

Physician Survey Report May 2011

We have the opportunity to make Capital Health a better place to work and to align our efforts with Our Promise to create a world-leading haven for people-centred health, healing and learning.

The 2011 Capital Health Physician Survey was created by Physician Services in consultation with several Department Chiefs, and the Presidents of both DMSA and DMAC. In January and February, we invited physicians from all medical staff categories (active, resident, fellow, associate, consulting, courtesy, clinical associate, clinical trainee and locum tenens) to complete a survey. The survey data was collected through ClearPicture, an independent survey firm.

This is a preliminary report of the organizational results. Further investigation is being undertaken to understand the results more completely.

The information obtained through this survey will enable us to better understand what it is like for physicians to work at Capital Health so that we can build on what is working, improve relationships and concentrate our efforts on improvement.

The following report focuses on organizational results. We've clustered the survey results into categories: Job, Relationships, Burnout and Organization.

In the coming weeks, physician leaders who had five or more departmental/divisional/site members complete the survey will also receive a survey report specific to his/her team, including comments (scrubbed to ensure confidentiality). These reports will contain a definition of each of the individual survey measures and offer discussion questions that can be used for conversations about results. These conversations will allow all physicians to be part of creating solutions to build on what is working, improve relationships and focus on improvement.

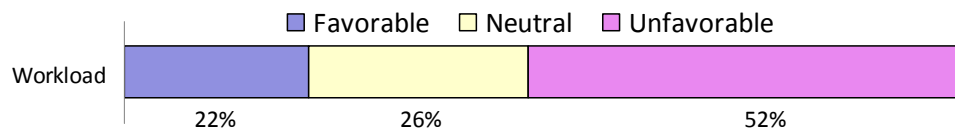
Section 1: Job

Work provides us with money to buy the things we want and need. More than that, it's a source of social support and personal fulfillment. In the field of health, many people choose to work for the sake of a higher purpose – making a difference in the lives of others.

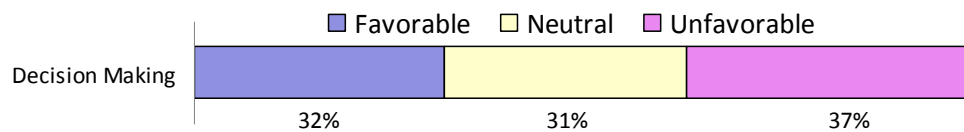
At the same time, health care can be a stressful environment. Having some control over our work is key for many people to achieve balance and wellness. The physician survey provides us with valuable information about these factors so that we can work together to improve our work experience.

In this section of the survey we report on aspects of work: workload, decision making, access to resources, work/life conflict and standard of care.

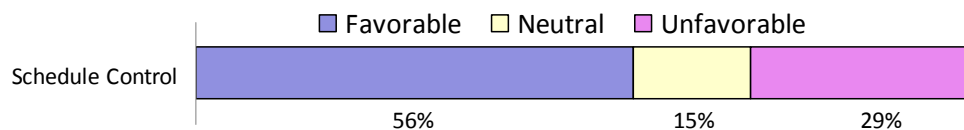
Workload: Workload is a measure of how physicians feel about the amount of work they undertake.



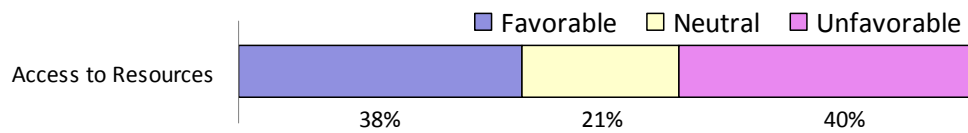
Decision making: Decision making is a measure of how much involvement and influence a physician has over their work.



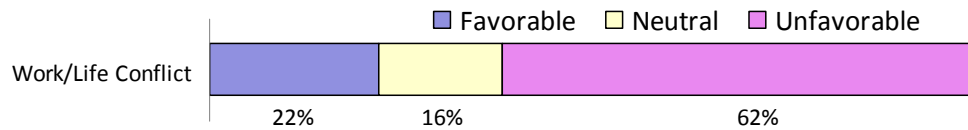
Schedule Control: This measure is associated with decision making in that it reflects the degree of choice, or control, physicians reported having over their schedules.



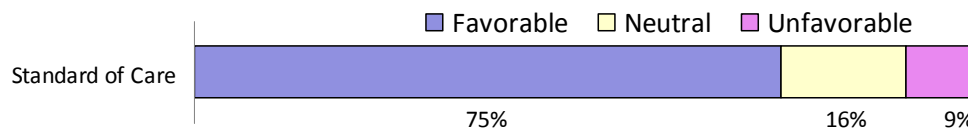
Access to Resources: This measures physicians' ability to access the resources required to do their jobs. This includes access to consultations with specialists, beds for patients and equipment.



Work/Life Conflict: This measure looks at the effects of work on family and personal life.



Standard of Care: This measures the degree to which physicians are able to provide a high standard of patient care at Capital Health.

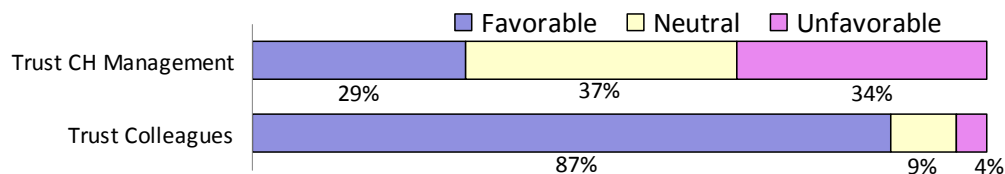


Section 2 – Relationships

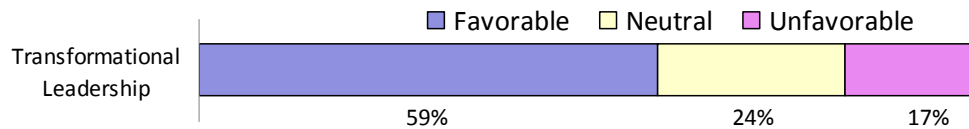
Relationships at work have an effect on the quality of our work life. In addition, when people feel supported, respected and treated fairly, they are often better able to cope with stress.

In this section of the survey we report on four aspects of relationships: trust, transformational leadership, co-leadership, and respect.

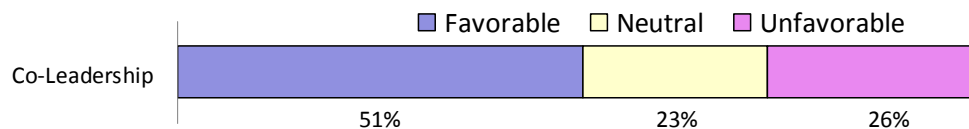
Trust: Organizational trust is about believing that people at work are competent and reliable. Physicians at Capital Health reported their trust in management and their colleagues.



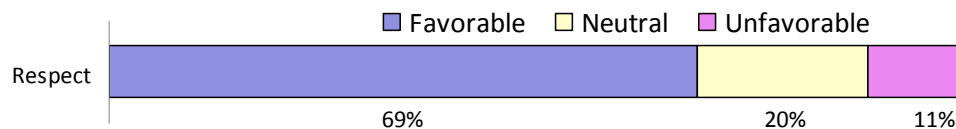
Transformational Leadership: At Capital Health, we expect physician leaders to model our commitment to transformation. This means creating the conditions for open and honest feedback, encouraging exploration and innovation as well as decision-making that is fair and that uses resources wisely.



Co-leadership: Co-leadership is a partnership between physician leaders and administrative leaders, who share accountability for setting priorities and implementing strategies that improve person-centred health, healing and learning.



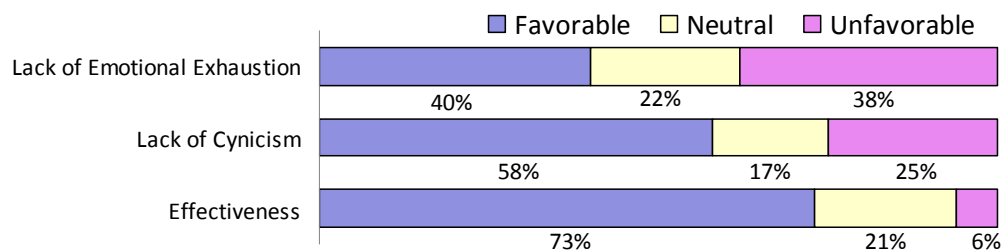
Respect: Respect at work shows that people are honoured for who they are and not just what they do.



Section 3 – Burnout

Burnout is a sign that stressful conditions are taking a toll on physicians. Emotional exhaustion – a feeling of being overwhelmed – is often thought precede cynicism, a sense that one’s work doesn’t really matter or that things will never improve.

Often emotional exhaustion and cynicism precede a person’s perception that they have lost the ability to perform their job.



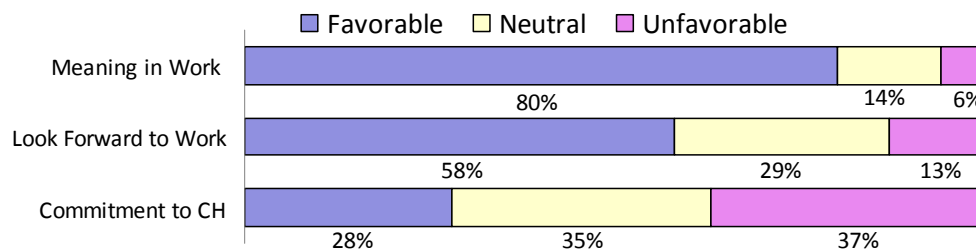
Section 4 – Organization

There are several measures that reflect our organizational culture. In this section, we explore engagement, psychological safety, and patient-centredness. This section also looks at how physicians relate to Our Promise.

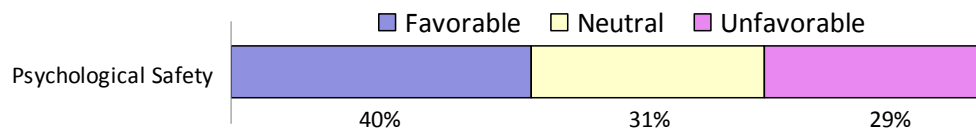
Engagement: There are two measure of engagement in the survey.

Engagement with work: The first reflects how physicians feel about their work – the degree to which their work gives meaning and purpose to their lives.

Engagement with Capital Health: The second measure is the commitment physicians feel to Capital Health. It reflects the degree to which physicians stay with Capital Health because they want to rather than because they need to stay.



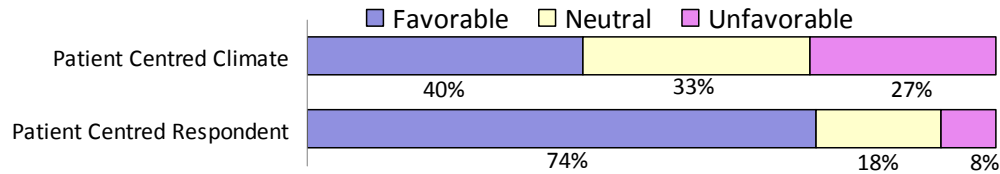
Psychological Safety: Psychological safety is the level of safety someone feels at work. It is important to examine psychological safety because physicians who feel safe are more willing to speak up about conditions that may put patient safety at risk.



Patient-centredness: Two items probing patient-centredness are reported.

Patient-Centred Climate: This is the extent to which physicians believe that patients and families come first at Capital Health.

Patient-Centred Physician Perspective: This is the extent to which physicians believe that patients and families have the right to participate in all health care decisions.



Our Promise: Changing the way we work to align with Capital Health’s strategic vision brings Our Promise to life. Taking time to reflect on what Our Promise means to our day-to-day work is an important step in becoming a world-leading haven of people-centred health, healing and learning.

