



# Evidence-Based Leadership:

## Making the Connection Between Patient, Family and Provider Engagement

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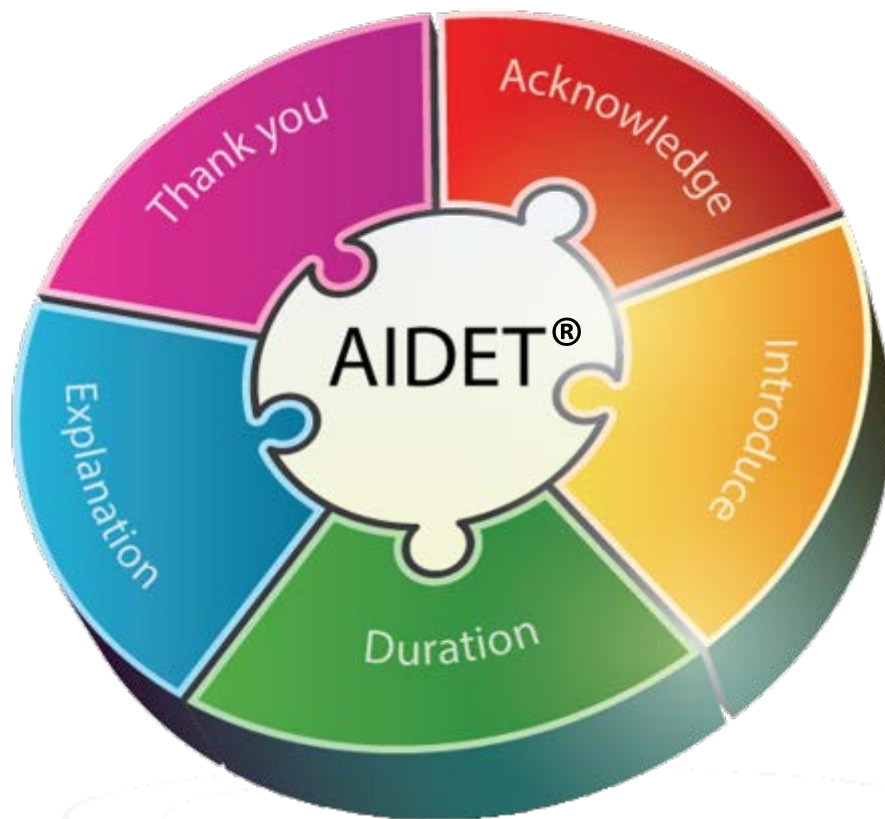


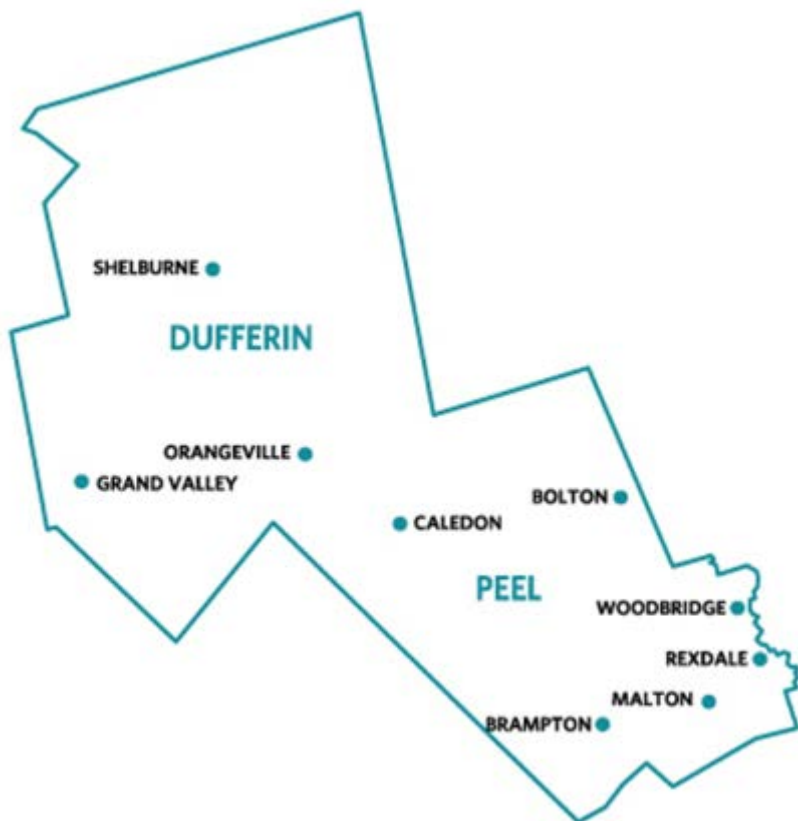
ccac

Community  
Care Access  
Centre

casc

Centre d'accès  
aux soins  
communautaires





# Central West CCAC

Last year, we provided essential care & support to

**38,640**

people of all ages

representing

**1 of every 22**

people in the Central West region

# Galvanizing Our Team



Why

What

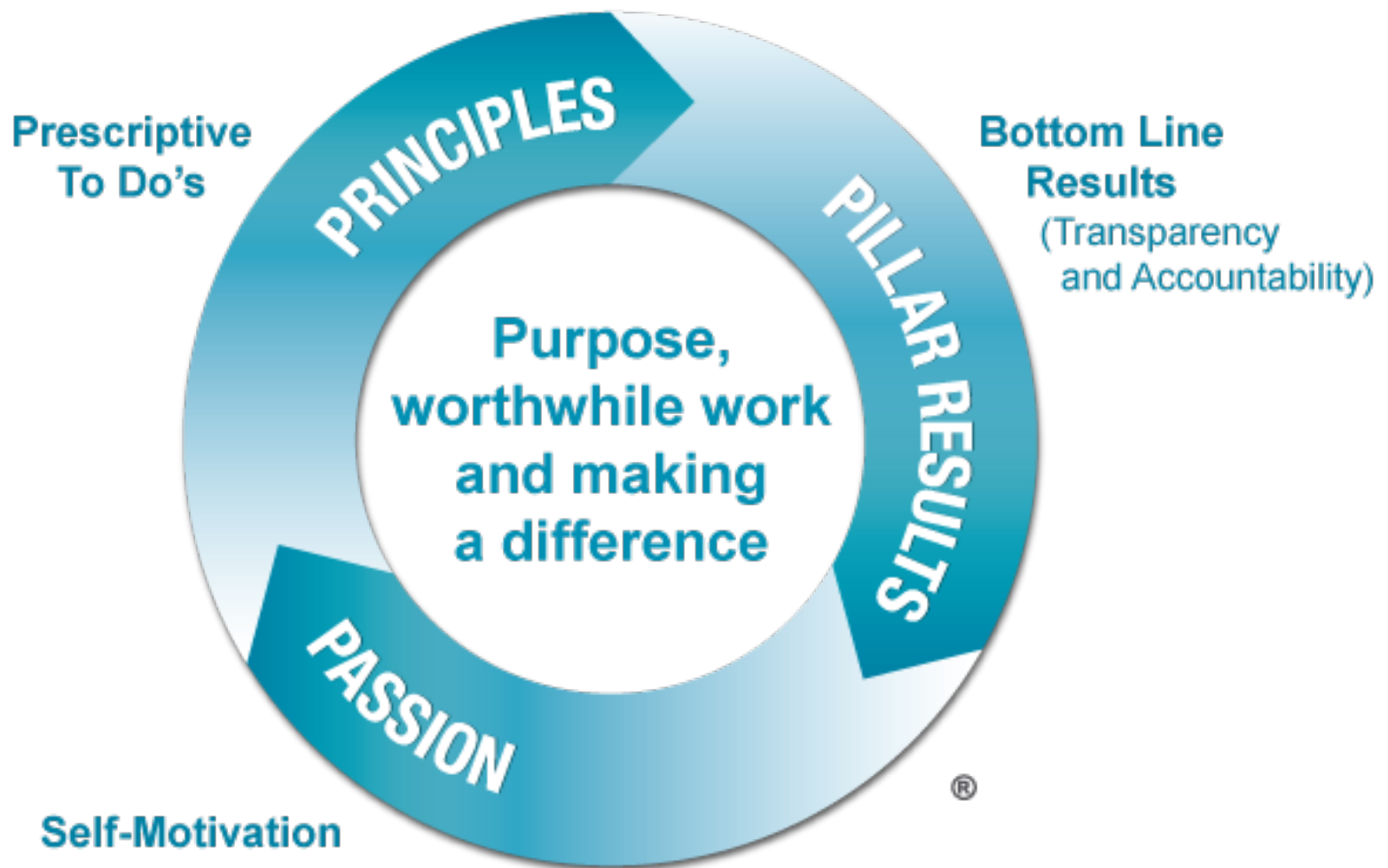
How

Vision  
Mission  
& Values

# Patient Story



# Healthcare Flywheel<sup>®</sup>



# Execution Framework

## Evidence-Based Leadership<sup>SM</sup>



### LEADER EVALUATION

Implement an organization-wide leadership evaluation system to hardwire objective accountability

### LEADER DEVELOPMENT

Create process to assist leaders in developing skills and leadership competencies necessary to attain desired results

### MUST HAVES®

Rounding, Thank You Notes, Employee Selection, Pre and Post Phone Calls, Key Words at Key Times

### PERFORMANCE GAP

Re-recruit high and middle performers, Move low performers up or out

### STANDARDIZATION

Agendas by pillar, peer interviewing, 30/90 day sessions, pillar goals

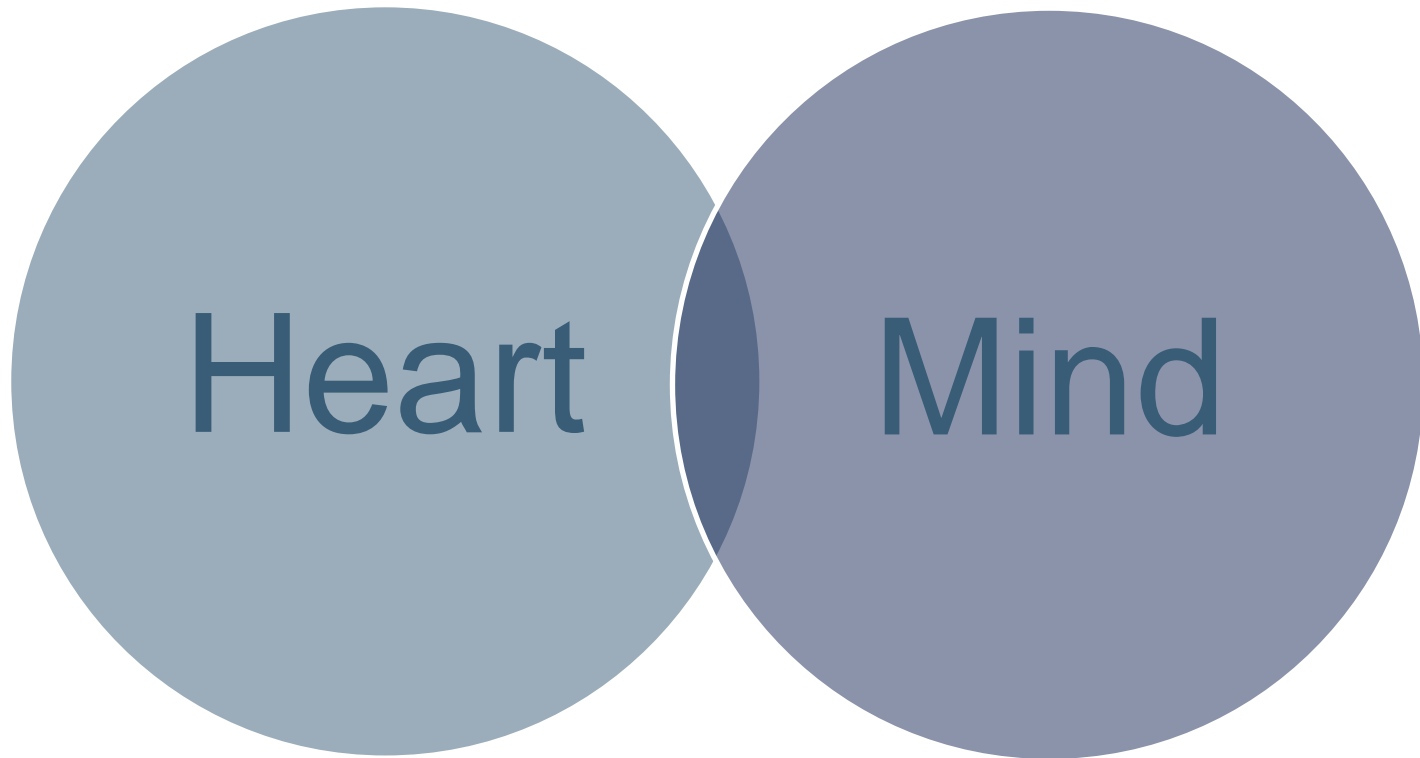
### LEAN / LEADS / CQI

### ACCELERATORS

Leader Evaluation Manager®  
Validation Matrix<sup>SM</sup>



# Connecting Heart and Mind



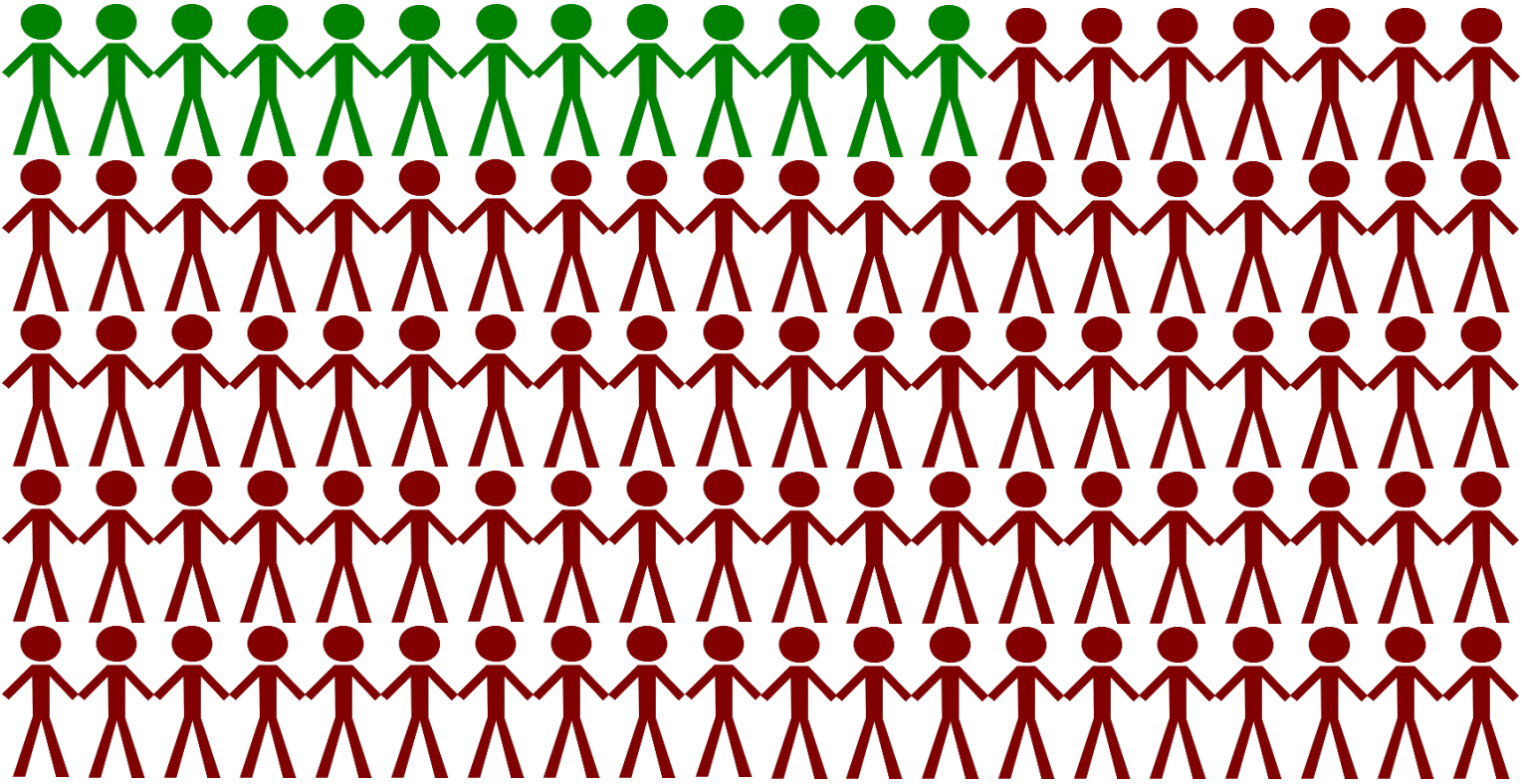


# What is Employee Engagement?

- Not the same as satisfaction, nor happiness
- Emotionally invested in and focused on creating value for the organization, every day
- Giving discretionary effort; even when no one is watching

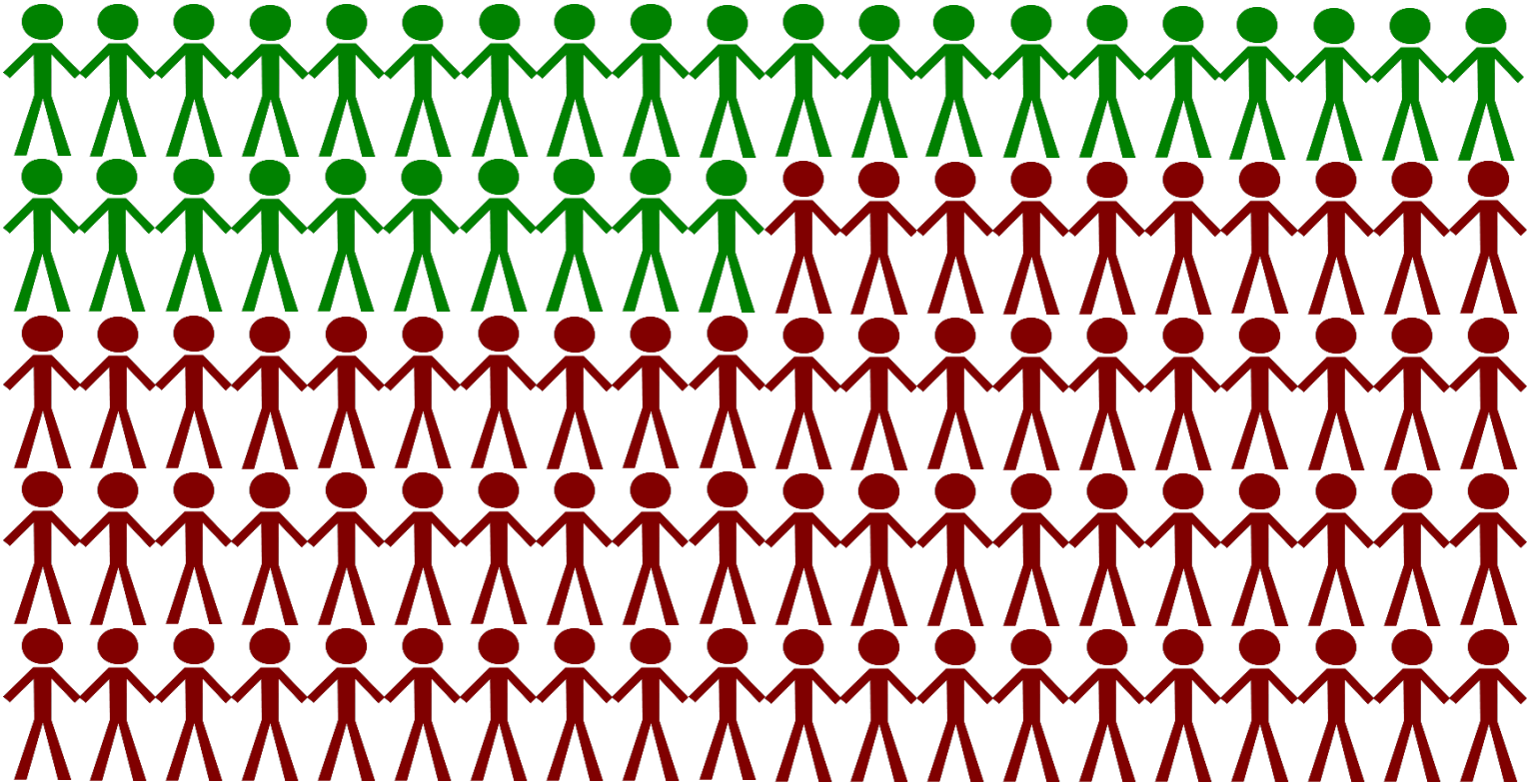
**How Engaged are We?**

# Worldwide, only 13% of workers are engaged



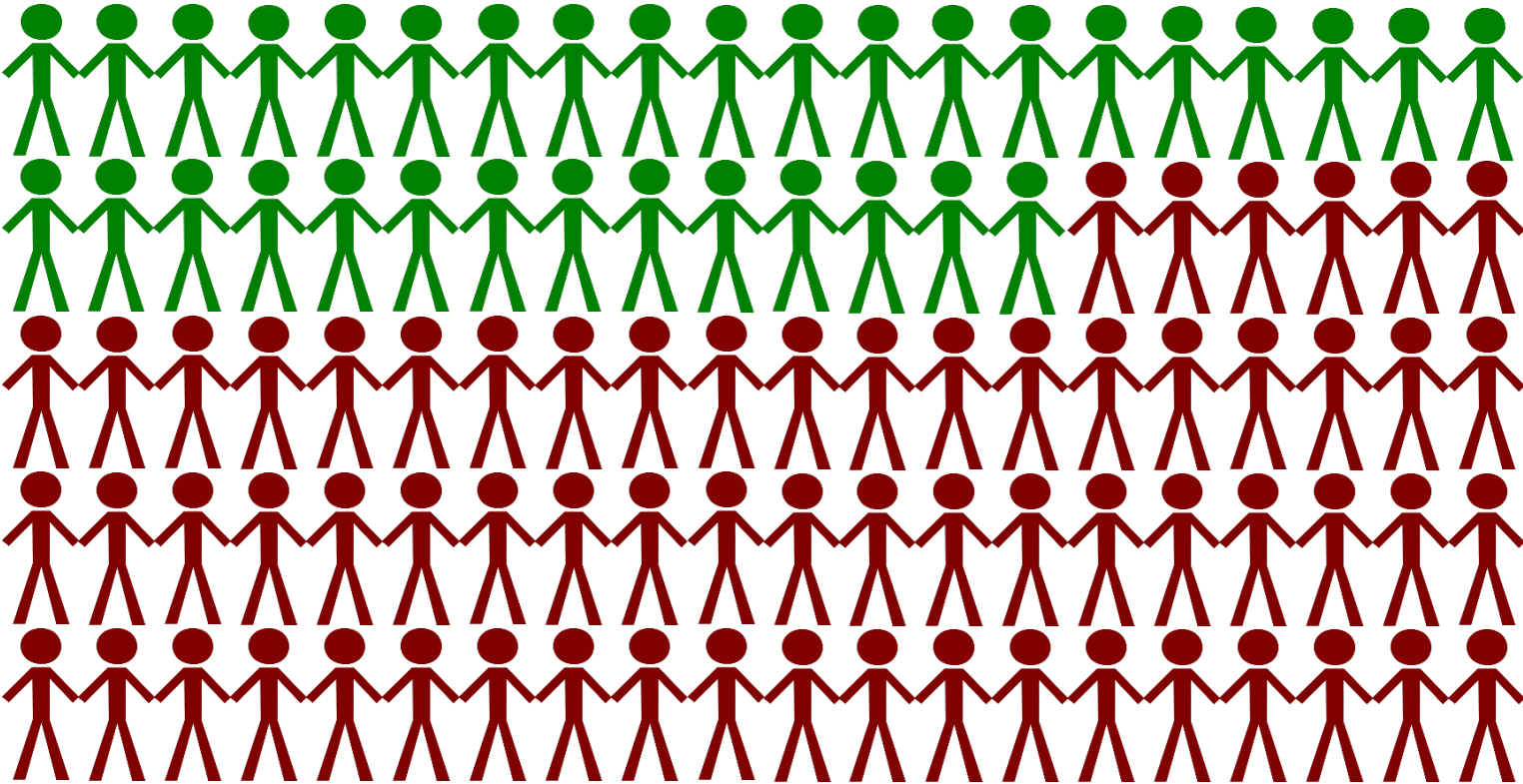
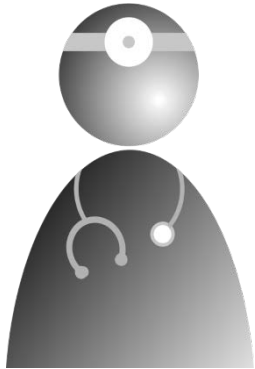
Source: Gallup's "State of the Global Workplace Report, 2013"

# Only 28% of Americans & Canadians are engaged in their jobs



Source: Gallup's "State of the Global Workplace Report, 2013"

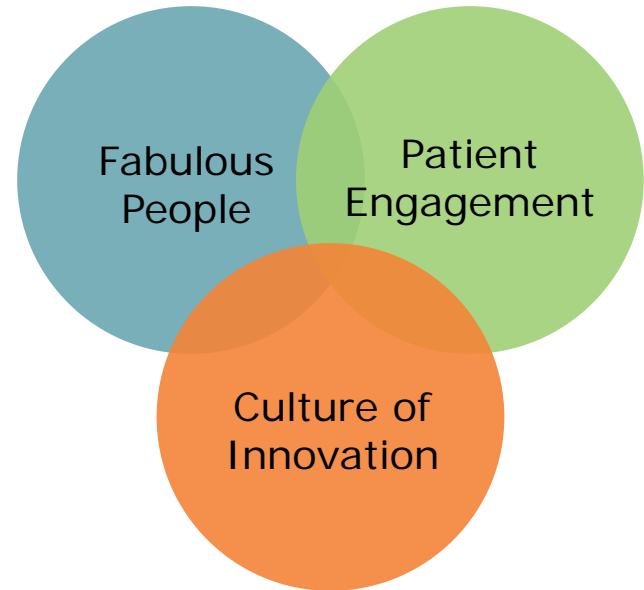
# Only 34% of physicians are engaged in their work

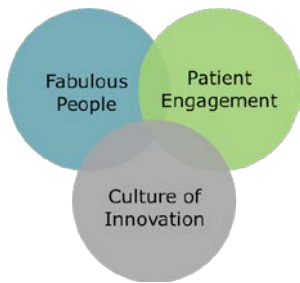


Source: Gallup's "State of the American Workplace Report, 2013"

# 2013-16 Strategic Plan

**Outstanding care –  
every person, every day**





# Employees and Patients Want the Same Things

What We Have Heard – Both Want....

**To provide  
and receive  
quality care**

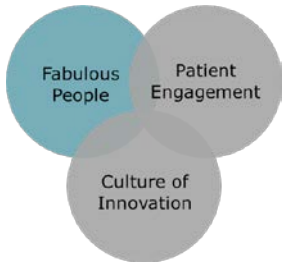
**Receive and  
give  
recognition**

**Be partners  
in the  
solution**

**Respectful  
conversations**

**To leverage  
diversity  
experience**



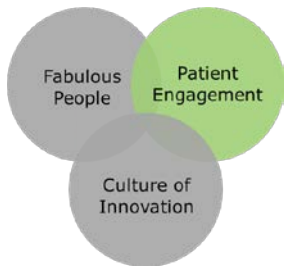


# Employee Engagement

***Engagement is:***

- **Employee/Workplace presence** – *I am where I'm supposed to be*
- **Workplace contribution** – *I am actively participating and contributing my knowledge and expertise*
- **Workplace structure** – *I am aligned to / believe in my organization's mission, vision, values, behaviours, and practices*

*Note: Definition from Studer Leadership Development Institute*

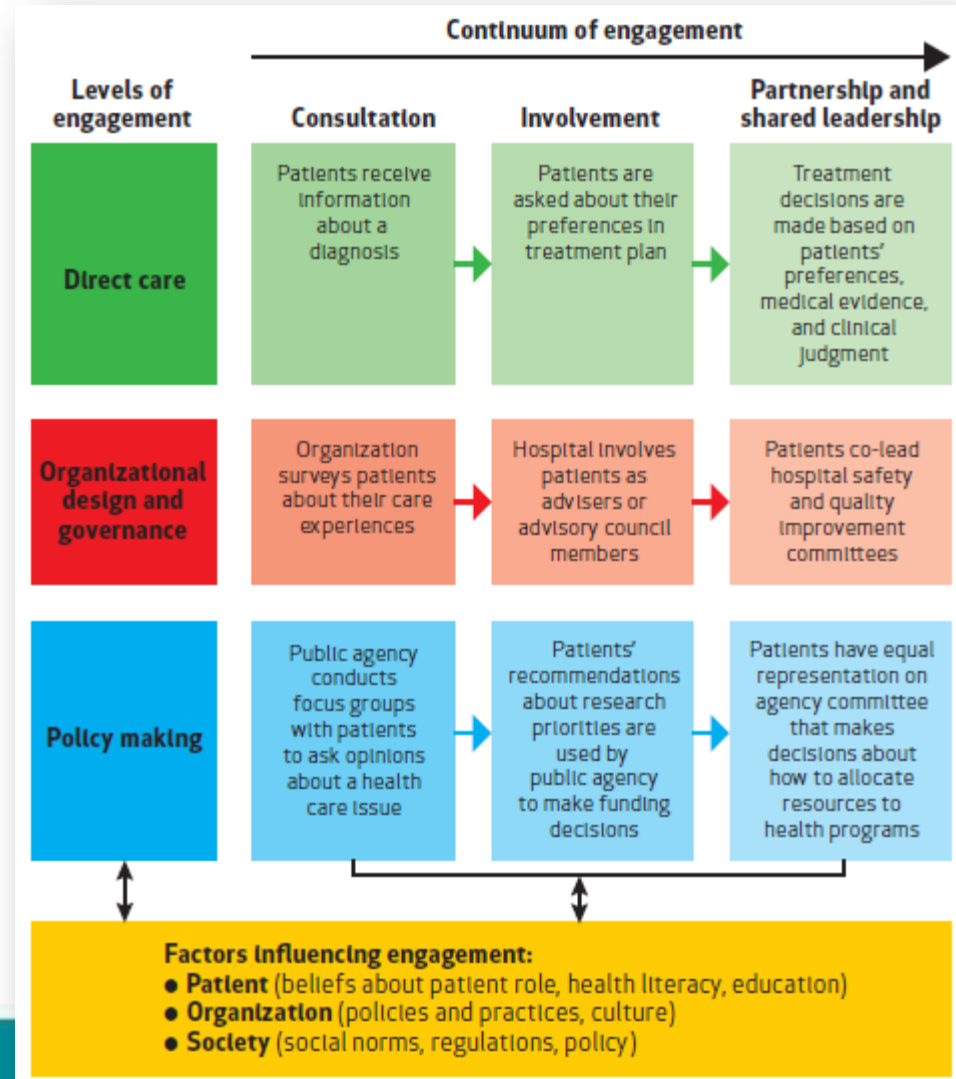


# Patient Engagement

## Multi-Dimensional Framework for Patient & Family Engagement

Utilized by Health Quality Ontario and Central West Local Health Integration Network

*Carman, K et al (2013)*



## The evidence suggests...

***“There is a clear interrelationship between employee satisfaction, the quality of care, and patient satisfaction”***

- Newman et al 2001



# Employee Engagement ...Our Starting Point

## Themes from 2013 Employee Engagement Survey

### Recognize Performance

- more formal recognition for work
- Improve performance management processes

### Provide Feedback

- more regular feedback from managers

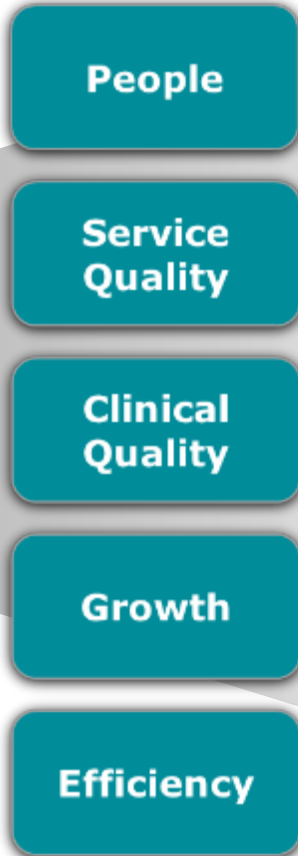
### Listen

- staff felt that they were not always being heard
- Want to help shape future plans

# Evidence-Based Leadership<sup>SM</sup> Tools & Tactics

## Alignment of Evaluation Metrics to Goals

### Five Pillars



Leader Evaluation Manager (LEM)

Operating Plan Reports

Balanced Scorecard

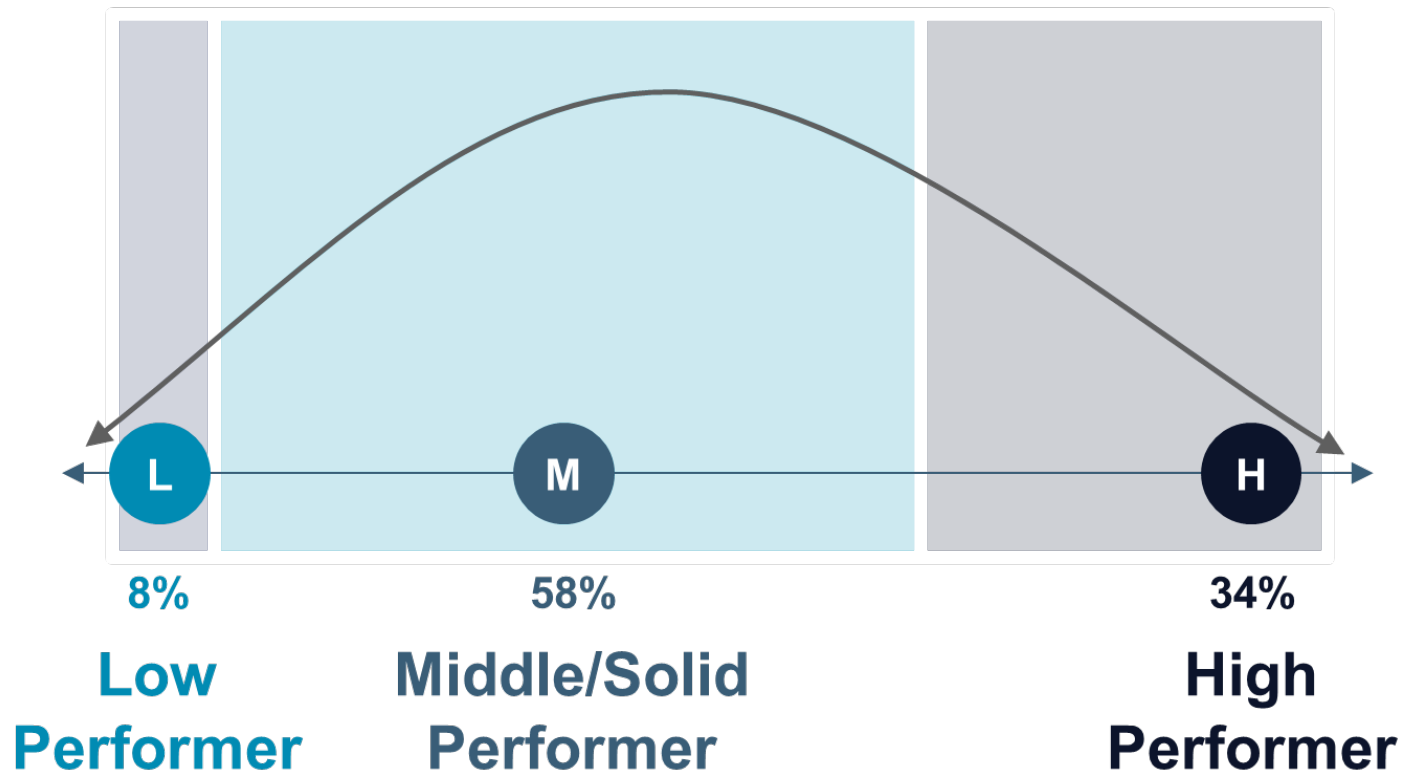


## Must Have Behaviours

- ▼ Leaders Rounding on Employees
- ▼ Thank You Notes
- ▼ Employee Selection
- ▼ Pre and Post Phone Calls
- ▼ Key Words at Key Times



## High-Low Discussion





# Our Results: 2013 vs 2015



Overall recognition	+9.7%
Recognition for excellent performance	+13.9%
Overall Trust	+7.0%
Employee trust in organization	+8.3%
Leaders trust employees	+5.9%
Performance management of low performers	+6.0%

# Patient Engagement ...Our Starting Point

## Themes from Patient Satisfaction Surveys

### Quality of Care

- Professional standards of practice
- Falls prevention

### Relationships & Trust

- Ease of contacting care coordinators
- Collaborative care planning

### Communication

- Providing understandable instructions, care information and listening to patients

# Tools & Strategies to Move the Meter

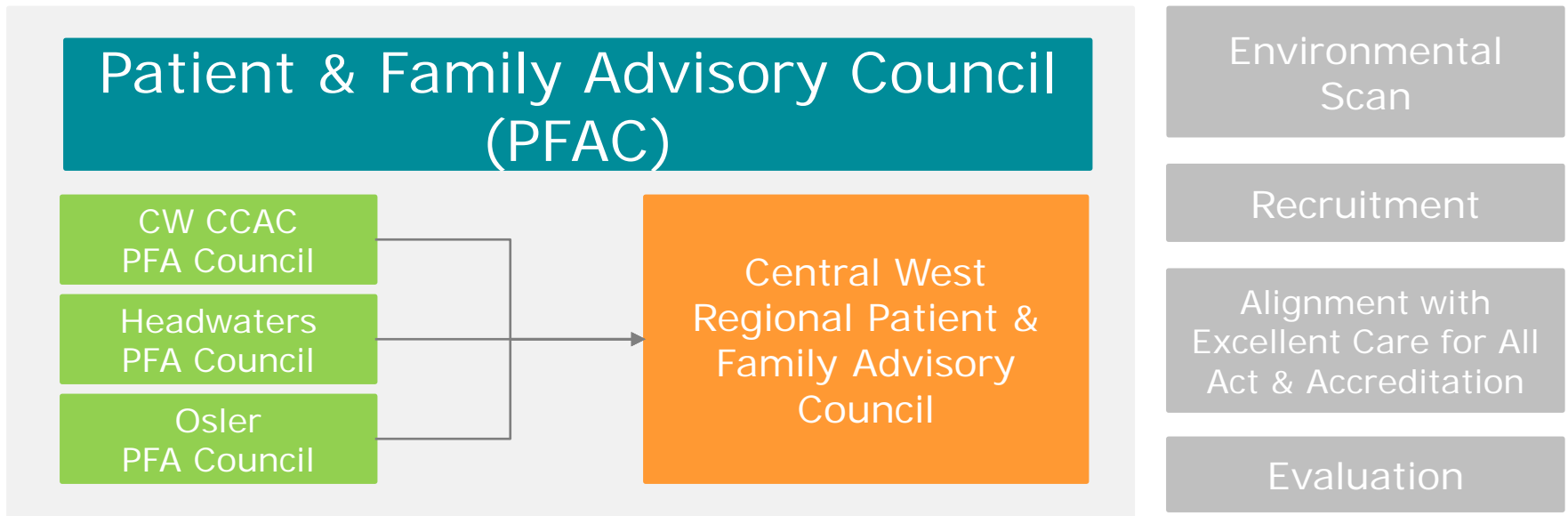
## Service Quality Call Centre



- Post-discharge phone survey of short-stay patients
- “Would you recommend” data and qualitative feedback
- Near-real time reporting
- Cross continuum data

# Tools & Strategies to Move the Meter

## Patient & Family Advisory Council



*Experience based co-design principles*

# Tools & Strategies to Move the Meter

## Focused Education

**Crucial Conversations**

**Experience-based Co-design Workshops<sup>®</sup>**

**AIDET**

**Video Vignettes**

**eLearning modules** (health equity, workplace safety)

# Our Results: 2014 vs 2015

**Client centred care**

**+2.9%**

**Felt involved in developing care plan** +4.7%

**Overall safety**

**+4.6%**

**Use of preferred language**

**+4.6%**



# Achieving System Change through Engagement

Lowest **ALC Rate**

Lowest Avg Case Cost

Lowest Level **Unplanned ED Visits** within 30 days of Discharge

Reduced **unnecessary hospital admissions** by\*

Reduced **Re-admissions** by\*

Shorten **Acute LOS** by\*

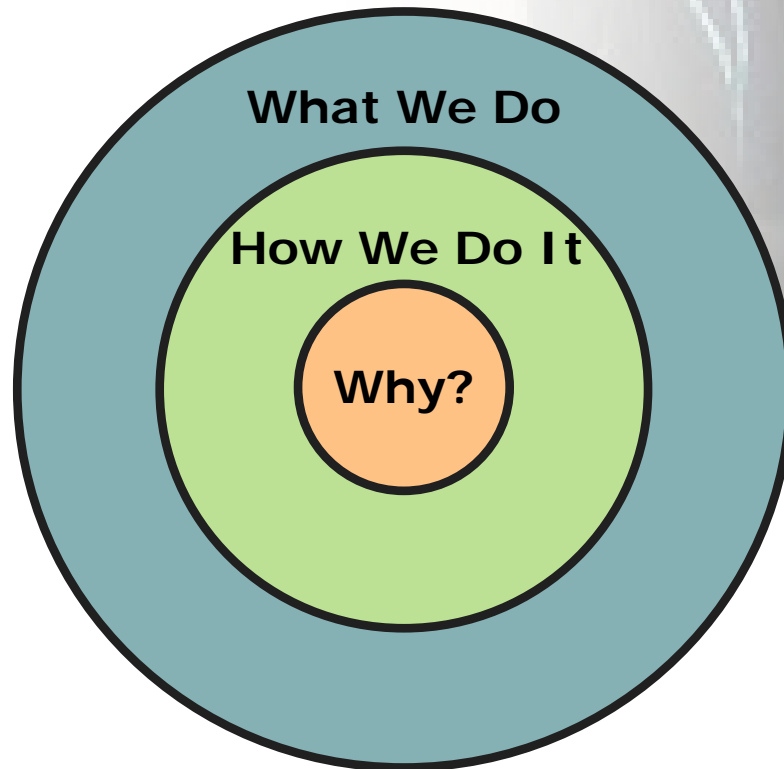
	CW CCAC	PROV AVG
Lowest <b>ALC Rate</b>	<b>5.5%</b>	<b>14.0%</b>
Lowest Avg Case Cost	<b>\$2,895</b>	<b>\$3,538</b>
Lowest Level <b>Unplanned ED Visits</b> within 30 days of Discharge	<b>3.7%</b>	<b>7.0%</b>
Reduced <b>unnecessary hospital admissions</b> by*	<b>36%</b>	-
Reduced <b>Re-admissions</b> by*	<b>13%</b>	-
Shorten <b>Acute LOS</b> by*	<b>33%</b>	-

\*Note: For patients with cellulitis and UTI, through Hospital to Home, an integrated funding model pilot





**WHAT**  
and  
**HOW**  
don't  
matter  
without  
**WHY**





*“Never Underestimate the  
Difference You Can Make.”*

— Quint Studer

# Questions?

