



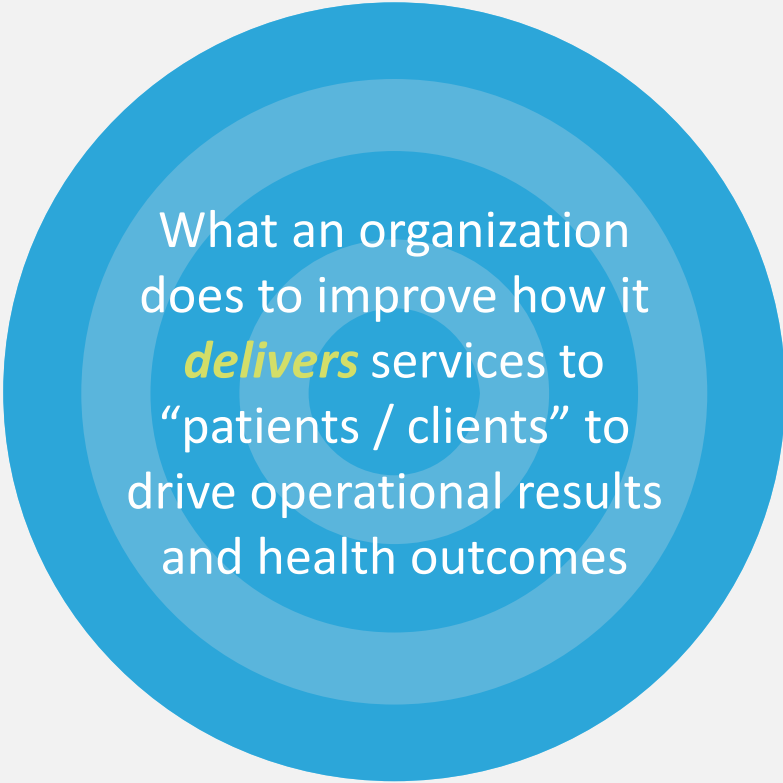
My VCH Survey

November 2017



Leaders need to measure and manage organizational health with the same rigour as performance

Performance



What an organization does to improve how it *delivers* services to “patients / clients” to drive operational results and health outcomes



Health



How an organization *aligns* itself, *executes* with excellence, and *renews* itself to sustainably achieve performance aspirations



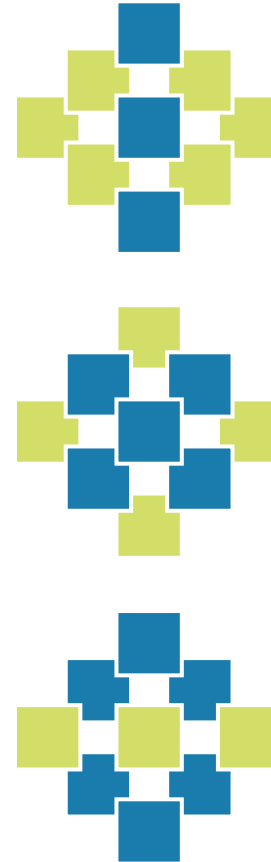
Source: Scott Keller and Colin Price, Beyond Performance: How Great Organizations Build Ultimate Competitive Advantage. 2011

Outcomes are what you see in the organization – the framework groups these 9 outcomes of health into 3 clusters

Elements of organizational health



Cluster



Alignment

Are people at all levels aligned around the organization's vision, strategy, culture, and values?

Execution

How does the organization execute in accordance with its strategy? Can the organization perform essential tasks with its current capabilities and motivation level?

Renewal

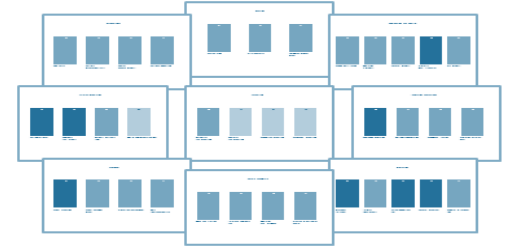
How does the organization understand, interact, respond, and adapt to its situation and external environment?

The survey digs deep to find what's happening under the surface

Three major measurements

Practices:

Identifies employees' perceptions of what's happening on the ground. *Measured on a frequency scale, from "almost always" to "almost never"*



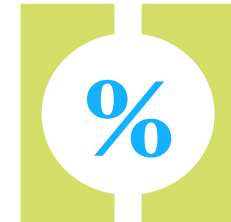
Health Outcomes:

Interprets if what is happening on the ground is working, and how well. *Measured on an agreement scale*



Health Score:

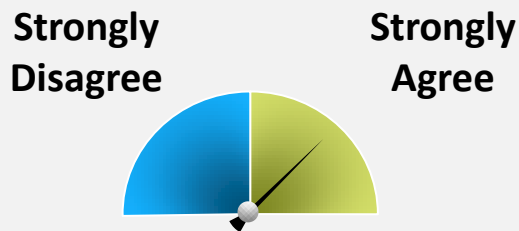
Offers a benchmark of overall health against which to measure progress. Scale indicates % of respondents who selected "agree" or "strongly agree" for Outcomes and "often" or "almost always" for Practices



Outcomes and Practices are independently assessed

Health Outcomes illustrate our perceptions of effectiveness

- Describe the **perceived results** that an organization has achieved (“how **effective** is the organization?”)
- **Sample:** “Our employees are highly motivated”



Scores are highly correlated with a set of Practices

Practices assess our frequency of taking necessary actions

- Describe **what managers do** – how they interact with employees each day to achieve their goals
- **Sample:** “Managers provide praise, thanks, or other forms of recognition to high performers”








Practices are leading indicators that “drive” or contribute to a health outcome

Definitions of Outcomes

	Outcome		How effectively and in what ways does the organization ...
Alignment	1. Direction		... communicate a clear and compelling vision of where the organization is headed, how to get there, and what it means for people
	2. Leadership		... use effective leadership styles to shape the actions of people in the organization to drive high performance
	3. Work Environment		... cultivate a clear, consistent set of values and working norms that foster effective workplace behaviour
Execution	4. Accountability		... ensure that individuals understand what is expected of them, have sufficient authority, and feel accountable for delivering results
	5. Coordination and Control		... consistently measure and manage business and risk, and act to address problems when they arise
	6. Capability		... ensure the institutional skills and talent are in place to execute the strategy and create competitive advantage
	7. Motivation		... develop employee loyalty and enthusiasm, and inspire people to exert extraordinary effort to perform at their very best
Renewal	8. External Orientation		... engage with important external stakeholders (customers, suppliers, partners, and others) to more effectively create and deliver value – both now and in the future
	9. Innovation and Learning		... encourage and harness new ideas, including everything from radical innovation to incremental improvement, so the organization can effectively evolve and grow over time



Definitions of Practices (1/2)

Outcome	Practice	Description
Direction 	1. Shared Vision	Setting the direction by creating and communicating a compelling, vivid image of what future will look like
	2. Strategic Clarity	Articulating a clear direction and strategy for winning, and translating it into specific goals and targets
	3. Employee Involvement	Engaging employees in discussions on the direction of the organization and their part in making it happen
Leadership 	4. Authoritative Leadership	Emphasizing hierarchy and managerial pressure to get things done
	5. Consultative Leadership	Involving and empowering employees through communication, consultation, and delegation
	6. Supportive Leadership	Building a positive environment characterized by team harmony, support, and caring for employees' welfare
	7. Challenging Leadership	Encouraging employees to take on tough challenges and do more than they thought was possible
Culture and Climate 	8. Open and Trusting	Encouraging honesty, transparency, and candid, open dialog
	9. Internally Competitive	Emphasizing results and achievement, with a healthy sense of internal competition to drive performance
	10. Operationally Disciplined	Fostering clear behavioural and performance standards, with close monitoring of adherence to standards
	11. Creative and Entrepreneurial	Supporting innovation, creativity, and initiative
Accountability 	12. Role Clarity	Driving accountability by creating clear structures, roles, and responsibilities
	13. Performance Contracts	Driving accountability by creating clear objectives and formal, explicit performance targets
	14. Consequence Management	Driving accountability by linking rewards and consequences to individual performance
	15. Personal Ownership	Driving accountability by creating a sense of individual ownership and personal responsibility
Coordination and Control 	16. People Performance Review	Using formal performance assessments, feedback, and tracking to coordinate and control flows of talent
	17. Operational Management	Focusing on operational KPIs, metrics, and targets to monitor and manage business performance
	18. Financial Management	Focusing on financial KPIs and the effective allocation and control of financial resources to monitor and manage performance
	19. Professional Standards	Using clear standards, policies, and rules to set behavioural expectations and enforce compliance
	20. Risk Management	Identifying and mitigating anticipated risks, and responding rapidly to unexpected problems as they arise



Definitions of Practices (2/2)

Outcome	Practice	Description
Capabilities 	21. Talent Acquisition	Hiring the right talent
	22. Talent Development	Developing employees' knowledge and skills
	23. Process-based Capabilities	Embedding capabilities and know-how through codified methods and procedures (e.g., training manuals, SOPs)
	24. Outsourced Expertise	Using external resources to fill capability gaps (e.g., consultants, vendors, business partners)
Motivation 	25. Meaningful Values	Appealing to compelling and personally meaningful values to motivate employees
	26. Inspirational Leaders	Inspiring employees through encouragement, guidance, and recognition
	27. Career Opportunities	Providing career and development opportunities to motivate employees
	28. Financial Incentives	Using performance-related financial rewards to motivate employees
	29. Rewards and Recognition	Providing nonfinancial rewards and recognition to encourage high performance
External Orientation 	30. Customer Focus	Understanding customers and responding to their needs
	31. Competitive Insights	Acquiring and using information about competitors to inform business decisions
	32. Business Partnerships	Building and maintaining a network of external business partners
	33. Government and Community Relations	Developing strong relationships with the public, local communities, government, and regulatory agencies
Innovation and Learning 	34. Top-down Innovation	Driving innovation and learning through high-priority initiatives sponsored by senior leaders
	35. Bottom-up Innovation	Encouraging and rewarding employee participation in the development of new ideas and improvement initiatives
	36. Knowledge Sharing	Enabling collaboration and knowledge sharing across the organization
	37. Capturing External Ideas	Importing ideas and best Practices from outside the organization



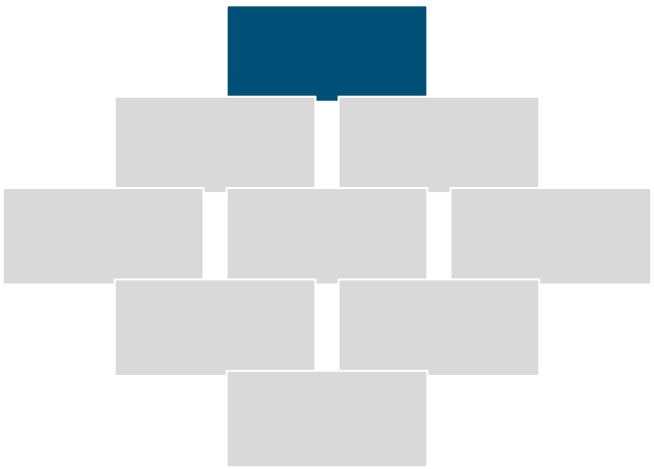
VCH's overall health score outcome profile

Percentage of respondents who selected 'agree' or 'strongly agree'

53



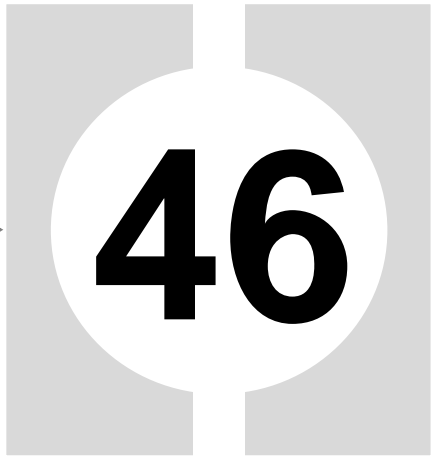
DIRECTION



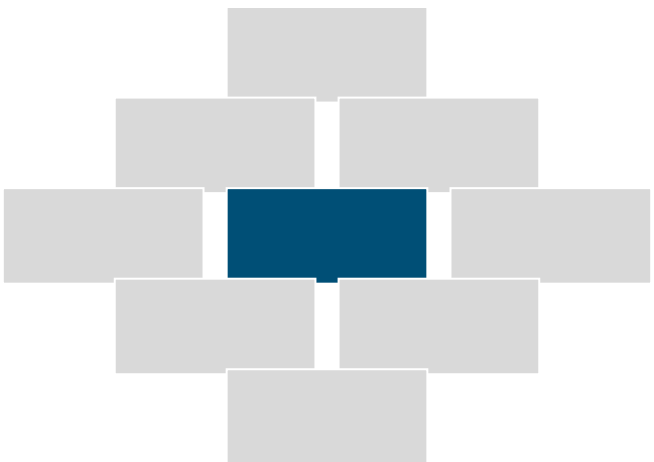
How effectively and in what ways does the organization ...

... communicate a clear and compelling vision of where the organization is headed, how to get there, and what it means for people

% of respondents who selected 'agree' or 'strongly agree' →



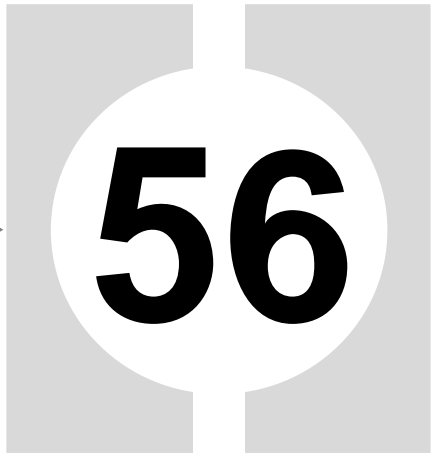
LEADERSHIP



How effectively and in what ways does the organization ...

... use effective leadership styles to shape the actions of people in the organization to drive high performance

% of respondents who selected 'agree' or 'strongly agree' →



VCH's outcome profile

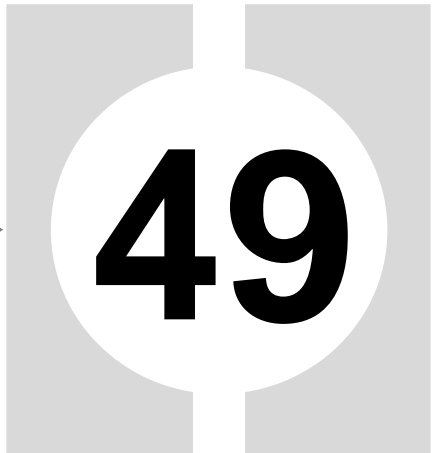
WORK ENVIRONMENT



How effectively and in what ways does the organization ...

... cultivate a clear, consistent set of values and working norms that foster effective workplace behaviour

% of respondents who selected 'agree' or 'strongly agree' →



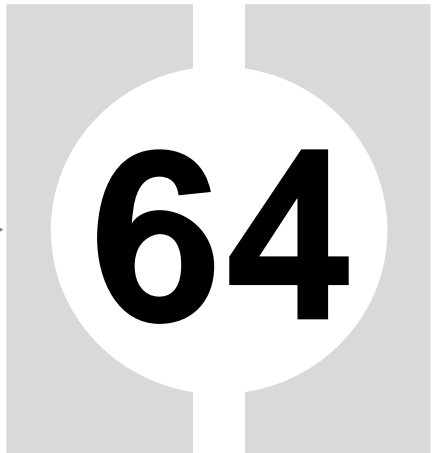
ACCOUNTABILITY



How effectively and in what ways does the organization ...

... ensure that individuals understand what is expected of them, have sufficient authority, and feel accountable for delivering results

% of respondents who selected 'agree' or 'strongly agree'



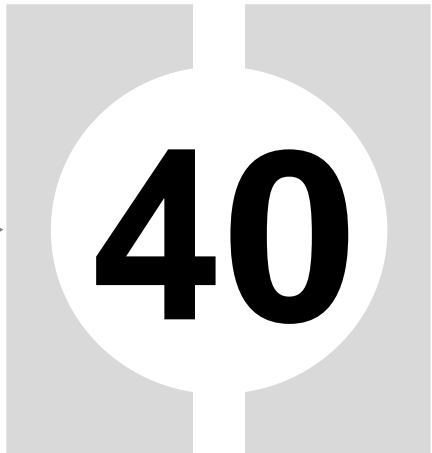
COORDINATION AND CONTROL



How effectively and in what ways does the organization ...

... consistently measure and manage business and risk, and act to address problems when they arise

% of respondents who selected 'agree' or 'strongly agree' →



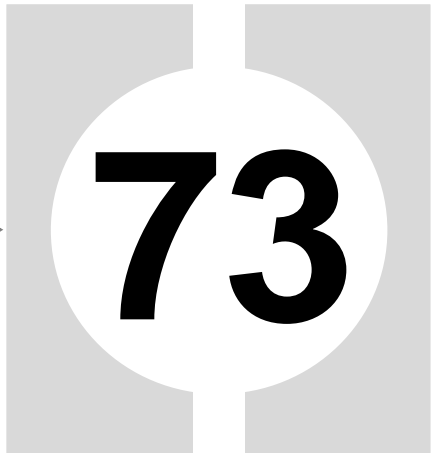
CAPABILITIES



How effectively and in what ways does the organization ...

... ensure the institutional skills and talent are in place to execute the strategy and create competitive advantage

% of respondents who selected 'agree' or 'strongly agree' →



VCH's outcome profile

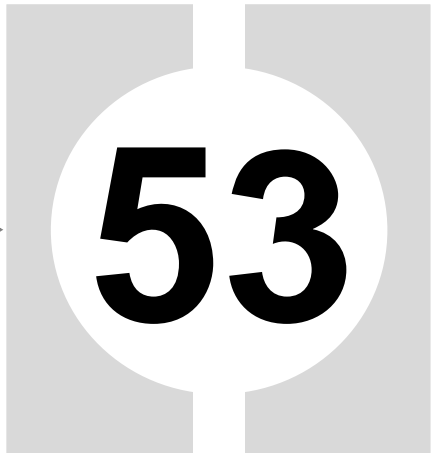
MOTIVATION



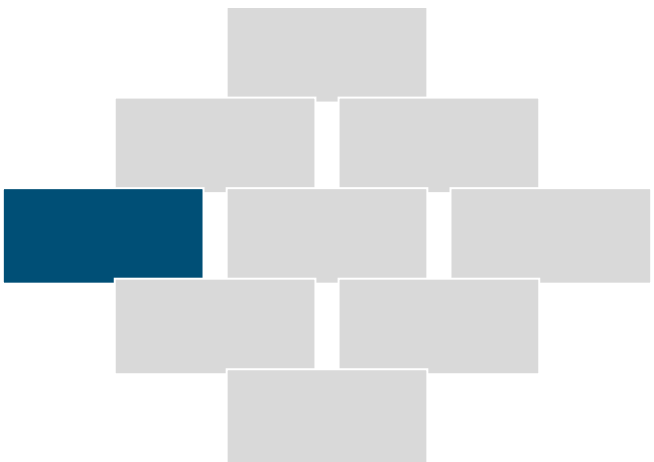
How effectively and in what ways does the organization ...

... develop employee loyalty and enthusiasm, and inspire people to exert extraordinary effort to perform at their very best

% of respondents who selected 'agree' or 'strongly agree'



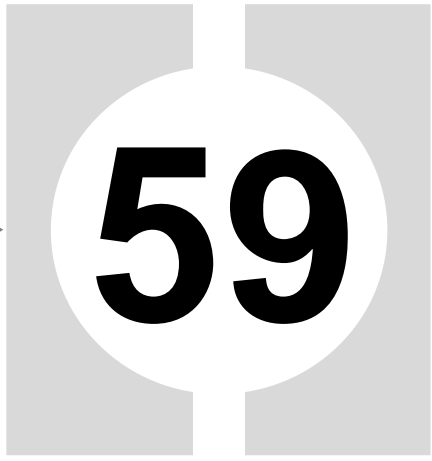
EXTERNAL ORIENTATION



How effectively and in what ways does the organization ...

... engage with important external stakeholders (customers, suppliers, partners, and others) to more effectively create and deliver value – both now and in the future

% of respondents who selected 'agree' or 'strongly agree' →



INNOVATION & LEARNING



How effectively and in what ways does the organization ...

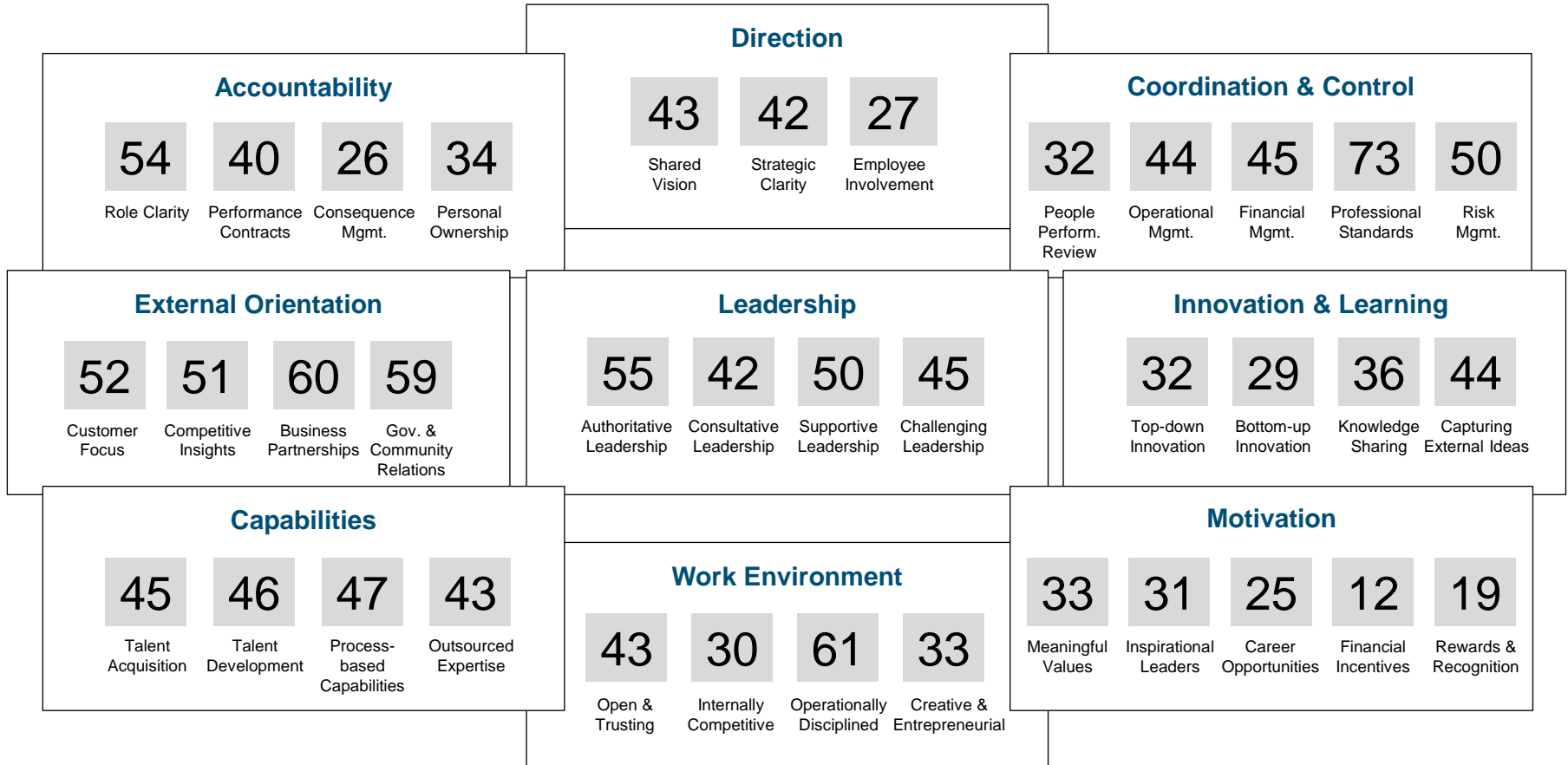
... encourage and harness new ideas, including everything from radical innovation to incremental improvement, so the organization can effectively evolve and grow over time

% of respondents who selected 'agree' or 'strongly agree' →



VCH's practice profile

Percentage of respondents who selected 'often' or 'almost always'



Outcome by Employee Category

Percentage of respondents who selected 'agree' or 'strongly agree'

	N	Overall Score	Direction	Leadership	Work Environment	Accountability	Coordination & Control	Capabilities	Motivation	Innovation & Learning	External Orientation
Excluded	1113	62	56	74	57	64	50	78	61	51	69
Medical Staff	799	42	26	46	35	49	27	67	54	29	47
Community Subsector	637	55	49	61	50	61	45	71	52	44	58
Health Science Professionals	2392	50	40	55	42	65	34	71	53	33	53
Facilities Subsector	2132	56	54	57	54	63	47	71	48	48	63
Nurses' Bargaining Association	3895	53	46	52	50	67	39	74	53	41	59
VCH overall		53	45	58	48	62	40	72	54	41	58



Practice by Employee Category

Percentage of respondents who selected 'often' or 'almost always'							
Outcome	Practice	Excluded	Medical Staff	Community Subsector	Health Science Professionals	Facilities Subsector	Nurses' Bargaining Association
		1113	799	637	2392	2132	3895
Direction	Shared vision	55	20	45	35	54	43
	Strategic Clarity	52	21	46	33	54	41
	Employee involvement	29	13	33	19	38	26
Leadership	Authoritative leadership	60	47	54	53	55	57
	Consultative leadership	58	32	44	44	42	38
	Supportive leadership	67	39	56	50	52	45
	Challenging leadership	58	34	45	43	46	43
Work Environment	Open and trusting	59	26	46	40	48	41
	Internally competitive	32	18	31	23	40	30
	Operationally disciplined	62	46	60	63	62	62
Accountability	Creative entrepreneurial	39	17	35	28	41	33
	Role clarity	52	35	52	51	58	58
	Performance contracts	35	31	41	36	45	41
	Consequence management	20	15	27	21	35	26
Coordination & Control	Personal ownership	48	25	34	30	37	31
	People performance review	28	26	36	29	41	30
	Operational management	42	26	51	40	52	44
	Financial management	58	30	52	38	52	39
Capabilities	Professional standards	82	67	71	75	68	72
	Risk management	57	37	54	49	53	49
	Talent acquisition	53	35	47	42	46	44
	Talent development	48	37	51	42	52	44
	Process based capabilities	41	38	47	41	54	51
Motivation	Outsourced expertise	44	32	46	38	48	42
	Meaningful values	37	25	36	29	40	31
	Inspirational leaders	48	25	33	27	34	26
	Career opportunities	31	24	27	18	30	25
	Financial incentives	9	9	15	7	20	12
Innovation & Learning	Rewards recognition	28	19	20	15	22	18
	Topdown innovation	43	21	34	28	38	31
	Bottomup innovation	33	21	28	23	35	29
	Knowledge sharing	44	25	38	30	42	35
External Orientation	Capturing external ideas	44	32	43	39	47	49
	Customer focus	61	39	56	43	61	52
	Competitive Insights	57	35	55	43	60	51
	Business partnerships	69	42	64	55	64	60
VCH overall %		47	30	44	37	47	41
	Government community relations	70	48	63	53	65	59



According to survey respondents, VCH's main strengths to build on are its...

1. PEOPLE



- “The resources of their staff who are intelligent, well educated, committed to practicing using evidence based documents, dedicated, and caring. Most people at VCH are wanting to make a difference and do a good job”
- “The strength of this organization is in its people. Continue with employee recognition programs to retain amazing employees.
- “Its people! The front line staff and managers are doing amazing work every day. Our challenges are not people problems but culture problems”



2. EDUCATION AND TRAINING PROGRAMS

- “Employee training and education opportunities support employees with services such as extended health and EFAP program”
- “Financially supporting their employees to further their education”
- “Education opportunities are outstanding. Continue to provide more opportunities as well as financial means to attend the ones the cost money”



3. WILLINGNESS TO INNOVATE

- “Innovation from the frontline up”
- “We excel at medical innovation, academic, education, research opportunities and program innovation to meet the changing needs of our patient population”
- “VCH is a leader in innovation, implementation, and quickly adjusts strategies to meet new issues that arise in Canadian health care”



According to survey respondents, VCH's main weaknesses to work on are...



1. COMMUNICATION

- “Communication regarding patient care and policies, between sites, and within departments needs to be drastically improved. If we want to be patient first we need to learn how to work together”
- “Increase transparency between front lines and management. When asking employees for their opinions, actually use it for something! Prove to us that feedback is valued and not just taken for placation”



2. RECOGNITION AND OTHER INCENTIVES

- “A pin and a piece of paper is not a good way to honour somebody for 30 years of service at VCH. We owe it to our colleagues to do more”
- “I’ve stayed here because I love my job, but when my pay doesn’t even keep up with inflation, it makes it that much harder to stay. I can’t afford to live in the region I’m committed to serving”
- “We’re lacking true performance based compensation. We need to align incentives (financial and non-financial) with team and individual performance”



3. STAFF EMPOWERMENT

- “We need bottom up, not top down, leadership and ideas. The frontlines have tons of great ideas but nobody is really listening”
- “Let everyone take responsibility for improving their own areas”
- “Our organization is too authoritarian. If change is required, let ideas and actions originate from the workers on the “shop floor” rather than an idea from senior or middle management”



