers.
Target:
- All staff within the organization

Time/effort required:
- Labour intensive (in development)
- Low effort (in delivery)

Resources required:
- Resource intensive (development process and training educators/managers)

Objectives:
- Provide basic information - get the word out that ethics supports exist
- Increase visibility of ethics supports
- Increase awareness of ethics supports among direct care providers
- Shape culture of ethics in an organization
- Prevent moral distress

Strategy: Tidbits in newsletters that describe specific situations relevant to a particular unit, circulated biweekly

Target:
- Health care providers working directly with patients and families

Evaluation:
- Survey results

Objectives:
- Demonstrate the relevance of ethics in healthcare practice
- Increase awareness of ethics supports among direct care providers

Strategy: Poster board in bathroom with ethics questions and contact information for ethics services.

Target:
- Everyone within the organization

Time/effort required:
- Low effort

Resources required:
- Low resource requirement

Strategy: Including an ethics discussion within regularly scheduled department rounds.

Target:
- Health care providers working directly with patients and families

Time/effort required
- Moderate effort (requires contacting and getting buy-in from departments/presenters, making ethics personnel available for rounds)

Resources required
- Low resource requirement

Objectives:
- Provide basic information - get the word out that ethics supports exist
- Help identify ethics issues (as opposed to legal, HR, professional practice, PR, quality, etc. issues.)
- Increase use of ethics support services
- Set the tone around ethics - supports are not the ethics police
- Prevent moral distress
- Address moral distress

- Address and mitigate provider burnout
- Increase ethics knowledge
- Increase understanding of ethics processes
- Remind individuals of what they know (build confidence)
- Provide better care through meeting needs for ethics support (including for patients and families)
- Demonstrate the value of ethics supports
- Increase visibility of ethics supports
- Recruit new members to ethics committees and consultation teams
- Make it easier for direct care providers to access ethics supports
- Bring ethics conversations out of hallways
- Increase awareness of ethics supports among direct care providers
- Build relationships with and trust in ethics support services
- Promote early involvement with ethics supports
- Increase staff and physician appreciation of ethics supports
- Demonstrate the relevance of ethics in healthcare practice
- Shape culture of ethics in an organization
- Demonstrate the value of people having dedicated time to do ethics support
-

Strategy: Develop a tagline - example from Ethics NSHA in Nova Scotia - "When in Doubt, Ask.: https://www.cdha.nshealth.ca/ethics-support/index Tagline developed by the former Capital District Health Authority Ethics Support and posters developed by Communications Services. Tagline was printed on posters that were placed in strategic locations such as by elevators.

Target:
- Everyone within the organization

Accreditation:
- Used as part of awareness strategies during accreditation

Time/effort required:
- Moderate effort

Resources required:
- Moderate resource requirement (assuming access to communications support)

Objectives:
- Provide basic information - get the word out that ethics supports exist
- Increase use of ethics support services
- Increase patient/family awareness of ethics supports
- Increase visibility of ethics supports
- Balance awareness of research ethics with awareness of other ethics supports
- Increase awareness of ethics supports among direct care providers

Strategy: Develop an I-learn or e-learn module on ethics

Target:
- Leadership

- Health care providers working directly with patients and families
- All staff within the organization

Time/effort required:
- Labour intensive

Resources required:
- Resource intensive (depending in part on existing e-learning infrastructure)

Objectives:
- Help identify ethics issues (as opposed to legal, HR, professional practice, PR, quality, etc. issues.)
- Prevent moral distress
- Remind individuals of what they know (build confidence)
- Increase ethics knowledge
- Demonstrate the relevance of ethics in healthcare practice

Strategy: Bioethics week events - can vary; a number of the other strategies listed here could be included under the bioethics week/National Health Ethics Week (NHEW) umbrella. For a moderate-resource example, see http://www.nshen.ca/index.php/news-and-events/national-health-ethics-week-2019/ and for the Canadian Bioethics Society resources and supports for NHEW see https://www.bioethics.ca/national-health-ethics-week.

Target:
- Everyone within the organization

Time/effort required:
- Labour intensive (depending on activities)

Resources required:
- Low resource requirement (can be higher depending on activities but need not be)

Strategy: Lanyard/pocket card template with a summary version of the ethics tool as well as a list of principles and values and contact information for ethics supports.

Target:
- Health care providers working directly with patients and families

Accreditation:
- Used to promote familiarity with the organization's ethics tool

Time/effort required
- Low effort

Resources required
- Low resource requirement

Objectives:
- Increase understanding of ethics processes
- Make it easier for direct care providers to access ethics supports
- Promote early involvement with ethics supports
- Increase awareness of ethics supports among direct care providers
- Increase ethics knowledge

Strategy: Dedicated ethics newsletter distributed to health care providers who express interest. For example, see http://www.nshen.ca/index.php/newsletter/. Announces upcoming ethics events and activities and invites short articles on topics relevant to ethics from providers and staff working in health care. Can also include a "Meet the Ethics Team/Committee/Person" to highlight the individuals who provide ethics support.

Target
- Everyone within the organization

Time/effort required:
- Labour intensive

Resources required:
- Resource intensive (depends on availability of software for production and distribution)

Objectives:
- Provide basic information - get the word out that ethics supports exist
- Help identify ethics issues (as opposed to legal, HR, professional practice, PR, quality, etc. issues.)
- Increase ethics knowledge
- Remind individuals of what they know (build confidence)
- Demonstrate the relevance of ethics in healthcare practice
- Build relationships with and trust in ethics support services
- Set the tone around ethics - supports are not the ethics police

Strategy: Speak at monthly CNE meeting, which is a teleconference throughout the province. Present and share "ethics 101" style template presentations and raise awareness of existing resources. This gives a wide reach and addresses an audience of influence.

Target
- Leadership (within a profession)
- Health care providers working directly with patients and families

Time/effort required
- Moderate effort

Resources required
- Low resource requirement

Objectives:
- Provide basic information - get the word out that ethics supports exist
- Help identify ethics issues (as opposed to legal, HR, professional practice, PR, quality, etc. issues.)
- Increase use of ethics support services
- Set the tone around ethics - supports are not the ethics police
- Increase ethics knowledge
- Increase understanding of ethics processes
- Remind individuals of what they know (build confidence)
- Demonstrate the value of ethics supports
- Increase visibility of ethics supports
- Increase awareness of ethics supports among direct care providers

- Demonstrate the relevance of ethics in healthcare practice

Strategy: Regular communications through existing institutional channels such as newsletters, intranet homepage, accreditation briefings, etc. This could include an "Ask an Ethicist" column that runs regularly, testimonials from individuals who have used ethics support services, a "Did You Know?" feature with quick facts about ethics supports, and listing events such as rounds with an ethics focus.
Target:
- All staff within the organization

Time/effort required:
- Moderate effort (including liaising with communications)

Resources required:
- Low resource requirement

Objectives:
- Provide basic information - get the word out that ethics supports exist
- Help identify ethics issues (as opposed to legal, HR, professional practice, PR, quality, etc. issues.)
- Increase use of ethics support services
- Set the tone around ethics - supports are not the ethics police
- Increase ethics knowledge
- Increase understanding of ethics processes
- Remind individuals of what they know (build confidence)
- Demonstrate the relevance of ethics in healthcare practice
- Shape culture of ethics in an organization
- Bring ethics conversations out of hallways
- Increase awareness of ethics supports among direct care providers

Strategy: Build targeted relationships/partnerships with folks who will collaborate with us in using and promoting the services we provide. Potential partners include HR, educators, patient/family navigators, legal, quality, communications, and risk. Challenge: How do we connect with potential partners and collaborators such that the relationship will be sustained because it is mutually beneficial?
Target:
- All staff within the organization

Time/effort required:
- Moderate effort

Resources required:
- Moderate resource requirement

Objectives:
- Help identify ethics issues (as opposed to legal, HR, professional practice, PR, quality, etc. issues.)
- Increase use of ethics support services
- Quality improvement
- Increase ethics knowledge

- Increase understanding of ethics processes
- Shape culture of ethics in an organization
- Increase organizational resources dedicated to ethics support services
- Build relationships with and trust in ethics support services

Strategy: Targeted education provided by ethics team for a designated audience to learn what we do and why we do it
Target:
- Everyone within the organization (with specific presentations tailored)

Accreditation
Time/effort required:
- Moderate effort (depending on demand for sessions)

Resources required:
- Moderate resource requirement (depends on the availability of ethics team members' time)

Objectives:
- Provide basic information - get the word out that ethics supports exist
- Help identify ethics issues (as opposed to legal, HR, professional practice, PR, quality, etc. issues.)
- Increase use of ethics support services
- Set the tone around ethics - supports are not the ethics police
- Build relationships with and trust in ethics support services
- Demonstrate the value of ethics supports
- Demonstrate the relevance of ethics in healthcare practice
- Shape culture of ethics in an organization

Strategy: Going around to units with questions in the "what would you do?" vein and offering a treat (Halloween candy, tea and cookies, etc.) along with opportunity to discuss the question. This could target staff, patients and families, or all of the above.
Target:
- Everyone within the organization

Time/effort required:
- Moderate effort

Resources required:
- Low resource requirement

Objectives:
- Provide basic information - get the word out that ethics supports exist
- Help identify ethics issues (as opposed to legal, HR, professional practice, PR, quality, etc. issues.)
- Increase use of ethics support services
- Set the tone around ethics - supports are not the ethics police
- Increase ethics knowledge
- Remind individuals of what they know (build confidence)
- Increase patient/family awareness of ethics supports

- Increase visibility of ethics supports
- Provide better care through meeting needs for ethics support (including for patients and families)
- Promote early involvement with ethics supports

Strategy: Regular (weekly/monthly/quarterly) dedicated ethics rounds on high consult units (Neurology, ICU, Cardiac ICU, etc.). Secure buy-in from management (nursing/MD managers) and pick an interesting case and include entire multidisciplinary team and other services as relevant. Analyze and discuss ethics issues. This is not a formal consult, but cases often do come to that point. Encourage attendance by residents, nursing students, and other learners.

Target:
- Health care providers working directly with patients and families

Time/effort required:
- Moderate effort (depends in part on frequency)

Resources required:
- Low resource requirement (need space)

Objectives:
- Provide basic information - get the word out that ethics supports exist
- Help identify ethics issues (as opposed to legal, HR, professional practice, PR, quality, etc. issues.)
- Increase use of ethics support services
- Set the tone around ethics - supports are not the ethics police
- Prevent moral distress
- Address moral distress
- Address and mitigate provider burnout
- Increase ethics knowledge
- Increase understanding of ethics processes
- Remind individuals of what they know (build confidence)
- Provide better care through meeting needs for ethics support (including for patients and families)
- Demonstrate the value of ethics supports
- Increase visibility of ethics supports
- Recruit new members to ethics committees and consultation teams
- Make it easier for direct care providers to access ethics supports
- Bring ethics conversations out of hallways
- Increase awareness of ethics supports among direct care providers
- Build relationships with and trust in ethics support services
- Promote early involvement with ethics supports
- Increase staff and physician appreciation of ethics supports
- Demonstrate the relevance of ethics in healthcare practice
- Shape culture of ethics in an organization
- Demonstrate the value of people having dedicated time to do ethics support

Strategy: Ethics support contact information (such as 24h ethics pager number) added to nursing station call lists.
Target:
- Health care providers working directly with patients and families

Time/effort required:
- Low effort

Resources required:
- Low resource requirement

Objectives:
- Make it easier for direct care providers to access ethics supports
- Increase visibility of ethics supports
- Increase awareness of ethics supports among direct care providers

Strategy: Use videos as a catalyst for conversation about ethics. Examples include the Cleveland Clinic's Patient Empathy videos, such as this one, https://www.youtube.com/watch?v=cDDWvj_q-o8&t=17s and NSHEN's Fireside Chat videos that are posted with discussion and resource guides http://www.nshen.ca/index.php/fireside-chats/
Target:
- Everyone within the organization

Time/effort required:
- Labour intensive (if producing videos)
- Low effort (if promoting videos already available online)

Resources required:
- Resource intensive (if producing videos)
- Low resource requirement (if finding existing videos online)

Objectives:
- Increase ethics knowledge
- Bring ethics conversations out of hallways
- Balance awareness of research ethics with awareness of other ethics supports
- Build relationships with and trust in ethics support services

Strategy: Address ethics in communications to patients and families, such as pamphlets in ER/admitting areas, social media posts, enhanced resources for public on website (e.g., regarding decision making), developing a patient and family ethics tool that is distributed, (see http://www.iwk.nshealth.ca/your-visit/help-ethical-issues), and empowering staff to speak to patients and families about the service or give out pamphlets
Target:
- Health care providers working directly with patients and families
- The public
- Patients and families

Accreditation (the IWK Patient and Family Tool was highlighted as an Accreditation Canada Leading Practice)

Time/effort required:
- Moderate effort (often effort is in building relationships with communications services)

Resources required:
- Low resource requirement

Evaluation: Survey or feedback information can be included in brochures, pamphlets, etc.

Objectives:
- Provide basic information - get the word out that ethics supports exist
- Help identify ethics issues (as opposed to legal, HR, professional practice, PR, quality, etc. issues.)
- Increase use of ethics support services
- Set the tone around ethics - supports are not the ethics police
- Increase understanding of ethics processes
- Provide better care through meeting needs for ethics support (including for patients and families)
- Increase patient/family awareness of ethics supports
- Increase visibility of ethics supports

Strategy: Greater visibility of ethics in usual communications strategies, such as: posters in bathrooms and elevators, table displays during health ethics week, a Health Ethics Corner with changing content every month, social media posts, tent cards on cafeteria tables, information in physician lounges, etc.

Target:
- Everyone within the organization

Time/effort required:
- Moderate effort (often effort is in building relationships with communications services)

Resources required:
- Low resource requirement

Objectives:
- Provide basic information - get the word out that ethics supports exist
- Increase use of ethics support services
- Increase ethics knowledge
- Provide better care through meeting needs for ethics support (including for patients and families)
- Recruit new members to ethics committees and consultation teams
- Increase awareness of ethics supports among direct care providers

Strategy: Invite champions within the organization or who volunteer on committees such as the board or Patient and Family Advisory Council to participate in inservices, rounds, awareness-raising.

Target:
- Everyone within the organization

Time/effort required:
- Moderate effort (mainly in building relationships)

Resources required:

- Low resource requirement

Objectives:
- Increase use of ethics support services
- Set the tone around ethics - supports are not the ethics police
- Demonstrate the value of ethics supports
- Increase patient/family awareness of ethics supports
- Increase visibility of ethics supports
- Recruit new members to ethics committees and consultation teams
- Shape culture of ethics in an organization

Strategy: Survey staff, patients, and families regarding their expectations, experiences, and satisfaction with ethics support services.

Target:
- Everyone within the organization

Time/effort required:
- Labour intensive (but a good student project)

Resources required:
- Resource intensive

Objectives:
- Quality improvement
- Provide better care through meeting needs for ethics support (including for patients and families)
- Increase awareness of ethics supports among direct care providers
- Build relationships with and trust in ethics support services
- Shape culture of ethics in an organization
- Increase organizational resources dedicated to ethics support services
- Demonstrate the value of people having dedicated time to do ethics support

Strategy: Develop a dedicated brochure or leaflet about ethics support for patients and families, collaborating with communication services, patient and family centred care, and administration.

Target:
- Patients and families

Time/effort required:
- Labour intensive

Resources required:
- Low resource requirement

Objectives:
- Provide basic information - get the word out that ethics supports exist
- Help identify ethics issues (as opposed to legal, HR, professional practice, PR, quality, etc. issues.)
- Increase use of ethics support services
- Set the tone around ethics - supports are not the ethics police
- Increase understanding of ethics processes

- Increase patient/family awareness of ethics supports
- Increase visibility of ethics supports
- Provide better care through meeting needs for ethics support (including for patients and families)
- Build relationships with and trust in ethics support services

Strategy: Displays during organization-wide events, featuring games, treats, and takeaways like bookmarks. The IWK Health Centre in Nova Scotia had success with a folded fortune teller giveaway and a "Wheel of Ethics" game.
Target:
- Everyone within the organization

Time/effort required:
- Moderate effort (depends on how extensive the display is)

Resources required
- Moderate resource requirement (depends on the nature and quantities of takeaways)

Objectives:
- Provide basic information - get the word out that ethics supports exist
- Help identify ethics issues (as opposed to legal, HR, professional practice, PR, quality, etc. issues.)
- Increase use of ethics support services
- Set the tone around ethics - supports are not the ethics police
- Increase visibility of ethics supports
- Build relationships with and trust in ethics support services
- Balance awareness of research ethics with awareness of other ethics supports

Appendix A:
Tags used to categorize strategies:
- Target
    - Leadership
    - Health care providers working directly with patients and families
    - The public
    - Governance bodies
    - Patients and families
    - All staff within the organization
    - Everyone within the organization
- Accreditation
- Time/effort required
    - Labour intensive
    - Moderate effort
    - Low effort
- Resources required
    - Resource intensive
    - Moderate resource requirement
    - Low resource requirement
- Evaluation

- Objectives:
  - Provide basic information - get the word out that ethics supports exist
  - Help identify ethics issues (as opposed to legal, HR, professional practice, PR, quality, etc. issues.)
  - Increase use of ethics support services
  - Set the tone around ethics - supports are not the ethics police
  - Quality improvement
  - Prevent moral distress
  - Address moral distress
  - Address and mitigate provider burnout
  - Increase ethics knowledge
  - Increase understanding of ethics processes
  - Remind individuals of what they know (build confidence)
  - Provide better care through meeting needs for ethics support (including for patients and families)
  - Demonstrate the value of ethics supports
  - Increase patient/family awareness of ethics supports
  - Increase visibility of ethics supports
  - Recruit new members to ethics committees and consultation teams
  - Make it easier for direct care providers to access ethics supports
  - Bring ethics conversations out of hallways
  - Increase awareness of ethics supports among direct care providers
  - Build relationships with and trust in ethics support services
  - Balance awareness of research ethics with awareness of other ethics supports
  - Promote early involvement with ethics supports
  - Increase staff and physician appreciation of ethics supports
  - Demonstrate the relevance of ethics in healthcare practice
  - Shape culture of ethics in an organization
  - Increase organizational resources dedicated to ethics support services
  - Demonstrate the value of people having dedicated time to do ethics support