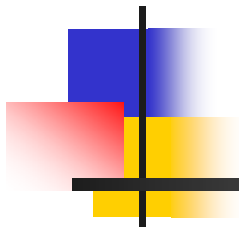


Are Your Employees Engaged?

Is Your Ethics Culture Supporting Staff Engagement?



Presented to: Catholic Health Association of Canada
2009 Annual Convention, Vancouver, B.C.

Presented by: Dave Leschasin, Chief Human Resources Officer

Date: April 25, 2009



Hôpital général • General Hospital



Presentation Purpose

- Not to 'show-off' SBGH
- To answer these questions:
 - Why survey employee opinion?
 - What is staff engagement?
 - Why is staff engagement important?
 - How to measure staff engagement?
 - What are the drivers of staff engagement?
 - How is this actionable for results?
 - What does ethics have to do with staff engagement?

- 7 separate buildings on 20 acres of land
- 4,000 employees
- 524 beds
- 250M\$ annual operating budget



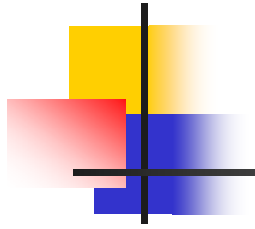
- 65 years in business
- Involved with over 3,300 organizations worldwide
- Offices in 33 countries; Canadian offices in Toronto, Montreal, Vancouver, Calgary & Regina
- The 50 Best Employers in Canada Study is in its 11th year, in partnership with the Globe and Mail
- Report on Business publishes annual list in January
- Only Study of its kind in Canada – weighted heavily on employee feedback



Why Organizations Conduct Employee Opinion Surveys

- To learn more about employees' perceptions and priorities for improving the work environment in ways that will maximize **engagement** and improve organizational results.

The Evolution of Engagement Research—A Critical Metric for Your Balanced Scorecard



What is Engagement and Why is it Important?

- Engagement is the state of emotional and intellectual commitment to an organization or group. Or, in other words, the degree to which you have captured the hearts and minds of your employees

Behaviours of Engaged Employees...



- *Consistently speak positively about the organization to coworkers, potential employees, and customers*



- *Have an intense desire to be a member of the organization*



- *Exert extra effort and engage in behaviors that contribute to business success*

76% of employees are engaged at a typical Best Employer

Benefits for Employer

- 
- **Studies show that high engagement can lead to:**

Financial Success

- Greater fiscal management
- Reduction in expense
- Improved customer [patient/family] satisfaction

Attraction & Retention

- Lower turnover
- More unsolicited applications for employment

High Morale

- Higher employee morale and sense of accomplishment
- Greater alignment among leaders and between leaders and employees
- Greater employee alignment with values and workplace culture

Productivity

- Less sick time
- Fewer lost days due to accidents
- High-performance culture
- Employees more focused on future direction and strategies

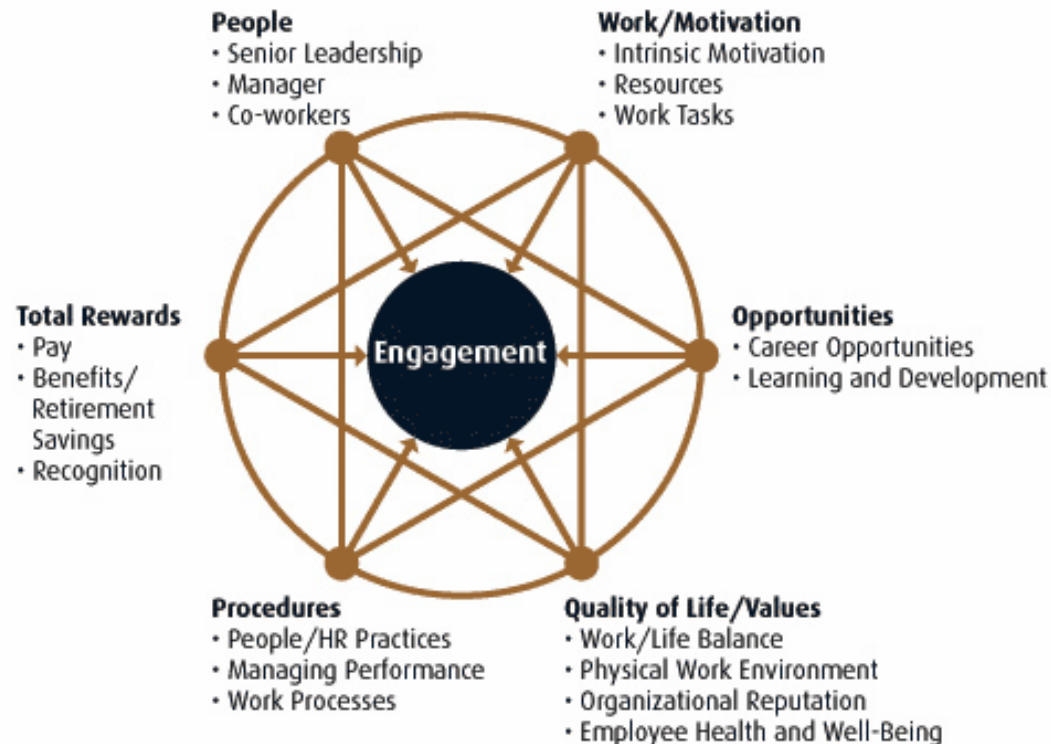
How Does the Hewitt EOS Measure Staff Engagement?

The following six questions are used to calculate the engagement score:

- I would, without hesitation, highly recommend this organization to a friend seeking employment.
 - Given the opportunity, I tell others great things about working here.
- } Say
- It would take a lot to get me to leave this organization.
 - I hardly ever think about leaving this organization to work somewhere else.
- } Stay
- This organization inspires me to do my best work every day.
 - This organization motivates me to do more than is normally required to complete my work.
- } Strive

What are the Drivers of Engagement?

- Hewitt's Engagement Model TM





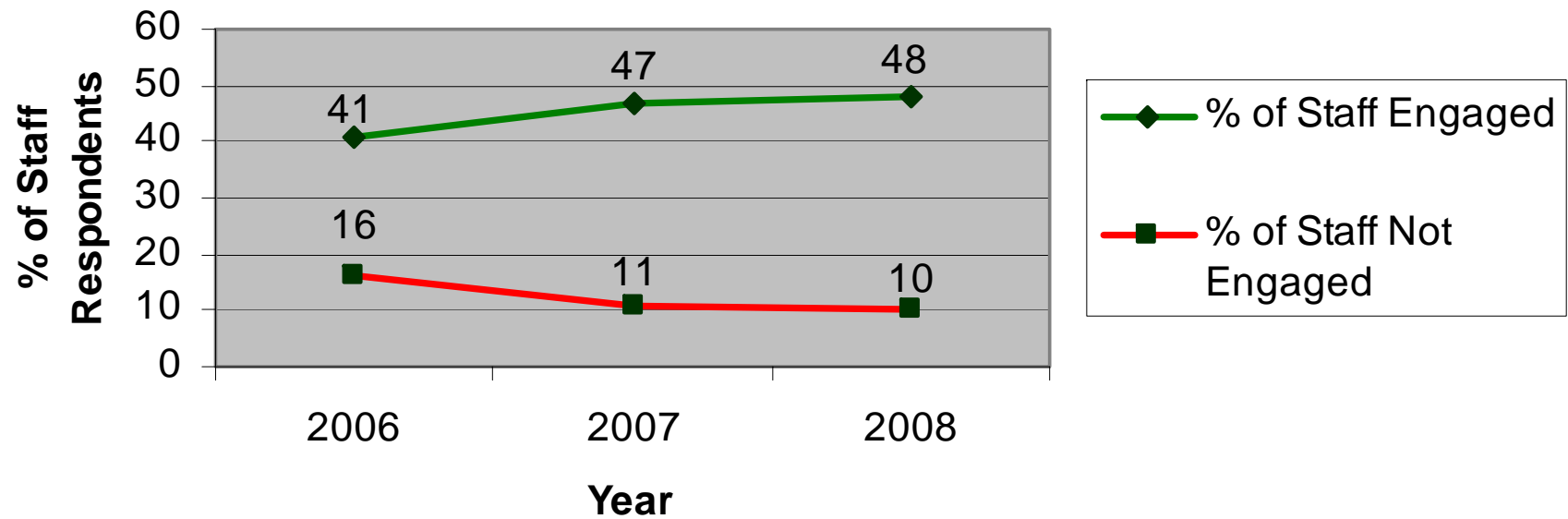
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Engagement By Year

**St. Boniface General Hospital
Staff Engagement Score**

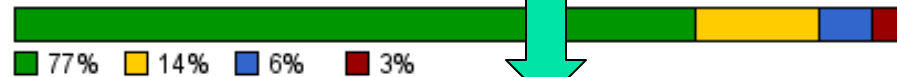


SBGH Overall Results!

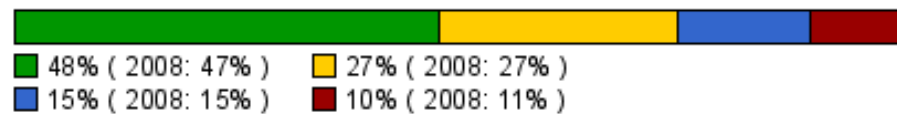
The Opportunity

■ Engaged ■ Nearly Engaged ■ Slightly Engaged ■ Not Engaged

2008 Best Employers



**St. Boniface General Hospital Overall
(n=1216)**



Employee Report for Organizational Unit: St. Boniface General Hospital Overall -- Number of Respondents = 1216 -- August 25, 2008
ET

Engagement Impacts

St. Boniface General Hospital

Engagement Score: 48%

Potential Negative Impact ■ Potential Positive Impact

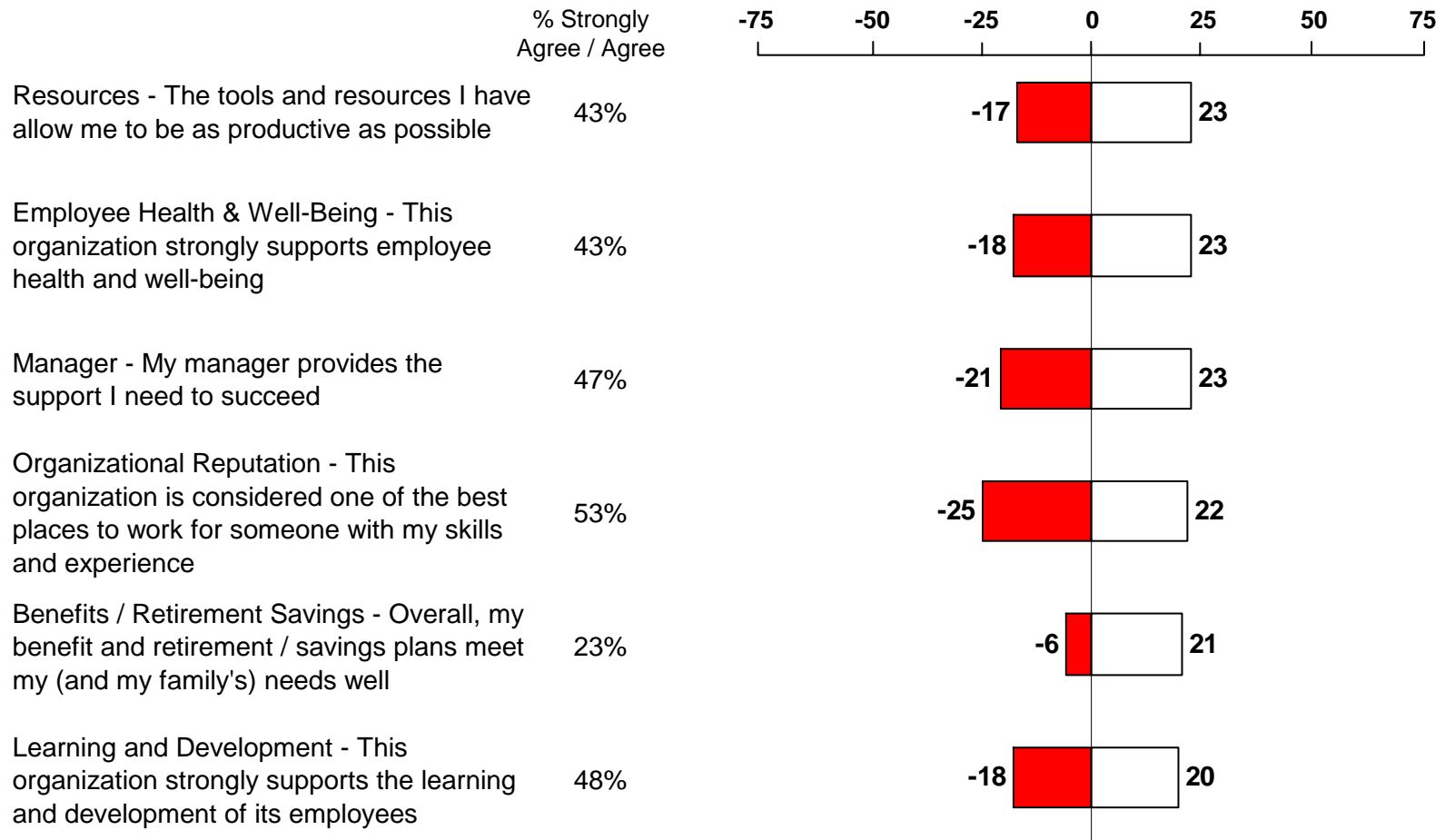


Engagement Impacts

St. Boniface General Hospital

Engagement Score: 48%

Potential Negative Impact ■ Potential Positive Impact

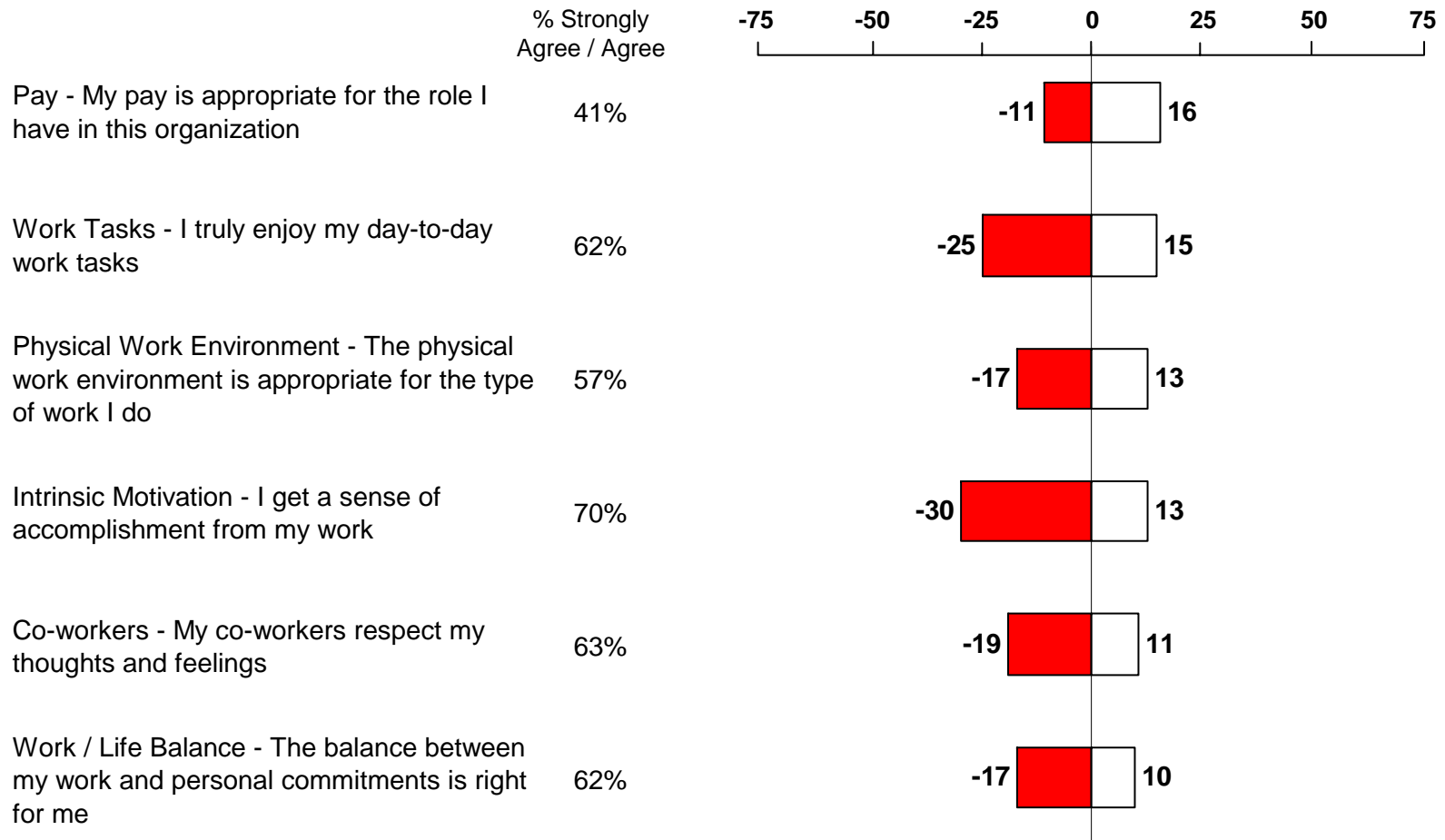


Engagement Impacts

St. Boniface General Hospital

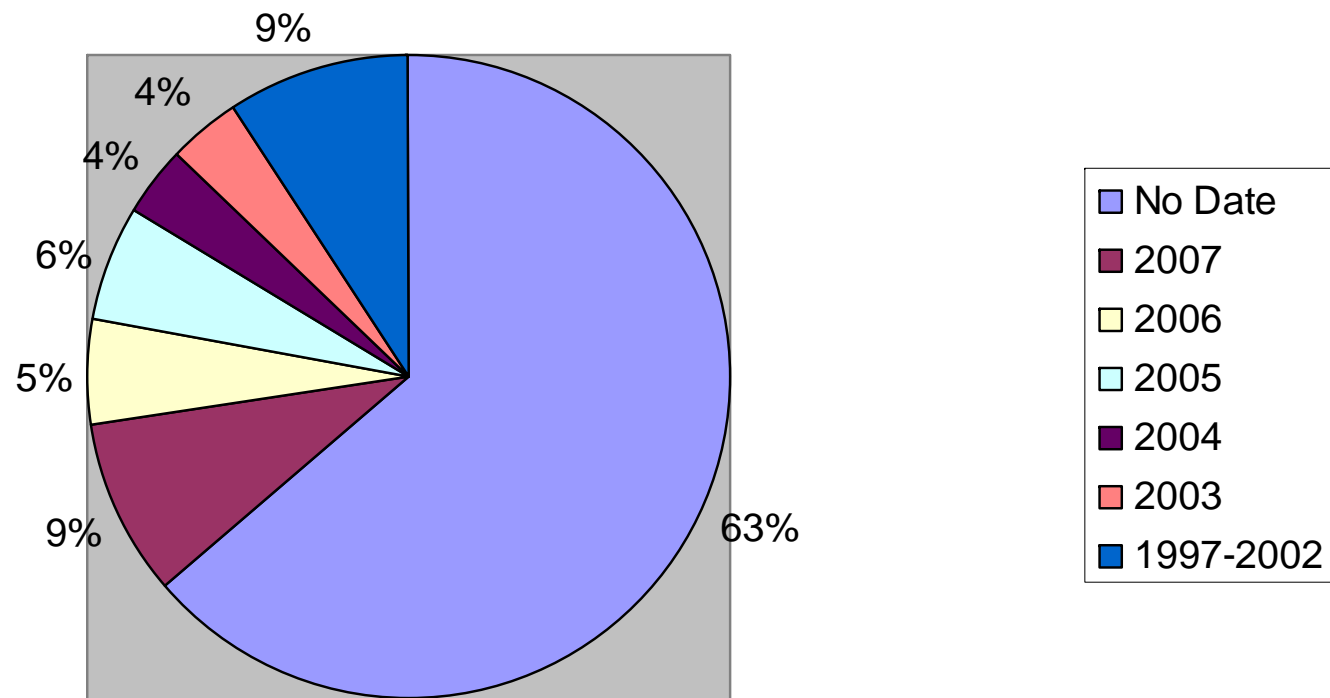
Engagement Score: 48%

Potential Negative Impact ■ Potential Positive Impact



Performance Reviews Completed at SBGH

**Year Performance Review Completed
(No Date = Not Completed)**



Performance Management – Improvement Area

■ Strongly Agree / Agree ■ Slightly Agree / Slightly Disagree ■ Disagree / Strongly Disagree

My manager effectively deals with poor performance in our team (Manager, Managing Performance)

2007 The Rest



St. Boniface General Hospital Overall (n=1287)

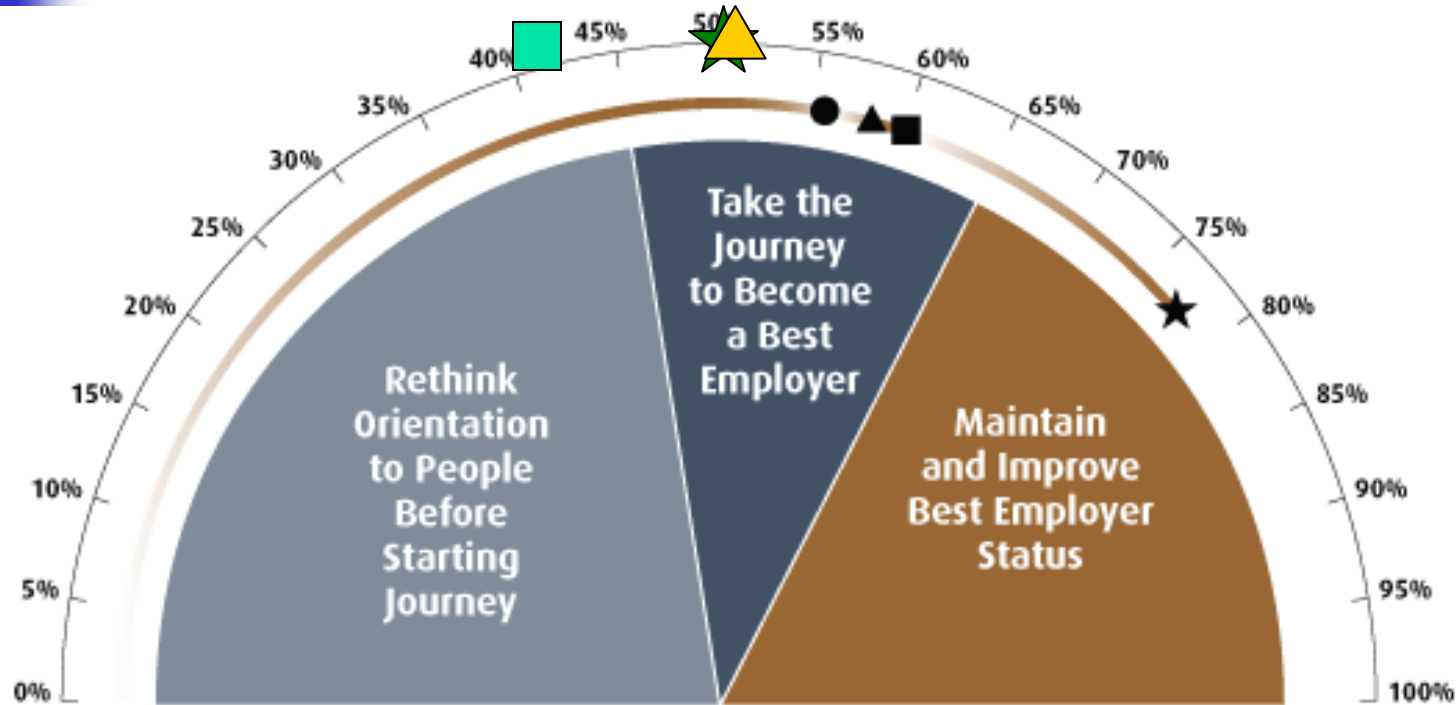


Employee Report for Organizational Unit: St. Boniface General Hospital Overall -- Number of Respondents = 1328 -- September 6, 2007 ET

Engagement Zones



■	2006	41%
★	2007	47%
▲	2008	48%



Benchmark Averages

- Average for North America* (56%) ★ 2008 Best Employers+ (77%)
- Average for Canada* (60%) ▲ 2008 The Rest+ (58%)

*Source: Hewitt Associates 2007 Employee Research Database of approximately 2,500 organizations (2002-2007)

+Source: Hewitt Associates 2008 Best Employers in Canada Study (111 Canadian organizations)

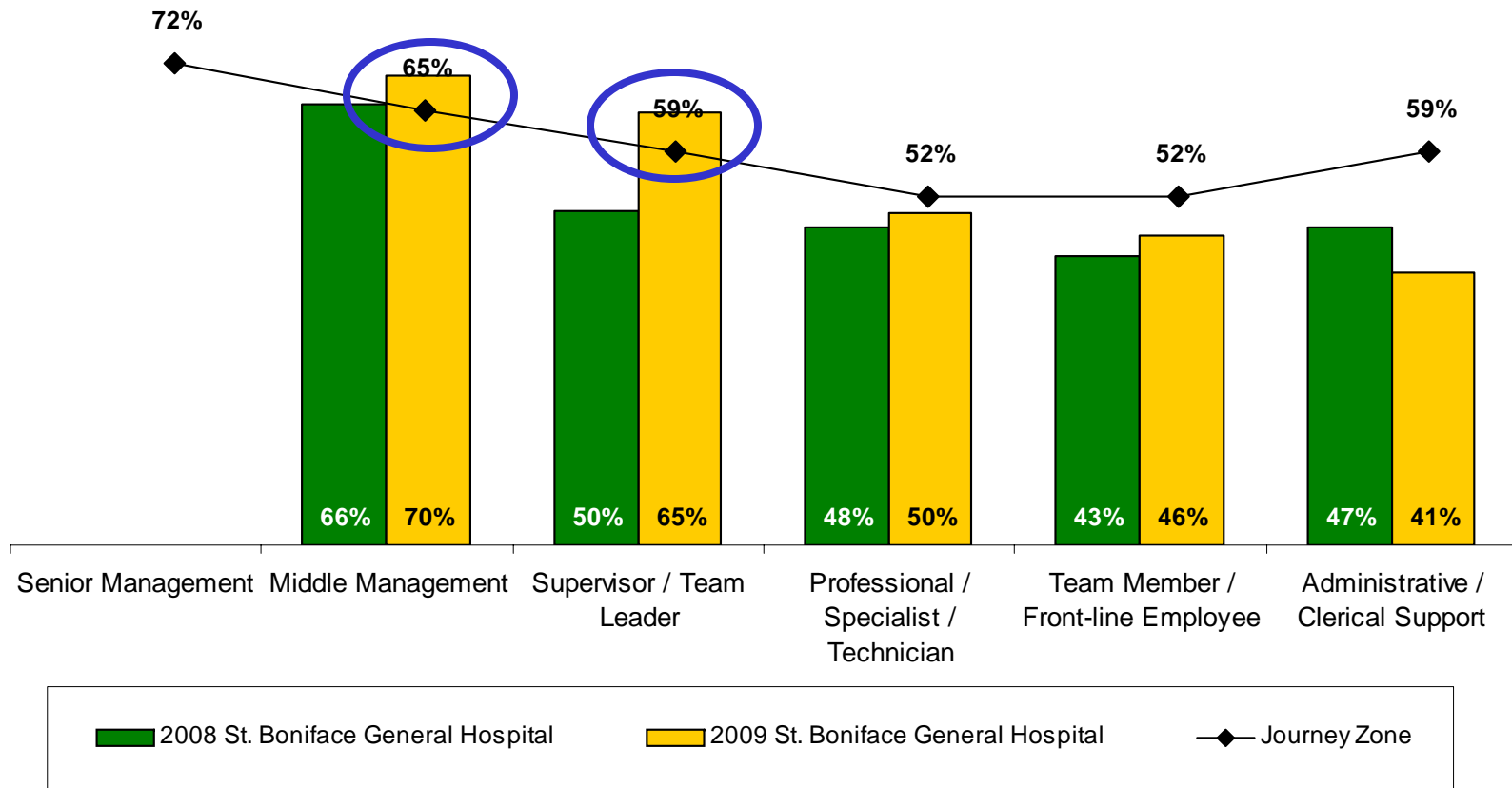


Engaging Managers Through Performance Management Actions

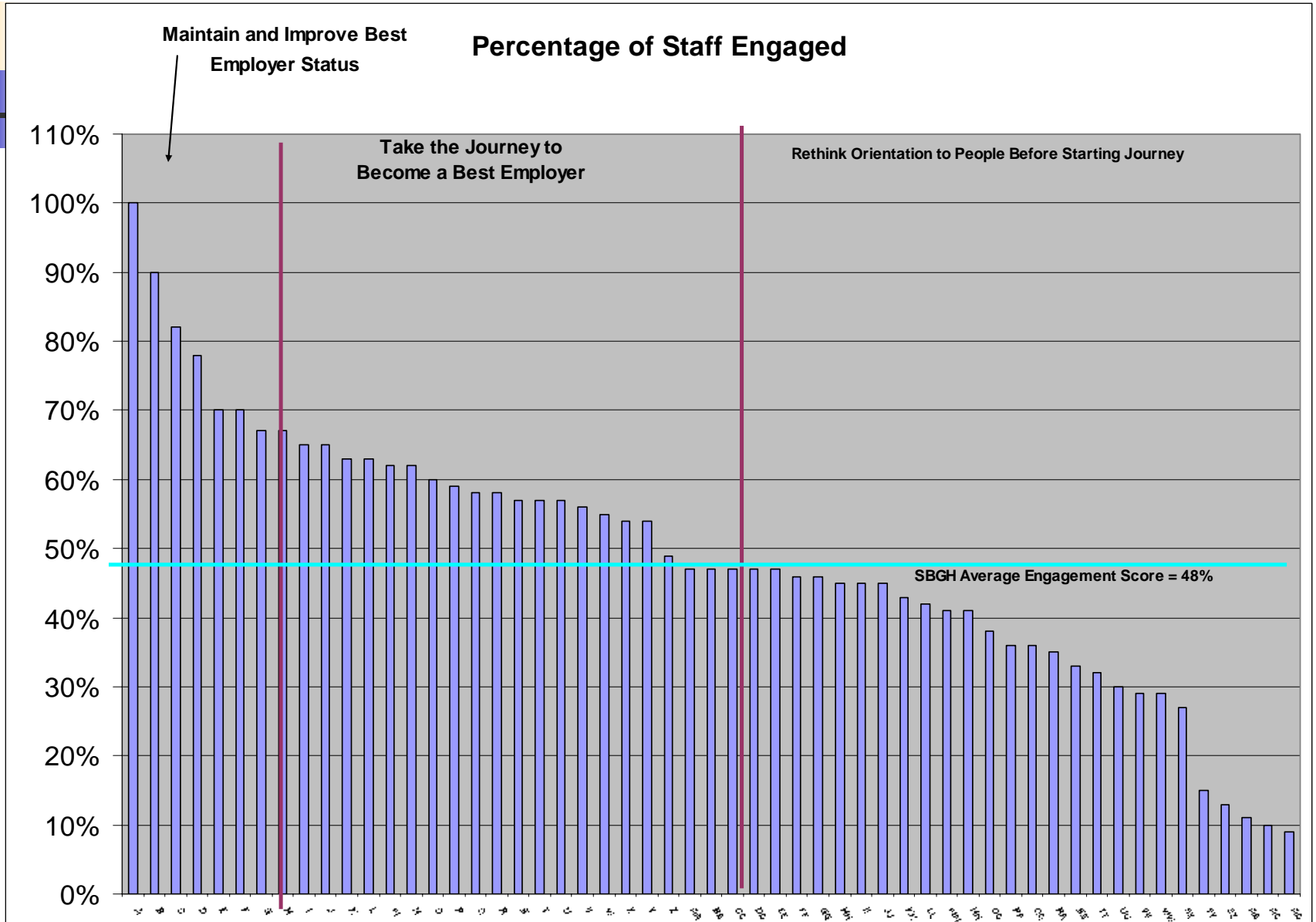
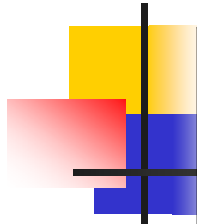
- Developed & implemented Overall Contribution Assessment
- Developing more robust Performance Review form for April 2009 implementation
- Attendance Datamart implemented
- Addressed management fit cases
- Strengthened leadership & HR support for addressing major employee performance problems
- Leadership Team Development

Engagement by Role

% Engaged



Staff Engagement By Unit



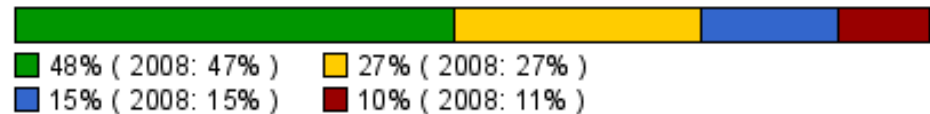
Drill Down to the Org. Unit Level!

■ Engaged
 ■ Nearly Engaged
 ■ Slightly Engaged
 ■ Not Engaged

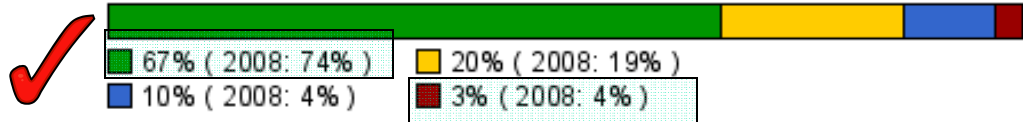
2008 Best Employers



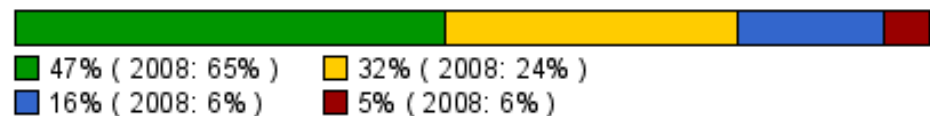
St. Boniface General Hospital Overall (n=1216)



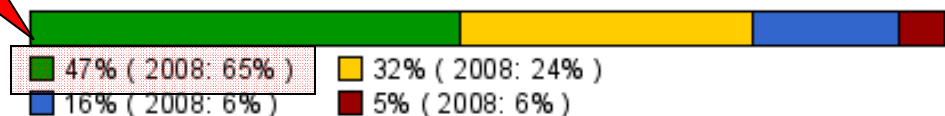
Dave Leschasin - Chief Human Resources Officer Overall (n=30)



Dave Leschasin - Chief Human Resources Officer with Selected Demographics (n=19)



Organizational Unit = Human Resources (n=19)



Employee Report for Organizational Unit: Dave Leschasin - Chief Human Resources Officer -- Number of Respondents = 19 -- August 18, 2008 ET



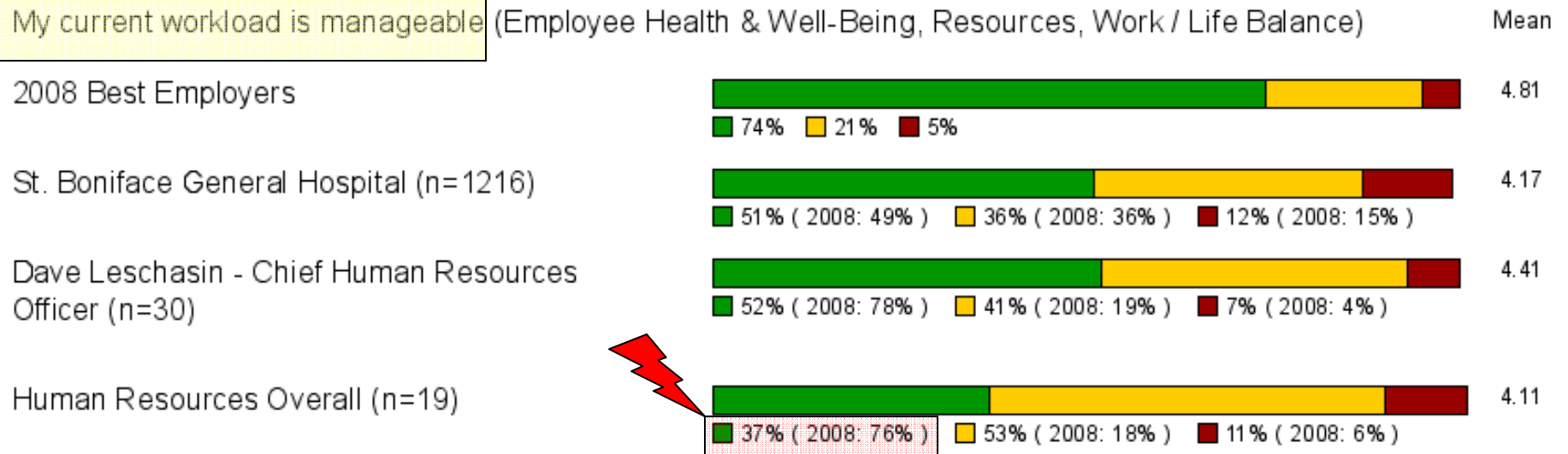
Drill Down to the Org. Unit Level!

■ 10 or more percentage points above Total Organization 2009
 ■ 10 or more percentage points below Total Organization 2009

	% Strongly Agree / Agree			
	2008 Best Employers	Total Organization 2008	Total Organization 2009	Human Resources with Selected Demographics
# of Respondents	--	1328	1216	19
Engagement Score	77%	47%	48%	47%
Manager - My manager provides the support I need to succeed	76%	47%	47%	74%
My manager inspires me to do my best work every day (Manager)	69%	42%	45%	68%
My manager makes sure I have the resources I need to do my job (Manager, Resources)	77%	49%	55%	67%
My manager takes the time to let me know my efforts are appreciated (Manager, Recognition)	69%	45%	47%	74%
My manager effectively deals with poor performance in our team (Manager, Managing Performance)	63%	30%	31%	47%
My manager does an excellent job of addressing employee questions or concerns (Manager)	71%	46%	45%	63%
My manager makes sure that we take the time to celebrate our successes (Manager, Recognition)	69%	38%	40%	68%
My manager displays integrity and ethical conduct at all times (Manager, Organizational Reputation)	85%	61%	63%	79%
My manager is more interested in the success of our team than in his/her own personal success (Manager)	--	--	53%	63%
My manager works with me to find ways I can develop and grow in my job (Learning and Development, Manager)	--	--	40%	53%
My manager holds all employees accountable to high standards of performance (Manager, Managing Performance)	--	--	48%	63%
My manager takes action to support my health and well-being where appropriate (Employee Health & Well-Being, Manager, Organizational Reputation)	--	--	51%	74%

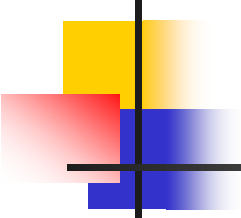
Drill Down to the Org. Unit Level!

■ Strongly Agree / Agree
 ■ Slightly Agree / Slightly Disagree
 ■ Disagree / Strongly Disagree

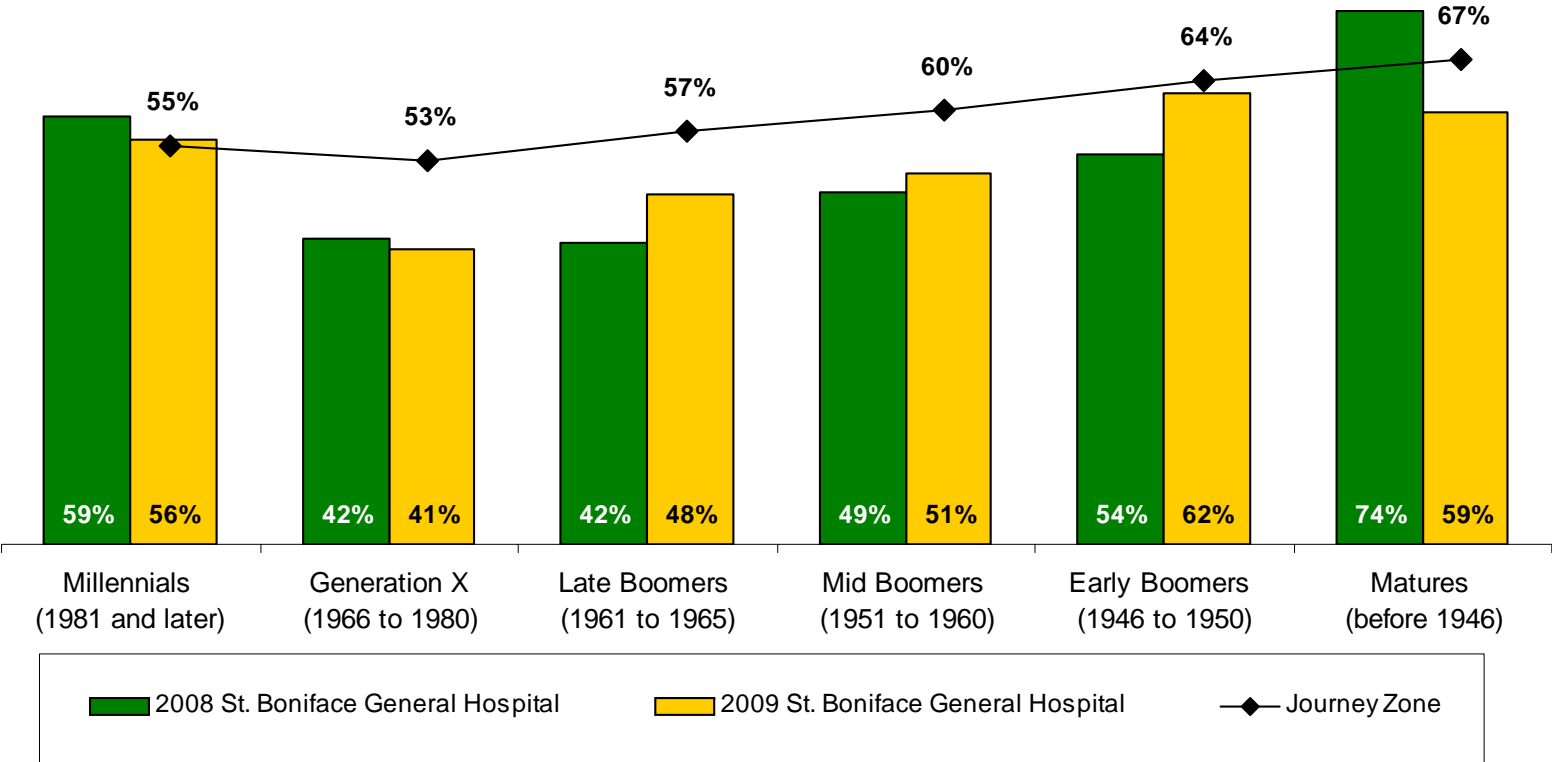


Employee Report for Organizational Unit: Human Resources -- Number of Respondents = 19 -- August 25, 2008 ET

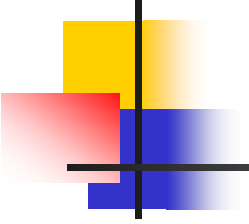
Engagement by Generation



% Engaged



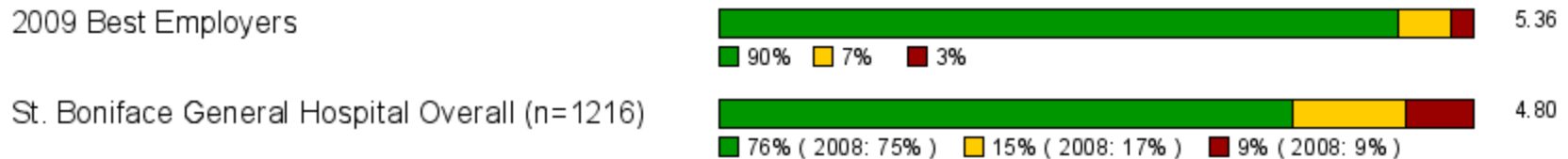
2008-09 Action Plans

- 
-
- ❖ Communicate survey results thoroughly and transparently.
 - ❖ Implement Contribution Assessment Review program.
 - ❖ Implement Attendance Management.
 - Develop unit specific action plans.
 - Involve staff in transformation (lean) events.
 - Address barriers to manager engagement.

Ethics and Staff Engagement

■ Strongly Agree / Agree
 ■ Slightly Agree / Slightly Disagree
 ■ Disagree / Strongly Disagree

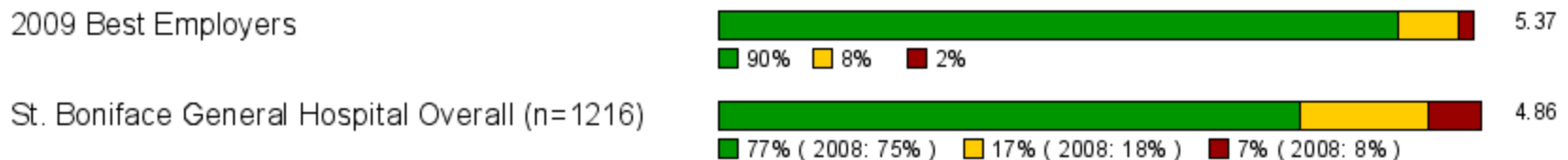
I would feel comfortable raising my concerns if I was asked to do something illegal, unethical, inappropriate, or against my personal beliefs (Organizational Reputation) Mean



Employee Report for Organizational Unit: St. Boniface General Hospital Overall -- Number of Respondents = 1216 -- March 30, 2009
ET

■ Strongly Agree / Agree
 ■ Slightly Agree / Slightly Disagree
 ■ Disagree / Strongly Disagree

I would know where to take my concerns if I was asked to do something illegal, unethical, inappropriate, or against my personal beliefs (Organizational Reputation) Mean

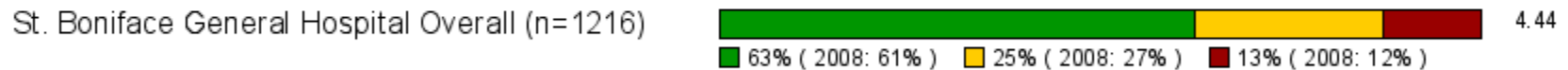
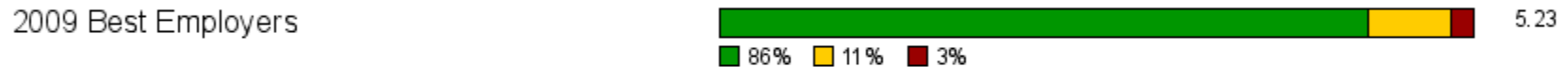


Employee Report for Organizational Unit: St. Boniface General Hospital Overall -- Number of Respondents = 1216 -- March 30, 2009
ET

Ethics and Staff Engagement

■ Strongly Agree / Agree
 ■ Slightly Agree / Slightly Disagree
 ■ Disagree / Strongly Disagree

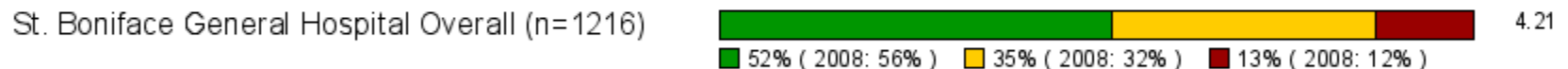
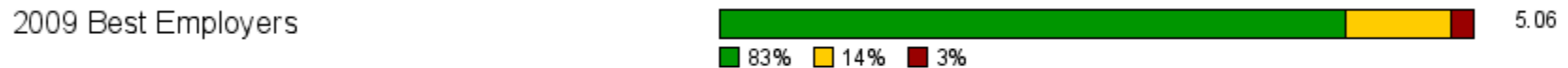
My manager displays integrity and ethical conduct at all times (Manager, Organizational Reputation) Mean



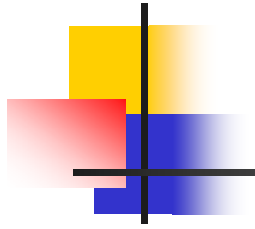
Employee Report for Organizational Unit: St. Boniface General Hospital Overall -- Number of Respondents = 1216 -- March 30, 2009 ET

■ Strongly Agree / Agree
 ■ Slightly Agree / Slightly Disagree
 ■ Disagree / Strongly Disagree

My co-workers display integrity and ethical conduct at all times (Co-workers, Organizational Reputation) Mean



Employee Report for Organizational Unit: St. Boniface General Hospital Overall -- Number of Respondents = 1216 -- March 30, 2009 ET



Dave Leschasin

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