



Employee Survey Report May 2011

At Capital Health, we have made a promise to be a world-leading haven for people-centred health, healing and learning. We can only achieve Our Promise if each of us experiences Capital Health as a rewarding, satisfying and healthy place to work. That's why every two years, we conduct an employee survey.

The survey conducted in February 2011 allows us to measure our progress and ask: How are we doing? Where could we be doing better? What will we celebrate?

The following report will give you a sense of our organizational results. We've clustered the survey results into four categories: Job, Relationships, Health (relating to individual health) and Organization.

In the coming weeks, formal leaders who had five or more employees complete the survey will also receive a survey report specific to his/her team. This report will also contain a definition of each of the survey measures, and will offer discussion questions that can be used in team conversations about results. These conversations will allow every team member to be a part of creating solutions for a healthier workplace.

Section 1: Job

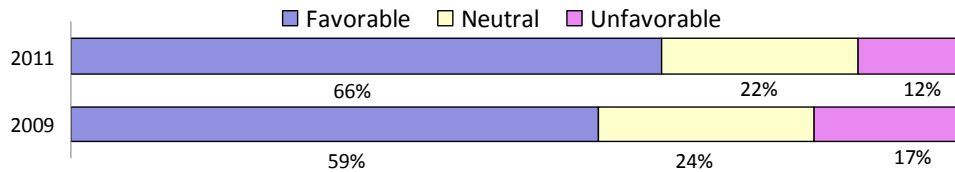
Of course, work provides us with money to buy the things we want and need. More than that, it's a source of social support and personal fulfillment. In the field of health, many people choose to work for the sake of a larger purpose – making a difference in the lives of others.

At the same time, health care can be a stressful environment. Having some control over our work is key to achieving balance and wellness. The employee survey provides us with valuable information about these factors so that we can work together as teams and as an organization to improve our work experience.

In this section of the survey we report on six aspects of work: joy, pride, workload, decision-making, recognition and job satisfaction.

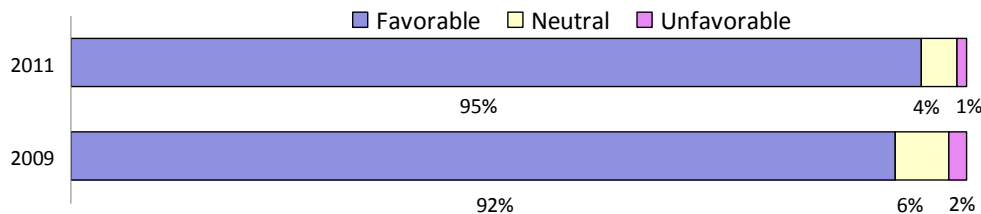
Joy: Every person defines joy a bit differently. In health care research, joy is defined as a positive feeling of energy and excitement at work. People working in health care experience joy at work when they experience great relationships while providing people-centred care.

66 per cent of employees reported that they experience joy at work.



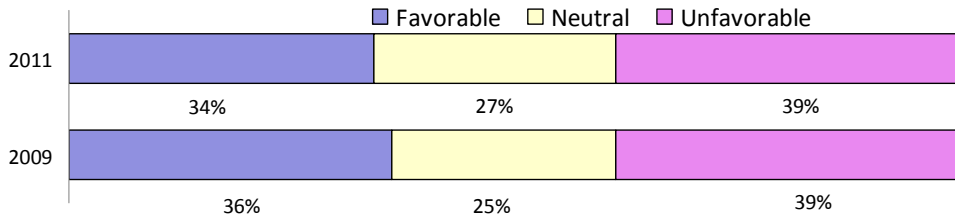
Pride: Pride at work is a sense that comes from doing a good job and feeling a sense that what we do makes a difference. In health care, this sense of pride often comes from the feeling that we are able to help others.

95 per cent of employees reported that their work brings them a sense of pride.



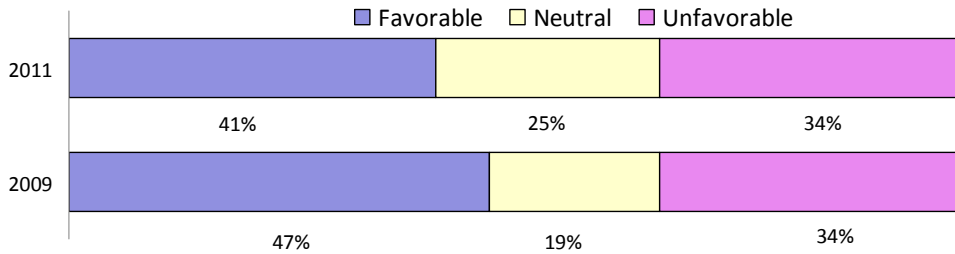
Workload: Workload is a measure of how people feel about the amount of their work. Workload is very closely linked to mental and physical health and wellness. Therefore, heavier workload is a risk to workers and employers.

Most participants report heavy workloads. This is consistent with those working in health care across Canada.



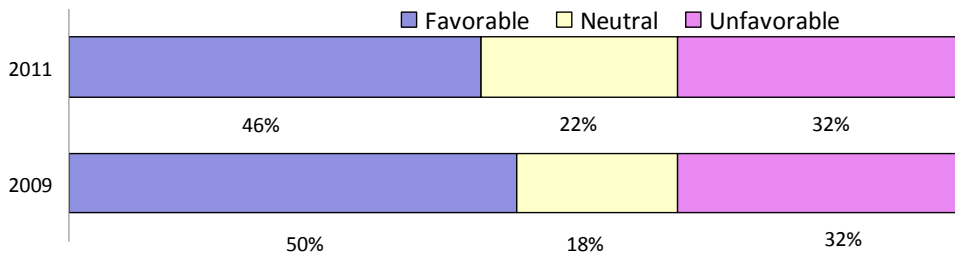
Decision making: Decision making is a measure of how much influence a person feels he/she has in his/her work. When people feel able to make decisions related to their work, it has a positive effect on mental health.

Employees reported a low level of involvement in decision making, even when the decisions had an impact on them.



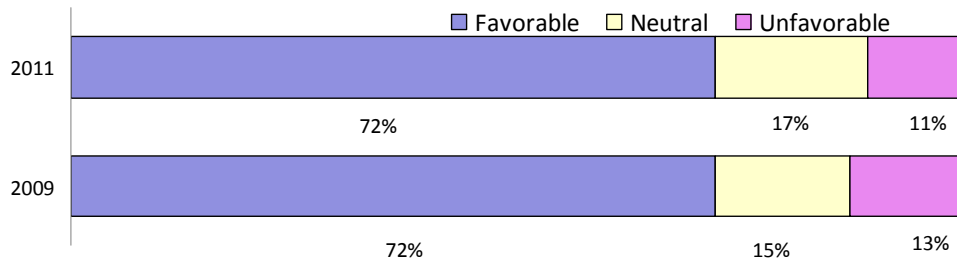
Recognition: The degree to which employees feel their work is appreciated.

Employees have a sense that their work is not sufficiently appreciated or recognized.



Job Satisfaction: When employees are asked about job satisfaction, they consider aspects of their work. For example: am I treated fairly, do I get paid well, are the benefits good, does my boss like me, do I like my boss, would others be lucky to have my job? This one item is important for predicting quitting and absenteeism.

The vast majority of employees reported being satisfied with their jobs. This is an indication of a stable workforce of people who appreciate their job, benefits and compensation.



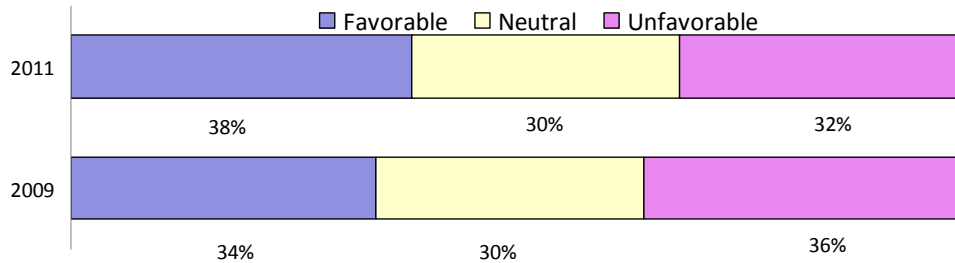
Section 2 – Relationships

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

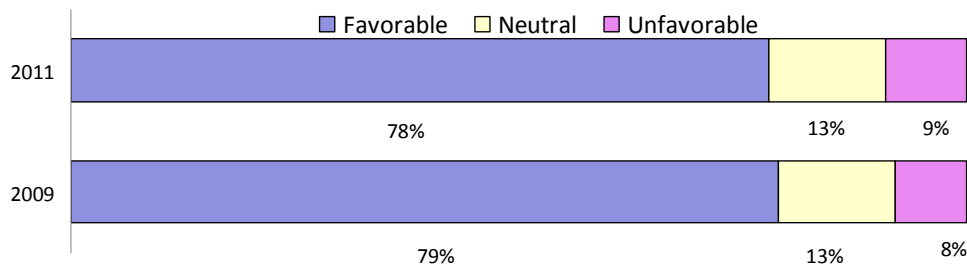
In this section of the survey we report on five aspects of relationships: trust, transformational leadership, co-leadership, respect, incivility and how much we value and respect people from diverse communities.

Trust: Organizational trust is about believing that people at work will do the right thing and that they will do what they say. People at Capital Health reported their trust in management (the collective group of people who plan, organize and make decisions about priorities at Capital Health) and their coworkers.

Trust in management is low at Capital Health.



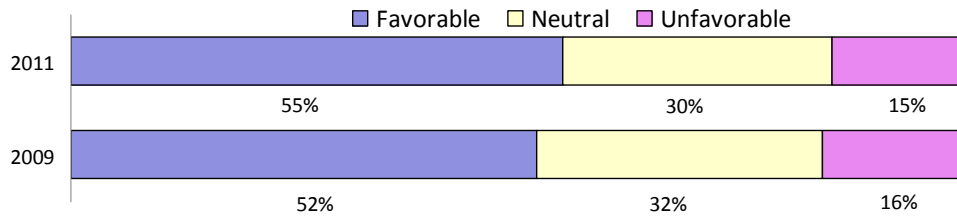
Employees reported that they trust their peers and colleagues to help out and do excellent work.



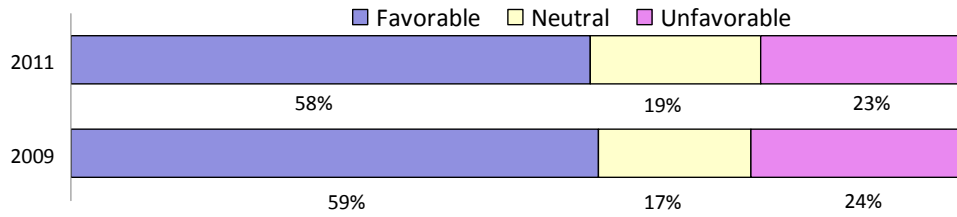
My Leadership: At Capital Health, we expect leaders to model our commitment to transformation. This means being, caring and doing in a way that invites employees to step into their potential.

The majority of participants indicated that they see transformational leadership demonstrated by their leaders.

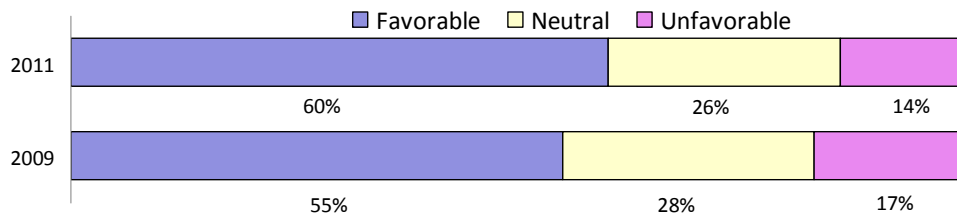
My Leadership: Being



My Leadership: Caring

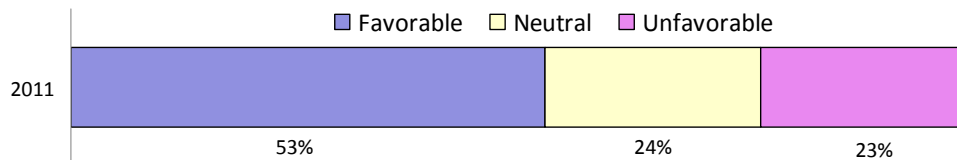


My Leadership: Doing



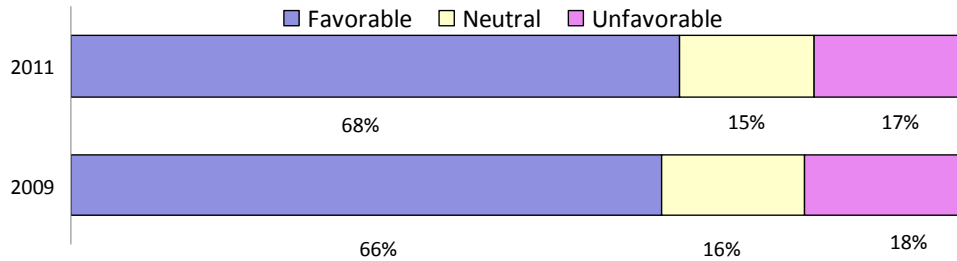
Co-leadership: Co-leadership is a partnership between a physician leader and an administrative leader, who share accountability for setting priorities and implementing strategies that improve person-centred health, healing and learning.

About 2,800 participants agreed with the statement “I see co-leadership demonstrated in decision making in the team/unit/area in which I work.”



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

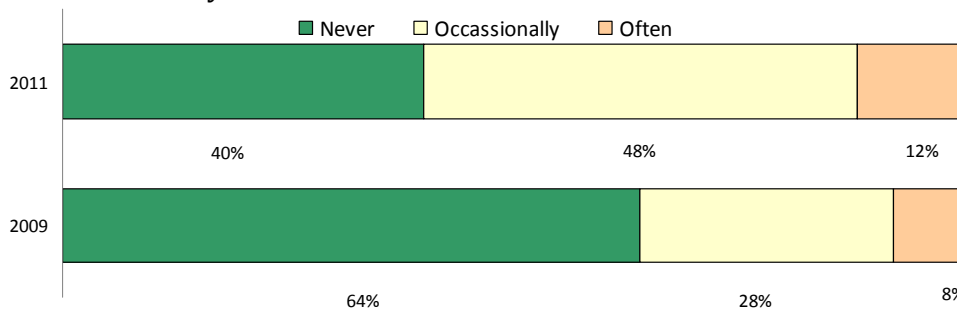
Generally, people agree that Capital Health is a respectful place to work.



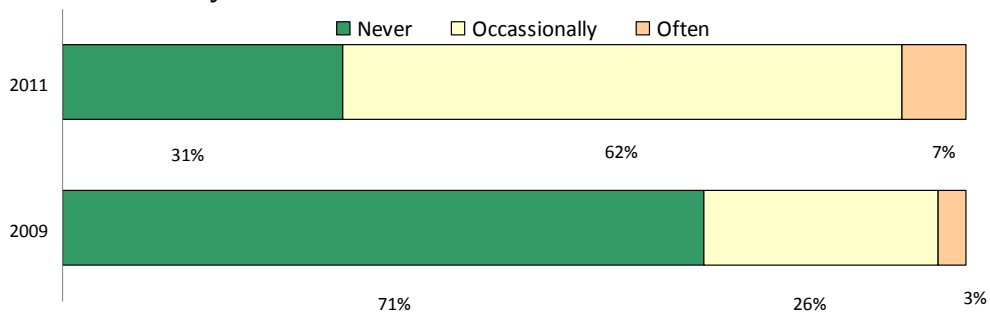
Incivility: Workplace incivility is rude or discourteous behaviour at work. These behaviours can lead to aggression and violence at work. In health care, workplace incivility is linked to a decrease in mental wellness and physical health and a rise in sick time.

The vast majority of participants report experiencing uncivil workplace behaviour at least once in the last 12 months. All measures of uncivil workplace behaviour have increased significantly as compared to the 2009 survey.

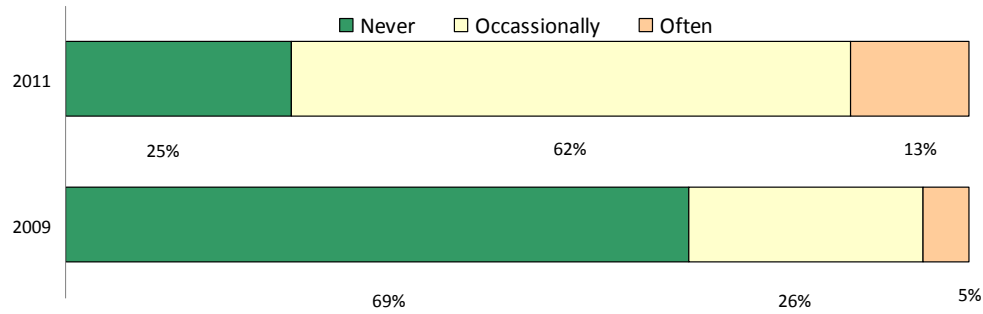
Leader Incivility



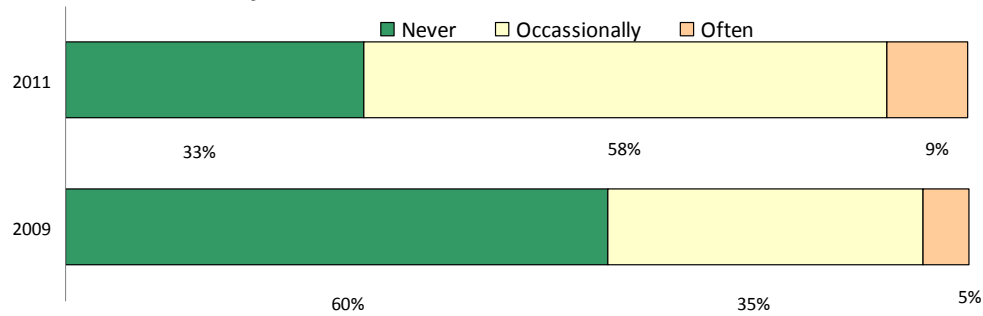
Patient Incivility



Doctor Incivility

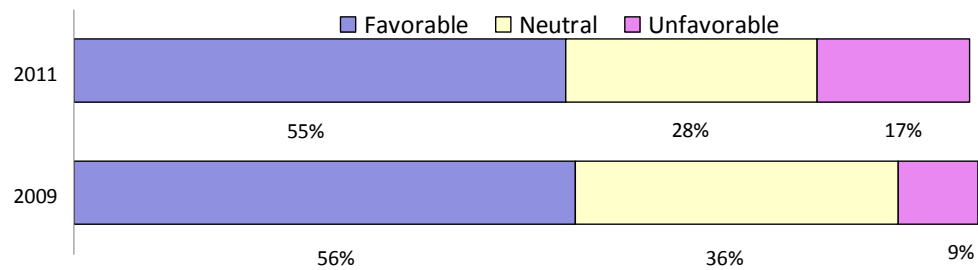


Coworker Incivility



Diversity value: Do people who belong to a diverse community feel valued and respected at Capital Health? This single item reports on the perspective of diverse groups.

Just over half of the 544 employees who indicated that they are part of a diverse community (based on minority status, sexual orientation, etc.) report that they are respected and valued within their workgroup.

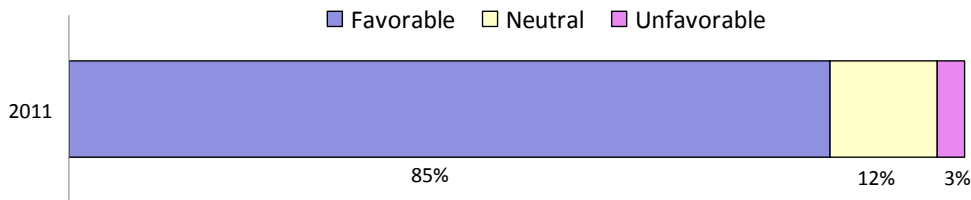


Section 3 – Health

The employee survey includes a few measures of individual employee experiences: health, wellness and burnout levels. Our Declaration of Health states that every individual has the right to optimal spiritual health, mental, physical, and emotional health.

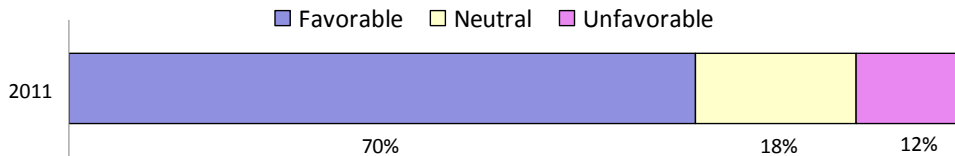
Spiritual Wellness: Spiritual wellness is a person’s ability to tap into inner strength. This strength allows a person to better cope with stress. The survey measure is not about religious beliefs.

The vast majority of employees reported a sense of resourcefulness and strength even during difficult times.



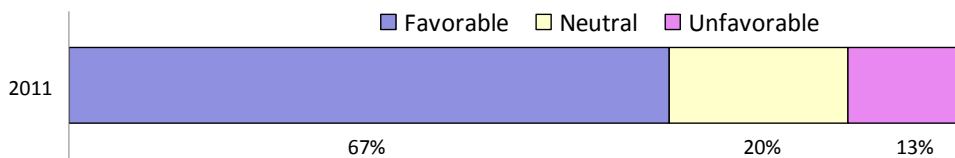
Mental/Emotional Wellness: Mental and emotional wellness is about having a positive attitude and feeling optimistic.

Most employees report a sense of high energy and positive attitude.



Physical Health: This item asked people to respond to the statement: “In general, I would say my physical health is excellent.”

67 per cent of employees agree or strongly agree that they are in excellent physical health.



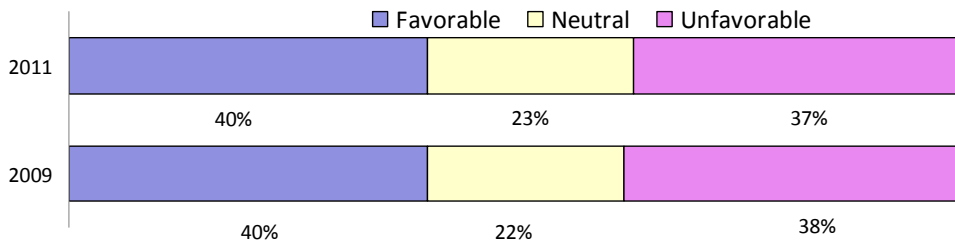
Burnout: Health care workers are resilient and resourceful people. And there are times when job stressors negatively affect spiritual, mental, emotional and physical health.

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

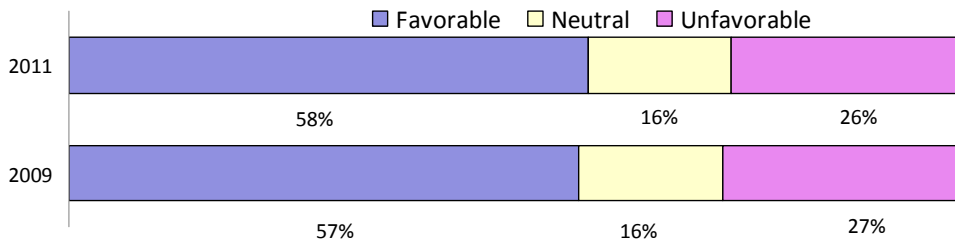
Often emotional exhaustion and cynicism precede a person’s perception that they have lost the ability to make a difference.

Despite the positive feelings of health and well-being, a significant number of employees report being emotionally drained or burned out from their work. Many also report that they are becoming more cynical about work. Still, the large majority of employees report that they remain effective at their job.

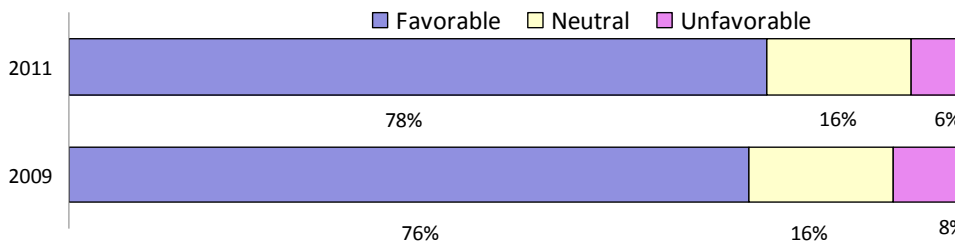
Emotional Exhaustion



Cynicism



Effectiveness



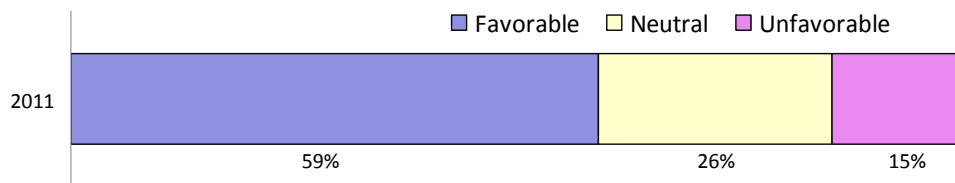
Section 4 – Organization

There are several measures that reflect our organizational culture. In this section, we explore engagement, psychological safety, patient and employee safety, patient-centredness, survey optimism and diversity competence. This section also looks at how employees relate to Our Promise, and what has changed since the 2009 survey.

Engagement:

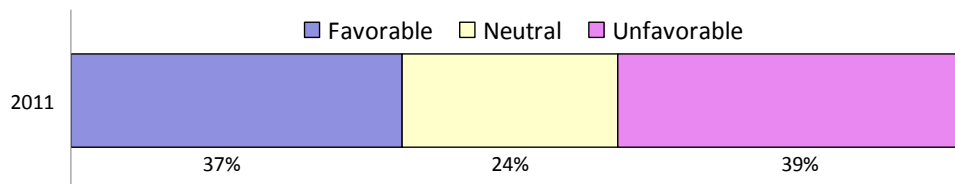
There are many ways of looking at employee engagement. This measure speaks to the commitment people feel to Capital Health. This reflects the degree to which people stay with Capital Health because they want to rather than because they need to stay.

59 per cent of employees report feeling committed to Capital Health.



Psychological Safety: Psychological safety stems from respect and trust, and is the level of safety someone feels at work. It is important to examine psychological safety because employees who feel safe are more willing to relay important information. Psychological safety is strongly linked to patient safety.

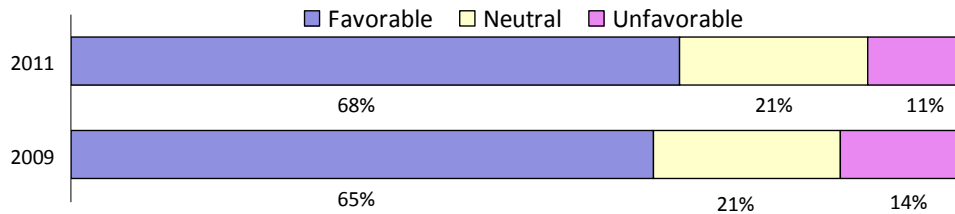
Less than 40 per cent of employees reported feeling psychologically safe at work.



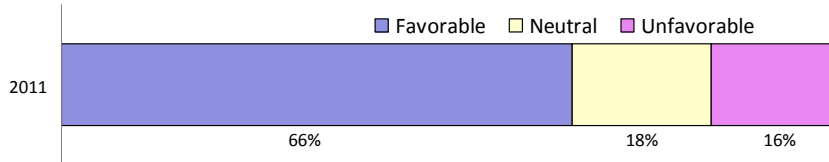
Patient/employee Safety: The level that employees believe working conditions contribute to patient and employee safety.

About 70 per cent of employees agreed or strongly agreed with the statements “Working conditions in my area contribute to **patient** safety” and “Working conditions in my area contribute to **worker** safety.”

Patient Safety



Worker Safety



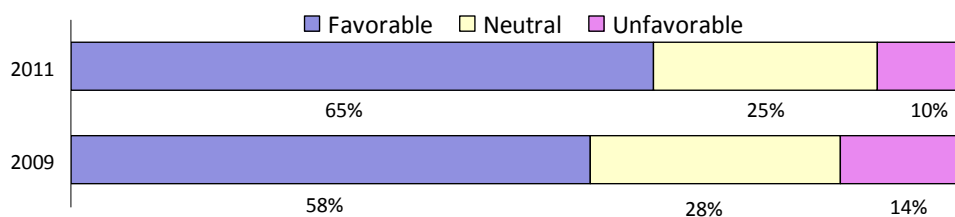
Patient-centredness: Employees were asked about patient-centredness. Two measures of patient-centredness are reported here.

Patient-Centred Climate: This is the extent to which employees believe Capital Health is focused on providing patient-centred care. Patient-centred climate is what respondents notice about how people, policies, processes, and structures fit together to meet patient and family needs.

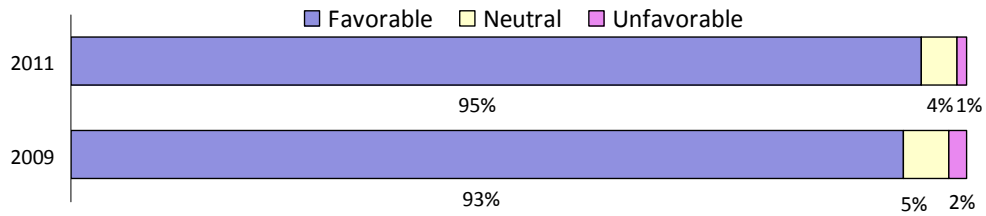
Patient-Centred Employee Perspective: This is the extent to which employees believe that they themselves are patient-centred.

Almost every employee reported that patients and families should be at the centre of their care – that patients and families should make their own health decisions and that the relationship between patients and families is important to health. Less than 70 per cent of those same employees see Capital Health as patient-centred.

Patient-centred Climate

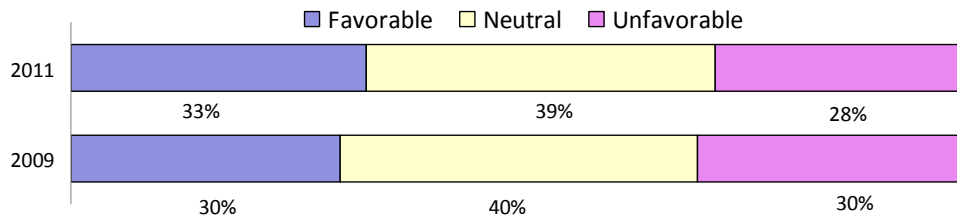


Patient-centred Respondent



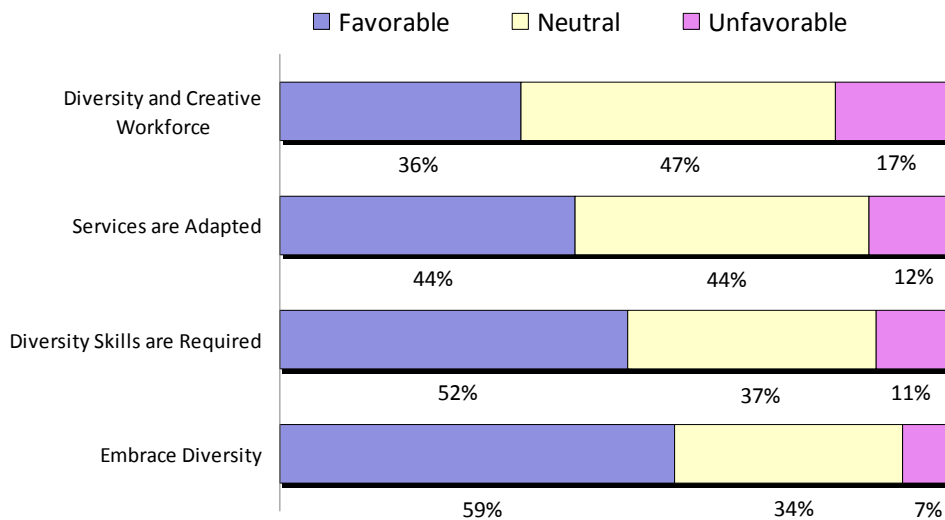
Survey Optimism: In the survey, people considered whether their participation in the survey would lead to change at Capital Health.

Most employees are not convinced that the employee survey will make a difference.



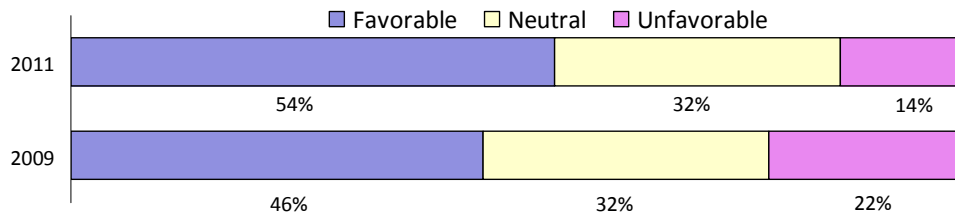
Diversity Competence: We care for many people from diverse communities. In some cases, individuals from diverse communities have different care needs. It's our responsibility to meet these needs in a way that ensures equitable care. These four items provide a glimpse of how we assess our performance in providing safe, quality care to diverse communities.

A significant number of people report that they are unsure of Capital Health's commitment to diversity.



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.

More than half of the employees reported that they have had the opportunity to consider what Our Promise means to their work.



Change over time: Many of the things we looked at in 2011 were also included in the 2009 employee survey, which allows us to consider changes over time. Most indicators have slight positive gains. However, reporting of workplace incivility has increased.

Our response rate for the 2011 survey was 46 per cent as compared to 35 per cent in 2009.

What next?

In the next few weeks, each leader who had five or more employees to the survey will receive a report with his/her team results. Each team will have a discussion about their results, and will work together to identify priority areas and take action to improve work life in their area.

The 2011 employee survey team will make recommendations to the Leadership Enabling Team for producing positive change at Capital Health. We will let you know as soon as these recommendations are available.