



connections

A newsletter for the staff, physicians, volunteers, residents and students of St. Joseph's Health Centre

MARCH 2009

Improving Your Work Place Survey Results

The completion of the Improving Your Work Place Survey has certainly helped us understand and identify areas where we have made progress and will continue to assist us to implement improvements in areas that strategically link to our Success Factors: Putting Patient First, Enhancing the Health of the Communities we Serve, Inspiring Our People, Creating a Culture of Inquiry and Innovation and Using our Resources Wisely.

"We are really pleased with the number of people who took the time to complete the survey," said Carolyn Baker, President and CEO.

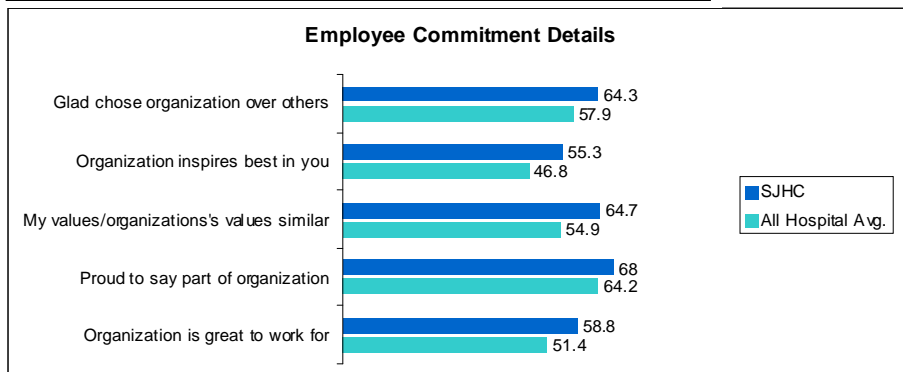
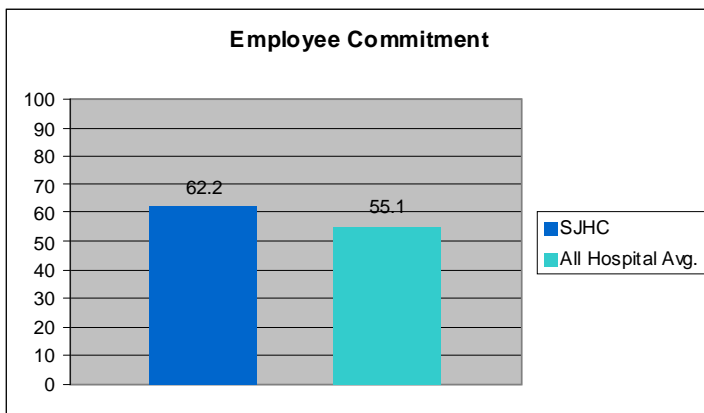
We had an excellent response rate of 40.6% (947) employees who, overall, ranked St. Joseph's Health Centre as a

great place to work. As you will notice in the following graphs, for most survey questions, including the level of commitment, SJHC employees ranked our hospital higher than our peer hospitals.

"We are going to use the survey as part of our strategic planning, and we wanted to see if we were on the right track and to see where there are gaps in terms of issues driving employee dissatisfaction and turnover," said Ed Ozog, Chief, People, Learning and Leadership.

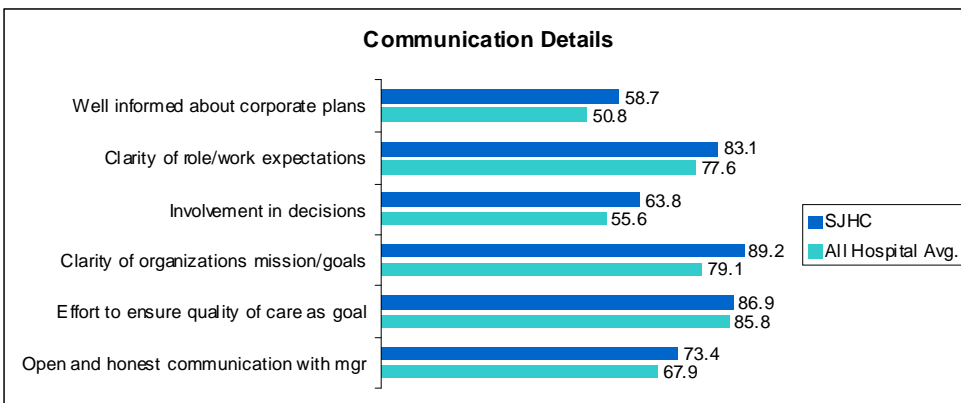
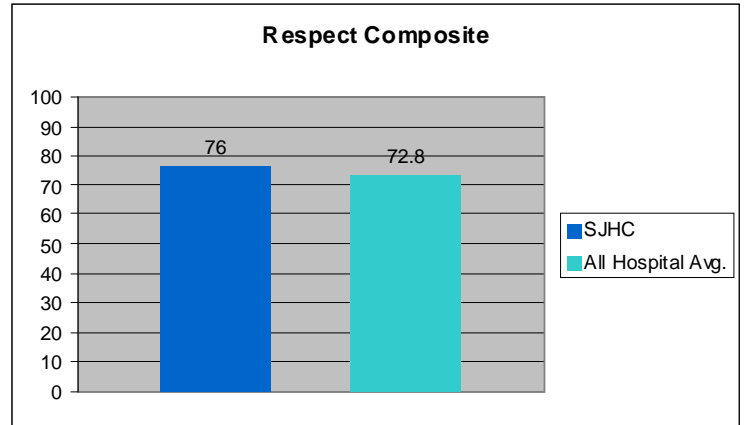
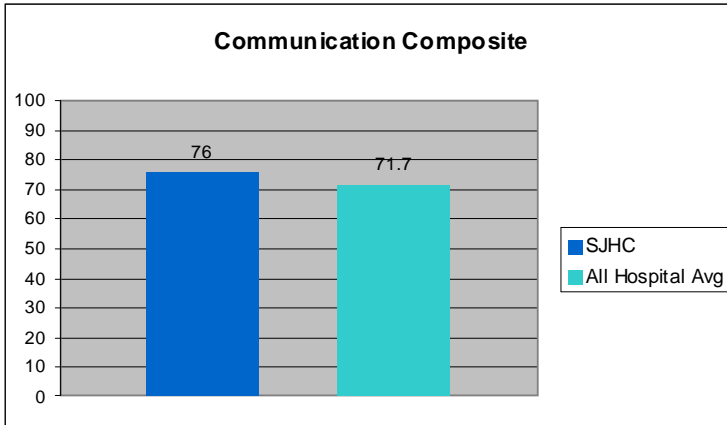
The results will also help to inform initiatives and corporate objectives that support our success factor Inspire Our People. We would like to remind you that all survey responses will remain confidential, and would like to thank you for taking the time to provide us with your invaluable feedback.

Richard Ross, our Board Chair said, "One of the Board's key objectives this year was to be out in the hospital more often talking to our staff in order to get a better sense of the culture of our organization and an understanding of the level of commitment to our Vision. The results of this survey have been very helpful in adding to this insight and reassuring us that we are on the right track. Most importantly it gives us a benchmark to track our progress going forward and making further improvements in making St. Joe's the Best Community Teaching Hospital."



I N S I D E

- Communication
- Respect
- Recognition & Compensation
- Areas of Strength
- Areas for Improvement
- Teamwork
- Work Practice

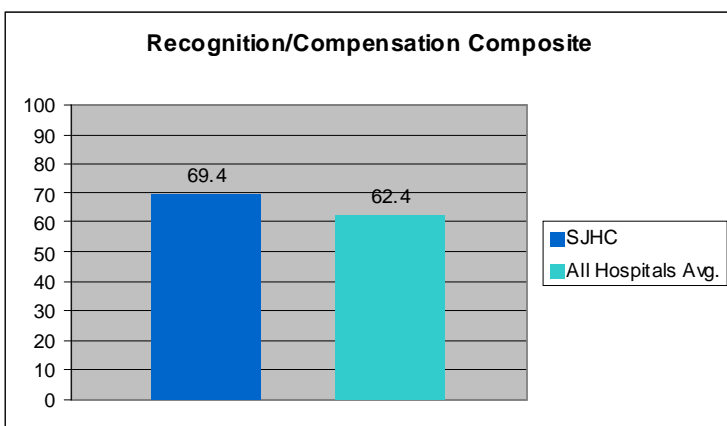
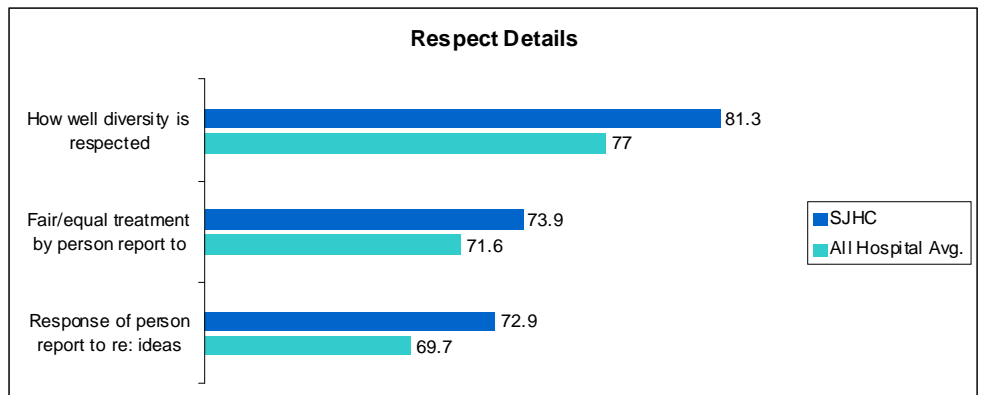


Based on the responses, it was clear that staff understand our Mission and goals and how each and every one of us contributes to achieving them.

“It’s really gratifying to see that people have a stronger sense of commitment to the Vision and commitment to the road that we’re taking and I think that speaks to the way that we included the whole organization in the development of the strategy,” said Baker.

SJHC ranked notably well in the category of respect, specifically around fair and equal treatment of the employees and the respect for diversity within our organization.

“People who work here feel positively about it, and more positively than in most other hospitals,” said Ozog. “We have a work place that overall is actually quite happy.”

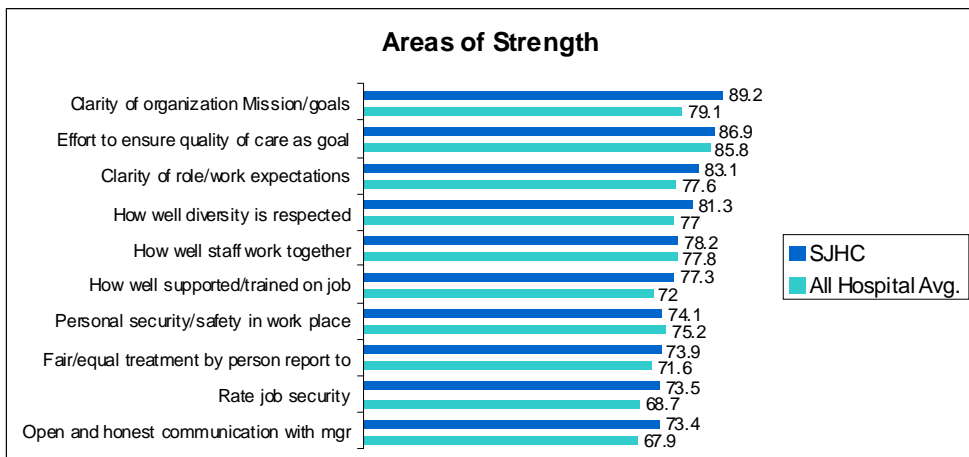


The Recognition and Compensation section speaks to the support that our workers receive for the role that they play in our organization and the compensation that they receive for it.

“We benchmarked really well in respect to recognition and support for work and people actually identified that they rated their job security as pretty high, which is great in this economic environment right now,” said Baker.

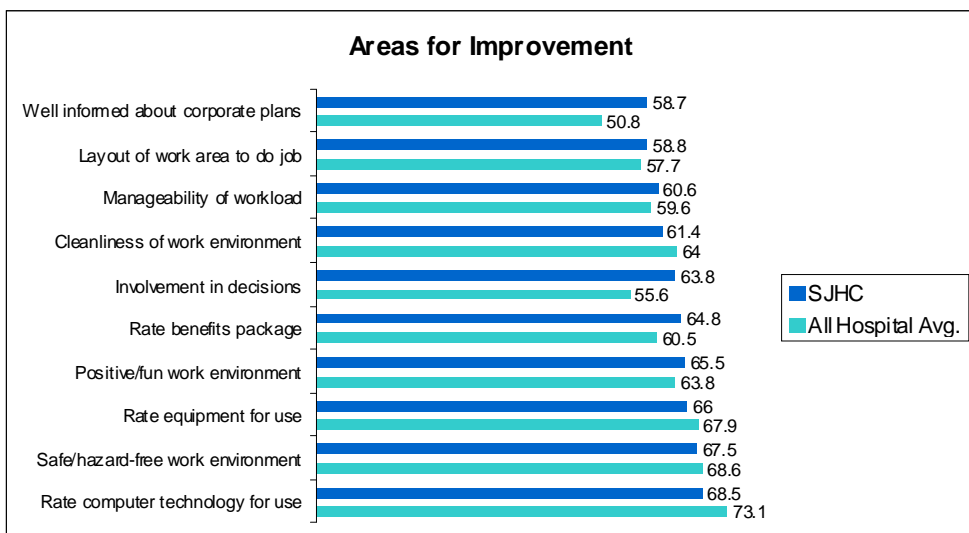
“In many areas around commitment to the organization we did better in comparison to other organizations, that was important to us, not to just to know how well we were doing in terms of staff satisfaction, if we want to be the best community teaching hospital we don't want to be as good as, we want to be better.”

~ Carolyn Baker, President and CEO



Those areas that we really did well in had the highest correlation to employee commitment and satisfaction.

“When we looked at the organization’s strengths, the highest score was the clarity of the organization’s Mission and goals which was not only the best score for us, but significantly higher than the all hospital average by about 10 per cent,” said Ozog.



In terms of the identified issues to be resolved, the results from this survey have just confirmed that these are in fact the issues that we should be working on.

“The most important thing is to get the info out to the people and provide the feedback as to what was said,” said Baker. “Only in talking to people about the survey and what they see in the survey will we be able to develop a comprehensive plan to address the opportunities for improvement.”

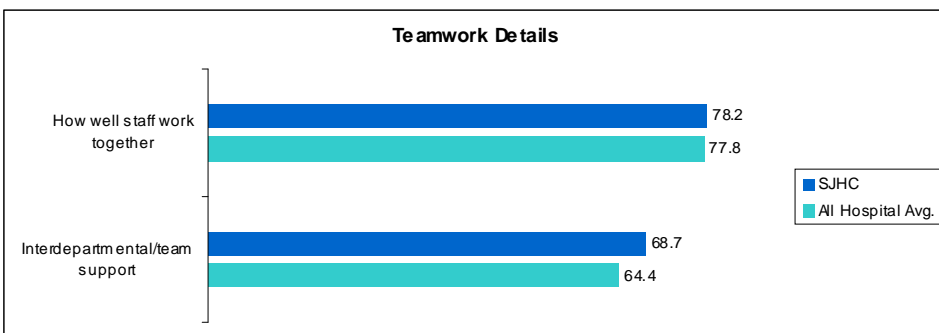
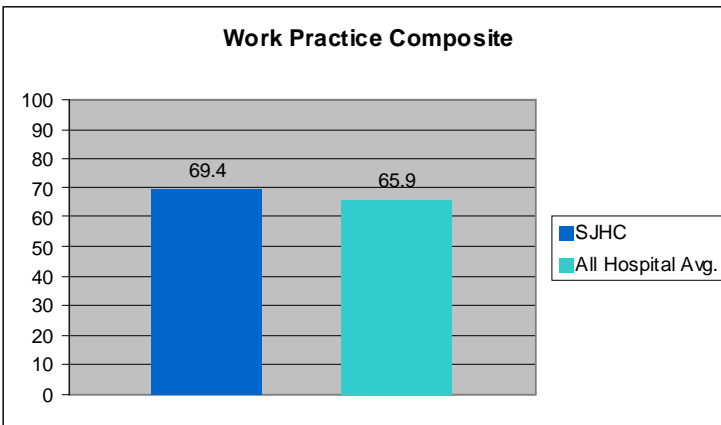
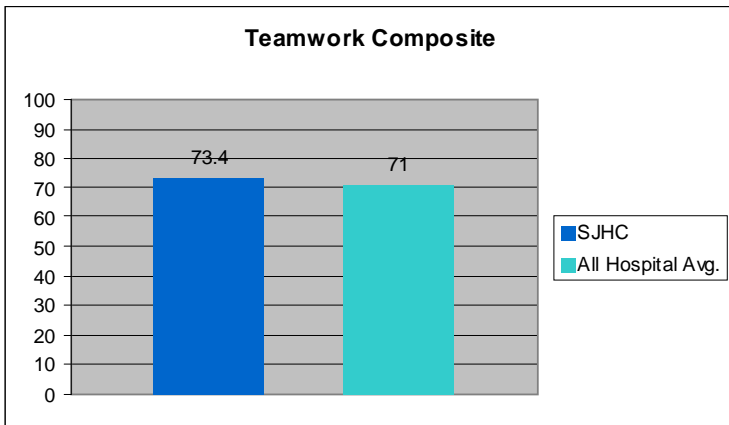
In order to achieve our Vision to be Canada’s Best Community Teaching Hospital, it is important to evaluate our performance against the performance of our peer hospitals across the country.

“One of the reasons we chose this survey was that it allows us to compare ourselves against other organizations across Canada and particularly across Ontario. When we look at the information not only do we see what our staff say but we see how we compare against others,” said Baker.

Each of the organizations that are included in the comparison has completed this survey within the previous two years, so that the data is fairly fresh in order to compare to the contemporary situation in other hospitals.

For the purpose of this survey, we have chosen the following group of peer hospitals to compare our results with:

- Bloorview Macmillian
- Collingwood General & Marine Hospital
- Grey Bruce HS
- Headwaters Health Care Centre
- Hotel-Dieu Grace Hospital
- Huron Perth Health Care Alliance
- Kingston General Hospital
- Montfort Hospital
- Mount Sinai Hospital
- Northeast Mental Health Center
- Providence Continuing Care
- Queensway-Carleton Hospital
- Ross Memorial Hospital
- Southlake Regional Health Centre
- St. Joseph’s Care Group
- Thunder Bay
- St. Joseph’s Health Care London
- St. Michael’s Hospital
- Thunder Bay Regional HSC
- Toronto East General Hospital
- Toronto Rehabilitation Institute
- University Health Network

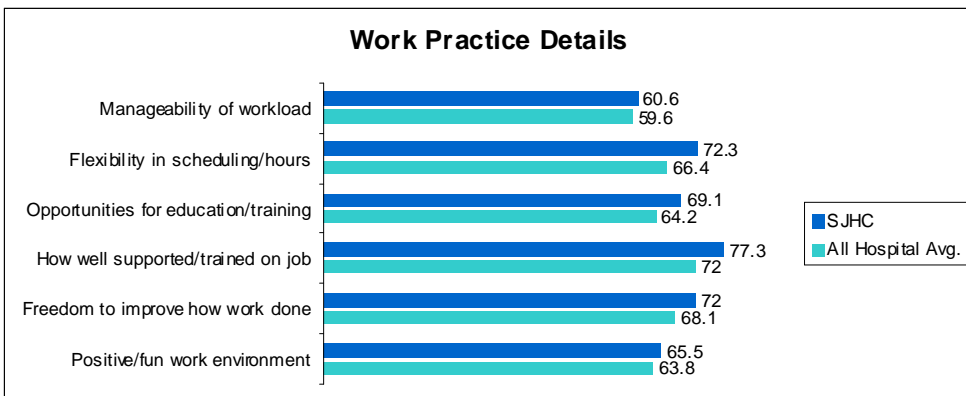


Our Interprofessional Team is becoming very strong across the organization as we continue to gather feedback and include all staff in the organization in these corporate conversations.

“This is really a conversation with the whole internal community that will help us to know not only what we need to improve on, but how we make those areas where we are better than our comparators even better. Because it’s not just improving on areas that we think we need to be better in, but overall improvement,” said Baker.

“We were paying attention to the rankings of issues concerning work safety, training needs and things to reduce work stress. In those areas we found certain things that jumped out at us,” said Ozog. “It was the physical environment and the capital infrastructure that was noted as needing improvement.”

Some specific areas that were identified in staff training suggested that our workers are looking for stress management education, clinical education, computer training, communication skills training and teamwork building.



Connections is the official newsletter for the staff, physicians, volunteers, students and residents of St. Joseph's Health Centre. This is your newsletter and we'd like your feedback. For comments or questions about this issue, or if you would like to contribute to a future issue, please contact the editor, Gillian Brunning, Junior Associate, Corporate Communication & Public Affairs, via e-mail at brunning@stjoe.on.ca

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