

Strategies to Strengthen the People-Performance-Quality Chain

Presentation by Graham Lowe, Ph.D.

**Future Health Care Work Environments Session
Health Achieve Conference, 17 November 2009**

Key questions

1. What drives positive staff experiences?
2. How are the 'quality links' connected?
3. Why is culture important?
4. What actions can you take?

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Unhealthy working conditions

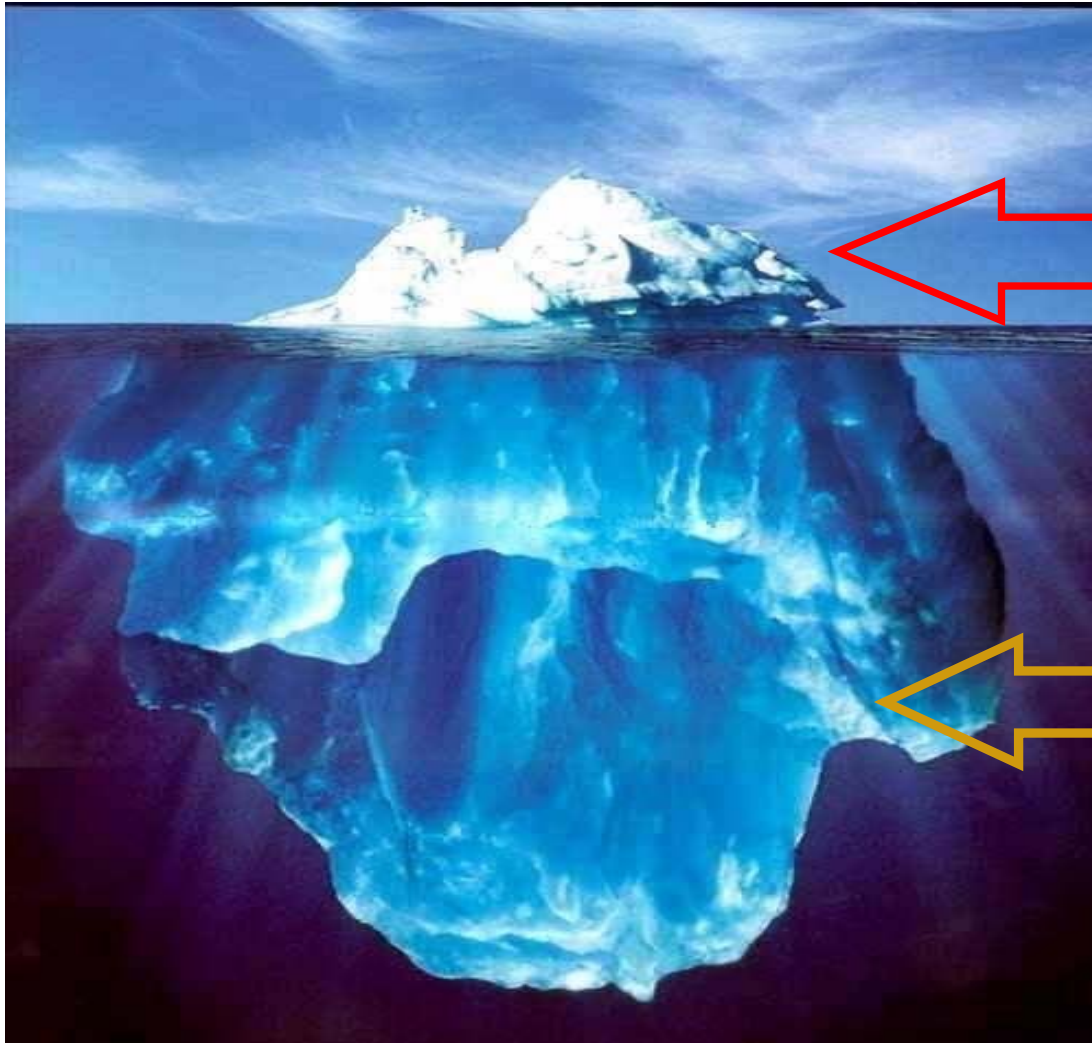
2005 National Survey of the Work and Health of Nurses:

- Factors affecting the health, job satisfaction, and retention of nurses :
 - ✓ Job strain, supervisory support, respect, job autonomy

2004 National Physician Survey:

- Physician supply and health care access are affected by working conditions:
 - ✓ Hours, workload, work-life conflict, stress, burnout, job dissatisfaction

You need to get at root causes



- Turnover, absenteeism,
injury, benefit costs, low
employee engagement

**WORK
ENVIRONMENT**

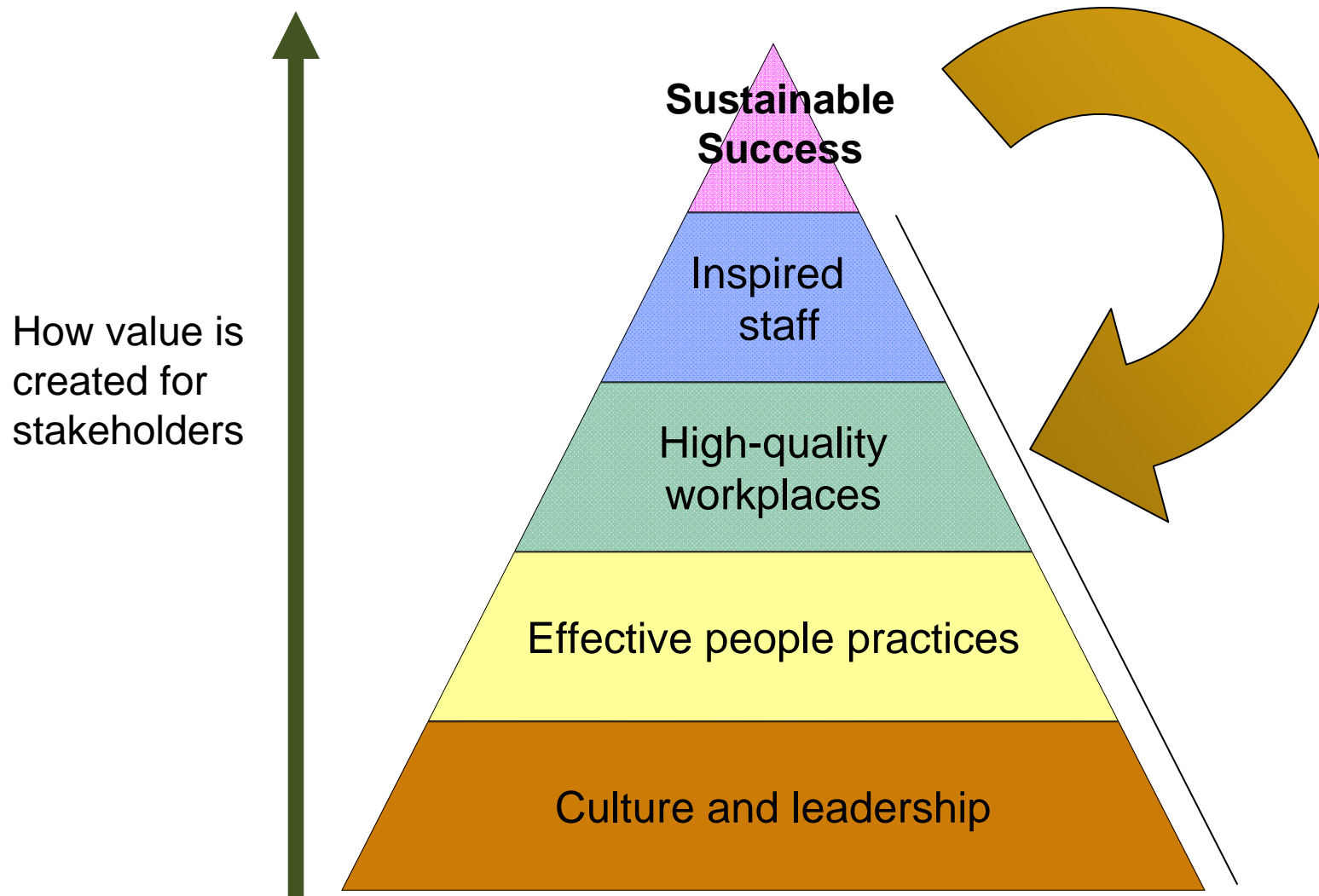
A composite healthy workplace vision

- Relationships
 - Respectful
 - Friendly co-workers
 - Caring and compassionate
 - Open communication
- Job
 - Develop and contribute capabilities
 - Empowered
 - Involvement and ownership
- Team
 - Cooperation and collaboration
 - Feel part of a team
 - Learn from each other
- Supports
 - Supportive managers
 - Contributions are valued
 - Fair processes and rewards
 - Promotes wellness

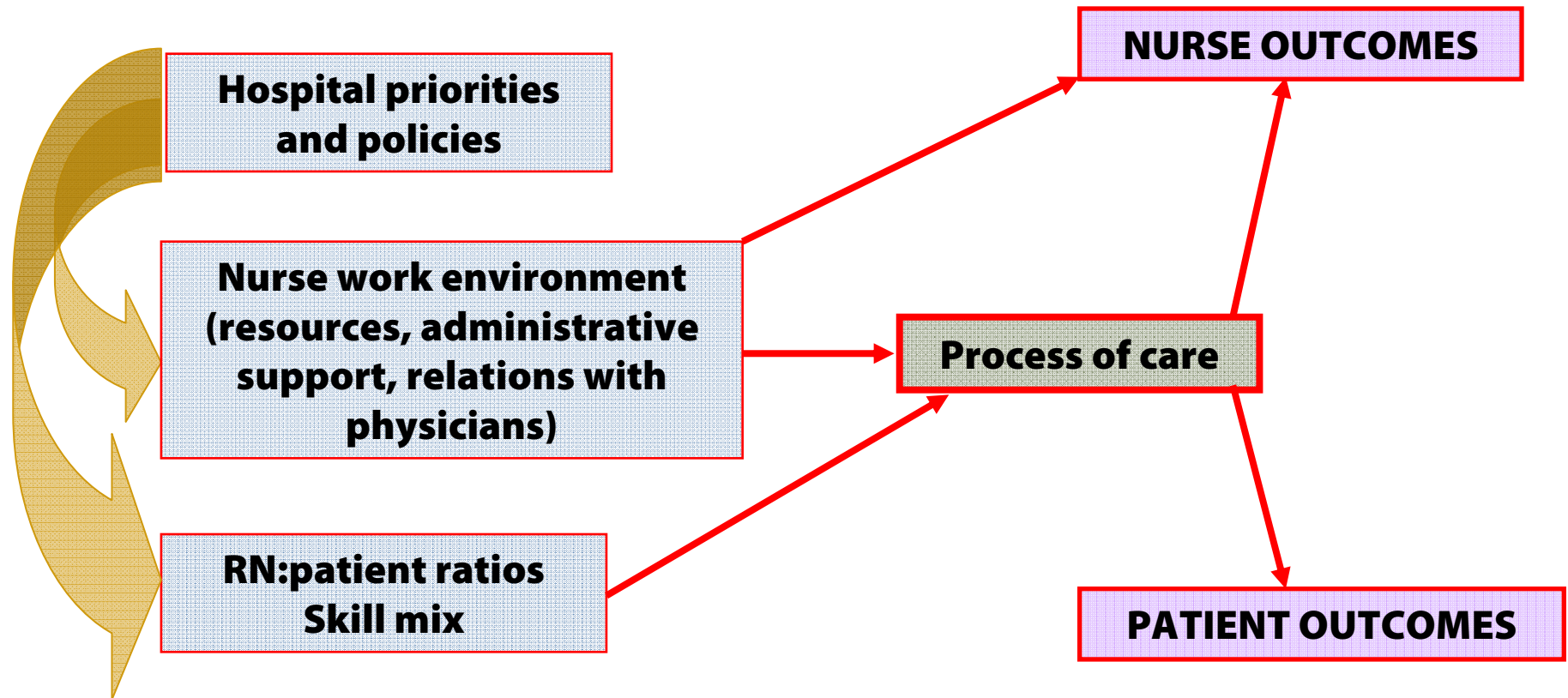
Based on shared vision created by numerous groups of employees and managers.

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The healthy organization value chain



Magnet Hospital model



Source: Linda Aiken (2002). "Superior outcomes for Magnet Hospitals: The evidence base." In M. McClure and A. Hinshaw (Eds.), *Magnet Hospitals Revisited*. American Academy of Nursing.

What matters to staff in the NHS

- The resources to deliver quality care for patients.
- The support I need to do a good job.
- A worthwhile job with the chance to develop.
- The opportunity to improve the way we work.

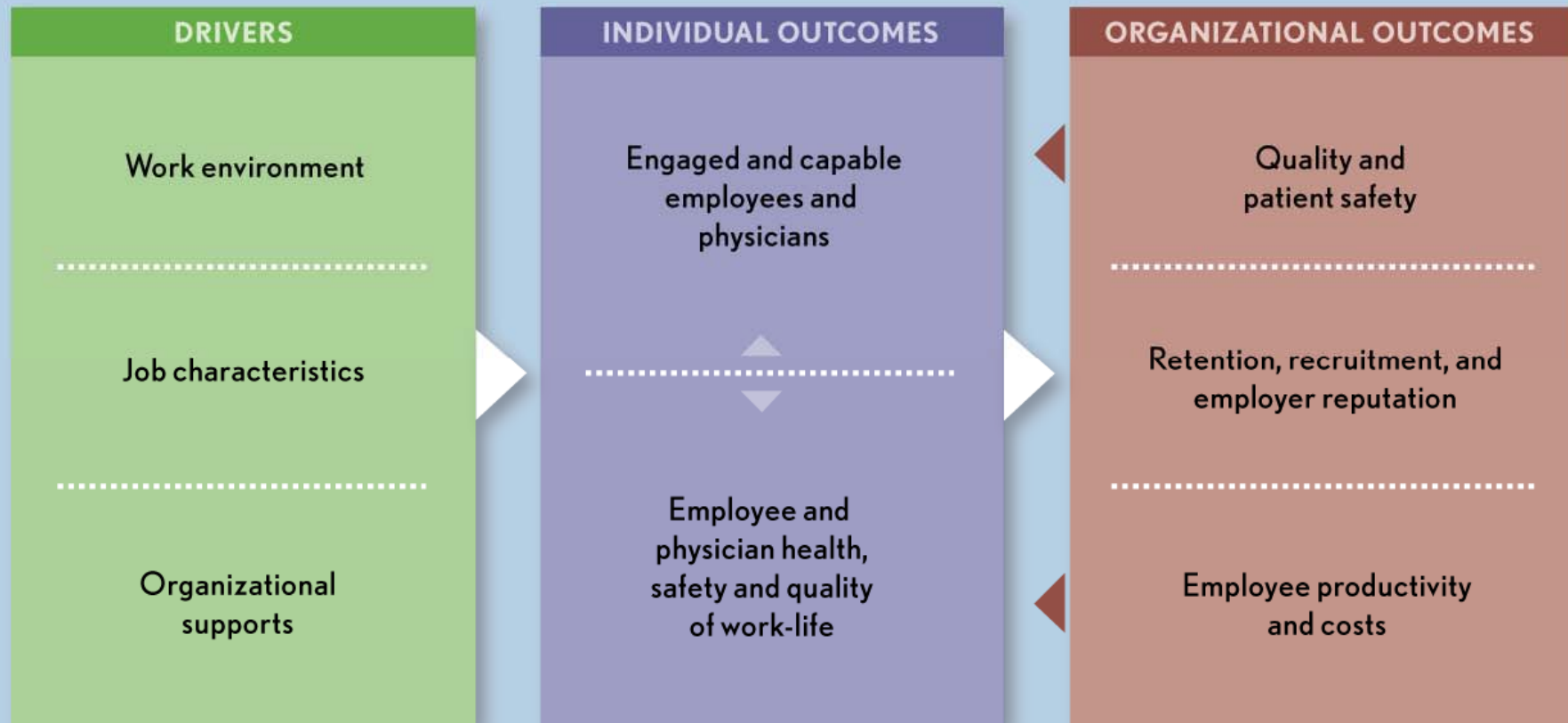
Results:

- motivated staff
- advocacy of NHS
- patient satisfaction
- public satisfaction

Source: Ipsos MORI. (2008). *What Matters to Staff in the NHS: Research Study Conducted for Department of Health.*

www.dh.gov.uk/en/Publicationsandstatistics/Publications/DH_085536

OHA Healthy Workplace Model: The people dimensions of high-performance

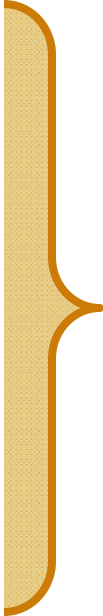


CONTEXT

Enabling context: strong values; compelling vision; clear mission; committed leadership



SAFETY CULTURE: Report – Learn - Act

1. Teamwork
 2. Fair processes
 3. Supportive supervisor
 4. People leadership
 5. Learning environment
- 

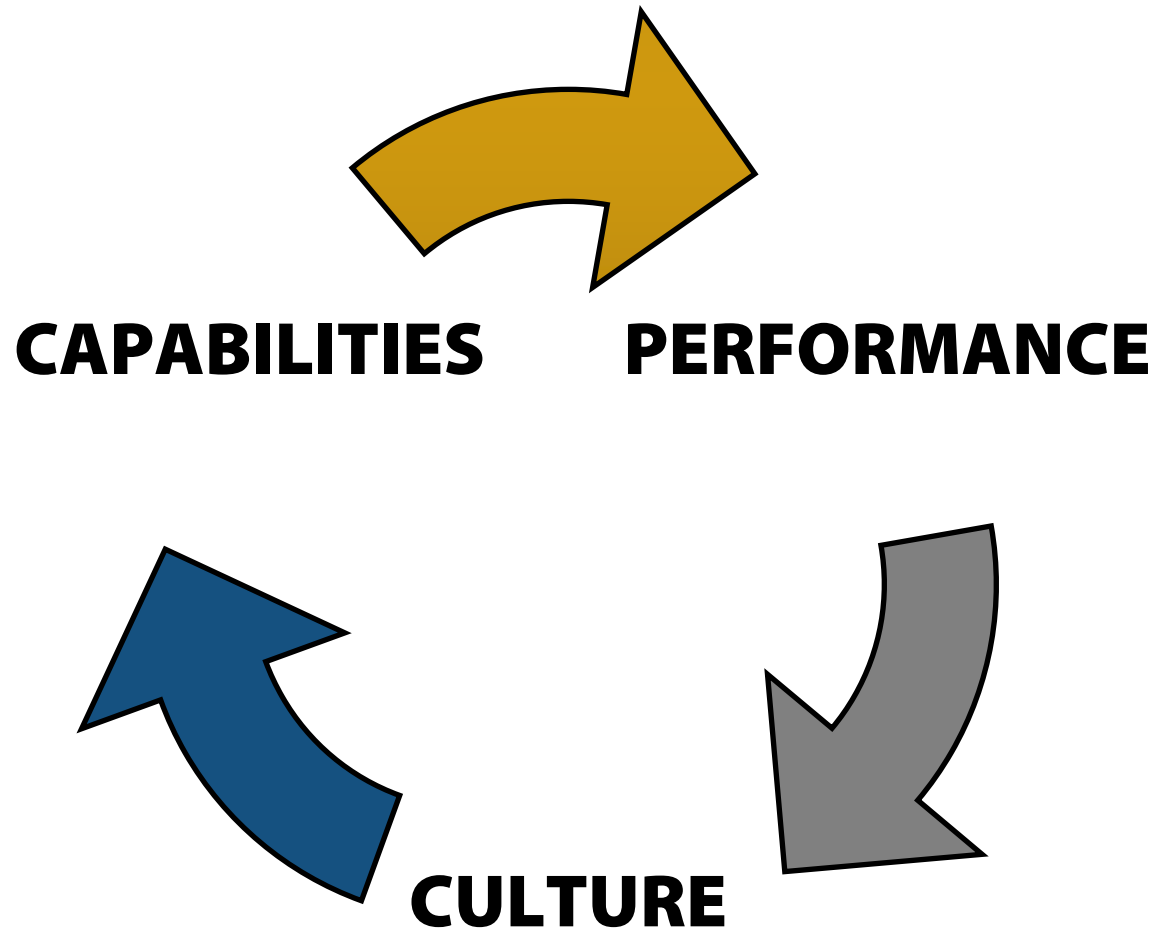
Patients, employers and employees win...

- Reduced risk of errors
- Improved service quality
- Improved HR outcomes
- Improved quality of work life

Source: G. Lowe, The role of healthcare work environments in shaping a safety culture. *Healthcare Quarterly* 11, (2) 2008

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Culture can be a strategic advantage



Organizations with **clearly codified cultures**...

- ⇒ have positive employee and customer experiences
- ⇒ become better places to work
- ⇒ are more innovative, productive and profitable
- ⇒ instill a sense of “ownership”

James L. Heskett, W. Earl Sasser, and Joe Wheeler. *The Ownership Quotient: Putting the Service Profit Chain to Work for Unbeatable Competitive Advantage*, Harvard Business Press, 2008.

Examples of values-based strategies



Treating one another with trust and respect is a cornerstone of the Nokia values, and essential for building an open and honest spirit at the workplace.



Encanans will not tolerate: Knowledge without action; Action without knowledge; Avoiding accountability; Uncaring efforts; Failure without learning...



“Enshrining the Golden Rule as our working guide was the most fundamental decision in shaping our future.” Isadore Sharp, CEO

VALUES:

- Integrity, Innovation, Responsibility.

COMMITMENTS:

1. We will be responsible and effective financial managers so Vancity remains strong and prospers.
2. We will provide you with outstanding service and help you achieve your financial goals.
3. We will provide meaningful opportunities for you to have input in setting the direction of the credit union.
4. We will ensure that Vancity is a great place to work.
5. We will lead by example and use our resources and expertise to effect positive change in our communities.
- 6. We will be accountable for living up to our commitments.

Collaborative care



Core principles include:

Mutual Respect - Treat everyone in our diverse community with respect and dignity.

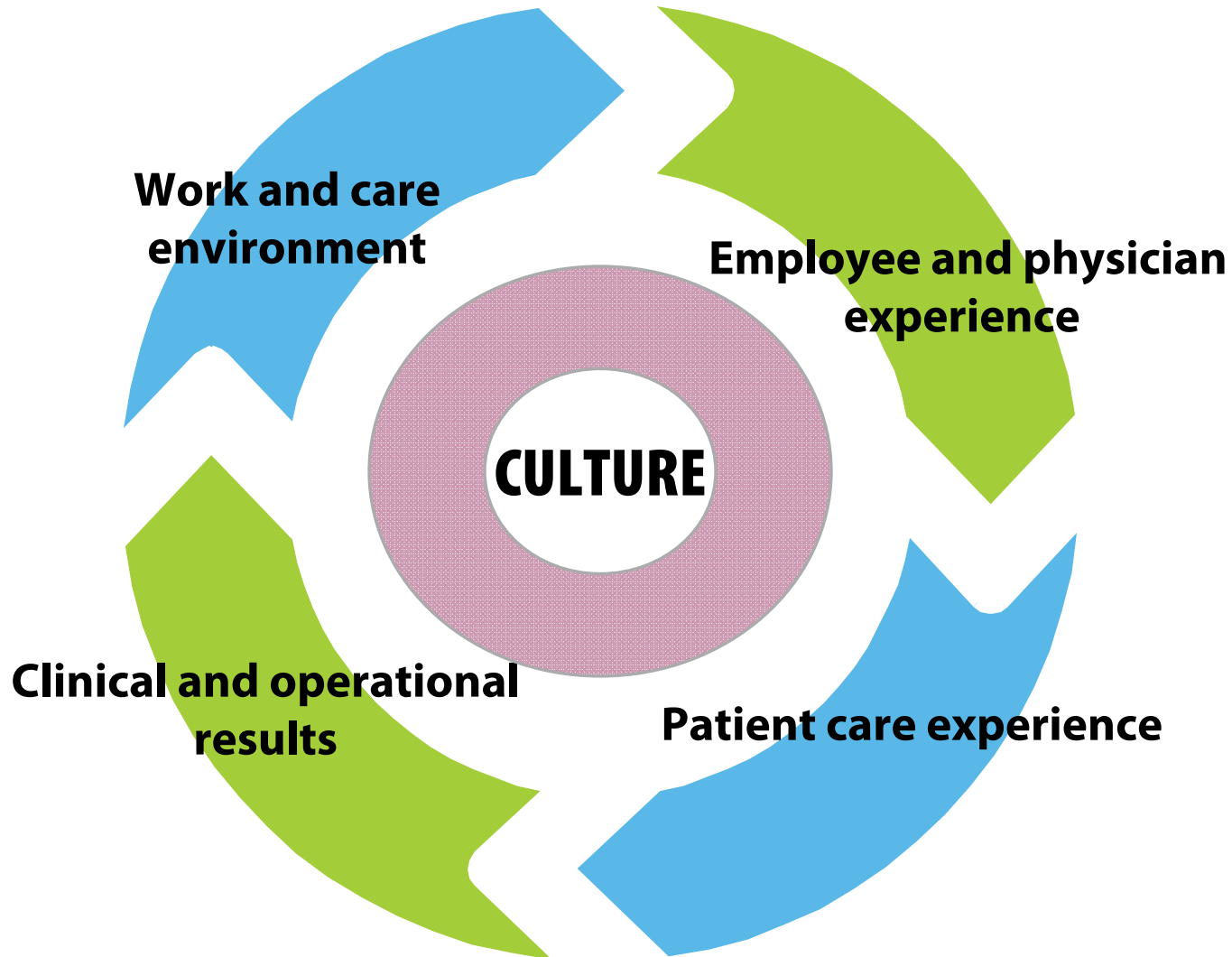
Work Atmosphere - Foster teamwork, personal responsibility, integrity, innovation, trust and communication within the context of a physician-led institution.

Revitalizing your culture

Baptist Health Care revitalized its culture by widely discussing 3 questions:

1. Why do we exist? (mission)
2. What are we striving for? (vision)
3. What guides our everyday behaviour? (values)

How people and performance are linked



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Focus on the big enablers of progress

- 1. Strategy:** Make improving work environments and developing staff capabilities strategic priorities.
- 2. Commitment:** The executive team and board commit to on-going actions in these areas.
- 3. Accountability:** Managers are accountable for fostering positive and productive work environments.
- 4. Shared responsibility:** Everyone owns the mission, vision and values.



LHSC Mission

**Care and
performance
improvement**

**Teaching and
research
advancement**

**Healthy
workplace**

**Program and
facility
development**

Respect, Trust, Collaboration

Maximize the use of your own evidence

1. Design your own performance model.
2. Measure wellbeing and performance drivers.
3. Track people outcomes as key performance indicators.
4. Use metrics as learning and improvement tools.
5. Support follow-up and make it collaborative.



EXCELLENCE • TEAMWORK • LEADERSHIP
LEARNING • DIVERSITY • INTEGRITY

Design change to be a healthy experience

- Model the goals
- Live the values
- Engage staff
- Learn
- Collaborate

1. How does your organization connect the quality links?
2. What are you doing to make culture a “strategic advantage”?
3. What would enable better use of evidence for workplace improvements?

CREATING

Healthy

ORGANIZATIONS



HOW **VIBRANT** WORKPLACES
INSPIRE EMPLOYEES TO
ACHIEVE SUSTAINABLE SUCCESS

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***Watch for my new book
in April 2010...***

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