

# Employee Engagement Strategic Plan 2019 - 2022

Developed in partnership with  
the CMH Staff Council and  
CMH Operations

May 2019 (FINAL)

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# Background

# What is an Engaged Employee and an Engaged Workforce?

# *Engaged Defined...*

An engaged employee is defined as one who is fully absorbed by and enthusiastic about their work and takes positive action to further their organization's reputation.

An engaged workforce is one that holds a positive attitude toward the organization and its values, and is foundational to creating a high-performing organization.

*Improving Joy in Work*

IHI 2017

# Why is Engagement Important?

# Impact of Engagement

Research shows that the levels of engagement directly affect:

- Culture of Safety
- Staff Retention
- Patient Satisfaction

*The Manager's Guide to Engaging Staff*  
Advisory Board 2016

When employees' needs are met, they don't just become "happier", they become better performers. **The end goal of any employee engagement strategy should be improved performance**, not inspiring a certain feeling in employees or hitting a specific number in a survey.

# Staff Survey Results & Current State



# 2017 Staff Survey Results

Lowest results for questions:

- I am given enough time to do what is expected of me*
- I am consulted about changes in my job*
- I have opportunities to develop my career*
- Senior managers act on staff feedback*

2017 CMH Worklife Pulse Survey Results for CMH STAFF  
Percent of Positive Responses ('Strongly Agree' or 'Agree')

TOTAL RESPONDENTS	
2017 CMH STAFF	2015 CMH STAFF
662	567

DETERMINANTS (Job, Work Environment, Organization)			2017 CMH STAFF	2015 CMH STAFF
<b>JOB</b>				
Role Clarity	1. I understand what is expected of me in my job	↓	96%	96%
Role Overload	2. I am given enough time to do what is expected of me in my job		51%	45%
Decision Input	3. I am consulted about changes affecting my job	↓	51%	48%
Autonomy	4. I am able to decide how to do my work		73%	71%
Skill Use	5. I am able to make improvements in how my work is done	↓	70%	74%
Skill Use	6. My job makes good use of my skills	↓	87%	85%
Recognition	8. I receive recognition for good work	↓	54%	49%
Feedback	15. My supervisor provided feedback on how well I am doing my job	↓	65%	57%
<b>OVERALL JOB SCORE</b>			68%	66%
<b>WORK ENVIRONMENT</b>				
Respect	11. The people I work with treat me with respect		81%	81%
Teamwork	13. I feel I belong to a team	↓	78%	78%
Fairness	14. My supervisor treats me fairly	*	29%	77%
Communication	17. Senior managers effectively communicate the organization's goals	↓	62%	64%
<b>OVERALL WORK ENVIRONMENT SCORE</b>			75%	75%
<b>ORGANIZATION</b>				
Resources	7. I have the materials, supplies and equipment I need to do my work	↓	74%	69%
Training & Development	9. I receive the training I need to do my job well		73%	72%
Career Development	10. I have good opportunities to develop my career	↓	51%	48%
Support	12. The people I work with help each other out	↓	81%	81%
Support	16. I can count on my supervisor to help me with a difficult task		69%	58%
Leadership	18. Senior managers are committed to providing high-quality care		56%	55%
Leadership	19. Senior managers act on staff feedback		38%	38%
Leadership	20. Senior managers are committed to providing a safe and healthy workplace		57%	53%
Safety	21. My organization takes effective action to prevent violence in the workplace		78%	73%
Safety	22. My organization takes effective action to prevent abuse in the workplace		74%	68%
Safety	23. My workplace is safe		70%	68%
<b>OVERALL ORGANIZATION SCORE</b>			65%	63%
<b>OUTCOMES (Individual, Organizational)</b>				
<b>INDIVIDUAL OUTCOMES</b>				
Work-life balance	24. I am able to balance my family and personal life with work		64%	66%
Job Stress	25. In the last 12 months, would you say that most days at work were... (stress level)		54%	54%
Job Satisfaction	29. Overall, how satisfied are you with your job?		65%	63%
<b>OVERALL INDIVIDUAL OUTCOMES SCORE</b>			61%	61%
<b>ORGANIZATIONAL OUTCOMES</b>				
Engagement	28. How frequently do you look forward to going to work?		63%	60%
Engagement	30. Overall, how would you rate your organization as a place to work?		36%	35%
Quality	26. How often does your work unit / team provide top-quality patient care or other services?		90%	91%
Quality	27. Would you recommend this organization to friends and family who require care?		88%	91%
<b>OVERALL ORGANIZATIONAL OUTCOMES SCORE</b>			69%	69%

FLAGGING SCALE: Red = < 50%, Yellow = ≥ 50% < 75%, Green = ≥ 75% (% of top two responses, e.g. Agree & Strongly Agree)

# 2019 Staff Patient Safety Culture Survey Results

Some low results include:

- *If I make a serious error, I worry I will face disciplinary action*
- *Making a serious error would limit career opportunities*
- *My organization effectively balances the need for safety and the need for productivity*
- *Senior management has a clear picture of the risks associated with patient care*

## Patient Safety Accreditation 2018/19

Select Department(s) and/or Role(s) to filter results

Department: All Role: All

Respondents

517

Roles Selected

Clinical Support Staff (laboratory, diagnostic)  
Non-Clinical Support Staff (finance, health services)  
Nursing  
Personal Support Worker  
Physician

General Safety	Agree	Neutral	Disagree	N/A
Individuals involved in patient safety incidents have a quick and easy way to report what happened	70 %	18 %	12 %	8 %
Patient safety decisions are made at the proper level by the most qualified people	66 %	18 %	16 %	12 %
If I report a patient safety incident, someone usually follows up to get more information from me	59 %	22 %	19 %	19 %
Please give your unit an overall grade on patient safety	57 %	29 %	14 %	14 %
Staff are usually given feedback about changes put into place based on incident reports	48 %	26 %	26 %	12 %
Please give Cambridge Memorial Hospital an overall grade on patient safety	44 %	41 %	16 %	10 %
My organization effectively balances the need for patient safety and the need for productivity	36 %	28 %	36 %	10 %
Management	Agree	Neutral	Disagree	N/A
If I point out a potentially serious patient safety incident, management will look into it	74 %	16 %	9 %	11 %
My supervisor/manager seriously considers staff suggestions for improving patient safety	61 %	23 %	17 %	10 %
My supervisor/manager says a good word when he/she sees a job done according to established patient safety procedures	54 %	29 %	17 %	12 %
Senior management provides a climate that promotes patient safety	52 %	22 %	26 %	10 %
Senior management considers patient safety when program changes are discussed	51 %	26 %	23 %	12 %
Senior management has a clear picture of the risk associated with patient care	49 %	18 %	32 %	10 %
Unit Reflections	Agree	Neutral	Disagree	N/A
On this unit, after a serious error has occurred, we think about how it came about and how to prevent the same mistake in the future	90 %	13 %	7 %	13 %
On this unit, when a serious error occurs, we think about it carefully	88 %	14 %	7 %	13 %
On this unit, after a serious error has occurred, we think long and hard about how to correct it	71 %	20 %	9 %	13 %
On this unit, when a serious error occurs, we analyze it thoroughly	71 %	21 %	9 %	13 %
Error Reporting Culture	Disagree	Neutral	Agree	N/A
My co-workers will lose respect for me if they know I've made a serious error	52 %	28 %	20 %	8 %
If I make a serious error my manager will think I am incompetent	51 %	28 %	21 %	7 %
Others make you feel like a bit of a failure when you make an error	48 %	29 %	23 %	8 %
Making a serious error may cause a staff member to lose his/ her job	28 %	37 %	35 %	8 %
Making a serious error would limit my career opportunities around here	26 %	42 %	32 %	8 %
If I make a serious error I worry that I will face disciplinary action from management	23 %	31 %	46 %	8 %

# Current Performance

- Results from the hospital-wide survey (2017), revealed a 36% “*excellent*” rating by staff to the foundational question, “*Overall, how would you rate your organization as a place to work?*”
- There has been little change in performance over the past year as measured through a biweekly survey of randomly selected staff.
- Patient safety culture has not improved since the 2015 survey. Continued concern about management’s lack of attention to patient safety and fear of retribution for “making a serious error” is strong.

# Lots of Efforts, No Improvement

- Clearly articulated values
- Values-based peer recognition program (ICCAIR)
- Team-based huddles
- Organization wide celebrations and events
- Adopted corporate goal framework & leader standard work
- ED resilience strategy implemented
- Commitment to quality improvement training and application
- Formalized leadership development strategy and core course curriculum offered
- Collaborative performance reviews (Values Based Conversations)

# The Path Forward

# What Have We Learned?

- We have the foundation for a highly engaged workforce.
- Engagement affects patient care → only 36% of CMH staff are highly engaged → we can be better!
- We are committed to:
  - Engage our staff to know what matters most to them and respond accordingly
  - Affirm the importance of leadership in improving engagement and set leaders up for success
  - Focus our efforts in a systematic approach
  - Be accountable to improve staff engagement

# Where to From Here?

- Commitment made by CMH to adopt the IHI Framework for Improving Joy in Work to focus efforts to improve engagement
- Commitment to use the framework to move forward with a multi-year strategy that builds upon the framework



# IHI Framework: Improving Joy in Work



# IHI Framework:

## Improving Joy in Work

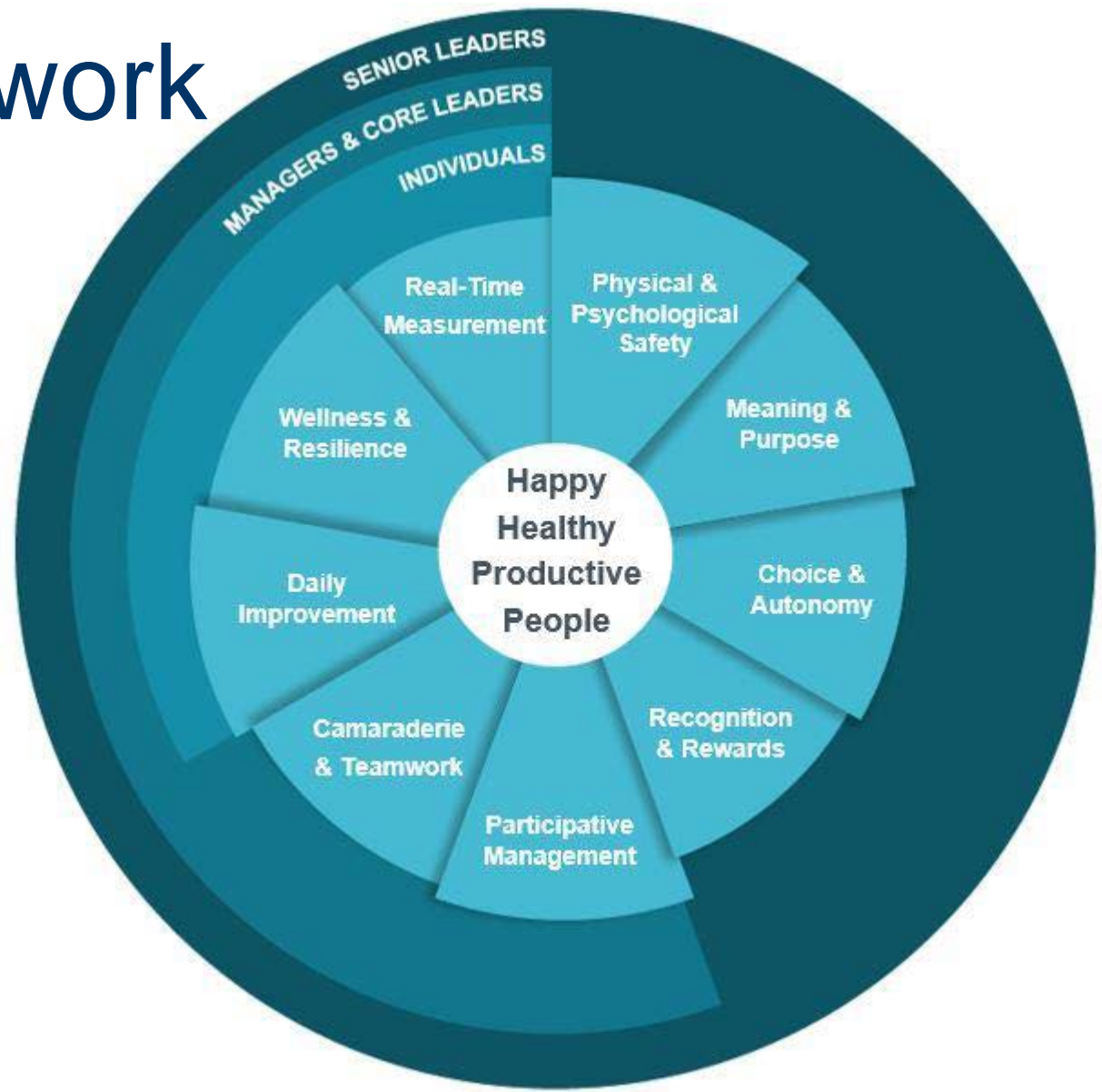
- *In our work in healthcare, joy is not just humane, it's instrumental...."you cannot give what you don't have."*
- *The gifts of hope, confidence and safety that health care should offer patients and families can only come from a workforce that feels hopeful, confident and safe.*
- *Joy in work – or lack thereof – not only impacts individual staff engagement and satisfaction, but also patient experience, quality of care, patient safety, and organizational performance.*

# Why Joy?

- Joy in work is an essential resource for the enterprise of healing
- Caring and healing should be naturally joyful activities ... if nurtured and not impeded, lead to joy [and] effective and empathetic care
- Approach in an “assets-based” way → improve joy...more effective care, caring and healing
- Joy is about connection to meaning and purpose which is more than the absence of burnout

# IHI Framework

- Systems approach to improving joy in work
- 9 core components
- Responsibilities articulated for senior leaders, managers and staff



# Improving Joy in Work



# Improving Joy in Work

- The framework identified four of the nine are critical components for improving joy in work
  - Physical & psychological safety
  - Camaraderie & teamwork
  - Choice & autonomy
  - Meaning & purpose
- These are fundamental human needs that require the greatest attention first



# Development Process

# Role of Staff Council

- A hospital wide cross organizational council was formed with the mandate to:

*“Improve staff and physician engagement at CMH by advising on the development of a strategic plan with an identified multi-year action plan (2019-2022), key performance indicators to track the effectiveness of the implementation and a strategy to ensure long term sustainability.”*



# CMH Staff Council Involvement

Dates	Purpose
September 2018	Introduction to the IHI Framework
December 2018	Offsite retreat for a full examination of the Framework and to identify top areas for focus for CMH
March 2019	Validation of priority areas of focus and initiatives to address priority areas
May 2019	Review of the final draft of the strategic plan



# Other Inputs into Plan Development

- Operations (CMH management group) also reviewed framework, identified priority areas, provided advice on suggested initiatives and reviewed draft plan
- Best-practice research from Gallup, the Advisory Board, Accreditation Canada, the Beryl Institute, IHI and other sources was used



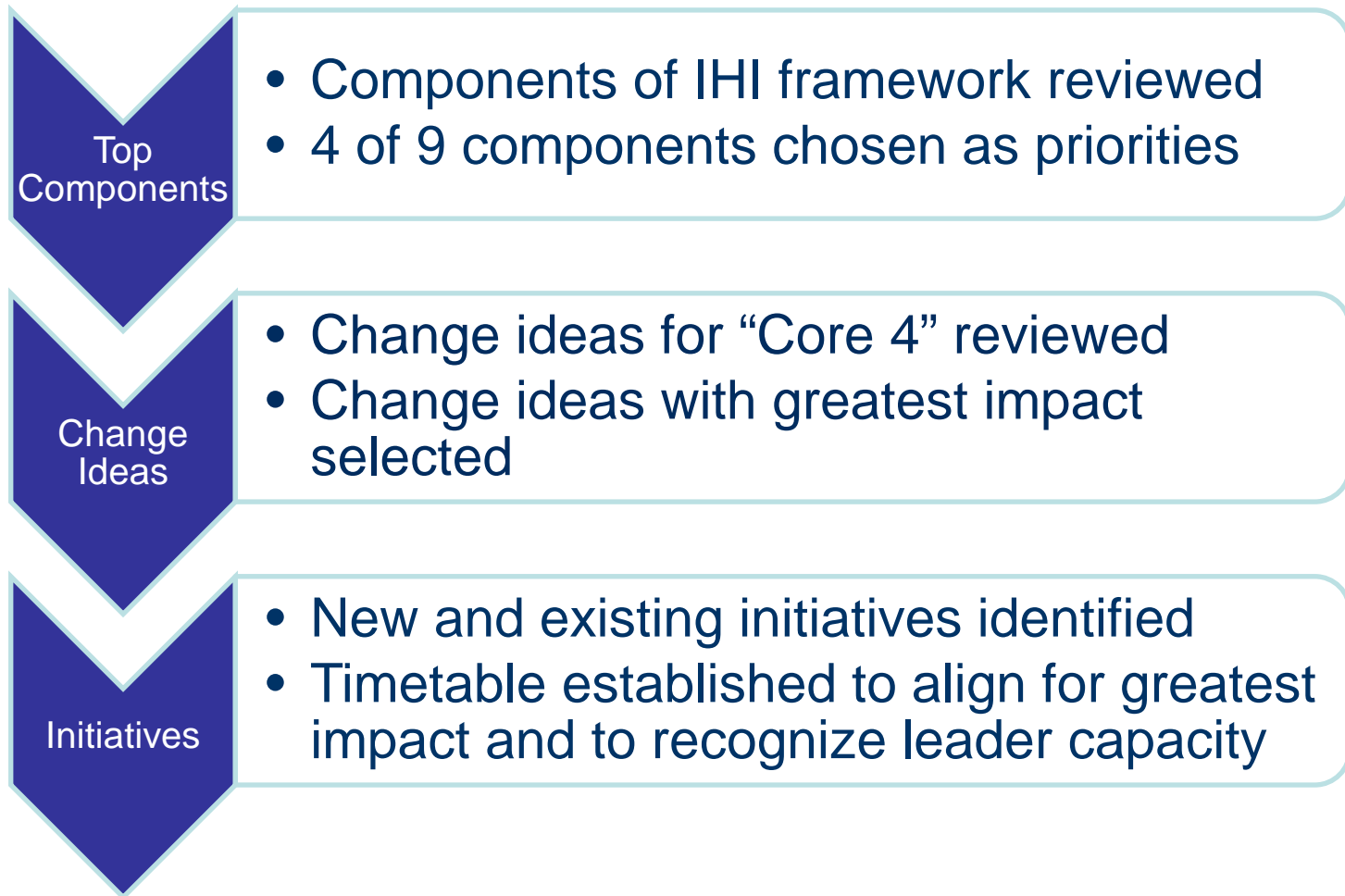
THE BERYL  
INSTITUTE



ACCREDITATION  
CANADA

# Employee Engagement Strategy

# Summary of Approach



# Priority Areas for Focus

- Staff Council selected four critical areas (the “Core 4”) to achieve the greatest impact for CMH:
  - Physical & psychological safety
  - Camaraderie & teamwork
  - Choice & autonomy
  - Meaning & purpose
- These are the same areas identified by IHI that require the greatest attention first!

# The “Core 4” Defined

Component	Definition
Physical & Psychological Safety	Feeling free from physical harm Feeling secure and capable of changing Feeling free to express relevant thought and feelings or to speak up about unsafe conditions without retribution
Camaraderie and Teamwork	Feeling of mutual support and companionship Working together towards something meaningful Trust in the organization’s leadership <i>(for CMH: the focus for this area is across departments &amp; units)</i>
Choice and Autonomy	Choice and flexibility in daily lives and work Some choice in how to execute daily responsibilities Having a voice in the way things are done in daily work Part of decisions on processes, changes, and improvements that affect individuals
Meaning and Purpose	Direct line of sight for each person from daily work to the mission and goals of the organization Constancy of purpose is evident in words and actions of leaders

# Top Change Ideas

- Having selected four critical areas (the “Core 4”), the Council focused on the change ideas associated with these “Core 4” identified by IHI
- Council discussed and determined the priorities for the change ideas
- Leaders were consulted on which change ideas should be the priority ones

# Top Change Ideas for the “Core 4”

<b>Component</b>	<b>IHI Key Change Ideas</b>
Physical & Psychological Safety	Dedicate leader time, attention, skill development and necessary resources to improving joy in work.
Camaraderie and Teamwork	Attend to the relationships and camaraderie within and across units & departments.
Choice and Autonomy	Design systems where staff members can make choices they see fit, whenever possible.
Meaning and Purpose	Provide clear messages about organizational purpose and a line of sight, through clear and frequent guidance about the organization’s mission and vision, to connect team members to the meaning and purpose of their work.

# Initiatives to Support Change Ideas

- Staff Council and Operations provided input into initiatives needed for each of the change ideas
- Critical in the discussions was the capacity of leaders and staff to adopt and sustain new behaviours and actions
- Current activities that support the change ideas were also discussed, amended as necessary and incorporated as appropriate



# 2019/20 Priorities by Component

Physical and Psychological Safety	Camaraderie & Teamwork	Choice & Autonomy	Meaning & Purpose
<p>Address staffing challenges in a meaningful and sustained way </p> <p>Enhance leader 360° review </p> <p>Identify core behaviours and actions for each level of oversight at CMH  <i>Current activity – enhancement to improve staff engagement may be required</i></p>	<p>Improve huddle effectiveness </p> <p>Implement mechanisms at huddles for strengthening interdependencies (cross-participation, recognition, stories) </p>	<p>Continue spread of QI training and application </p>	<p>Implement person centred best practice guideline across organization </p> <p>Adopt new goal framework for huddles, leaders to enhance line of sight from unit to organization's goals </p>

# 2019/20 Initiatives (expanded)


- Implement standard practices for scheduling
- Enhance human resources recruitment support
- Improve staffing office tools
- Provide leaders with resources and tools to support effective staffing
- Enhance leader review with 360° input and quarterly accountability follow-up
- Define leader standard work, role clarity, accountabilities
- Advance huddle effectiveness including coaching, recognition
- Continue to build and sustain quality improvement
- Implement person-centred care best practice guidelines
- Realign unit and leader goals

# Define leader standard work, role clarity, accountabilities (expanded)

- Direct managers are invaluable to staff engagement.
- Adequate management capacity, level of commitment and approach are all key influences on the level of staff engagement
- To accomplish this at CMH, role clarity and accountabilities must be affirmed. Through this collaborative process, the role of leaders at all levels will be clarified and restructured to create capacity to allow for sufficient time, presence and meaningful interaction with staff including\*:
  - Staff rounding
  - Leader visibility and access
  - 30 and 90 day check-in with new staff
  - Enhanced support for staff on night, weekends and holidays
  - Staff recognition
  - Unit/department communication
  - Career development support, mentoring
  - Debrief support for staff in stressful situations

*\* These roles were identified during the consultation process and do not represent the full list that will need to be developed*

# 2020/21 Priorities by Component

Physical and Psychological Safety	Camaraderie & Teamwork	Choice & Autonomy	Meaning & Purpose
<p>Expand leadership courses to supervisory staff</p> <p>Enhance mandate of the Respectful Workplace Committee</p>	<p>Review organization code of conduct and establish unit level code</p>	<p>Review current mechanisms for staff input with goal to enhance staff involvement in decision making</p>	<p>Develop tactics to increase focus on patients and families as partners</p> <p>Implement improvements to VBC process</p> <p>Redefine hospital vision and mission and update values</p>
<p> Current activity – enhancement to improve staff engagement may be required</p>			

# 2020/21 Initiatives (expanded)

- Expand core leadership courses to all supervisory staff
- Enhance Respectful Workplace Committee mandate
- Update organization code of conduct, establish unit level behaviour expectations & interdepartmental service agreements
- Enhance staff involvement in decision making at unit level
- Improve functioning of unit councils to enhance inclusion, effectiveness and dissemination of information
- Develop tactics to increase the focus on patients and families as partners in service delivery
- Redefine hospital vision and mission and update values
- Implement improvements to VBC process

# 2021/22 Priorities by Component

Physical and Psychological Safety	Camaraderie & Teamwork	Choice & Autonomy	Meaning & Purpose
<p>Introduce leadership program on conflict resolution and workplace health</p> <p>Introduce change management &amp; resilience training for staff</p>	<p>Establish “walk-a-mile” job shadowing program</p>	<p>Implement a formal mentoring &amp; career track planning process for staff</p>	<p>Implement strategies to increase staff’s capacity to spend time with patients</p>



*Current activity – enhancement to improve staff engagement may be required*

# 2021/22 Initiatives (expanded)

- Introduce change management/resilience training for staff and leadership program focused on conflict resolution and workplace health
- Establish “walk-a-mile” job shadowing program
- Implement a formal mentoring and career track planning process for staff
- Implement strategies to increase staff's capacity to spend more time with patients

# Measures of Progress

- No single validated measure of joy in work exists
- Measures of progress for the plan will include:
  - Pulse staff survey results
  - Staff recruitment and retention rates
  - Patient experience results
  - Quality of care metrics
  - Impact of quality improvement efforts
  - Exit interview data/trends



# Ensuring the Plan's Success

- Each initiative has been assigned to the appropriate Director, VP or the CEO as the accountable leader for the initiative
- Each initiative will use the hospital's project planning, quality improvement and/or change management tools
- Overall coordination for the plan will rest with the Senior Executive Committee

# Ensuring the Plan's Success ....2

- Staff Council members will be expected to serve as “Plan Ambassadors”
- A communication plan will be developed and implemented
- Quarterly, progress on the plan will be reported to Staff Council, leadership and to the organization as a whole
- Annually, Staff Council and leadership will advise on amendments to the plan

*Perhaps the best case for improving joy is that it incorporates the most essential aspects of daily work life.*

*A focus on joy is a step towards creating a safe, humane place for people to find meaning and purpose in their work.*

# Discussion and Questions