

VON Canada

Taking Action to Build an Engaged Workforce

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About the VON



- Canada's largest national not for profit home and community care organization
- Established in 1897
- A registered charity
- 14,000 staff and volunteers
- 52 sites in 1200 communities
- 75 different programs and services
- 1 million clients served each year



A Leader in Innovative Community and Health Care Services



- VON sites respond to the unique and changing health care needs of communities across Canada
- In addition to nursing services we provide programs and services that no other home care providers offer – e.g. volunteer visiting and meal programs.
- We touch the lives of sick, lonely and isolated people that other providers cannot and will not serve.



Building the Case for Investing



- Launched a growth and consolidation effort resulting in large scale transformation across provinces – significant impact on the way we do business and deliver care services
- IBM partnership launched- anchored in technology infrastructure improvements
- The need for change management and talent management was clear.
- **Leading the Way with Talent Management at VON Canada**
- **... a work in progress**
 - A healthy work environment is ... a practice setting that maximizes the health and well being of nurses, quality patient/client outcomes, organizational performance and societal outcomes. “

RNAO Healthy Workplaces Best

Practice Guidelines



Building the Case for Engagement



- Total Cost of RN Turnover
 $409 \times \$30,000 = \12.3 Million

The Big Question:

What can we do with that \$
if we keep our nurses
engaged in delivering
quality care?





VON Client Centered Care and Service



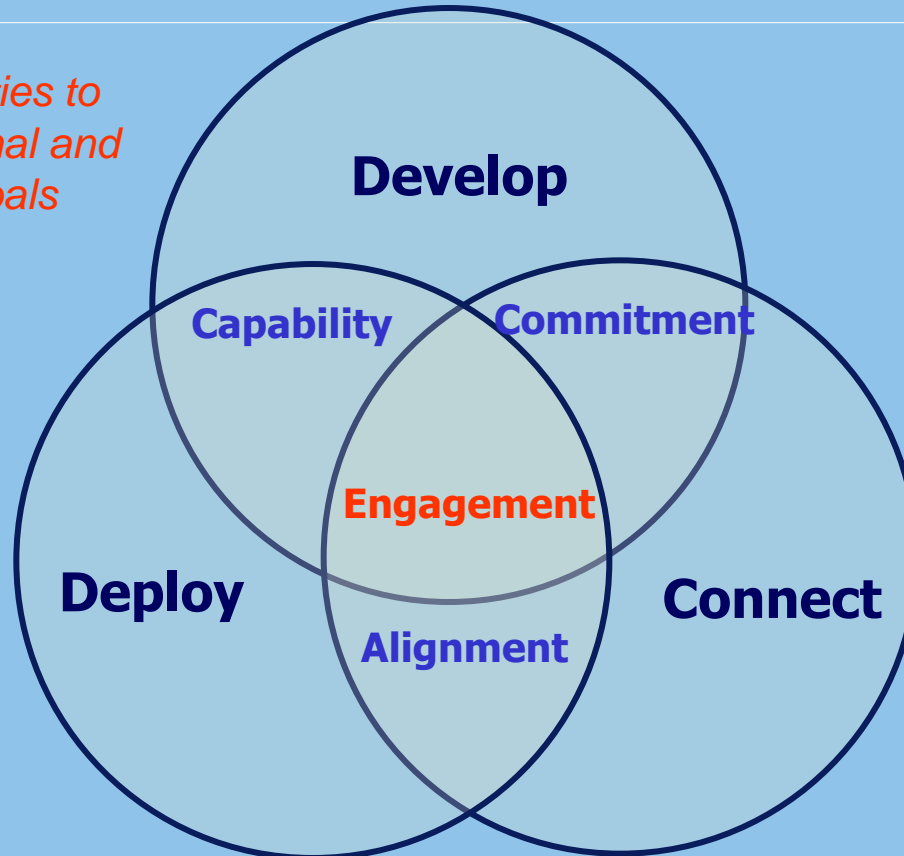
- Can only be achieved when our employees perform at their best and stay
- To achieve this level of performance, every leader must take action
- The talent situation will only get tougher in our sector
- Now is the time we need to build the talent practices needed to attract, engage, and retain talent

VON Canada Talent Direction

The Develop-Deploy-Connect Cycle



Build capabilities to achieve personal and business goals



Create experiences to enable employees to perform to the full extent of abilities

Cultivate networks of high quality relationships

An integrated Talent Management Strategy reinforces the pillars of the *Care and Service Model* : Learning, Integration, Innovation and Partnerships



VON Engagement Action Plan

Step One Survey

Engagement Assessment Survey

- 2000 employees
- Online
- 12 minutes in length
- Team engagement reports for each Site Director, Functional Director and all SMT

Step Two Executive Summary Report

Onsite leadership session to review executive summary report

- Full analysis of data
- Set of recommendations
- 60-90 minute meeting with leadership to present key points and reinforce key areas impacting organization ability to deliver talent results and improve bottom line performance

Step Three Take Action Solutions

Equip leaders, managers and teams with set of Take Action Solutions

- How to take actions on results, develop manager capabilities impacting employee engagement and retention
- Customized and online tools and reports to show impact of actions

Step Four Engagement Workshops

One day workshops to train managers and directors

- hands on exercises and practice concepts for cracking the VON talent code
- Use retention cards
- Calculate bottom line impact of cost of turnover
- Learn the team member talent plan framework

Step Five Pulse Surveys

Simple and customized surveys to measure current performance on top ten most critical needs

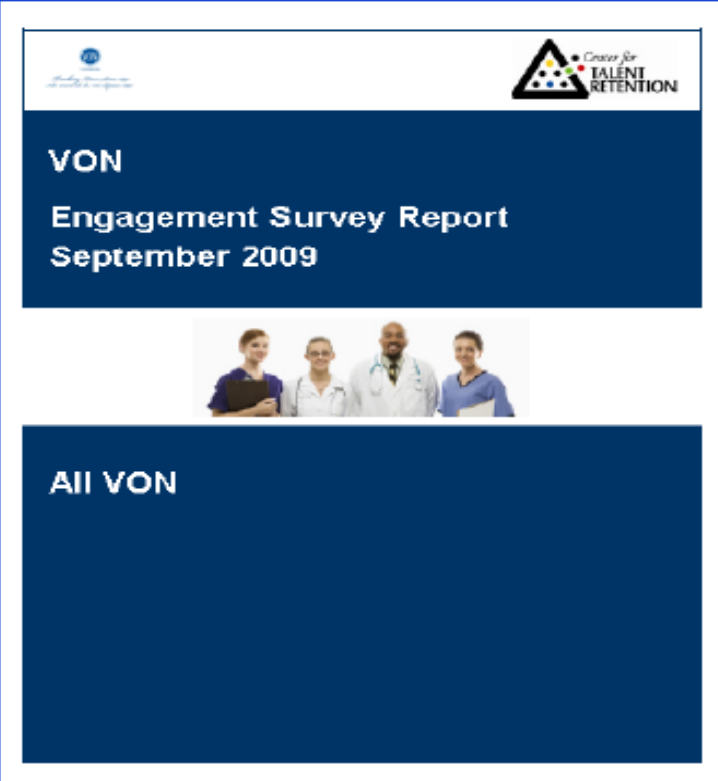
- Reports generated to show current performance with summary statements for stakeholders




Why Do We Need an Engagement Strategy?



To use data to create information which provides insight to take actions which make an impact.



The image shows the cover of a report titled "VON Engagement Survey Report September 2009". At the top right is the "Centre for TALENT RETENTION" logo. Below the title is a photograph of four healthcare professionals. The bottom section of the cover is a dark blue box with the text "All VON".



What is "most critical" to engage you to perform at your best and create a place you want to stay?

What is it really like in your current work situation?

Desire to change jobs?
Leave?

Your viewpoint...



Survey Results



Engagement Level	Description	All VON
Fully Engaged	<ul style="list-style-type: none"> • Passionate about their work and the organization • Will do whatever it takes to deliver results • Feels like a true owner • Delivers consistent, high quality results is their trademark • Finds innovative solutions to the toughest problems • Seen as a role model and leader 	16%
Engaged	<ul style="list-style-type: none"> • Focused on their deliverables, project, and individual responsibilities • Delivers good, solid performance • Always does their fair share of work • Works well with others and will help out when asked 	46%
Somewhat Engaged	<ul style="list-style-type: none"> • Selective about where they put their energy • Spends a lot of time doing things that are not helping customers or the organization • Delivers when they have to, or when you are watching • Does what it takes to get by • A "Master" at distracting others 	25%
Disengaged	<ul style="list-style-type: none"> • Only works when they have to, they really want to be doing something else • Results are NOT meeting the standard • Has a "We" - "They" perspective • Negative about the organization, as well as in their interactions with coworkers and customers 	13%



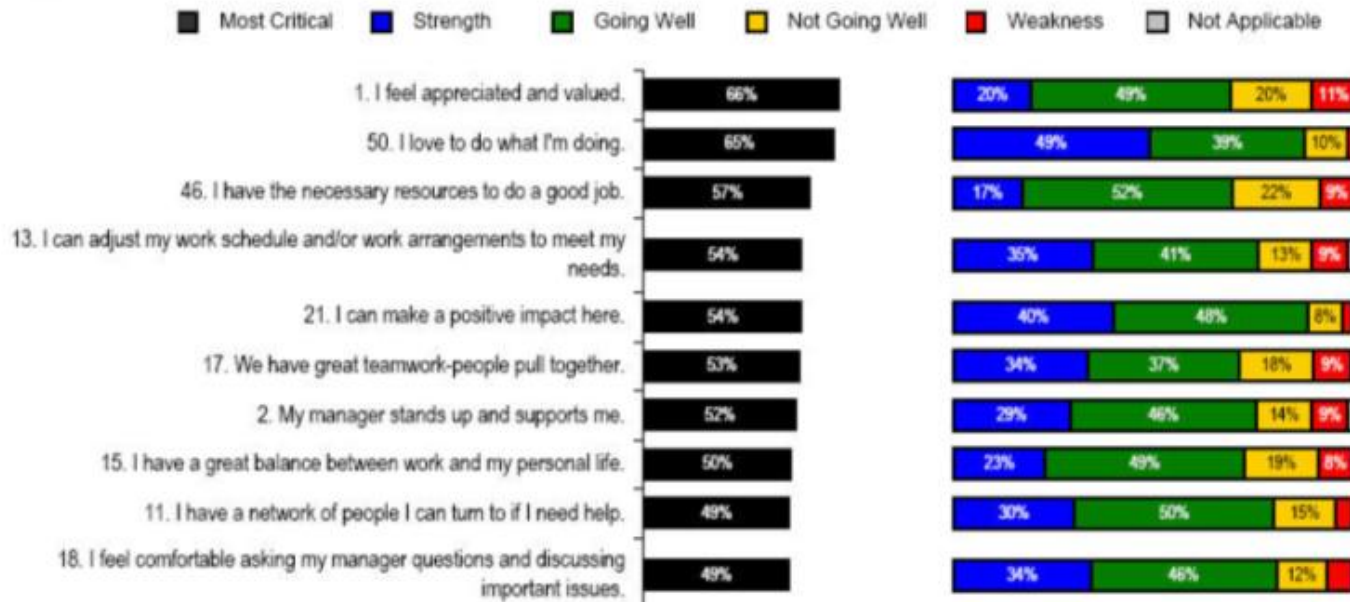
"Most Critical" AND Current Work Situation



Top 10 Most Critical Needs

Employees were asked to select the items that are "most critical" to engaging them to perform at their best and/or creates a place they want to stay.

Below are the Top 10 items your employees selected as "most critical". The data below presents the percentage of employees who selected the item as "most critical", as well as how all participating employees evaluated each of the "Top 10" items.



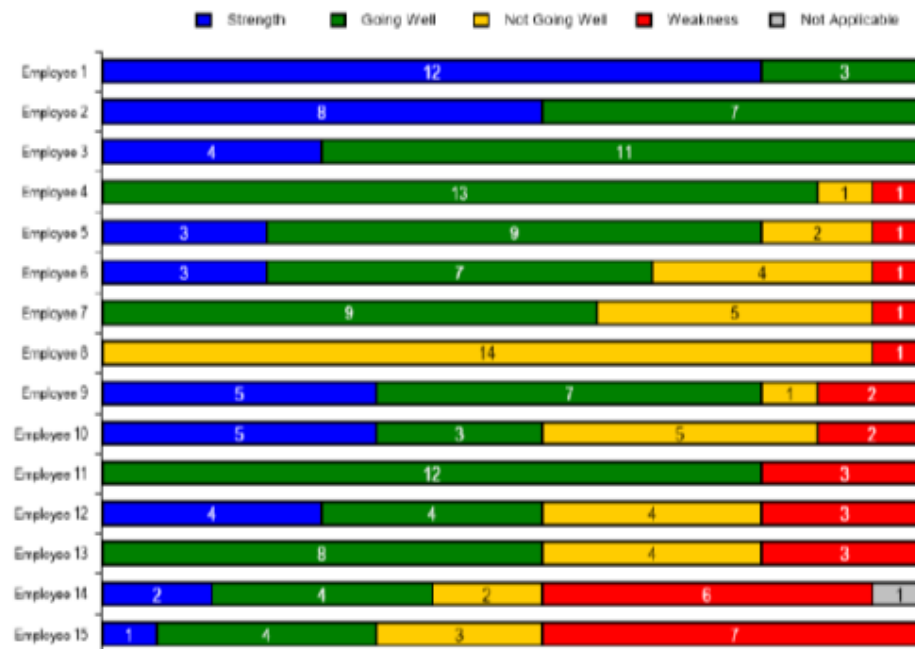
Most Critical Profile



Most Critical Needs Profile Description

A Most Critical Needs Profile was created for each survey participant. This profile shows the current performance of each employee's 15 "Most Critical" needs and is based on the number of Strengths, Going Well, Not Going Well and Weaknesses. The Most Critical Needs Profile provides leaders with a more in-depth understanding of their employee's current situation, thus giving insight into how the employees' "most critical" needs may be impacting engagement and the desire to stay.

VON
Department Most
Critical Needs
Profile
(15 employees)

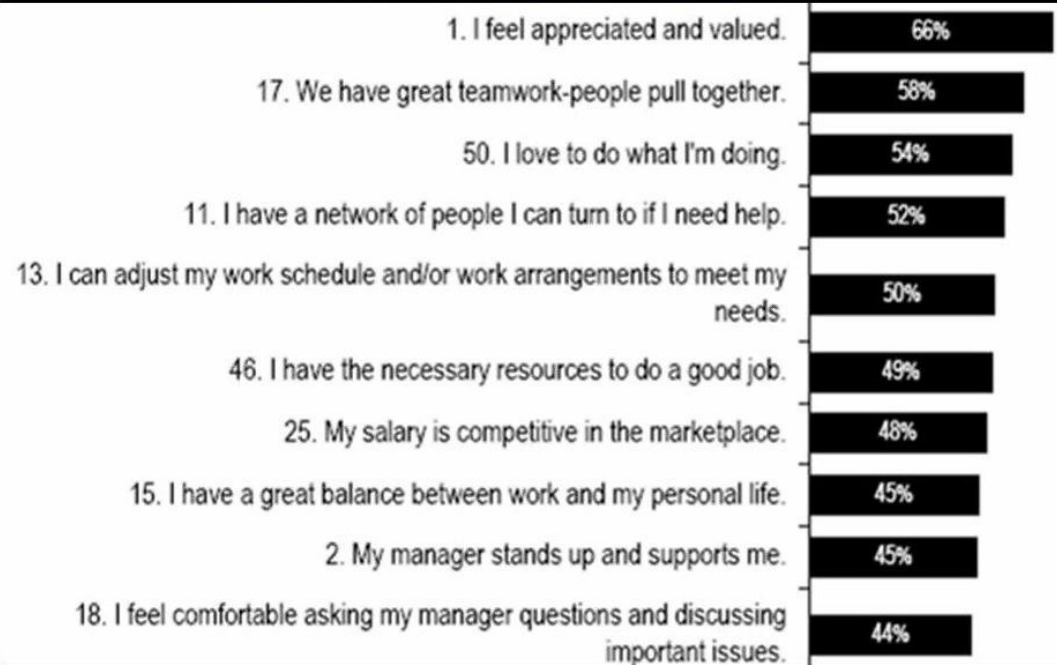


Survey Top Ten Critical Needs



2,646 Healthcare New Hires

“Most Critical” Needs



National Results: Most Critical Needs



Top Ten Things that VON employees say are important to them	Staff who say this is going well here
1. I feel appreciated and valued	69%
2. I love to do what I am doing	88%
3. I have the necessary resources to do a good job	69%
4. I can adjust my work schedule to meet my needs	76%
5. I can make a positive impact here	88%



National Results: Most Critical Needs



Top Ten things that VON employees say are important to them	Staff who say this is going well here
6. We have great teamwork –people pull together	71%
7. My manager stands up and supports me	74%
8. I have a great balance between my work and my personal life	72%
9. I have a network of people I can turn to if I need help	80%
10. I feel comfortable asking my manager questions and discussing important issues	80%



Key Findings



- PSWs across all three regions show high levels of engagement, with 22-28% Fully Engaged
- Nursing groups range from 11-16% Fully Engaged
- One half of all Central Region nurses is either Somewhat Engaged or Disengaged



Key Findings



Engagement Level	Executive	PSW	Community Program Coordinator	Nursing	Administration	Director/ Manager	Client Services
# of employees	14	475	141	794	197	193	126
Fully Engaged	29%	25%	18%	13%	15%	14%	7%
Engaged	50%	50%	47%	47%	44%	35%	40%
Somewhat Engaged	14%	17%	31%	25%	25%	40%	28%
Disengaged	7%	7%	4%	14%	16%	11%	25%
Fully Engaged + Engaged	79%	75%	65%	60%	59%	49%	47%

- Four out of every five executives is fully engaged or engaged whereas one out of two directors/managers are fully engaged or engaged
- One in every four client services employee is disengaged; one out of two are disengaged or somewhat engaged



The Launch: Engagement Party at Annual General Meeting and Leadership Forum



Financial Impact of Engagement



Step 4: Bottom Line Impact of All Employees

What is the current financial impact on our organization financials?

The Bottom Line Impact of Employee Engagement

(A)	
Total Employees	4688
Average Salary and Benefit Cost	\$ 54,481

(B)		(C)			(A) x (B) x (C)
% Employees at Each Level	Engagement Level	Performance Delivered	Bottom Line Impact of Engagement		Financial Impact
16%	Level 4: Fully Engaged	122%	Organization GAINS	\$ 11,986	\$ 8,990,258
46%	Level 3: Engaged	100%	Employee delivers an organization "value" equal to the costs (Salary + Benefits)		
25%	Level 2: Somewhat Engaged	75%	Organization LOSES	\$ (13,620)	\$ (15,962,816)
13%	Level 1: Disengaged	55%	Organization LOSES	\$ (24,516)	\$ (14,941,196)
Current Bottom Line Impact of Employee Engagement					\$ (21,913,754)



Financial Impact of Engagement



Step 5: Taking Action to Impact the Bottom Line

(A)	
Total Employees	4688
Average Salary and Benefit Cost	\$ 54,481

If we TAKE ACTION to impact employee engagement...
what financial impact will be achieved?

Engagement Level	Performance Delivered	Bottom Line Impact	(B)	(C)	(A) x (B) x (C)	ACTION: Increase bottom line results by increasing employee engagement	(D)	(A) x (B) x (D)
Level 4: Fully Engaged	122%	Organization GAINS	\$ 11,986	16%	\$ 8,990,258	Keep 100% of our "Fully Engaged" Employees	25%	\$ 14,159,656
Level 3: Engaged	100%	Employee delivers an organization "value" equal to the costs (Salary + Benefits)		46%	\$ -	Cause 1 of 5 "Engaged" Employees to "Fully Engaged"	51%	\$ -
Level 2: Somewhat Engaged	75%	Organization LOSES	\$ (13,620)	25%	\$ (15,962,816)	Cause 1 of 2 "Somewhat Engaged" Employees to "Engaged"	13%	\$ (7,981,408)
Level 1: Disengaged	55%	Organization LOSES	\$ (24,516)	13%	\$ (14,941,196)	Cause 1 of 10 "Disengaged" Employees to "Engaged"	12%	\$ (13,447,076)

*Ratios based on actual ICR client results

Current Financial Impact	\$ (21,913,754)	Future Financial Impact	\$ (7,268,828)
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(CURRENT - FUTURE) = Financial GAIN from "Taking Action" to Increase Employee Engagement	\$ 14,644,926
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Key Implementation Actions



- Senior Leaders Senior Management Team (SMT) analyse survey results and site action planning to select key critical engagement criteria and take action goals;
- Engagement Champions
 - Increased participation/response rate by 50%
 - Key role to help make sure:
Data → Information → Action → Impact
 - Sites kick off local action plan to drive TAS participation sharing success stories;
- Project Plans with strong Communications
 - Internal team
 - One-on-one coaching and action plan development support with Level Two Mgrs.
- Education and Training an
 - AGM workshop and focus on Engagement
 - TAG



Leadership Expectations-VON Take Action Solution Goals



Minimum Expectation

- 100% Access (Registration)
- 90% select Solutions (My Solutions)
- 80% Implement Solutions (Success Stories)



Leadership Solution

“6 minutes for success”



“Talent Take Action - Agenda Item”

What I DID to engage and retain talent.

(Describe Specific ACTIONS and IMPACT or PASS)

Maximum Time = 60 seconds per Leader/Manager)

Can NOT talk about what you “plan to do” or “others did”



TAG Training: Manager Talent Practices



Length of Service Intentions

Eliminate unexpected departures and increase desire to stay

Talent Results

Perform + Engage + Stay

Talent Plan

Pinpoint key areas to address and choose what to do (take action, involve, or manage expectations)

Targeted Talent Solutions

A pragmatic set of best practices which can be implemented with speed to make an impact

Engagement Planning

Increase engagement levels and maintain Engaged and Fully Engaged Talent

One-to-One Dialogue

Know what is "most critical" to deliver talent results and the how the current work situation is making a difference

Manager Actions

Build your capabilities to communicate, coach performance, provide feedback, build credibility, support work, show caring, and manage personal actions

Talent Practices



"A discipline in the way we lead and manage talent to increase organization performance."

1. Overview Core Concepts for Engaging and Retaining Employees
2. Employee Engagement Impact
3. Crack The Talent Code
4. Manager Talent Practices
 - One-to-One Dialogue
 - Team Member Talent Plan
 - Length of Service Intentions
 - Engagement Planning
5. Manager Capabilities
6. VON Take Action Solutions
7. Create Talent Accountability



Key Implementation Actions



- Add Clip



What VON Staff are Saying



- **“I think these solutions will make a difference at VON. There are a lot of postings under *building your manager capabilities* which are great resources. It is a bit overwhelming to look at, but it would be great for new managers and those of us who are having a difficult time. The resources I looked at are really good!”**
- **“It looks very professional. The tabs at the top make it easy to navigate to different areas. It will be nice to be able to see results and I like the tab about improving your survey results.”**
- **“This will certainly make a difference in my practice!”**
- **“The tool is very easy to use, very comprehensive and does an incredible job at linking the survey results with relevant actions. I very much appreciate the time frames and having so many options. The topics are *so good* and *so relevant*. The structure of the presentations is very clear and concise. I really like the ability to track your actions, keep stories and hear about other solutions/stories. I can see this tool being extremely helpful and effective!! All I can say is WOW. This really is a great resource!”**



VON *Take Action Solutions*



Log Out

My Profile

Home

How to Use

My Solutions

Success Stories

Help

Improve Survey Results

Build Manager Capabilities

Develop Competencies

VON Learning Center

Welcome

Welcome to VON's Engaging and Retaining Employees: Taking Action Solutions website. This site provides key tools and resources to help managers take action on the job and make a difference in their work team engagement. The ultimate goal — to enhance VON as a great place to work.

This site has been developed in collaboration with our partner, the Center for Talent Retention, and is guided by results from our 2009 engagement survey. The site provides practical hands on tools to enhance team and manager performance. These proven tools and best practices will assist VON's managers, leaders, teams and HR professionals in achieving measurable results.

We invite you to use this website regularly to help tailor your management activities to the key variables that affect both your site and your team members' full engagement in their roles at VON.

[Click here to learn more about VON Client Centred Care](#)



[Log Out](#)[My Profile](#)[Home](#)[How to Use](#)[My Solutions](#)[Success Stories](#)[Help](#)[Interpreting Your Survey Results](#)[Improve Your Survey Results](#)[Build Your Manager Capabilities](#)

Interpreting Your Survey Results

Click the links below for the following:

[Survey Report Key Questions](#)

[Engagement Survey Results Team Meeting PowerPoint Template](#)

Review Your Report

The first step in understanding your survey results is reviewing your team's report front to back. Use the Survey Report Key Questions to help you understand the data.

Prepare for Your Team Meeting

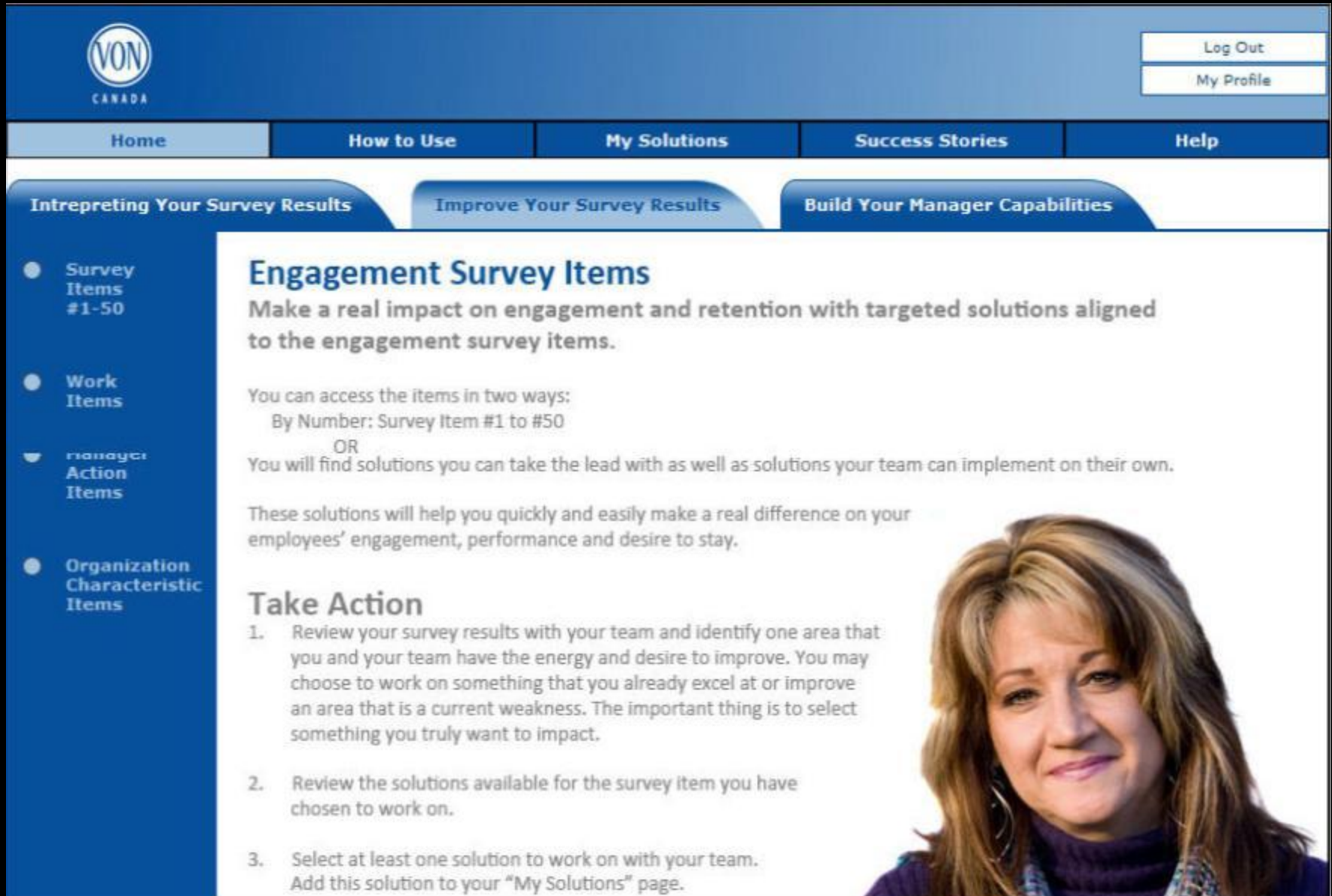
Next, prepare to share results with your team:

1. Review the PowerPoint template: Engagement Survey Results Team Meeting - slides and notes pages.
2. Prepare this slide set by inserting your team's data in the appropriate slides.
3. Be familiar with the Improve Your Survey Results Solutions so you can show your team the solutions during the feedback session.
2. Identify one area that you and your team have the energy and desire to improve.
3. Select at least one solution to work on with your team. Add this solution to your "My Solutions" list.
4. Briefly record your improvement by clicking on the "My Solutions" link and selecting the "Share a Story" link.



Step 1: Interpret Your Survey Results

Step 2: Select an Area to Improve



The screenshot shows the VON Canada website interface. At the top left is the VON Canada logo. At the top right are buttons for 'Log Out' and 'My Profile'. Below the logo is a navigation bar with 'Home', 'How to Use', 'My Solutions', 'Success Stories', and 'Help'. Underneath is a secondary navigation bar with 'Intrepreting Your Survey Results', 'Improve Your Survey Results', and 'Build Your Manager Capabilities'. On the left side, there is a sidebar menu with four items: 'Survey Items #1-50', 'Work Items', 'Manager Action Items', and 'Organization Characteristic Items'. The main content area is titled 'Engagement Survey Items' and contains the following text:

Engagement Survey Items


Make a real impact on engagement and retention with targeted solutions aligned to the engagement survey items.

You can access the items in two ways:
By Number: Survey Item #1 to #50
OR
You will find solutions you can take the lead with as well as solutions your team can implement on their own.

These solutions will help you quickly and easily make a real difference on your employees' engagement, performance and desire to stay.

Take Action

1. Review your survey results with your team and identify one area that you and your team have the energy and desire to improve. You may choose to work on something that you already excel at or improve an area that is a current weakness. The important thing is to select something you truly want to impact.
2. Review the solutions available for the survey item you have chosen to work on.
3. Select at least one solution to work on with your team. Add this solution to your "My Solutions" page.



[Interpreting Your Survey Results](#)
[Improve Your Survey Results](#)
[Build Your Manager Capabilities](#)

- [Survey Items #1-50](#)

- [Work Items](#)

- [Work Environment Items](#)

- [Manager Action Items](#)

- [Organization Characteristic Items](#)



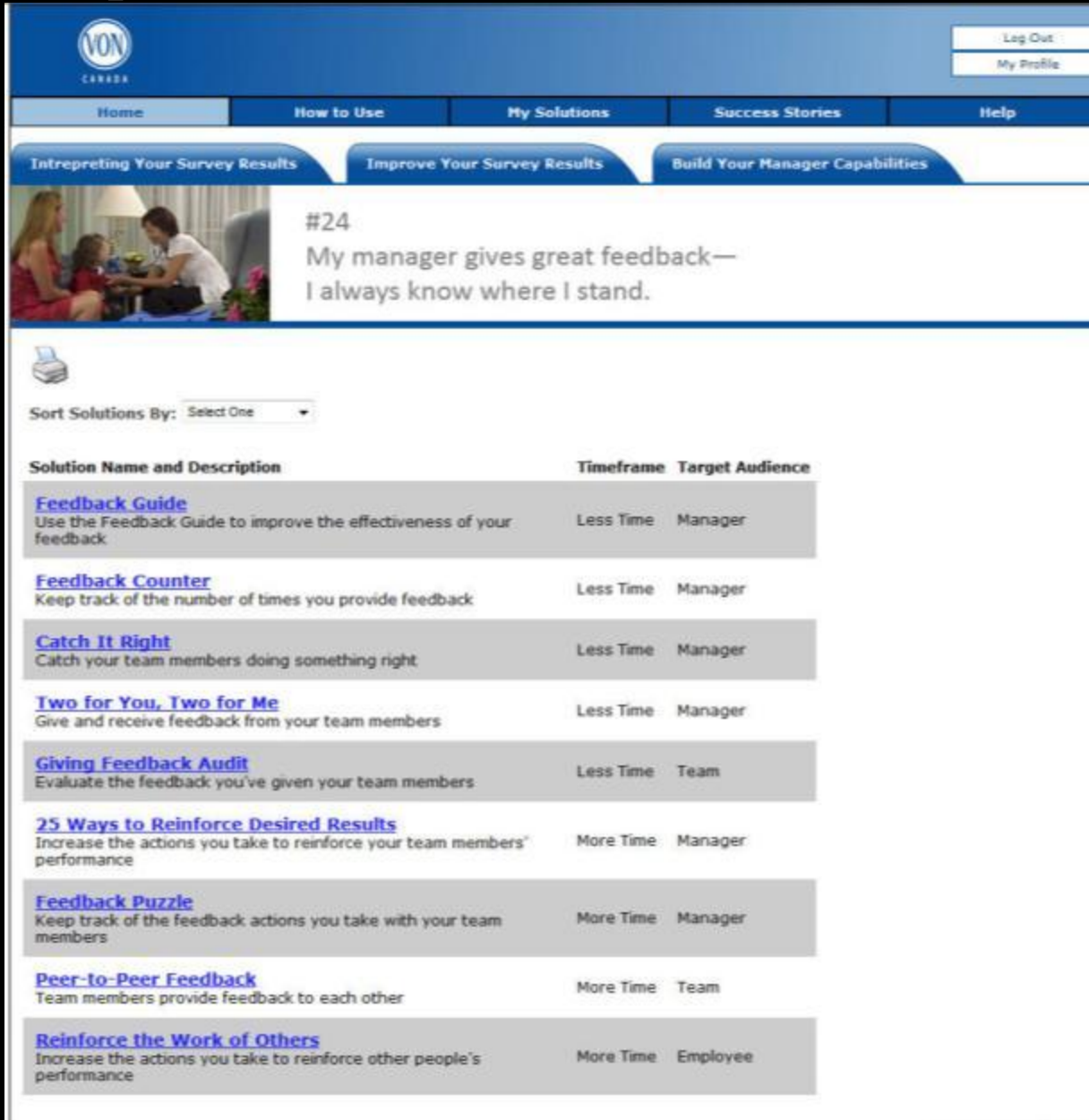
Manager Action Items

The following manager action variables represent the manager actions and qualities impacting employee engagement and retention.

Select the manager action variable you want to take action on, click on the variable below, review the solutions, and select the solution that will work best for you.

#	Manager Action Variable
2	My manager stands up and supports me.
4	I feel comfortable around my manager.
6	I trust and respect my manager.
8	My manager is highly qualified.
10	My manager gives me the space I need to do my work.
12	My manager genuinely cares about me as a person.
14	My manager gives feedback in a way that makes it easy to want to improve.
16	My manager knows how to handle his or her personal frustrations.
18	I feel comfortable asking my manager questions and discussing important issues.
20	My manager understands my work.
22	My manager tells the truth no matter what.
24	My manager gives great feedback—I always know where I stand.
26	My manager actively listens to me and seeks to understand my point of view.
28	My goals and performance expectations are clear—I know what it takes to be successful here.
30	I get a lot of coaching from my manager and other knowledgeable resources.
32	My manager often asks for my ideas.
34	My manager "walks the talk".
36	I really like my manager.
38	My manager and I have values which allow us to work very well together.
40	My manager gets the facts before making judgments or taking action.

Step 3: Review Solutions



The screenshot shows the VON Canada website interface. At the top, there is a navigation bar with the VON Canada logo on the left and 'Log Out' and 'My Profile' links on the right. Below the navigation bar are tabs for 'Home', 'How to Use', 'My Solutions', 'Success Stories', and 'Help'. Underneath these tabs are three main content areas: 'Intpreting Your Survey Results', 'Improve Your Survey Results', and 'Build Your Manager Capabilities'. A featured section displays a photo of a woman and a child, with the text '#24 My manager gives great feedback— I always know where I stand.' Below this is a 'Sort Solutions By:' dropdown menu set to 'Select One'. The main content area is a table listing various solutions.

Solution Name and Description	Timeframe	Target Audience
Feedback Guide Use the Feedback Guide to improve the effectiveness of your feedback	Less Time	Manager
Feedback Counter Keep track of the number of times you provide feedback	Less Time	Manager
Catch It Right Catch your team members doing something right	Less Time	Manager
Two for You, Two for Me Give and receive feedback from your team members	Less Time	Manager
Giving Feedback Audit Evaluate the feedback you've given your team members	Less Time	Team
25 Ways to Reinforce Desired Results Increase the actions you take to reinforce your team members' performance	More Time	Manager
Feedback Puzzle Keep track of the feedback actions you take with your team members	More Time	Manager
Peer-to-Peer Feedback Team members provide feedback to each other	More Time	Team
Reinforce the Work of Others Increase the actions you take to reinforce other people's performance	More Time	Employee

[Add To My Solutions](#)


Prep Time
10 minutes

Action Time
**40 minutes/
employee**

Downloadable Resources
[Two for You, Two for Me](#)

Two for You, Two for Me

Give and receive feedback from your team members

Give each of your team members two pieces of feedback, and receive two pieces of feedback from your team members.

Step 1:

In a team meeting, tell your team members you will touch base with them in the next week to provide two pieces of feedback to them. In addition, you would like them to provide two pieces of feedback to you. Team members should identify:

1. One action they would like YOU to continue or do more of
2. One action they would like YOU to do less of

Step 2:

Prepare for your feedback; record the names of your team members on the *Two for You, Two for Me* worksheet.

Step 3:

For each team member, identify the following:

- One action you would like the team member to continue or do more of
- One action you would like the team member to do less of

Step 4:

Meet with each team member to share your two pieces of feedback and to receive the feedback he or she has for you.

Two for You, Two for Me

Record the names of your team members below.

For each team member, identify the following:

- One action you would like the team member to continue or do more of
- One action you would like the team member to do less of

Team Member	Continue or Do More	Do Less

Step 4: Select Solutions

Every talent solution is clearly outlined with complete steps and all necessary resources needed to successfully perform.

Step 5: Add to “My Solutions”

Home How to Use **My Solutions** Success Stories Help

Interpreting Your Survey Results Improve Your Survey Results Build Your Manager Capabilities

My Solutions

Here are the solutions you selected to implement. Click on a solution to view the details and instructions. Once you complete the solution, submit a Success Story to capture your actions and the impact you created.

Date Selected	Solution	Description	Success Stories	Delete
11/09/09	Walk-the-Talk Audit	During meetings, determine if the team's actions were consistent with the team values, goals, and priorities	Share a Story	Delete
11/09/09	Supporting Actions Scorecard	Track how many times you perform support actions for your team members	Share a Story	Delete
11/09/09	Off My Plate	Determine what work can be taken "off your plate" to impact your work-life balance	Share a Story	Delete
10/14/09	Feedback Guide	Use the Feedback Guide to improve the effectiveness of your feedback	Share a Story	Delete

Export your solutions and success stories and share them with others.

My Success Stories

Below is a summary of your Success Stories. Review your Success Stories as a reminder of your great achievements. You can sort your Success Stories as you think about applying your experiences to new situations, or export your Success Stories to share your accomplishments with others.

Tell us about a success you've created... Sort My Success Stories Date

Date	Solution/Tool	The Situation	The Action	The Impact	Goal	Update
11/09/09	Supporting Actions Scorecard	Mother of a patient was upset with the bedside nurse - she felt that the nurse was not giving her correct information.	I talked with both the nurse and the mother and clarified that at the time their interaction occurred, all the information that the nurse had shared was correct. The child subsequently had other events occur that would explain the difference in information that the mother was receiving.	<p>Employee/Team Impact Supported the nurse by "proving" that she had shared accurate information and making sure that mother understood that the nurse was truthful and trustworthy.</p> <p>Customer Impact Helped the mother to see that correct information was shared both times - and her child had undergone changes between contacts.</p>	Achieve Care and Service Outcomes	Update

Step 6: Share Success Stories

What did you do? What impact did you make?

Success Stories

What is a Success Story?

Success Stories are a summary of the actions we take and the impact created by these actions. Success Stories help us to know what is being implemented and to understand how these actions are creating a positive impact for ourselves, employees, teams, and the organization.

Explore Great Successes

Below you will see great examples of Success Stories shared by others. Review the Success Stories to get new ideas, see what others are solving for, and become inspired.

Sort the Success Stories by topic, solution, and impacted created. Use the contact information to collaborate with others, tap into real life experiences, and learn how to implement actions and solutions that will help you make a positive impact.

Tell us about a success you've created...

[Submit A Success Story](#)

Search Success Stories

Sort Success Stories

Date

Date	Solution/Tool	The Situation	The Action	The Impact	Goal	Contact
11/09/09	Supporting Actions Scorecard	Mother of a patient was upset with the bedside nurse - she felt that the nurse was not giving her correct information.	I talked with both the nurse and the mother and clarified that at the time their interaction occurred, all the information that the nurse had shared was correct. The child subsequently had other events occur that would explain the difference in information that the mother was receiving.	Employee/Team Impact Supported the nurse by ""proving"" that she had shared accurate information and making sure that mother understood that the nurse was truthful and trustworthy. Customer Impact Helped the mother to see that correct information was shared both times - and her child had undergone changes between contacts.	Achieve Care and Service Outcomes	Contact

Lessons We are Learning...



- Focus on engagement is not going away but is the way we are starting to think about doing business every day
- It is more work than staff imagined and has to be supported by top leadership in order to be top priority



The train has left the station....



- Bottom line Impact of Employee Engagement
- Setting Goals to Drive Engagement Up
- Participating in "Take Action Solutions" Webinars
- Managers Training on key talent practices (TAG Training)



We are accountable ...



- For setting clear performance expectations with our teams
- Performance reviews PDPs are to be completed for all staff
- Talent Watch in place to help build strong career ladders for managers
- Take Action on Engagement activities by site with Champions



Lessons We are Learning...



- Actions cannot wait... every day we don't take action is an opportunity lost:
 - to connect with staff ;
 - to build reasons for them to deliver their best to clients;
 - to reinforce their great efforts and,
 - to correct actions that don't provide value add





Small Changes Create Big Fires



- VON Client Centered Care and Care and Service Model can only be achieved when our employees perform at their best and stay .
- To achieve this level of performance, every leader must take action.
- The talent situation will only get tougher in our sector.
- Now is the time we need to build the talent practices needed to attract, engage, and retain talent.

*Don't let the wrong people leave – Don't give up , make it stick
CEO Judith Shamian*

