



Hôpital St-Boniface Hospital

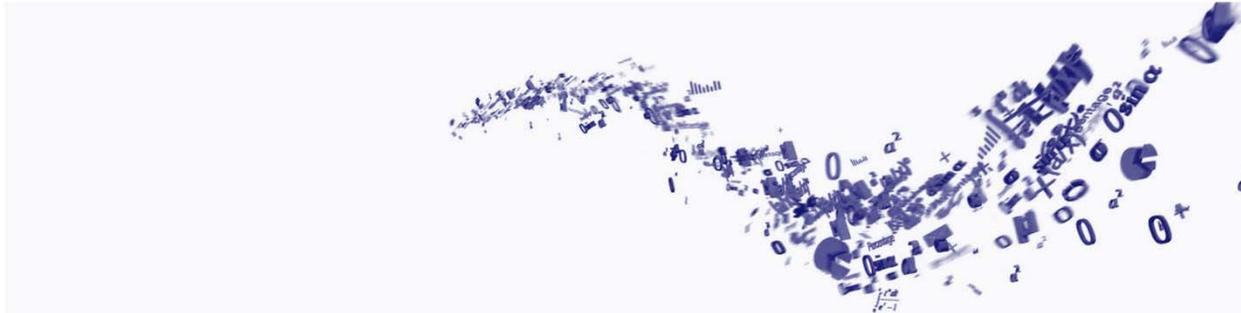


2018 Employee Engagement Survey Results

saintboniface.ca

Today's Discussion

- ✓ Survey Background
- ✓ Engagement Across SBH
- ✓ The SBH Work Experience – Current State
- ✓ The SBH Work Experience – Future State
- ✓ Taking Action on the Survey



Survey Background

Survey Background

Survey conducted:	Oct. 17 to Nov. 7, 2018
Employees invited:	3126
Responded:	1292
Response Rate:	41%
Survey Languages:	English and French
Reporting Threshold:	10



Engagement Across SBH

Employee Engagement Profiles



Employee is unhappy and willing to share their unhappiness with others. Minimal participation; dissatisfaction and lack of discretionary effort are apparent. Can be disruptive.



Employee is going through the motions. Generally satisfied, but not motivated to act in ways that positively impact business results.



Employee is consistently contributing, intending to stay with organization, striving to effectively meet their goals.

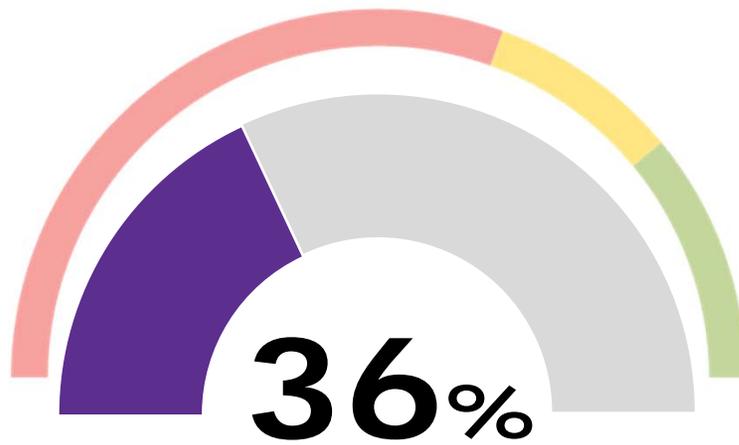


Employee is bringing their head and heart to work. Highly participative in day-to-day activities, contribute ideas, positive patient, customer and colleague interactions.

14

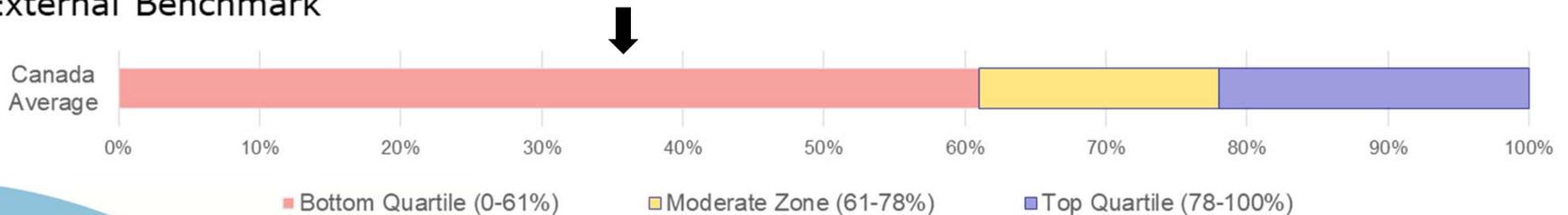
Engagement Score

Overall Engagement Score

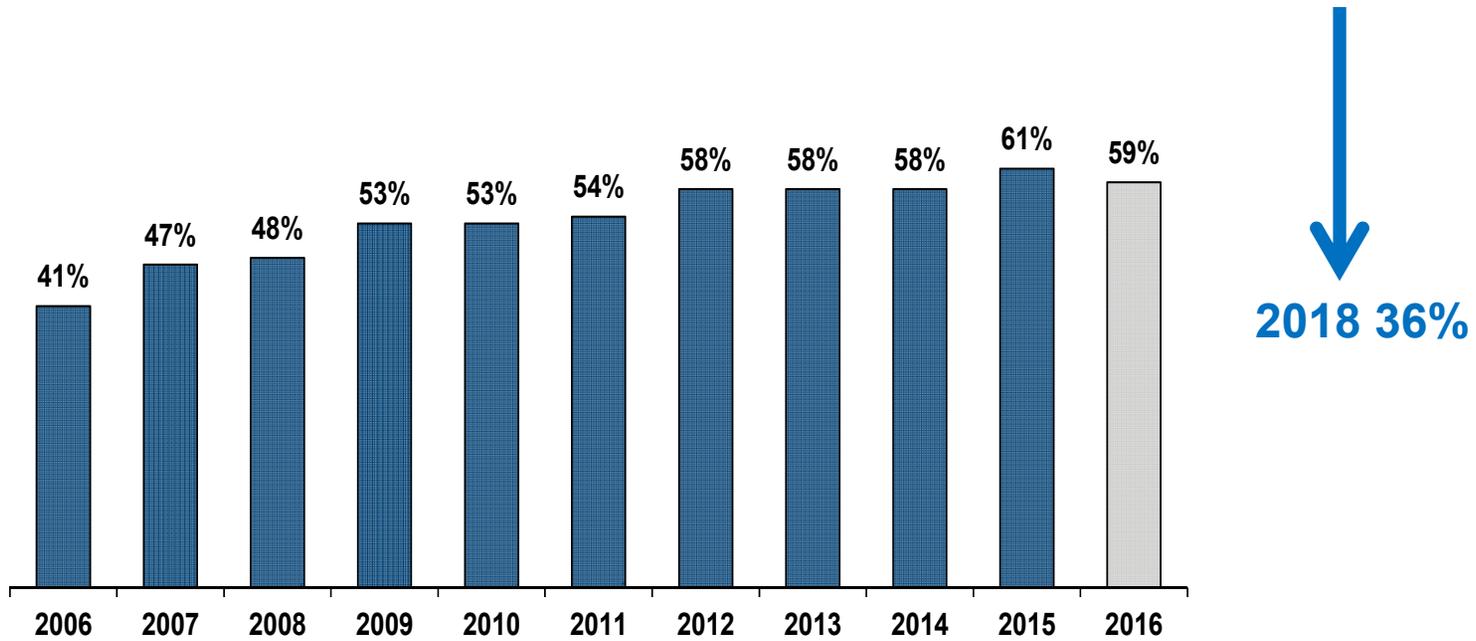


↓ 23 points	59%
Prior Year	
↓ 28 points	64%
Health Care Canada	
↓ 14 points	50%
Winnipeg Regional Health Authority - Overall	
Differences may appear one percentage point higher or lower than expected due to rounding.	

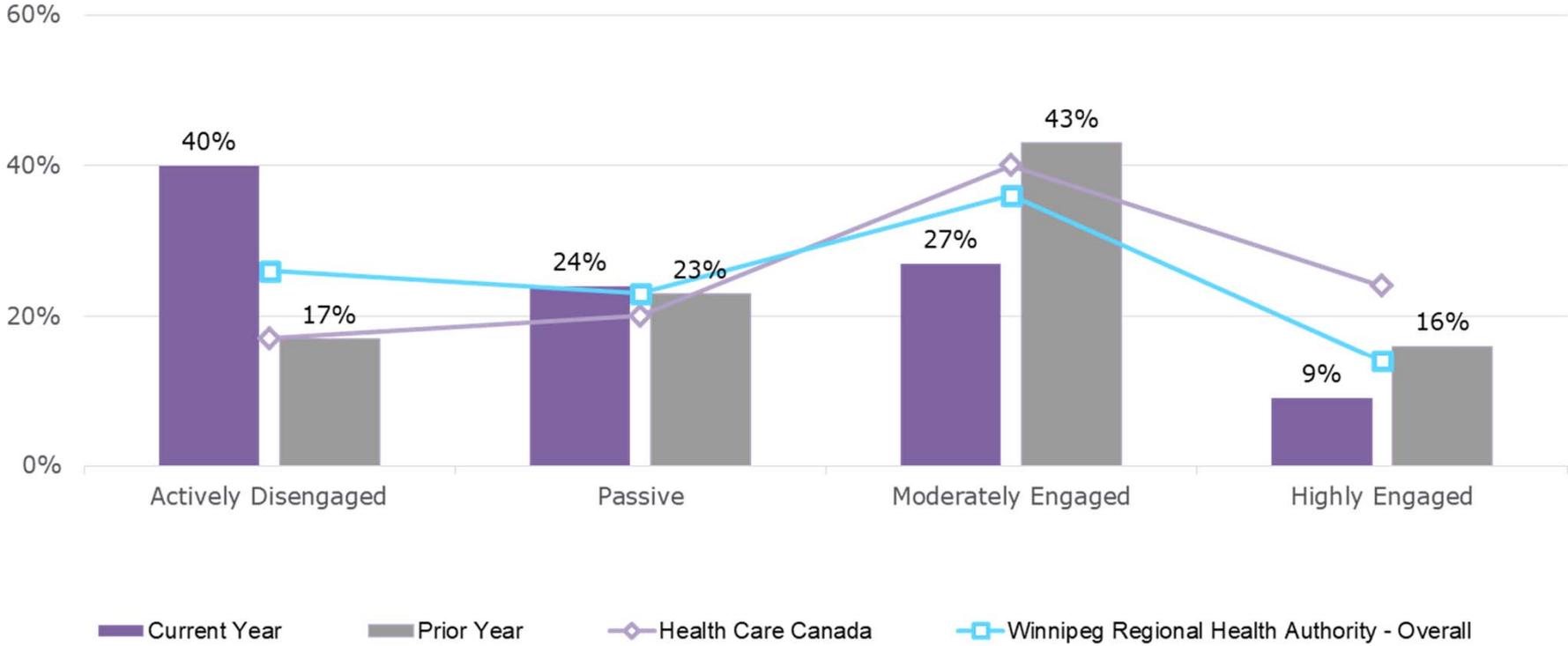
External Benchmark



Engagement Score Progress



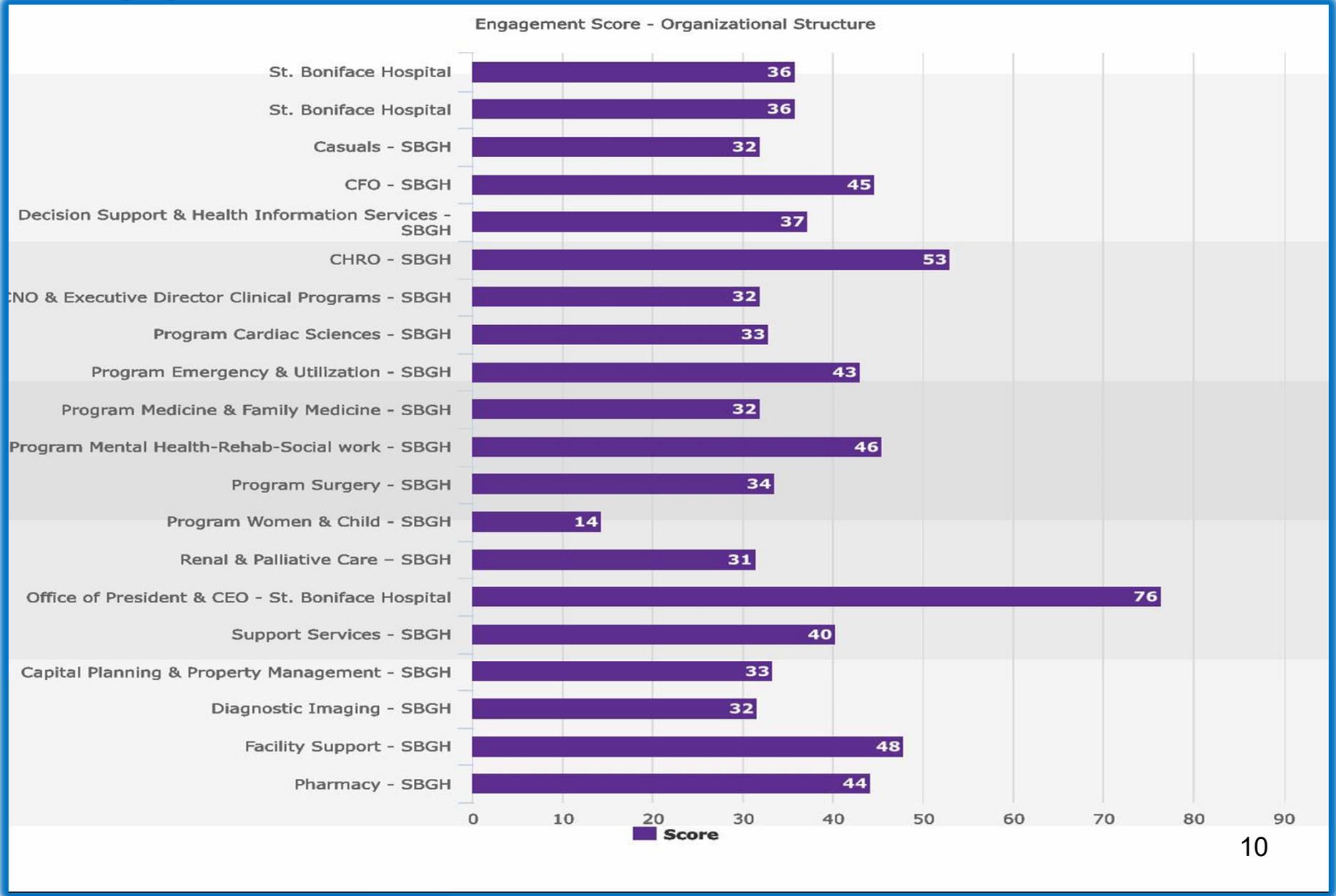
Engagement Distribution



Health Care Canada	+23	+4	-13	-15
Winnipeg Regional Health Authority - Overall	+14	+1	-9	-5



Engagement Scores across SBH

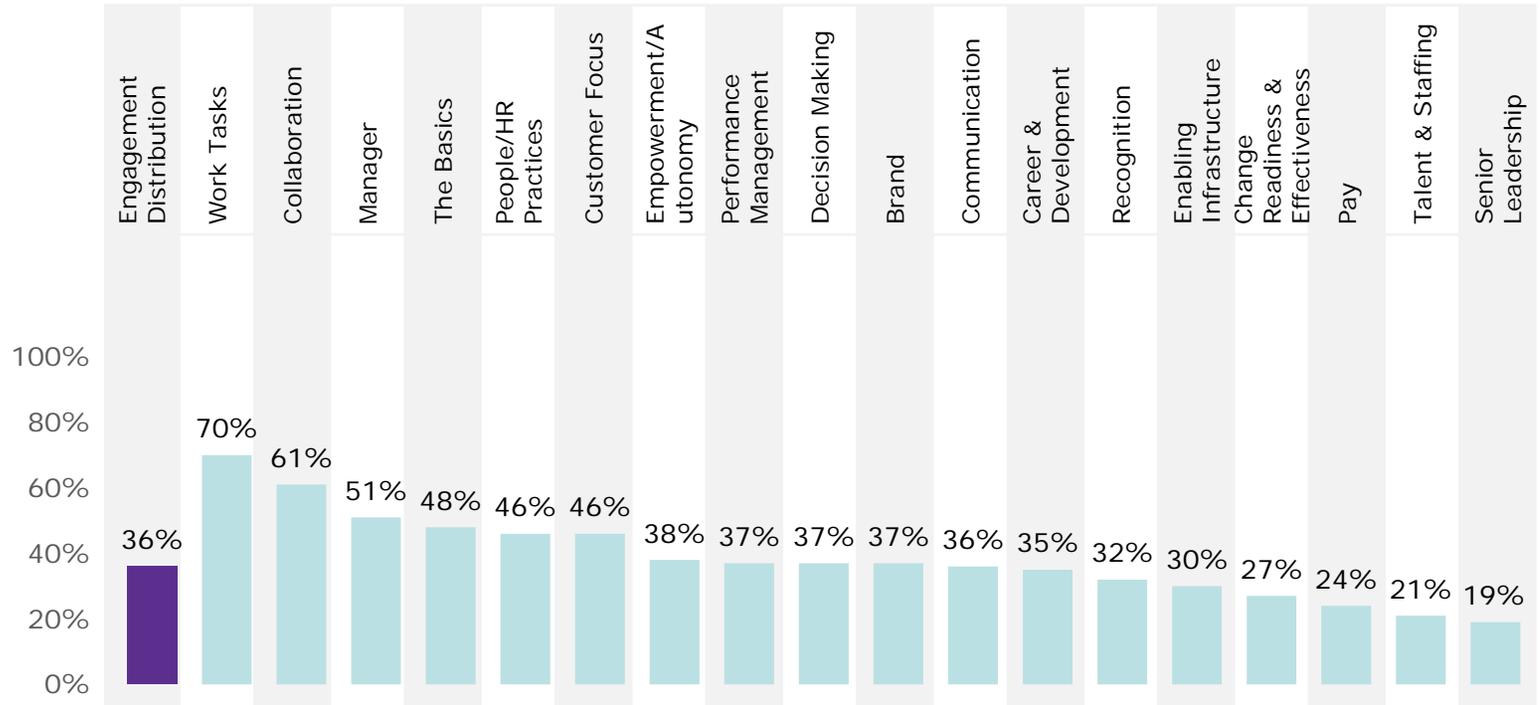




The SBH Work Experience - Current State

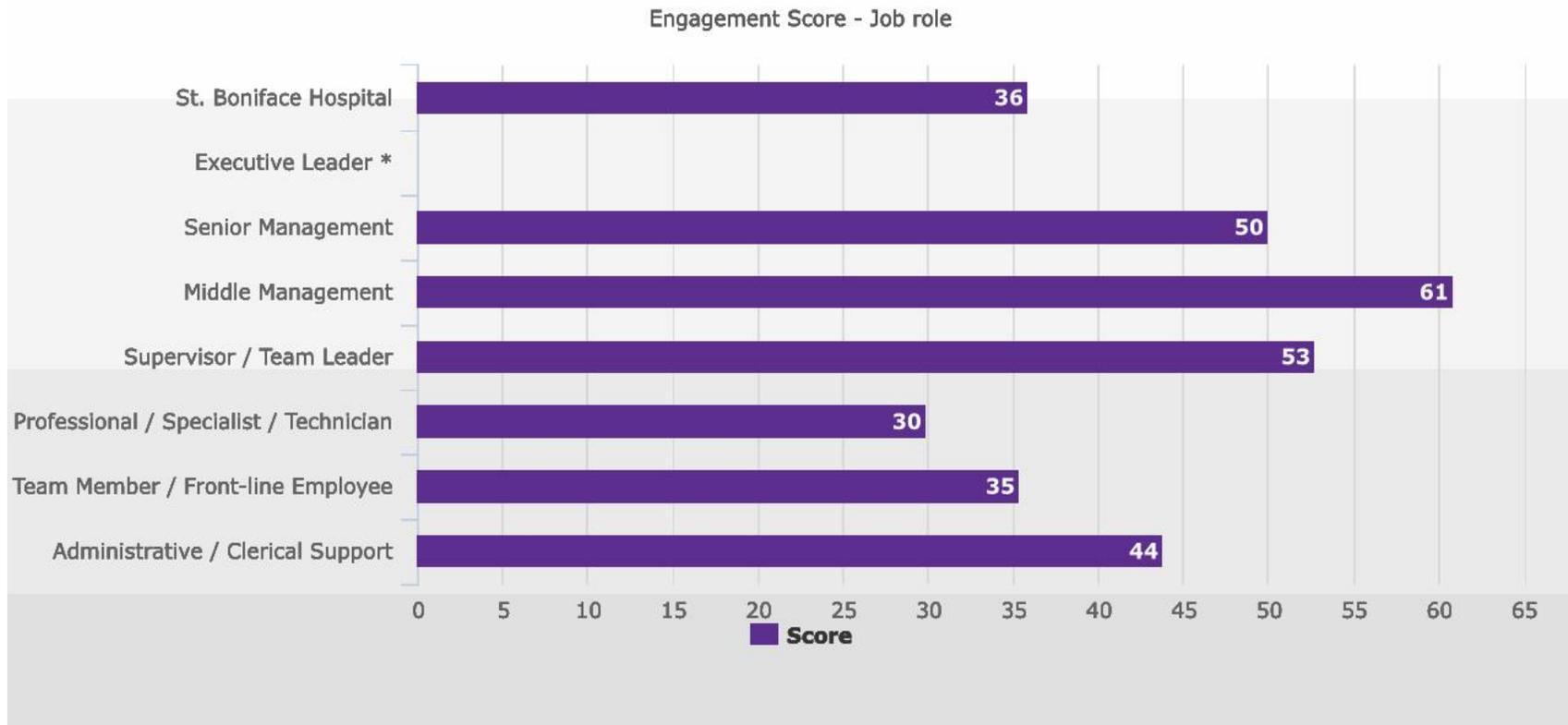
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Engagement Dimension Scores (% Favourable)

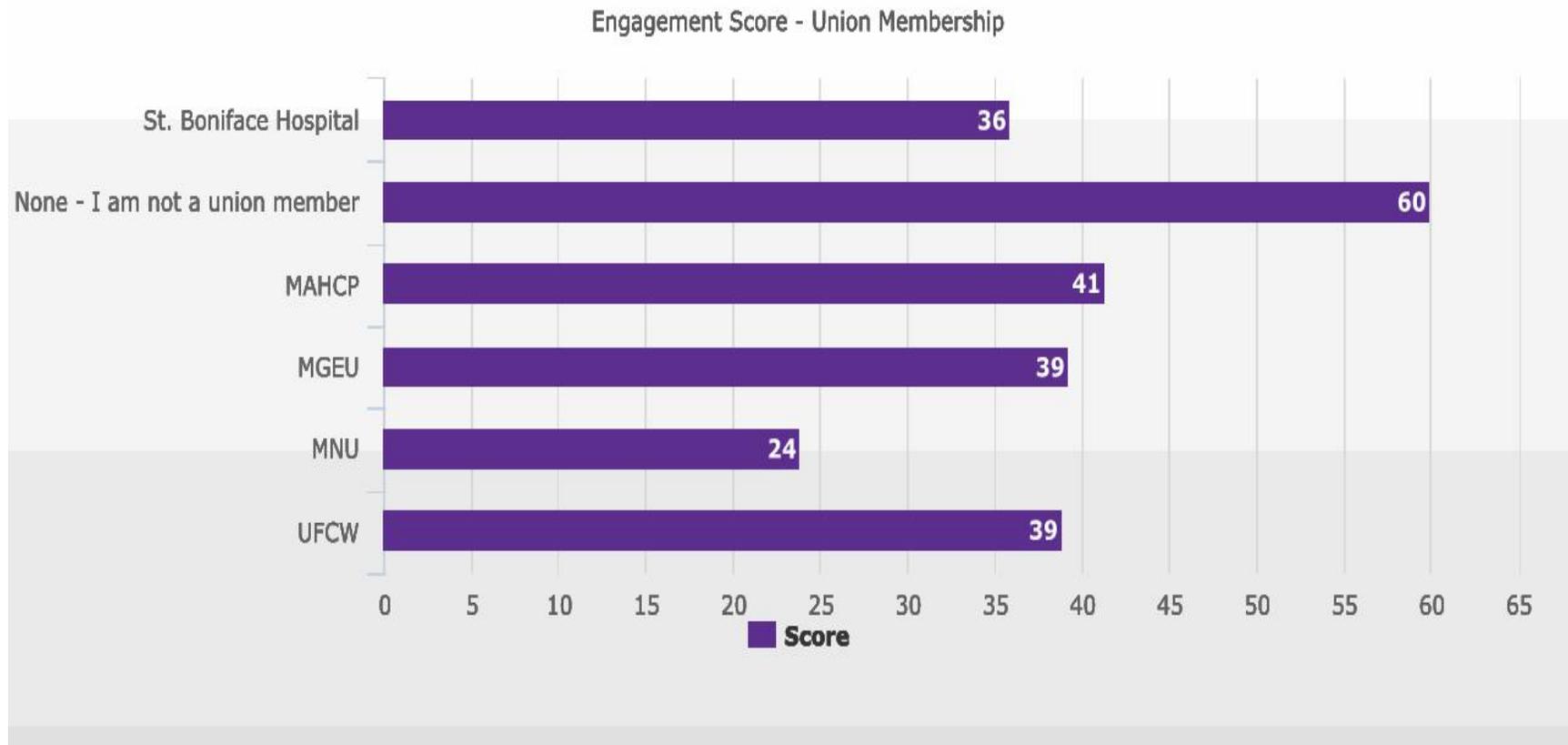


Distance From	Engagement Distribution	Work Tasks	Collaboration	Manager	The Basics	People/HR Practices	Customer Focus	Empowerment/Autonomy	Performance Management	Decision Making	Brand	Communication	Career & Development	Recognition	Enabling Infrastructure	Change Readiness & Effectiveness	Pay	Talent & Staffing	Senior Leadership
Prior Year	-23	-9	-6	-2	-10	-14	--	-9	-8	--	-19	--	-11	-8	-18	--	-14	-20	-23
Health Care Canada	-28	-11	-14	-18	-22	-30	-35	-24	-24	--	-32	--	-22	-24	-30	--	-25	-36	-45
Winnipeg Regional Health Authority - Overall	-14	-5	-3	-9	-10	-9	-10	-9	-12	-11	-14	-14	-9	-9	-12	-13	-8	-14	-16

Engagement by Job Role



Engagement Score – Union or non-union





The SBH Work Experience - Future State

Top 10 Items – Strengths to Maintain and Celebrate

Dimension	Item	% Positive Perception	% Positive Hesitance	% Negative Hesitance	% Negative Perception	Prior Year	Health Care Canada	Winnipeg Regional Health Authority
Work Tasks	My job is a good fit for my abilities and experience.	76	14	4	6	-7	-4	-2
Collaboration	My colleagues share best practice and job knowledge with each other.	71	18	4	7	-1	-6	+1
Collaboration	My coworkers respect my thoughts and feelings.	70	16	6	8	-2	-13	-1
Collaboration	My coworkers collaborate effectively to achieve our goals.	66	18	7	9	-5	-12	-1
Work Tasks	I get a sense of accomplishment from my work.	63	20	7	9	-11	-17	-7
Change Readiness & Effectiveness	I understand the need for our organization to change in order to be successful in the future.	62	21	6	11	--	--	-7
People/HR Practices	I feel this organization values diversity (e.g., age, gender, ethnicity, language, education qualifications, ideas, and perspectives).	61	24	6	9	-4	-18	-5
Manager	My manager supports my health and well-being where appropriate.	58	17	7	18	-5	--	-7
People/HR Practices	We have a work environment that is accepting of diverse backgrounds and ways of thinking.	57	25	8	11	-18	-25	-5
Customer Focus	I am encouraged to suggest improvements to better serve external customers.	56	22	8	14	--	--	-4

Bottom 10 Items – Areas of focus to improve engagement

Dimension	Item	Legend				Prior Year	Health Care Canada	Winnipeg Regional Health Authority
		% Positive Perception	% Positive Hesitance	% Negative Hesitance	% Negative Perception			
Pay	My performance has a significant impact on my pay.	11	12	14	63	--	-29	-10
Change Readiness & Effectiveness	As a result of the changes made, our organization is a better organization than it was 12 months ago.	11	16	12	61	--	--	-16
Senior Leadership	Senior leaders make me excited about the future of this organization.	15	19	16	50	-29	-46	-16
Change Readiness & Effectiveness	Our organization demonstrates that it cares about employees during times of change.	16	15	13	56	--	--	-15
Senior Leadership	Senior leaders have clearly explained how we will deliver on our strategy.	17	19	17	46	--	--	-16
Change Readiness & Effectiveness	I am excited about the change my organization is undergoing.	17	21	16	46	--	--	-16
Senior Leadership	Senior leaders act on employee feedback.	17	22	14	47	-18	-46	-16
Senior Leadership	I see strong evidence of effective leadership from senior leaders (top executives).	18	20	15	46	-25	-47	-17
Senior Leadership	Senior leaders provide clear direction for the future.	18	19	17	45	-30	-46	-15
Talent & Staffing	We have sufficient staffing levels to get our work done.	19	14	11	56	-25	-40	-13

Comment Analysis

- Q: What one suggestion could you offer to make this organization a better place to work?
 - 65% or 903 employees commented
 - More staff/stop mandating
 - Improve security
 - Listen to front line staff
 - Do away with rotating shift work/put back old rotation
 - Amount of change too much, too fast

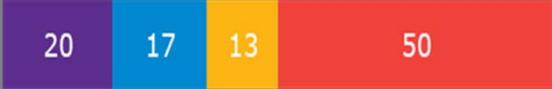


Taking Action on the Survey

Taking Action on the Survey Results



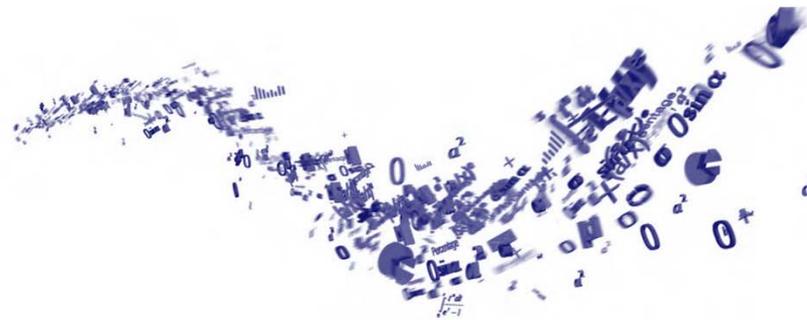
Other

Item	<ul style="list-style-type: none"> ■ % Positive Perception ■ % Positive Hesitance ■ % Negative Hesitance ■ % Negative Perception 	Prior Year	Health Care Canada	Winnipeg Regional Health Authority - Overall
I am confident that appropriate action will be taken as a result of this survey.		-13	-41	-18



Next Steps

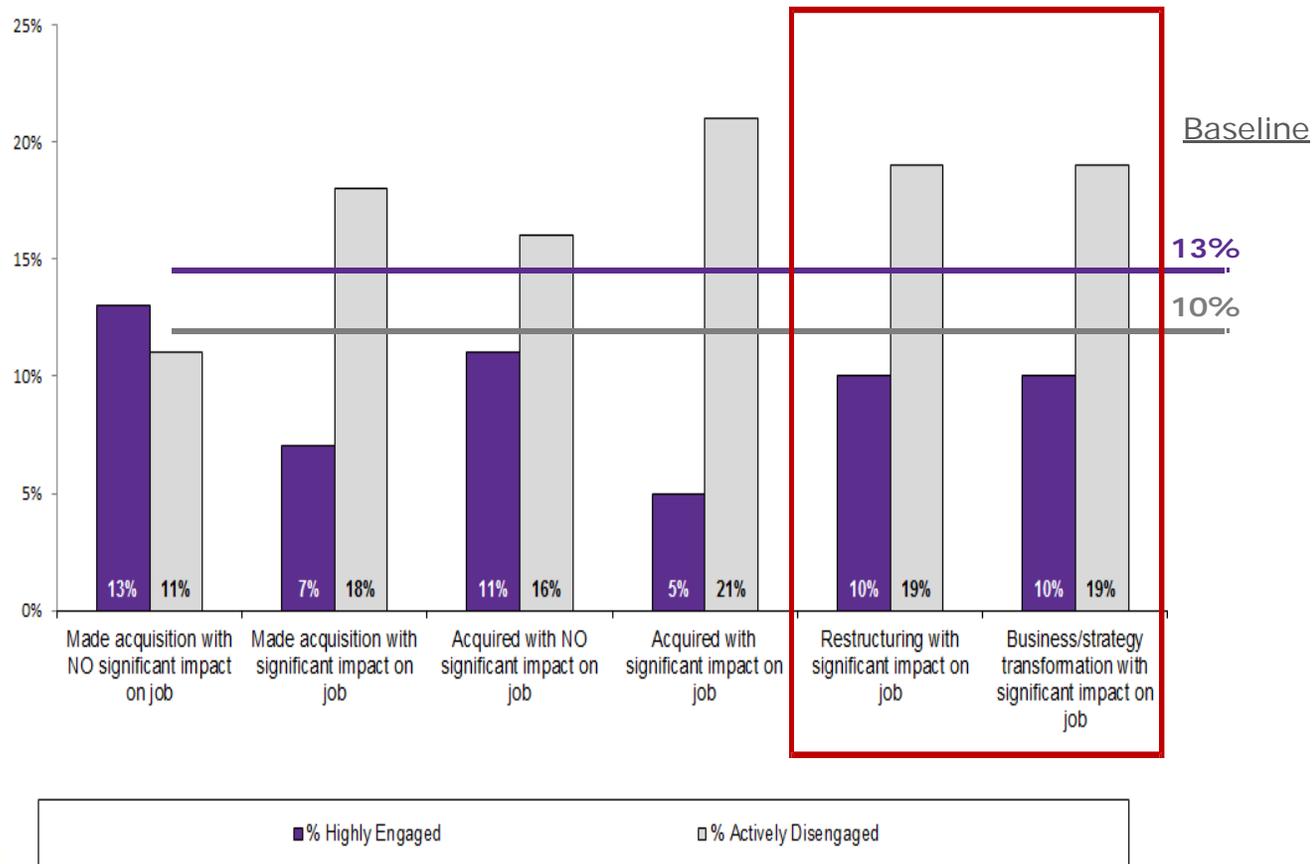
- ✓ **Communicate Survey Results to employees**
- High level communication to employees on Hospital Results
 - Memo to staff on March 26th:
 - Development of strategic plan
 - Employee wellness strategy
 - Hospital wide communication strategy
 - Director meetings with managers to discuss results and develop action items (by May 1st)
 - Managers meetings/messaging to employees to discuss results and action items



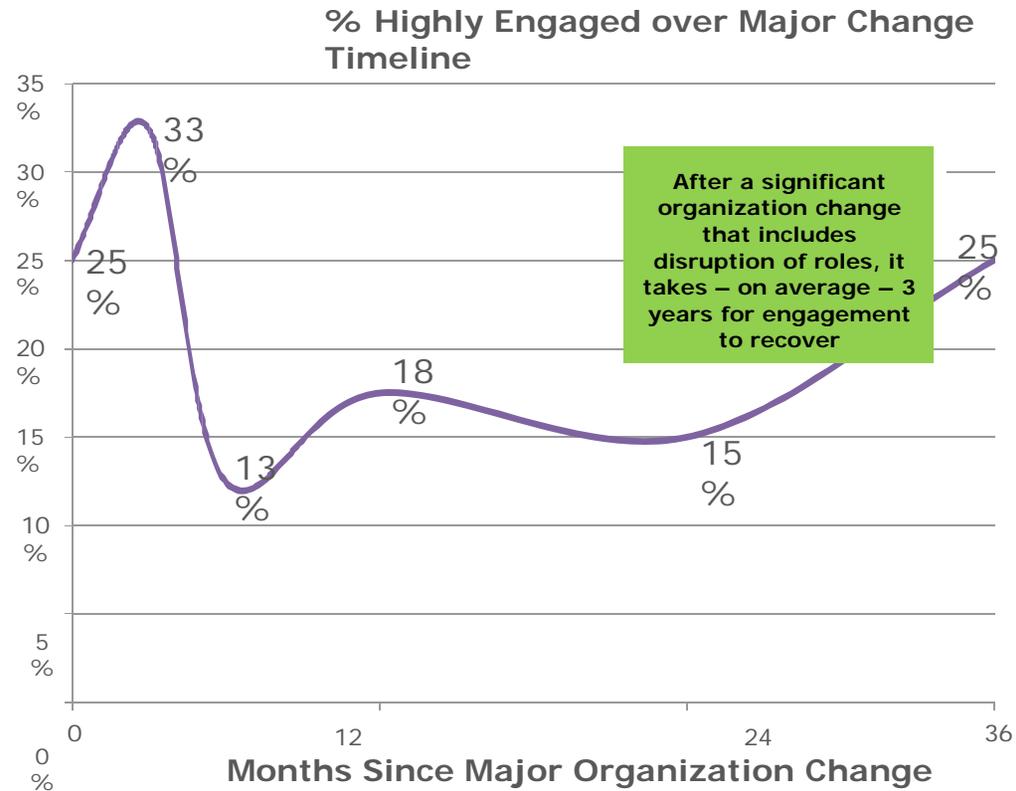
Appendix I

- Additional Results

With most major strategic transformations, M&As or restructuring events, there is a significant negative impact on employee engagement



The Engagement Dip Resembles the Change Curve Across the Org Change Lifecycle



Engagement Details

Engagement Distribution | 36%

Item	<ul style="list-style-type: none"> ■ % Positive Perception ■ % Positive Hesitance ■ % Negative Hesitance ■ % Negative Perception 	Prior Year	Health Care Canada	Winnipeg Regional Health Authority - Overall
I would not hesitate to recommend this organization to a friend seeking employment.	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 46%; background-color: purple; text-align: center; color: white;">46</div> <div style="width: 21%; background-color: blue; text-align: center; color: white;">21</div> <div style="width: 12%; background-color: yellow; text-align: center; color: black;">12</div> <div style="width: 21%; background-color: red; text-align: center; color: white;">21</div> </div>	-24	-24	-12
It would take a lot to get me to leave this organization.	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 42%; background-color: purple; text-align: center; color: white;">42</div> <div style="width: 20%; background-color: blue; text-align: center; color: white;">20</div> <div style="width: 12%; background-color: yellow; text-align: center; color: black;">12</div> <div style="width: 25%; background-color: red; text-align: center; color: white;">25</div> </div>	-20	-19	-12
This organization inspires me to do my best work every day.	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 36%; background-color: purple; text-align: center; color: white;">36</div> <div style="width: 25%; background-color: blue; text-align: center; color: white;">25</div> <div style="width: 15%; background-color: yellow; text-align: center; color: black;">15</div> <div style="width: 24%; background-color: red; text-align: center; color: white;">24</div> </div>	-20	-30	-16
I rarely think about leaving this organization to work somewhere else.	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 35%; background-color: purple; text-align: center; color: white;">35</div> <div style="width: 15%; background-color: blue; text-align: center; color: white;">15</div> <div style="width: 16%; background-color: yellow; text-align: center; color: black;">16</div> <div style="width: 34%; background-color: red; text-align: center; color: white;">34</div> </div>	-16	-19	-10
Given the opportunity, I tell others great things about working here.	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 35%; background-color: purple; text-align: center; color: white;">35</div> <div style="width: 26%; background-color: blue; text-align: center; color: white;">26</div> <div style="width: 15%; background-color: yellow; text-align: center; color: black;">15</div> <div style="width: 24%; background-color: red; text-align: center; color: white;">24</div> </div>	-25	-31	-16
This organization motivates me to contribute more than is normally required to complete my work.	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 30%; background-color: purple; text-align: center; color: white;">30</div> <div style="width: 23%; background-color: blue; text-align: center; color: white;">23</div> <div style="width: 17%; background-color: yellow; text-align: center; color: black;">17</div> <div style="width: 31%; background-color: red; text-align: center; color: white;">31</div> </div>	-19	-31	-17



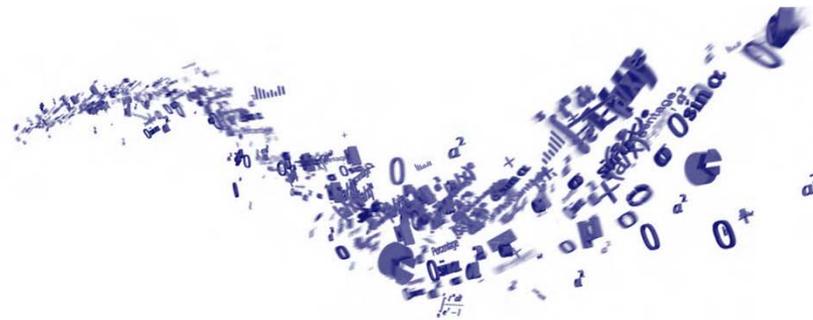
Dimension Priorities (page 1 of 2)

Rank	Dimension	Item	% Favorable	Canada Average
1	Change Readiness & Effectiveness	As a result of the changes made, our organization is a better organization than it was 12 months ago.	 11%	
3	Change Readiness & Effectiveness	Our organization demonstrates that it cares about employees during times of change.	 16%	
4	Change Readiness & Effectiveness	I am excited about the change my organization is undergoing.	 17%	
14	Change Readiness & Effectiveness	This pace of change and growth in the organization is comfortable for me.	 21%	
2	Senior Leadership	Senior leaders make me excited about the future of this organization.	 15%	-53 
5	Senior Leadership	Senior leaders have clearly explained how we will deliver on our strategy.	 17%	-49 
6	Senior Leadership	I see strong evidence of effective leadership from senior leaders (top executives).	 18%	-52 
7	Senior Leadership	Senior leaders provide clear direction for the future.	 18%	-50 
8	Senior Leadership	Senior leaders are taking necessary actions now to position the company for long term success.	 20%	-56 
9	Senior Leadership	Senior leaders act on employee feedback.	 17%	-45 
10	Senior Leadership	Senior leaders are appropriately visible and accessible to employees.	 20%	-47 
13	Senior Leadership	Senior leaders are open and transparent in communication.	 21%	-46 

Dimension Priorities (page 2 of 2)

Rank	Dimension	Item	% Favorable	Canada Average
11	Talent & Staffing	We have sufficient staffing levels to get our work done.	 19%	-40 
12	Talent & Staffing	We are developing a workforce that adapts well to change.	 21%	-43 
15	Enabling Infrastructure	The organization is quick to invest in improvements that will drive future success.	 19%	-37 





Appendix II - Methodology

RWA3 Methodology Prioritizes Action



The **RWA3 METHODOLOGY** makes it simple and easy to prioritize and enable meaningful **ACTION**

RWA3 prioritizes action based on:	Question answered	Method
Importance	What will have the greatest impact on engagement	Relative Weights Analysis (RWA) provides a statistical predictive relationship between a driver and engagement outcome
Effectiveness	What areas are my employees providing feedback as the greatest opportunities to improve?	% Favorable responses of employees
Probability of Movement	Where do great companies excel and where am I most likely to be able to create positive movement?	Distance from top quartile benchmarks

Engagement Score Comparison: Job Role

Survey respondents were given the following guidelines for self-selecting themselves into one of Aon's standard role categories:

Administrative / Clerical Support	Administrative Assistants, Clerical Partners, Clerks, Executive Assistants, Human Resource Assistants, Payroll Coordinator
Team Member / Front-line Employee	Health Care Aides, Non certified trades (e.g. Gardener, Groundskeepers) Housekeeping, Food Services, Nutrition Aides, Security, Unit Assistant / Attendant
Professional / Specialist / Technician	Positions with non-supervisory responsibilities - Nurse; Allied Health Professionals; Instructors; Lab Techs; Certified Trades, e.g. Electricians; Non Clinical Professions, e.g. Accountants, Analysts, Consultants
Supervisor / Team Leader	Clinical and Non-clinical - Coordinators, Supervisors, Profession Leads
Middle Management	Manager in your title - e.g. Nursing, Allied Health, Support Services, Patient Care, Health Information, etc.
Senior Management	Directors and Regional Directors except for those who sit on a site Executive Team
Executive Leader	Regional and Site Executive Team Members

How We Measure Engagement

Engagement Item		Person A	Person B	Person C	Person D	Person E	Person F
Say	I would not hesitate to recommend this organization to a friend seeking employment	Strongly Agree 6	Agree 5	Strongly Agree 6	Slightly Agree 4	Slightly Agree 4	Slightly Disagree 3
	Given the opportunity, I tell others great things about working here	Agree 5	Strongly Agree 6	Slightly Agree 4	Agree 5	Slightly Disagree 3	Agree 5
	It would take a lot to get me to leave this organization	Strongly Agree 6	Strongly Agree 6	Slightly Agree 4	Slightly Agree 4	Slightly Agree 4	Disagree 2
Stay	I rarely think about leaving this organization to work somewhere else	Slightly Agree 4	Agree 5	Slightly Disagree 3	Slightly Agree 4	Slightly Disagree 3	Slightly Disagree 3
	This organization inspires me to do my best work every day	Strongly Agree 6	Agree 5	Agree 5	Agree 5	Slightly Agree 4	Slightly Agree 4
Strive	This organization motivates me to contribute more than is normally required to complete my work	Strongly Agree 6	Agree 5	Agree 5	Slightly Agree 4	Slightly Disagree 3	Slightly Disagree 3
Average		5.5 Highly Engaged	5.3 Moderately Engaged	4.5 Moderately Engaged	4.3 Passive	3.5 Passive	3.3 Actively Disengaged

Engaged

Engaged employees are those whose average response to the six questions is 4.5 or more (i.e., on average, they agree or strongly agree with the six questions).

Engagement = 50%
(3 of 6 are engaged)



Engagement Dimensions Defined

Each of the survey questions is assigned to one of fourteen engagement dimensions. Summarized below is a high level description of each dimension.

Driver Category	Description
Brand	Covers both how employees perceive the organization as an employer compared to other employers, and how they view the organization's reputation in the community.
Career & Development	Assesses the extent to which employees feel there are sufficient opportunities to advance in their career within the organization including the degree to which they understand any opportunities that may exist for them and perceptions employees have of training in their current role, as well as the opportunity to develop new skills to potentially assume different responsibilities.
Change Readiness & Effectiveness	Measures employee perceptions of how an organization manages change and how well supported employees feel in times of change.
Collaboration	Assesses the extent to which employees feel they have effective and productive working relationships with their co-workers.
Communication	Assesses the degree to which employees feel they receive sufficient information about the organization, and their department.
Customer Focus	Provides feedback on how employees perceive aspects of patient safety, WRHA's responsiveness to public needs, and to what extent employees feel encouraged to suggest improvements that will better serve customers.
Decision Making	Covers the degree to which employees believe WRHA makes decisions at the right speed, supported by data, and to what extent leaders and managers effectively communicate decisions.
Empowerment/Autonomy	Measures employee perceptions about the appropriateness of their own influence and decision making authority within the organization.
Enabling Infrastructure	Assesses the extent to which employees feel the various resources (people, technology, equipment, information) and work processes that are in place aid them in being productive and effective in their role.
Manager	Assesses the extent to which employees believe that the person they report directly to effectively supports them in their role.
Pay	Measures the extent to which employees feel they are appropriately compensated for their role in the organization.
People/HR Practices	Measures the extent to which employees believe appropriate action will be taken on survey results, the perception that the organization is inclusive and accepts diversity and how strongly employee health and well-being is supported.
Performance Management	Assesses the degree to which employees feel that their performance and that of others on their team is effectively managed, that performance measures they are held accountable to make sense, and that they have a good understanding about their strengths and improvement areas.

Engagement Dimensions Defined (continued)

Each of the survey questions is assigned to one of fourteen engagement dimensions. Summarized below is a high level description of each dimension.

Driver Category	Description
Recognition	Assesses the extent to which employees feel they are appropriately and consistently recognized for their contributions.
Senior Leadership	Assesses the extent to which employees believe senior leadership demonstrates the qualities of an effective leadership team.
Talent & Staffing	Covers employee perceptions of adequacy of staffing levels, change readiness within the employee population, as well as whether employees perceive WRHA as promoting, attracting and retaining the people needed for the organization to achieve it's goals.
The Basics	Includes foundational engagement drivers such as employee perceptions of the physical work environment, relationships with coworkers, benefits and work / life balance.
Work Tasks	Assesses the extent to which employees feel a sense of accomplishment from and enjoy their day to day work.