



Changing the FACE of VON

Engaging People in Success

QWQHC Summit

Ottawa

March 3, 2009

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About the VON

We are:

- **a “not for profit” charity**
- **delivering community based health related integrated support in every province of Canada**
- **Through more than 40 Branches**



About the VON About the VON

We have:

- **4,000 service providers**
- **10,000 volunteers**
- **More than 40 community based boards**



About the VON

**And we've been serving Canadian
communities for 110 years**

and

There in lies the problem

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Our Problem

For the past 30 years branches have become more and more autonomous each serving it's own community with it's own unique needs

but...

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Our Problem

**To prosper in the 21st century we need to
grow at a rapid pace**

so

**We need a unified national organization
Capable of responding to the unique needs
of each of the communities we serve**

“Our Communities are our strength”

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This means that we have **TWO bottom lines:**

- 1. Maintain the viability of our organization so we can**
 - 2. Enhance the quality of life in the communities that we serve**
- and.....**



We need our people to buy in to both

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**In the tumultuous “white water”
surrounding our sector**

**People need to engage in change as
a positive work life enhancing
process**

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Change

It all starts (at least according to Kotter)

with

The Burning Platform

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The idea is:

Something happens internally or externally that makes people want to change

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A Problem with the theory

But,

no one close to the front line

actually believes this



This is a big problem

because

**the front line is where the work gets done
where value is built**

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Executive engagement is easy

because

they make the plans

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People just won't behave

For engagement and commitment to occur

people have to want to do it

You can't make them

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People need **FACE**

Focus

Alignment

Competence

Engagement

and.....

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**The idea is to translate leaders
strategic intent
into
organizational impact
with
positive effect on the work life of all
levels of the organization**

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FACE is defined differently at each level of the organization

As it moves from macro to micro it gets more complicated



Focus

For Focus to occur

**Each person must see their work as
a process in support of a single
compelling shared vision**



Alignment

For **Alignment** to occur

Each person must see their individual contribution:

- **within the larger context**
- **as part of a historical continuum**
- **as shaped through their active participation in decision making**



Competence

For **C**ompetence to occur

Each person must be given the all the skills, support and tools necessary for full participation



Engagement

For Engagement to occur

Each person must be able to leave the old and enter the new with a relative degree of comfort

And this, as they say, is the “Rub”



Change is hell

Because change is all about people doing things differently

and

People don't want to do things differently

.....it's just not comfortable

Understanding hell

A small behavioral equation





Why can't we just tell people
to change?

**We're good at ANTECEDENTS and
believe that they actually work**

And they do.....

Occasionally

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It's what comes after that
counts

Most of the time

***CONSEQUENCES* drive engagement**

and

engagement drives success

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Successful change management is about :

- **Deciding exactly what you want
and**
- **Reinforcing it when you see it
..... through a**



Systematic

Data-oriented

Process

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So in real time you can

***Reinforce* individual value adding
contribution**

And

***Celebrate* team success**

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The bottom line

When people do good things

Good things should happen to them

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A Small Case Study on the Most Hated Phenomenon in Nursing

Time per Visit

**Front line service providers believe
that nothing compromises their
practice more**



TPV

But.....

The VON needs to maximize TPV to stay viable

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TPV

The Performance Enhancement Plan

Optimize Client Contact by 10%

How:

- **Organizing visits based on geography**
- **Keeping charts up to date and concise**
- **Completing all documentation in the home**
- **Preparing supplies for the next nurse**
- **Calling Nurse Manager re: cancellations**

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TPV

Where did all this come from?

The Nurses themselves

And

We are giving them tool kits, their numbers and celebrating success

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TPV

Do they like this?

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TPV

Not yet!

But

The numbers are improving

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**And people are celebrating their
success....**

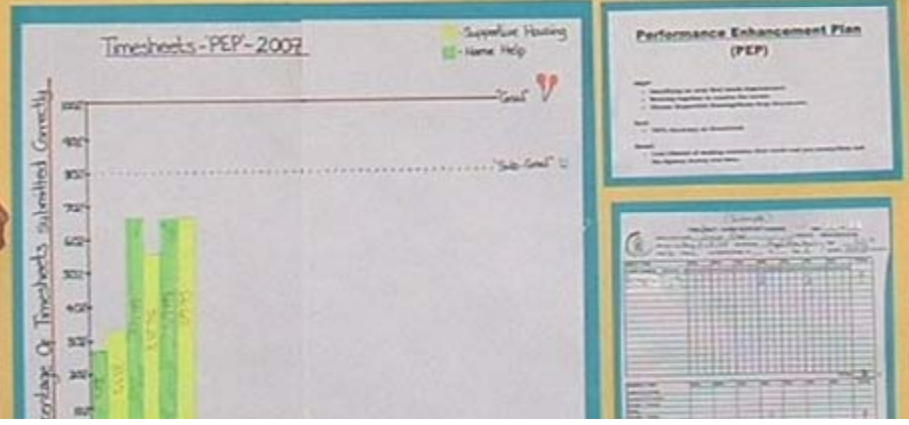
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CANADA

Touching Lives Since 1971
Au coeur de la vie depuis

PEP Timesheets - 2007.



Performance Enhancement Plan (PEP)

Goal: 100% Accuracy of Timesheets

Target: 95% Accuracy of Timesheets

Actual: 95% Accuracy of Timesheets

Notes: 100% Accuracy of Timesheets

Employee Name	Supervisor	Start Date	End Date	Hours	Rate	Total