

# People-driven Performance

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**Life-Role Development Group Ltd.**

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# **CONTEXT: HEALTH CARE**

- **Workload, absenteeism, overtime, worker safety concerns and worker fatigue are just some of the immediate stressors within the system**
- **Canada's health care system is also experiencing succession and talent management pressures that need to be addressed**

**Increasing employee engagement and productivity in health care without increasing costs appears to be imperative for system sustainability.**

# ASSUMPTIONS

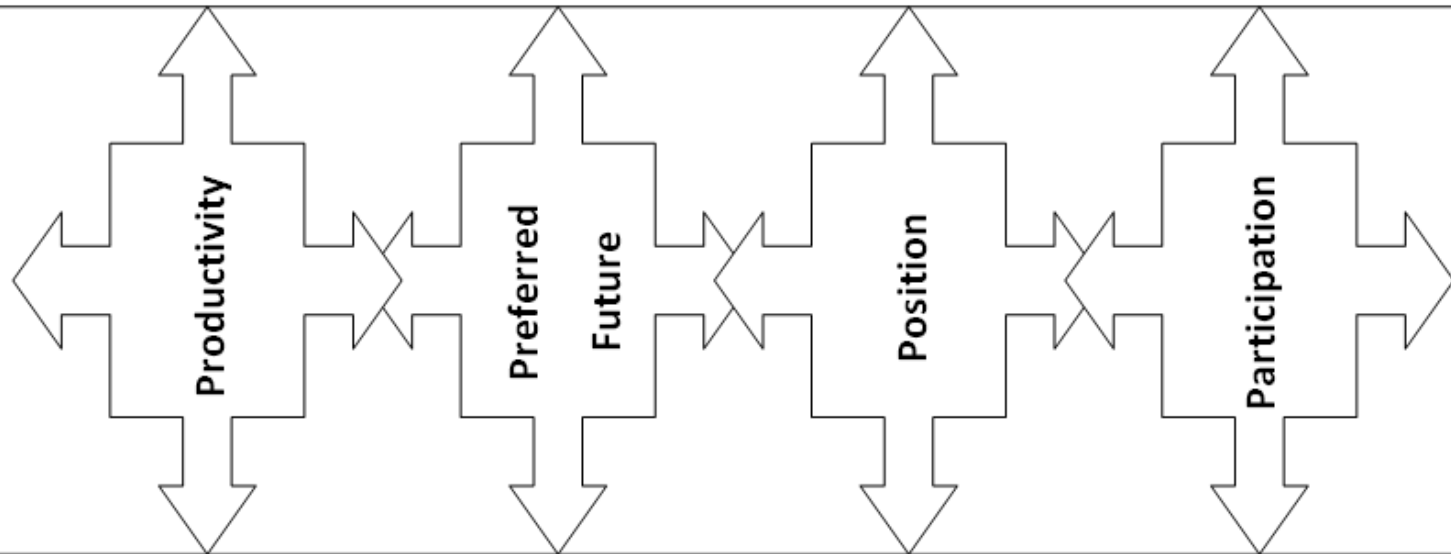
- **The human side of productivity is the lynchpin for all other productivity improvements.**
- **That employee engagement will lead to improved productivity.**
- **Greater engagement and productivity in health care will lead to better patient outcomes.**



# **MYTHS**

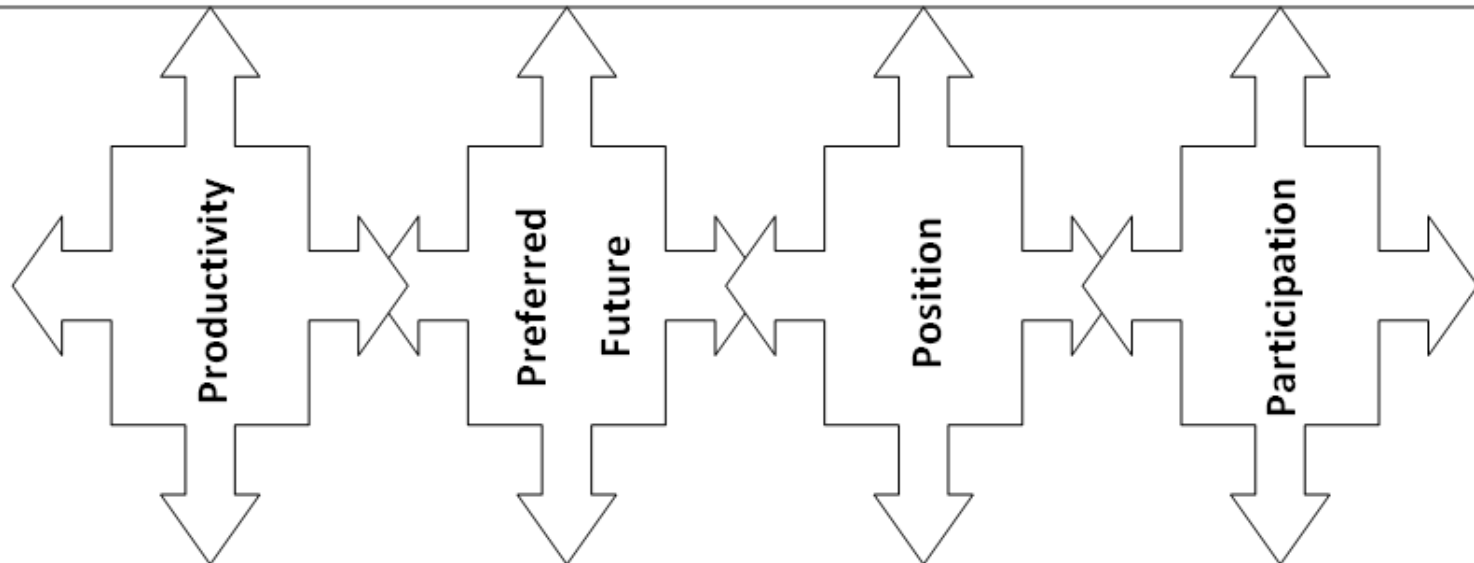
**What myths about  
workforce productivity are  
currently influencing  
health care organizations?**

# People-Driven Performance



# Strategic Conversations

# People-Driven Performance



**Strategic Conversations**

# **STRATEGIC CONVERSATIONS**

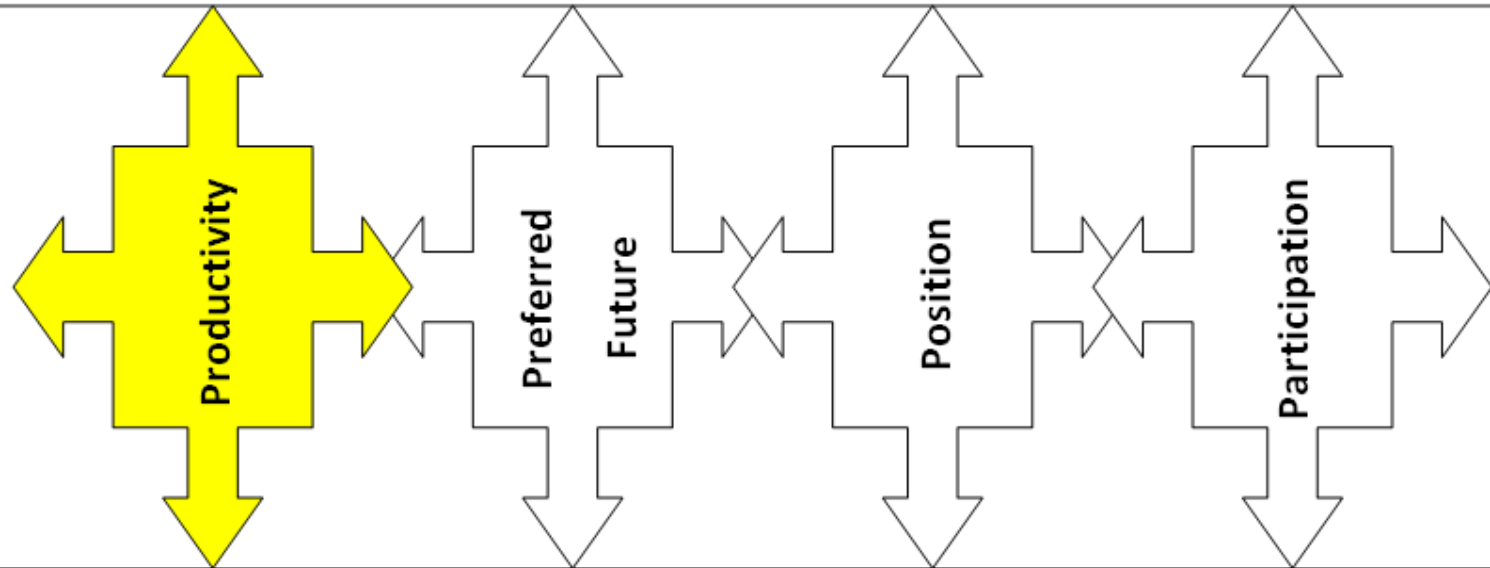
- **Iterative process that “mines” the knowledge, expertise and creativity of staff toward improving workplace productivity and wellness**
- **Provides reciprocal information sharing opportunities**
- **Managers and employees share accountability for outcomes and follow up**

# **CRITICAL COMPONENTS**

- **Deliberate use of open and closed questioning**
- **Descriptive information**
- **Relentless listening**
- **Authentic desire to move beyond superficial to essential information**

**MORE ON THIS LATER . . . . .**

# People-Driven Performance

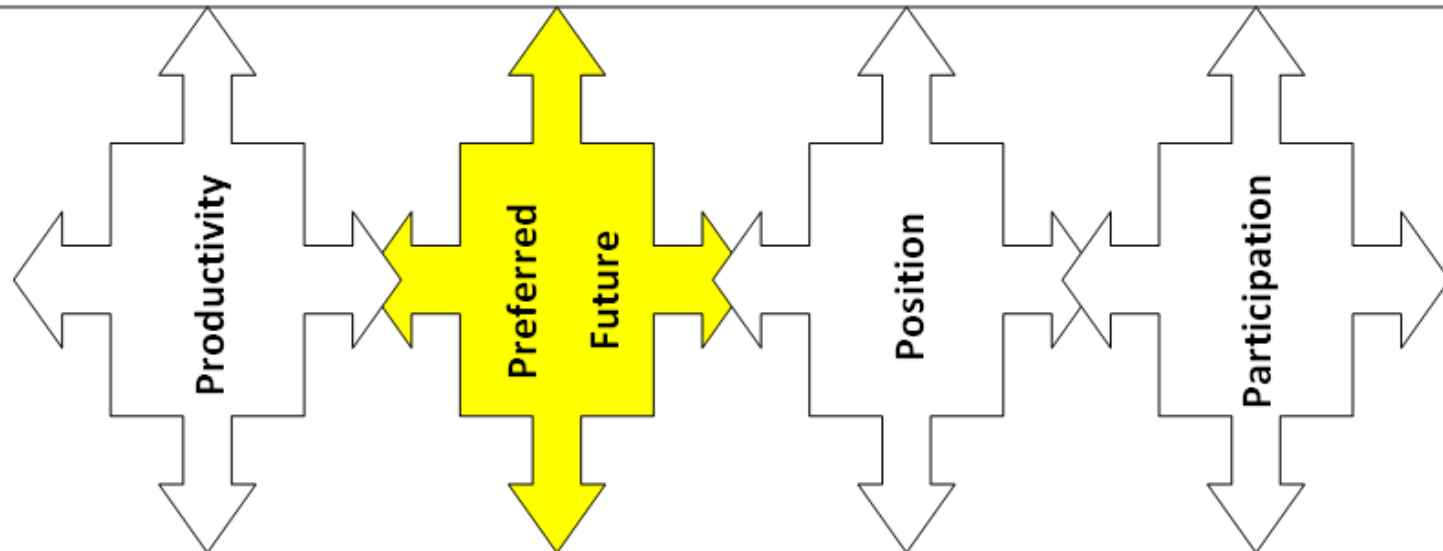


## Strategic Conversations

# PRODUCTIVITY

- **What is working from your perspective in terms of productivity and workplace wellness?**
- **What do you think we could do differently?**
- **What do you think I need to know to improve productivity / performance / engagement?**
- **How could we better manage fatigue / burnout / turnover / vacancy?**

# People-Driven Performance

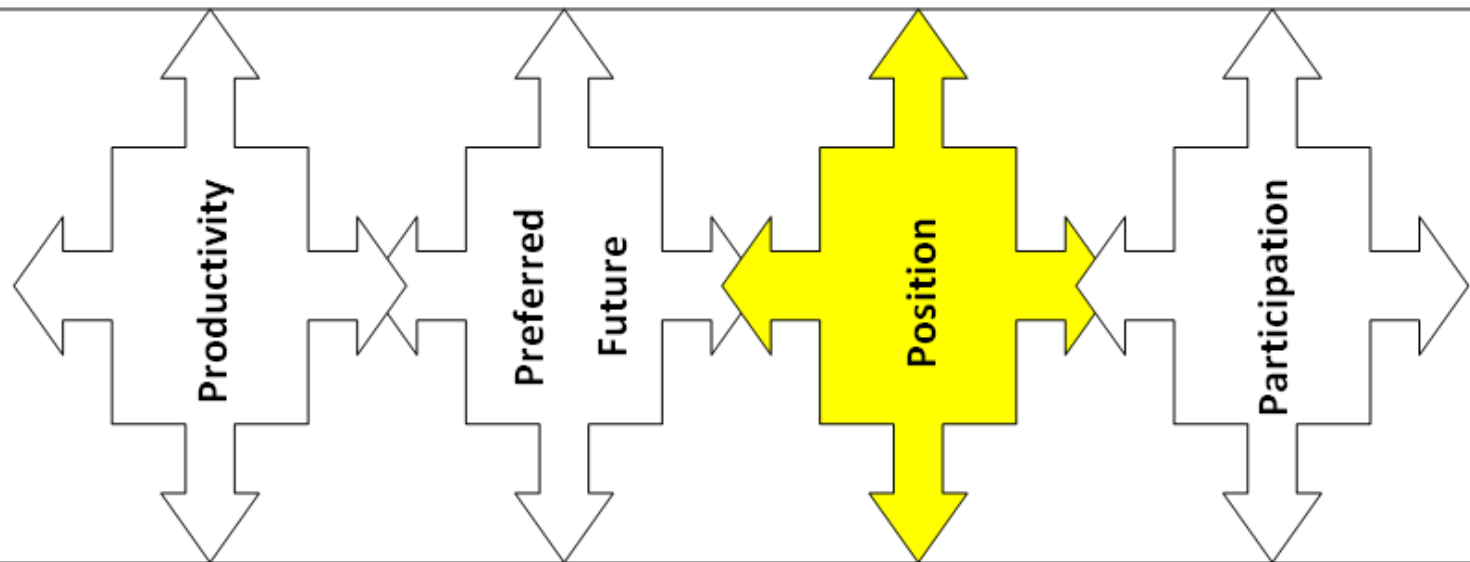


# Strategic Conversations

# PREFERRED FUTURE

- **What are the key changes we can expect in the future in terms of our patients?**
- **What skills will we need to develop as an organization now to be ready for the future?**
- **Where do you see yourself in that future? How would you like to contribute?**
- **If you think about our recent hires, are there any common threads that make people key performers in this organization? What characteristics are key to success here?**
- **From more recent hires, who do you think is a real talent? How do you think we could develop that person's passion and competencies? How could you mentor that person?**

# People-Driven Performance

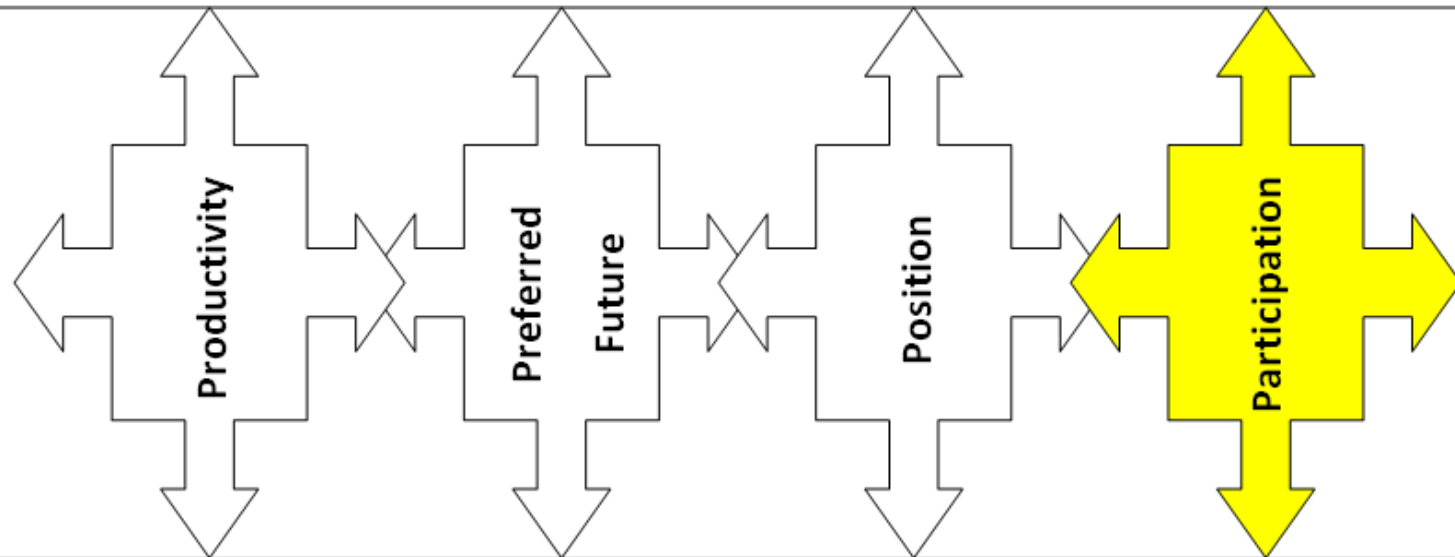


# Strategic Conversations

# POSITION

- **What makes you passionate about this work? How can we cultivate more of that for you?**
- **Do you understand, clearly, what you are expected to do here?**
- **Do you have the tools, skills and support to do the work expected of you?**
- **Are you in your ideal position?**
- **What might be holding you back from peak performance?**

# People-Driven Performance

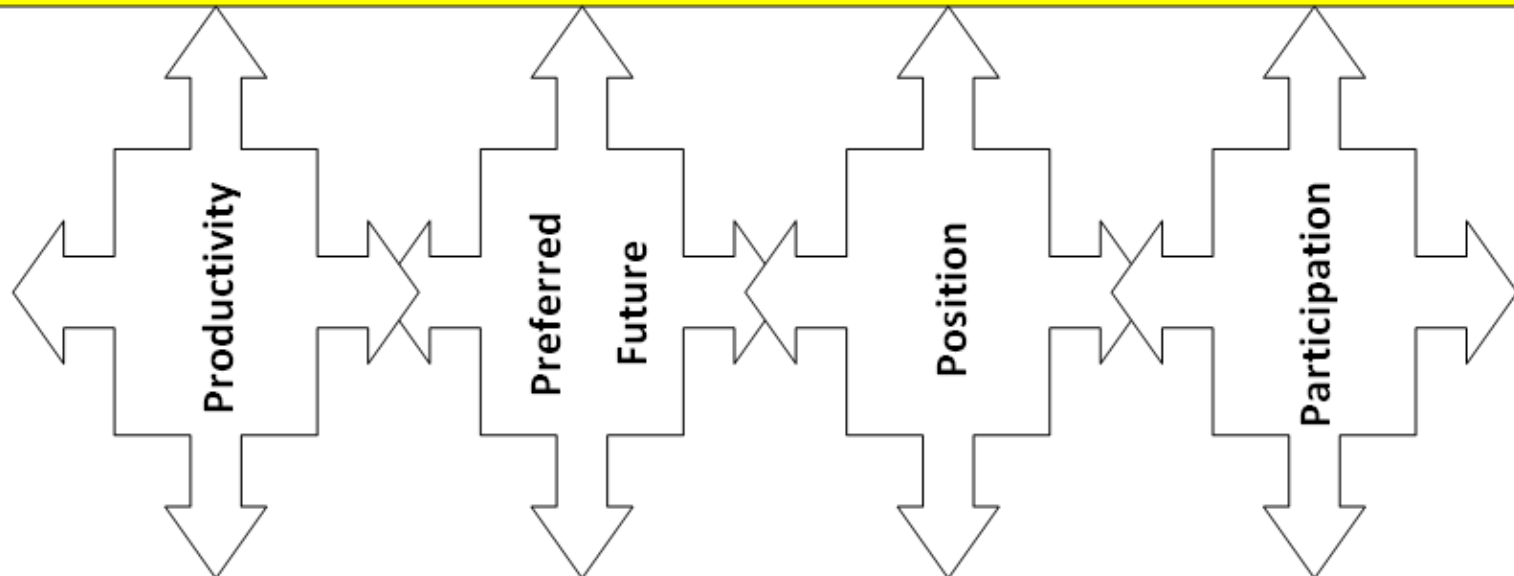


# Strategic Conversations

# **PARTICIPATION**

- **Do you understand how your work contributes to the organization's work? How does your position relate to other positions?**
- **What skills could you share with your co-workers to assist the organization / unit in improving performance?**
- **Who would you like to learn from? How can I connect you with these people?**
- **Is your work here appreciated?**

# People-Driven Performance



**Strategic Conversations**

# RESULTS

**People-driven Performance aspires to have a direct impact on the following QWQHC organizational indicators:**

- **Turnover rate**
- **Vacancy rate**
- **Training and professional development opportunities**
- **Absenteeism**
- **Health provider satisfaction**

**What other outcomes might you predict?**

# PRACTICE

- **What is working from your perspective in terms of productivity and workplace wellness?**
- **What do you think we could do differently?**

# ALIGNED WITH HEALTHY PRINCIPLES

- Promotes a cultural shift (seeks transformative change)
- Comprehensive (addresses the full spectrum of human resource practices)
- **Strategic** (embeds workforce renewal goals into strategic plans)
- **Inclusive** (all types and sizes of health organizations and types of workers)
- **Practical, feasible and flexible** (encourages a customized approach)
- **Evidence-informed** (using benchmarks and evaluation tools to monitor and report work environment determinants, as well as HR and organizational performance outcomes)
- **Collaborative** (based on partnership among diverse stakeholders)
- **Sustainable** (the work will outlive the life of the current mandate)
- **Integrated** (can be linked with other quality improvement initiatives aimed at improving organizational performance and patient outcomes (e.g. employee wellness, disability prevention))



**“Knowing is not enough;  
we must apply. Willing is  
not enough; we must do.”**

***Johann Wolfgang von Goethe***

# THANK YOU



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