



quality worklife
quality healthcare
collaborative

Within Our Grasp

..... Working together to make health workplaces healthier

QWQHC Summit

“WORK LIFE QUALITY: MEASURING FOR SUCCESS”

Breakfast Session Wednesday March 04th, 2009

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Purpose of Session

- **To view some current practices and perspectives in Canadian health care work life measurement**
- **To provide participants insight into ideas and resources that would enable work life measurement within organisations**
- **To support participants' networking for the promotion of WL measurement at their organisations**

QWQHC Indicators & Measures

■ ACTION STRATEGY

The use and reporting of QWL measures

■ QWQHC Goals: *Where we're going.....*

- Support further development of WL measures/indicators (starting point: initial (7) organisation-level indicators)
- Increase organisations' familiarity with WL measures
- Support integration of WL measures at org and system level
- Develop standard indicators on which there is consensus

QWQHC Indicator Project: *Phase 1* ***(March – April 2009)***

- **Measuring WL indicates movement toward change**
- **Indicators and measures help to structure work life environment for success**
- **AIM: to describe the state of WL measurement in Canadian health care orgs: *importance, occurrence, the ‘how and what’ of data collection***

FEEDBACK GROUP

(10 individuals/3 Q's)

TITLES/POSITIONS

- Exec Director
- Director of Quality
- Directors of Org Development and Innovation/Change
- Healthy Workplace Consultants and Leaders
- Learning Specialists
- Health Policy Coordinators
- Other Directors and Administrators

TYPES OF ORGS/FACILITIES

- Health Board
- Health Authorities
- Hospital facilities
- Long Term Care facility
- Teaching Centre
- National organisation

Q #1: What are you currently doing to measure work life in your organisation?

- Workplace assessment programmes (planning, implementation, eval)
- Use of NQI Framework
- Comparisons to national HR benchmarking
- HR scorecards with indicators connecting up to corporate balanced scorecards
- Organisation progress reports
- Forums for feedback: *focus groups, councils, committees*
- Job satisfaction and staff opinion surveys (incl PULSE survey)
- QWQHC indicators: *absenteeism, turnover rate, grievances*

What are the top (3) issues that prompted measurement?

- **Lack of a concerted, system-based approach to WL;** a reactive approach to measurement with no overall planning or evaluation, due to other overwhelming organisational issues
- **Stressors experienced by staff** (due to case loads, lack of balance between work and personal life, etc) but for which there was no form of documentation or tracking
- **Lack of connectivity between leadership and employee:** corporate plan not fitting with front-line reality and vice versa

Q #2: *What successes have you seen?*

(Perceived successes and positive changes occurring in WL setting as a result of measurement)

- **Improved labour and management relations, communications**
- **Integrated systems thinking and overall cultural change**
- **Increased job satisfaction, less lost time**
- **Engagement of staff in improving WL environment; leadership development and empowerment to take ownership of WL issues**
- **Improved recruitment**
- **Increased professional development**

Q # 3: Top BARRIERS to measuring WL

- **A belief that WL is an individual responsibility** and not an organisational responsibility
- **Lack of 'systems' thinking when approaching WL and measurement;** and people working in 'silos'
- **Direct care providers feeling disempowered to take ownership** of WL issues, enhanced by overwork
- **Lack of a structured way** in which to measure WL
- **Lack of a plan as well as dedicated resources** (\$, human capital, infrastructure, measurement systems)
- **Competing organisational priorities** (eg: pt flow, financial priorities, etc)
- **Lack of senior level support**, commitment, access, communication

Q # 3: Top ENABLERS to measuring WL

- **Commitment by senior executive**, Board, leaders, to dedicate time and resources to a system-wide infrastructure and implementation Plan
- **Making WL an organisation-level strategic priority** to improve outcomes and the bottom line
- **Personal commitment by dedicated individuals** as well as creating leaders who will be the promoters of change
- **Communication between management and workers**, understanding perspective of workers
- **Tracking change on a quick turnaround basis**; being responsive as an organisation

TAKING THE NEXT STEP FORWARD

What was the route you took to *build the momentum* around measurement at your organisation?

What created the energy and investment around measurement at your organisation?

Getting Together at this a.m.'s Session

- **To promote the measurement of WL**
- **To move toward a consensus on measurement definitions**
- **To facilitate the comparison of measures**
- **To involve those interested**
- **To support the networking of a Community of Interest**

Staying CONNECTED

- Update distribution list re: *Measurement Projects*
- Call us to connect with other individuals and orgs
- Call FATIMA about participating in Indicator Project
- You have the opportunity to participate on future working groups, interest groups

Please see our website: www.qwqhc.ca

Thank-you!



Working together to make health workplaces healthier

Within Our Grasp:

A Healthy Workplace Action Strategy
for Success and Sustainability in
Canada's Healthcare System

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Questions or comments?

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