



## **Get key decision makers on board**

It is important to make the case to an organization's senior leaders as they are the key decision makers and have the capacity to align quality of worklife to the organization's Mission, Vision, and strategic plan. Senior Leaders in a healthcare organization include, but are not limited to: the Chief Executive Officer (CEO), the Chief Financial Officer (CFO), and Vice President(s) (VP).

A fully informed senior leadership can advocate the importance of supporting healthy healthcare workplaces with relevant government and public policy-makers and funders. Senior leadership also holds middle management accountable for implementing and supporting the strategic direction of an organization, thus creating a strong motivation for managers to assure follow-through at the departmental level.

### **Goals and strategies to obtain senior leadership support**

1. Simplify the reasons for improved quality of worklife to a compelling set of talking points they can easily integrate into the organization's strategic direction, and deliver to other key stakeholders
2. Create a formal plan that clearly outlines your goals for improved quality of worklife within the organization, and the specific ways to achieve these goals.

#### **Include**

- One-page list of compelling reasons for increased quality of worklife (e.g. business case, increased quality of care) based on audience and relevant needs (e.g. Human Resources' goals in collecting information, CEO's goal in changing organizational culture, quality goals in improving processes. Establish that all of these goals are directly related to quality of worklife and improving health in the workplace)
- Key strategies and their relationship to specific goals (e.g. surveys to assess quality of worklife), as well as important indicators that speak to staff quality of worklife. (See QWQHC Action Strategy for more information.)
- List of resources that includes individuals, organizations, documents, and tools (e.g. QWQHC website)

3. Speak the language of your audience and show that you have taken their perspective on this issue into account. Refer to the organization as a whole; the benefits to staff; overall improvement across the organization; quality of service to the community; stakeholders' interests; and investment in strategies and initiatives that will improve the health of the organization's most important asset –its people.
4. Relate the importance of measuring results and collecting data to make evidence-informed decisions. Encourage senior leadership to assess the impact of any initiatives put in place in the organization, not only for the benefit of the organization itself, but also to help build the foundation of support that will assist other health organizations in implementing similar improvement initiatives and move the agenda forward across the country.

For more information, please view our website [www.qwqhc.ca](http://www.qwqhc.ca) or call 1-800-814-7769 x447.