

Promoting a Healthier Workplace: *A Grassroots Approach*

The Quality Worklife Quality Healthcare Collaborative
4th Annual Summit, February 25-26, 2010
Healthy Workplaces in Action: Working to Deliver Quality Care



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Outline

- ◆ Overview of West Park Healthcare Centre
- ◆ The Business Case
- ◆ External Context
- ◆ Human Resources Strategy
- ◆ Quality Work Life Improvement Initiatives (QWLII) Project

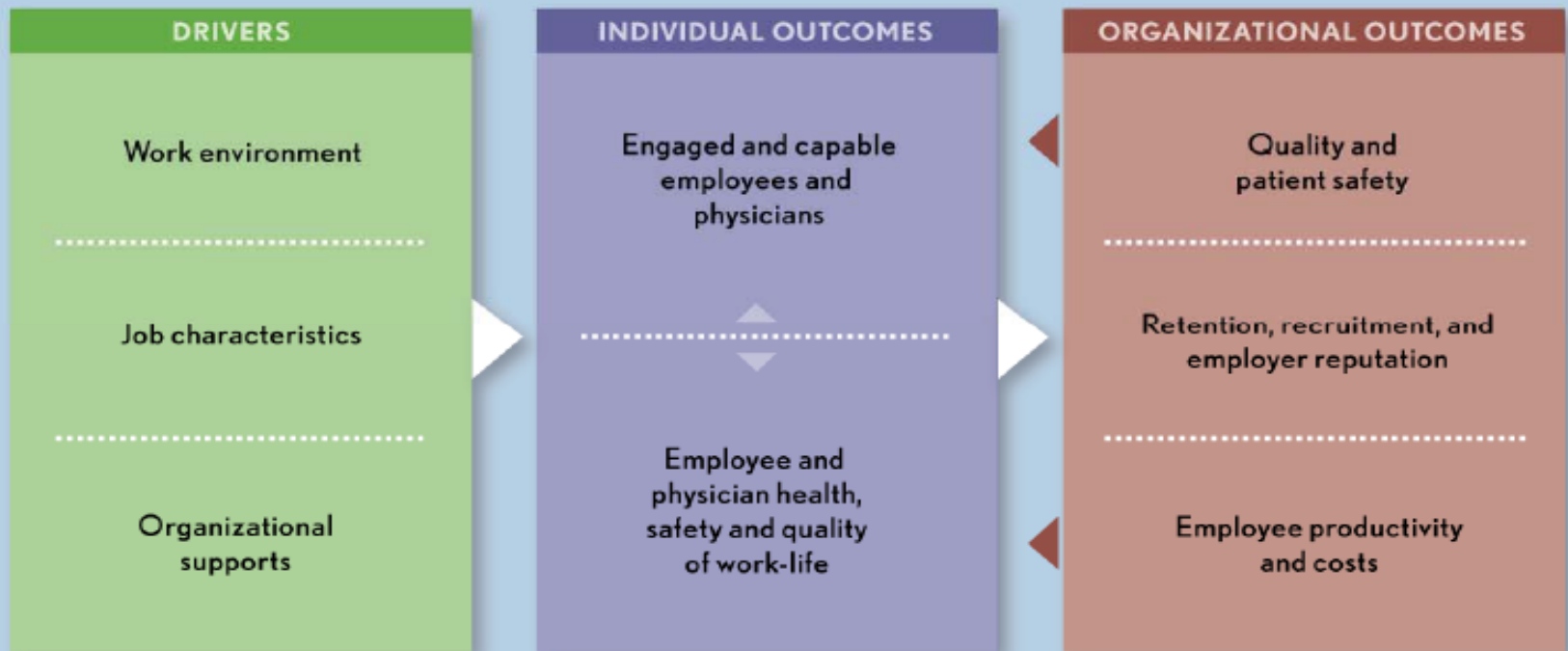
Overview: West Park Health Care Centre (WPHC) at a Glance

- ◆ Three programs of care (487 beds)
 1. Rehabilitation
 2. Complex Continuing Care
 3. Long-term Care
- ◆ Annual revenue \$85 million
- ◆ Our people: 900 employees,
75 medical staff
over 250 volunteers
- ◆ HR Strategy 2009-2012:
 - ...*Great Place to Work*...



The Business Case

OHA Healthy Workplace Model: The people dimensions of high-performance



CONTEXT

Enabling context: strong values; compelling vision; clear mission; committed leadership

External Context

- ◆ Pan-Canadian Health Human Resource Strategy
 - Recruitment and Retention
 - Improving work conditions

- ◆ Quality Worklife Quality Healthcare Collaborative
 - Funded by Health Canada

- ◆ Ontario Health Human Resource Strategy
 - Health Force Ontario; Healthy Work Environments

- ◆ OHA Provincial Health Human Resources Strategy
 - Healthy Workplace Model

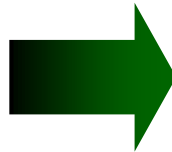
Human Resource Strategy 2009-12

Vision:

*Exemplary care
inspired by innovation
and exceptional
performance*

Mission:

*We enhance lives,
inspire hope and
encourage
independence through
caring relationships,
leading practices,
specialized services
and partnership*



Strategic Priority:

*Be a great
place to work
for staff,
physicians
and volunteers*

HR Strategic Directions



BUILDING A HEALTHY WORKPLACE @ WPHC

Work Environment

- ✓ Review of Health and Safety Management System*
- ✓ Revitalization of the Mission, Vision Core Values & Code of Conduct*
- ✓ Review of the Performance Appraisal Program*
- ✓ Review of the Attendance Management Program*
- ✓ Quality of Work life Initiatives*

Job Characteristics

- ✓ Nursing Revitalization Project
- ✓ Implementation of a Participatory Ergonomics Program*
- ✓ Advanced Knowledge Transfer Through Professional Development
- ✓ OHA Talent Management Framework

*Frontline Staff Participation

Organizational Supports

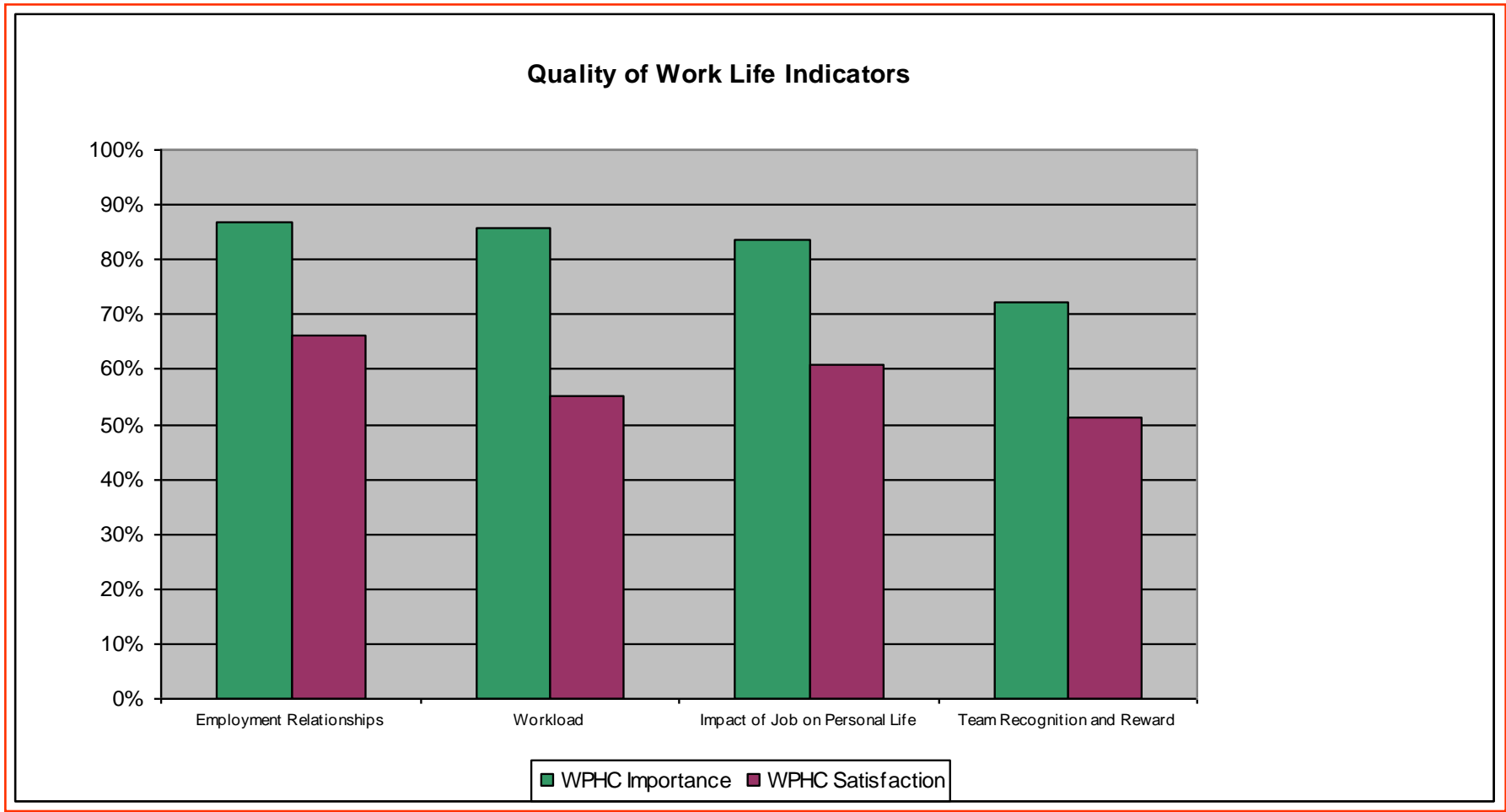
- ✓ EAP
- ✓ Staff Fitness Centre
- ✓ Weight Watchers*
- ✓ Pro Active Direct Billing
- ✓ Quarterly Health & Safety Reports
- ✓ President's Award for Values
- ✓ QW-QHC Healthy Healthcare Leadership Charter

Quality of Work Life Improvement Initiatives (QWLII)

- ◆ Employee Feedback Survey
 - Momentum for grassroots approach
- ◆ Aim of QWLII
 - To begin to revitalize culture through an engagement process at all levels of the organization and create a healthier workplace



EFS - Opportunities for Improvement



Engagement of Staff

Creating a Culture of Engagement

Forge
Authentic
Connections

Partner with
Employees

Put the
Employee
First

Focus on
Results

Coach for
and Expect
Competence

“The culture of engagement and retention are not complex; neither are they glitzy or expensive...In fact they can be deceptively simple practices, that, when authentically expressed, can create a workplace in which people want to work.”

*Jo Manion, *The Engaged Workforce: Proven Strategies to Build a Positive Health Care Workplace**

Adapted from Jo Manion



“Leading Change”- John P. Kotter’s Change Process

- ◆ Eight-step model
- ◆ Not a linear process
- ◆ Usually in the sequence but always with overlap
- ◆ A great deal of fluidity

Leading Change*

Step 1: Create a sense of urgency

**Based on John P. Kotter's Change Process, 1996*

Leading Change*



Step 2: Create guiding coalition

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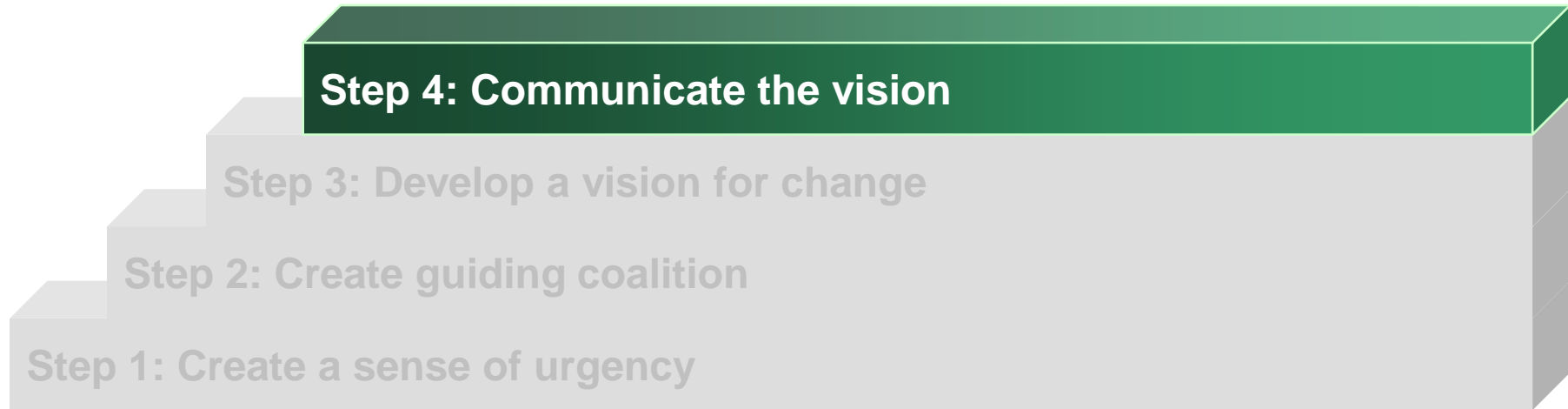
Step 3: Develop a vision for change

Step 2: Create guiding coalition

Step 1: Create a sense of urgency

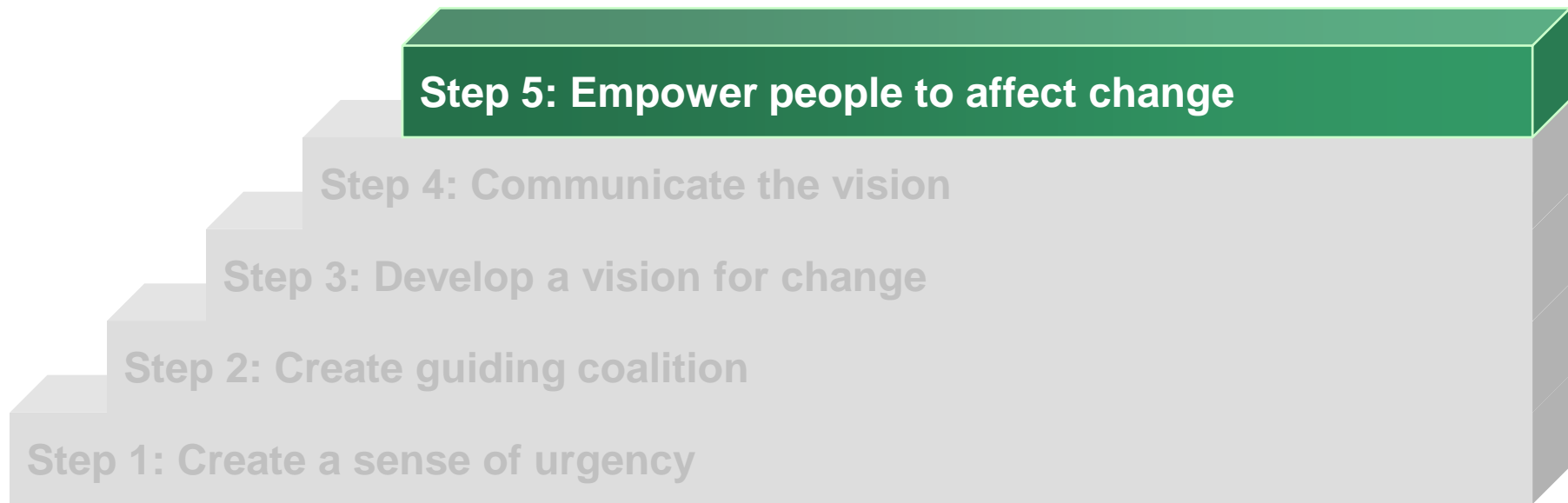
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Step 5: Empower people to affect change

Step 4: Communicate the vision

Step 3: Develop a vision for change

Step 2: Create guiding coalition

Step 1: Create a sense of urgency

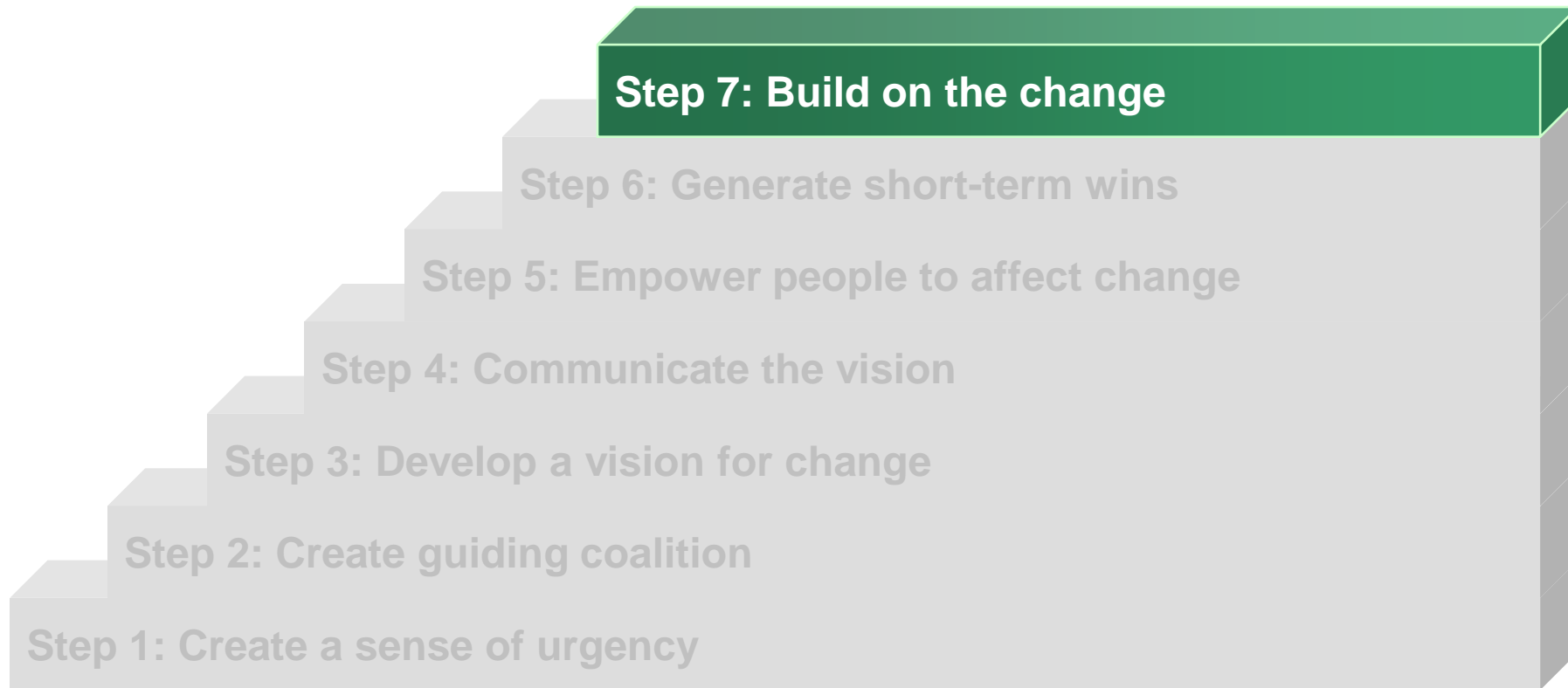
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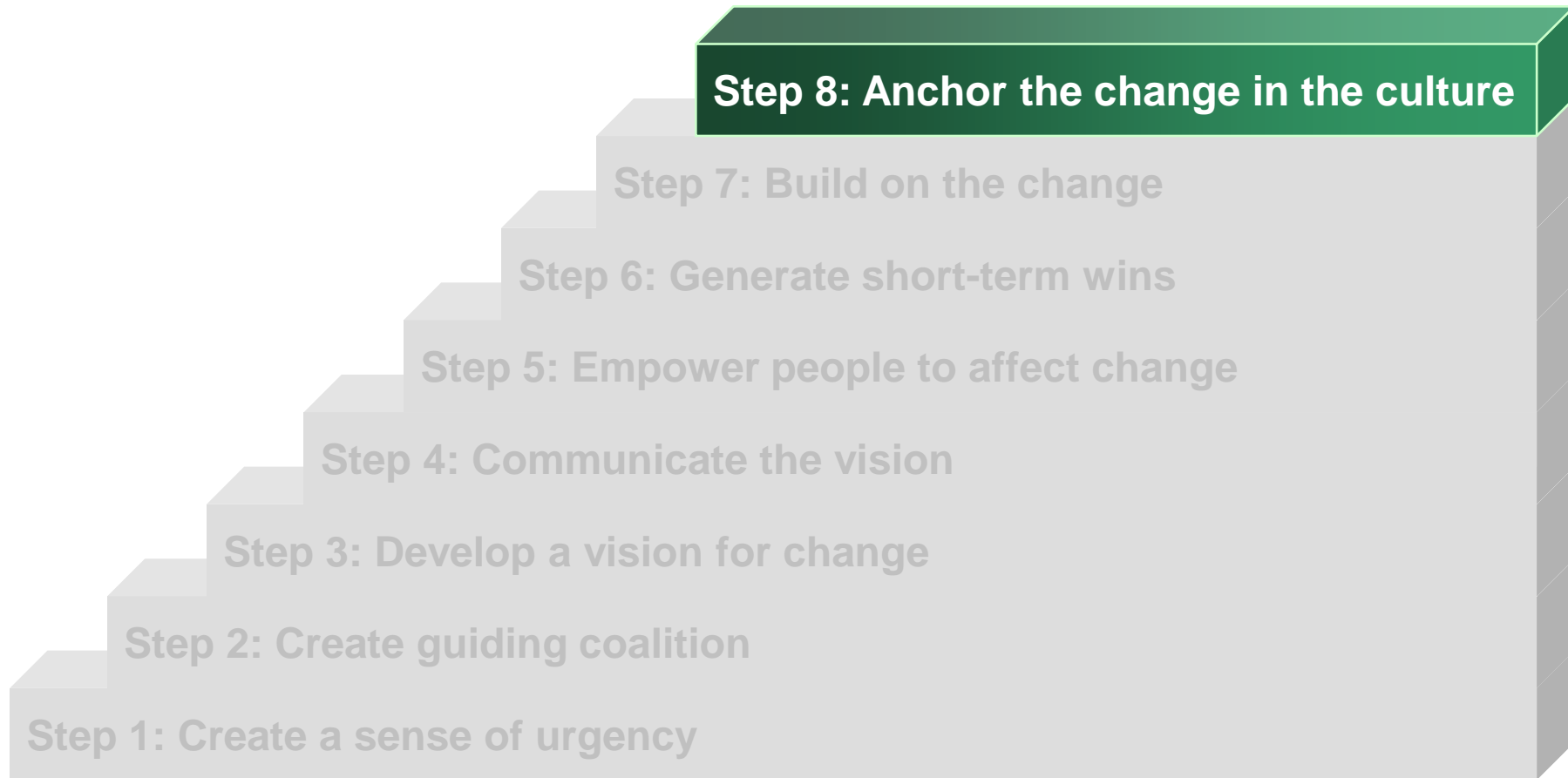
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Step 1: Creating a Sense of Urgency

“Establishing a sense of urgency is crucial to gaining needed cooperation.”

John P. Kotter

Step 1: Create a sense of urgency



Influencing the Sense of Urgency

- ◆ External focus on QWL as it relates to quality patient care
- ◆ Human Resource Strategy 2009-2012
 - Strategic Priority: Promote a Healthier Workplace
- ◆ Employee Feedback Survey
- ◆ Challenges in Recruitment and Retention



What is/has created a 'sense of urgency' in your organization regarding quality of work life?



Step 2: Create a Guiding Coalition

*“A strong guiding coalition is always needed – one with the **right composition, level of trust, and shared objective**. Building such a team is always an essential part of the early stages of any effort to restructure, reengineer, or retool a set of strategies.”*

John P. Kotter

Step 2: Create guiding coalition

Guiding Coalition Team

- ◆ CEO and President
- ◆ Senior Management Team:
 - Executive Sponsor: Vice-President, Corporate Services/CFO
- ◆ Director of Human Resources
- ◆ Support from change management facilitator



Step 3: Vision for Change

“Vision refers to a picture of the future with some implicit or explicit commentary on why people should strive to create that future.”

John P. Kotter

Step 3: Develop a vision for change

A Great Place to Work...

- ◆ Human Resource Strategy
 - Promoting a Healthier Workplace
 - Develop team-level quality of worklife initiatives

- ◆ Quality Worklife Quality Healthcare Collaborative – Healthy Healthcare Leadership Charter
 - Board Chair, President and CEO, Chief Nurse and Health Professions Officer, Union representatives
 - WPHC Commitment to making Quality of Work Life a Strategic Priority “Be a Great Place to Work for Staff, Physicians and Volunteers”

Step 4: Communicate the Vision

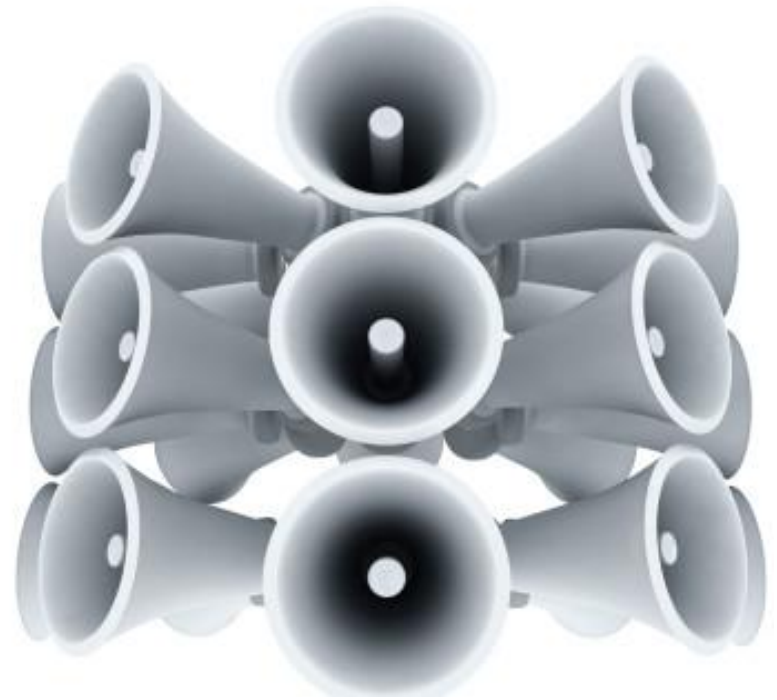
“Communication seems to work best when it is so direct and so simple that it has a sort of elegance”

John P. Kotter

Step 4: Communicate the vision

Strategic Communication Plan

- ◆ President and CEO – Town Halls, Take-Fives
- ◆ Management Retreat:
 - Employee Feedback Results
- ◆ Management Forum Updates
- ◆ Internal newsletter articles
- ◆ Hospital News article
- ◆ Memos to management and staff from the CEO
- ◆ Informal communication



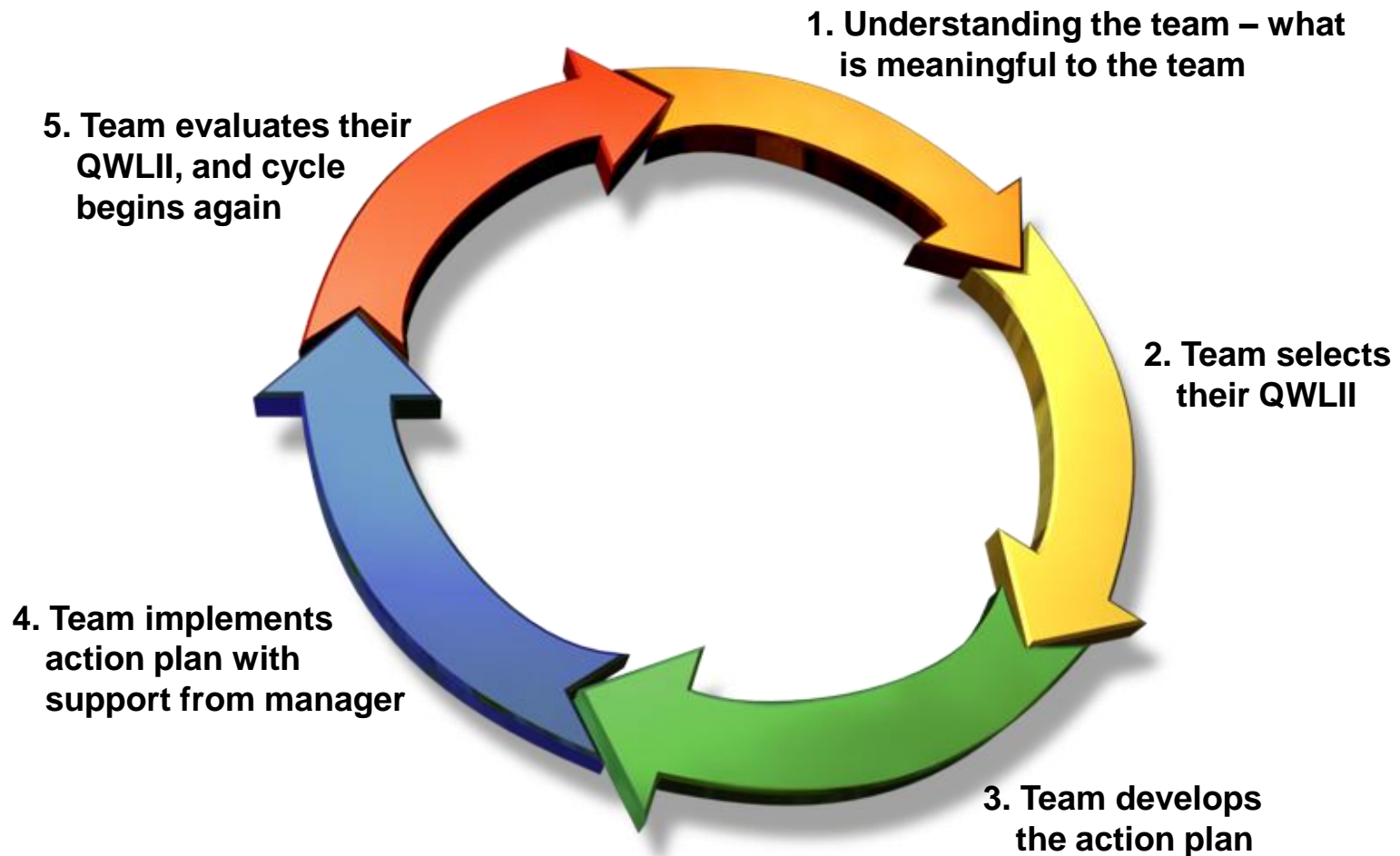
Step 5: Empowering People to Effect Change

Step 5: Empower people to affect change

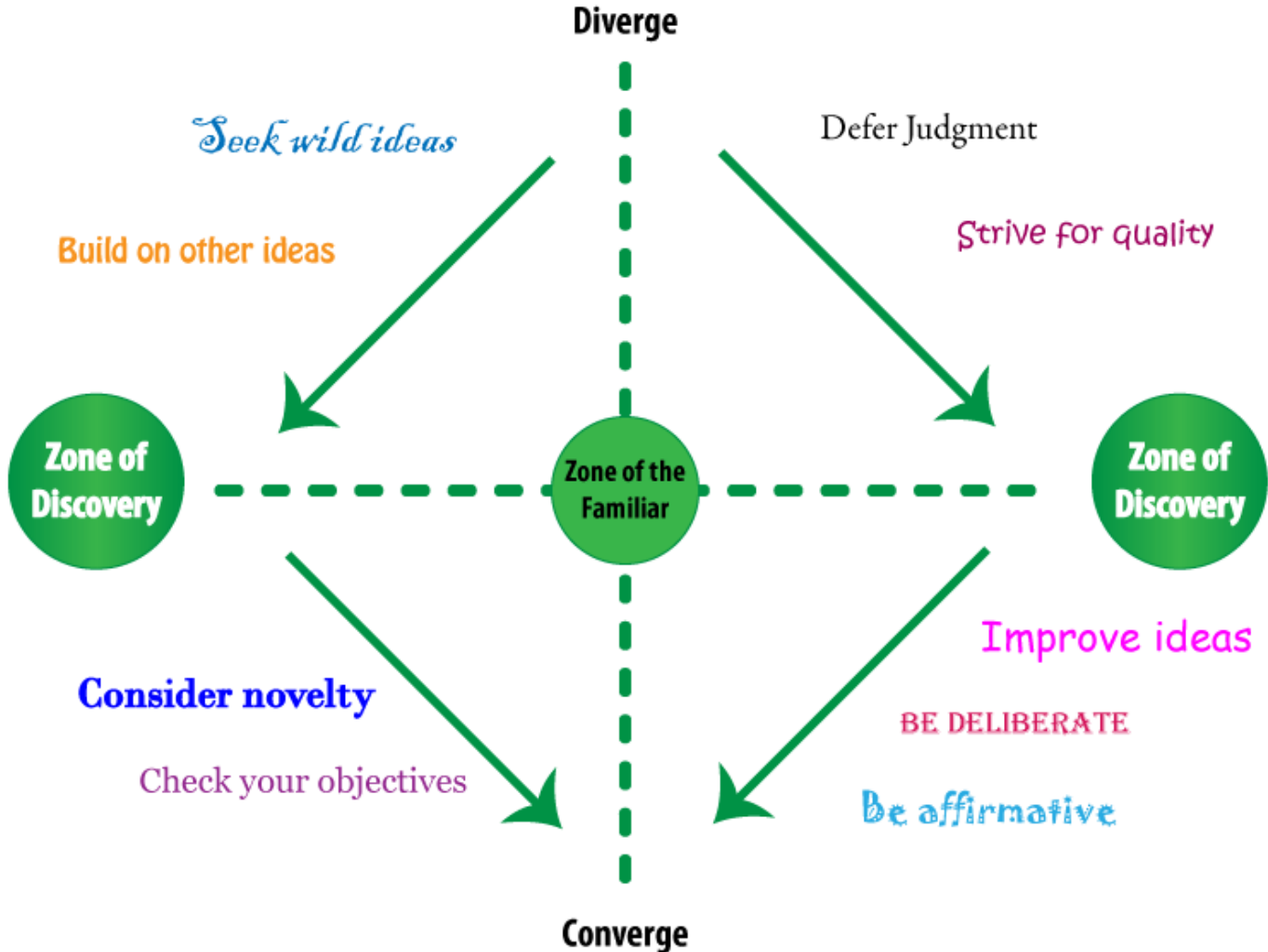
*“...internal transformations rarely happens unless many people assist. Yet employees generally won’t help, or can’t help, if they feel relatively powerless. ...regardless of the process used, one component is necessary: trust. When **trust** is present, you will usually be able to create **teamwork**. When it is missing, you won’t.”*

John P. Kotter

Road to Empowerment



Tool: Creative Brainstorming



Adapted from: Bridge Point Effect Consulting

Tool: Generating ideas...together

- ◆ We noted many themes throughout our brainstorming sessions and wonder if similar themes are experienced in your immediate team?
 - At your tables, there are copies of a tool we used to generate ideas (Brainwriting). We invite you to read the instructions and generate as many ideas as possible regarding opportunities for improvement for your immediate team. Then pass the sheet along...
 - You will share your answers in 5 minutes





WPHC Team - Level QWLIs

- ◆ Examples:
 - Meeting Free Zone
 - Computer Training
 - Team meetings to enhance team collaboration and communication
 - Develop Team Charter
 - Flexible work hours
 - Team Building
 - Weight Watchers
 - QWL Committee
 - Review and revise department procedures

Step 6: Generate Short-term Wins

Step 6: Generate short-term wins

“...short-term wins help build necessary momentum. Fence sitters are transformed into supporters, reluctant supporters into active participants, and so on.

But more often the effort is undermined because managers don't systematically plan for the creation of short-term wins.”

John P. Kotter

Evaluation Generates Short-term Wins

- ◆ Sharing evaluation results with each team
 - Part of a continuous improvement cycle
 - Participatory approach
 - Promotes the fine-tuning of the action and implementation plan
 - Reward successes
 - Keep staff on board and build momentum by offering flexibility to accommodate the varying and unique cultures and factors impacting the QWLII



Tool: Evaluation Considerations

Why? <ul style="list-style-type: none">• Why are we evaluating our QWLII?	Considerations: <p>What do we want to achieve with our evaluation?</p> <ul style="list-style-type: none">▪ Have we reached our goal?▪ Identify what is working well and what could be improved
What? <ul style="list-style-type: none">• What are we going to evaluate?	Considerations: <p>Clearly define what we are going to evaluate</p> <ul style="list-style-type: none">▪ What are the key indicators of success?
When? <ul style="list-style-type: none">• When are we going to conduct our evaluation?	Considerations: <p>Evaluation should be planned from the beginning of the initiative</p> <ul style="list-style-type: none">▪ Is there a need to do a pre/post evaluation of the QWLII?▪ How long after we have implemented the QWLII do we want to evaluate?
Who? <ul style="list-style-type: none">• Who is responsible for conducting the evaluation and analysis?	Considerations: <p>Who will have the overall responsibility to ensure that the evaluation is completed and the data analyzed?</p>
How? <ul style="list-style-type: none">• How are we going to evaluate (what methodology are we going to use)?	Considerations: <p>What method are we going to use to collect our data?</p> <ul style="list-style-type: none">▪ Quantitative approach – i.e. mini surveys/questionnaires▪ Qualitative approach – i.e. focus groups, interviews, observations, etc.▪ Combined qualitative and quantitative approach
Follow up and follow through <ul style="list-style-type: none">• How will this information be used?	Considerations: <p>Decide how this information will be used</p> <ul style="list-style-type: none">▪ To inform action plans▪ To report to Senior Management▪ To share with other teams▪ To inform the next QWLII selected

Methods used to Evaluate

- ◆ Customizable evaluation template (capturing unique outcome indicators)
 - 27 teams
 - Sample representatives from each team evaluated the initiative
 - N = 200 respondents/~332 participants
- ◆ Focus groups and manager report
 - 6 teams
 - N = ~239
- ◆ Focused on implementation
 - 8 teams
 - N = ~319

Evaluation Summary

- ◆ 80% were satisfied/very satisfied with their QWLII
- ◆ 78% were satisfied/very satisfied with the QWLII process
 - “Knowing that your concerns are being heard and your willingness to come up with a resolution is being considered are good enough to alleviate part of the stress we deal with on a daily basis at work”
 - “The best part was working within the smaller team to identify the QWLII indicator and strategy”

Evaluation Summary cont'd

- ◆ 89% would or may like the opportunity to continue discussing, planning and implementing QWLII
 - “I think we were successful with making changes with the first indicator identified by the team so we should not stop there”
 - “Having better control over work life quality will definitely increase job satisfaction and personal life; kind of ‘domino’ effect”

Step 7: Build on the Change

Step 7: Build on the change

“Whenever you let up before the job is done, critical momentum can be lost and regression may follow.”

John P. Kotter

Building Momentum



In progress:

- ◆ Continue with communication strategy
 - Communicating short-term wins
 - Sharing evaluation results with Management Forum and frontline staff
 - Internal newsletter articles about the results

- ◆ Exploring resourcing
 - Future resources are required to sustain change process

Step 8: Anchor the Change in the Culture

Step 8: Anchor the change in the culture

“...culture is important because it can powerfully influence human behaviour, because it can be difficult to change, and because its near invisibility makes it hard to address directly.”

John P. Kotter

Anchoring the Change

- ◆ Continued commitment of Senior Leadership team
- ◆ Link QWL to Performance Appraisal program
- ◆ Continue to enhance collaborative leadership and empowerment
- ◆ Ongoing commitment to QW-QHC Healthy Healthcare Leadership Charter
- ◆ Continued employee surveys



What worked well...

- ◆ Senior Management endorsement
- ◆ Senior Management first team to select their QWLII
- ◆ Equal opportunity provided to each team across the Centre
- ◆ Managers empowering staff to be 'problem-solvers' and take action
- ◆ Time allotted for discussion

What worked well...cont'd

- ◆ Flexibility to accommodate unique team cultures
- ◆ Partnership between Labour Relations Specialist and Organization Development Consultant
 - Partnered to diffuse potential LR issues
- ◆ Facilitating conflict resolution
 - Advice and counsel offered
 - Conflict resolution process developed and sessions offered to conflicting parties
 - Support managers with coordinating multiple priorities

What requires further consideration

- ◆ Shifting teams from “Problem Finding” to “Solution Finding” – disempowered mentality
- ◆ Realignment of competing priorities for managers
- ◆ Deeply-rooted issues – different approach needed
- ◆ Management-specific quality of work life initiatives



Lessons Learned

- ◆ Support from Management essential
 - Skill development
 - Role overload, span of control
- ◆ Additional resources required
- ◆ Flexibility in process to accommodate culture
- ◆ Re-align competing priorities
- ◆ Communicate, Communicate, Communicate
 - Clear, consistent and ongoing
- ◆ Engagement
 - Consistent, face-to-face engagement with frontline staff



References

- ◆ Health Force Ontario: www.healthforceontario.ca
- ◆ Kotter P. John, 1996. *Leading Change*. Harvard Business School Press, Boston MA
- ◆ Manion, Jo, 2009, *The Engaged Workforce: Proven Strategies to Build a Positive Health Care Workplace*. AHA Press, Chicago, IL: www.jomanion.ca
- ◆ Quality Worklife – Quality Healthcare Collaborative: www.qwqhc.ca
- ◆ Ontario Hospital Association: www.oha.com

Questions?

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Thank-you!

