

What You Can Do To Create a Healthier Organization

Workshop facilitated by Graham Lowe, Ph.D.

**Alberta Council of Disability Services Spring Conference
Edmonton, 12 April 2010**

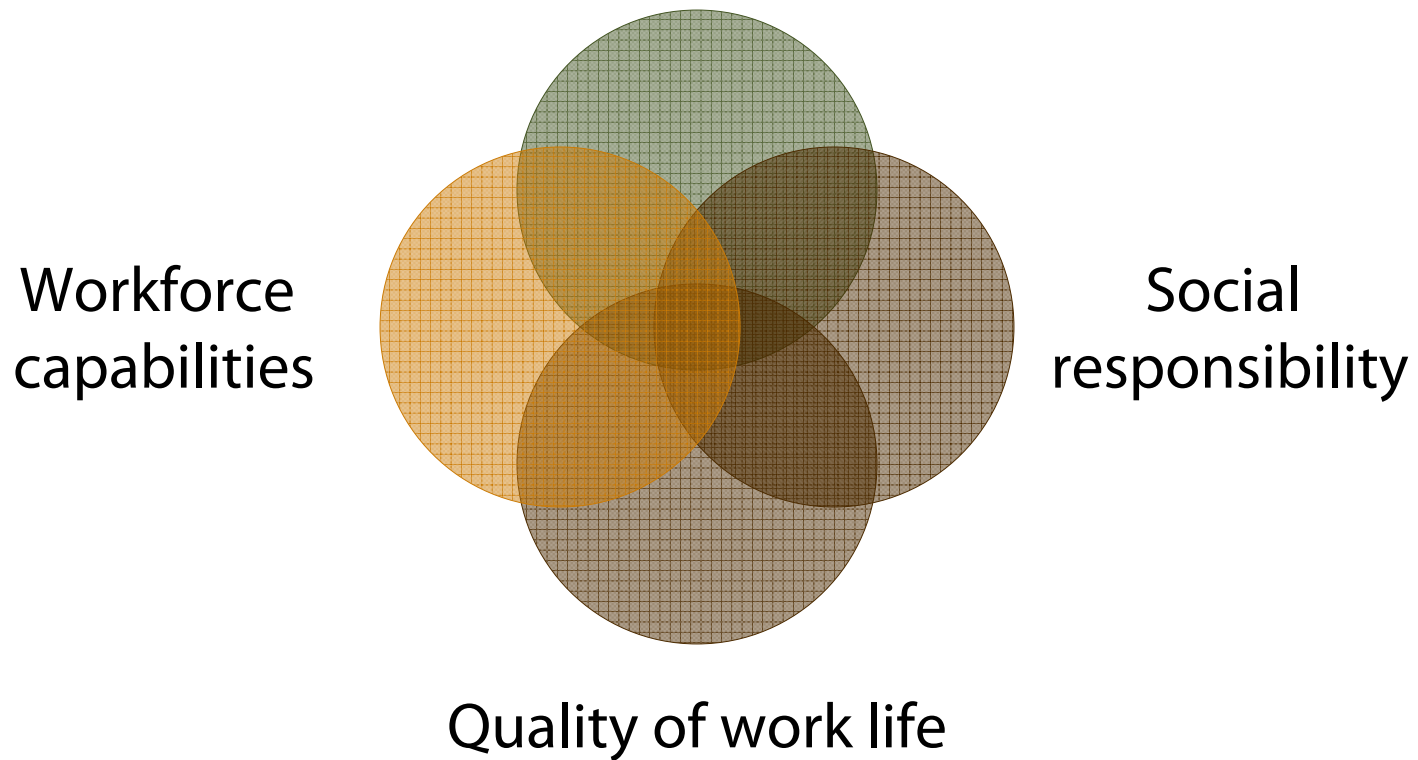
1. Learn about healthy organization building blocks.
2. Assess your progress.
3. Learn how to build on strengths and successes.
4. Identify healthy organization goals and actions.
5. Plan implementation tactics.
6. Learn from each other.

Agenda

1. 10:00 -10:30 Presentation to set the context
2. 10:30 -10:45 Q&A about presentation
3. 10:45 -11:10 Healthy Organization Assessment
4. 11:10 -12:00 Your strengths and successes so far
5. 12:00 - 1:00 LUNCH
6. 1:00 -2:00 Your healthy organization goals
7. 2:00 - 3:00 Actions you can take to realize these goals
8. 3:00 -4:00 How to implement these actions

Connecting 4 big challenges

Organizational performance



Sustaining workforce development

“The vision of a ‘well-trained and stable Community Disability Services workforce recognized as professionals providing valued service’ is still relevant.”

Beyond 2010: Looking Towards the Future. ACDS, September 2009.

High performance
Safety culture
Learning organization
Workforce diversity
CAPABILITIES
Health promotion
Engagement
Culture
Leadership development
Talent management
Training
Strategic HR
Career development
Employer of choice
Recruitment & retention

Achieving sustainable success

Build performance capabilities by taking an integrated, long-term, strategic approach to these HR issues.

Describing a healthy organization

Adaptable

Agile

Capable

Resilient

Thriving

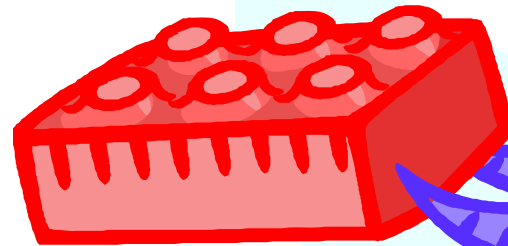
Vibrant



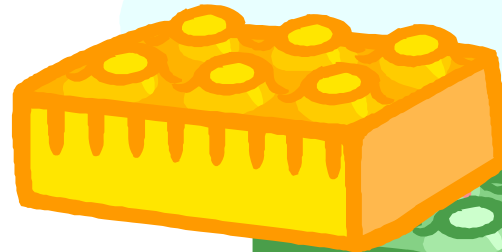
**Links
people and
performance**

Building blocks of a healthy organization

Inspired employees



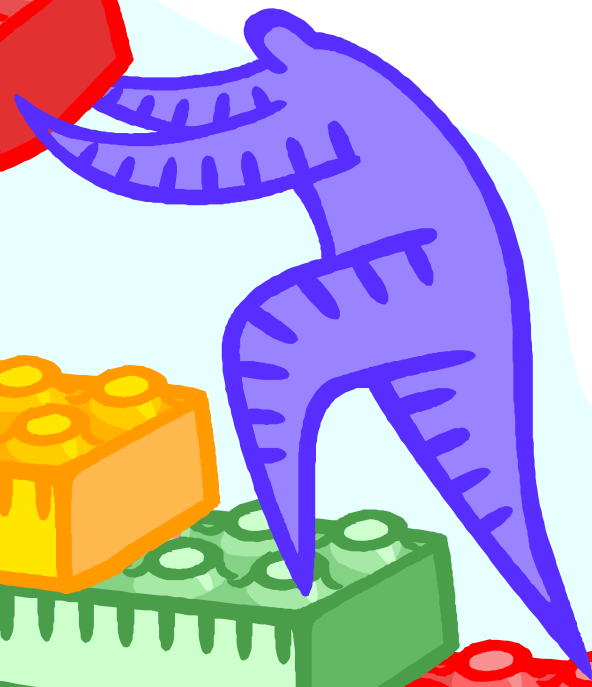
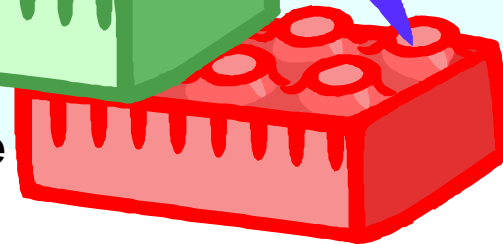
Vibrant workplaces



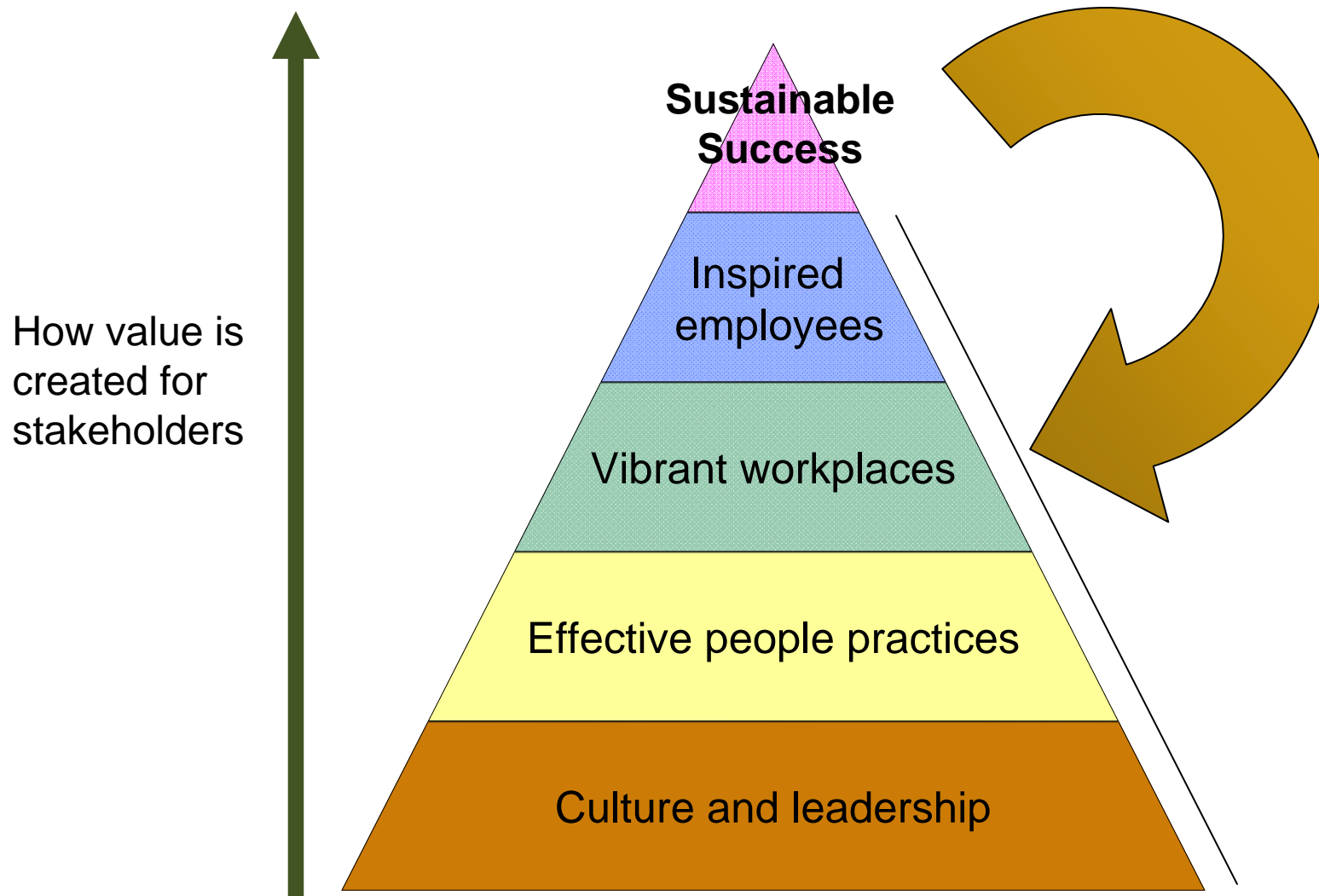
Inclusive leadership



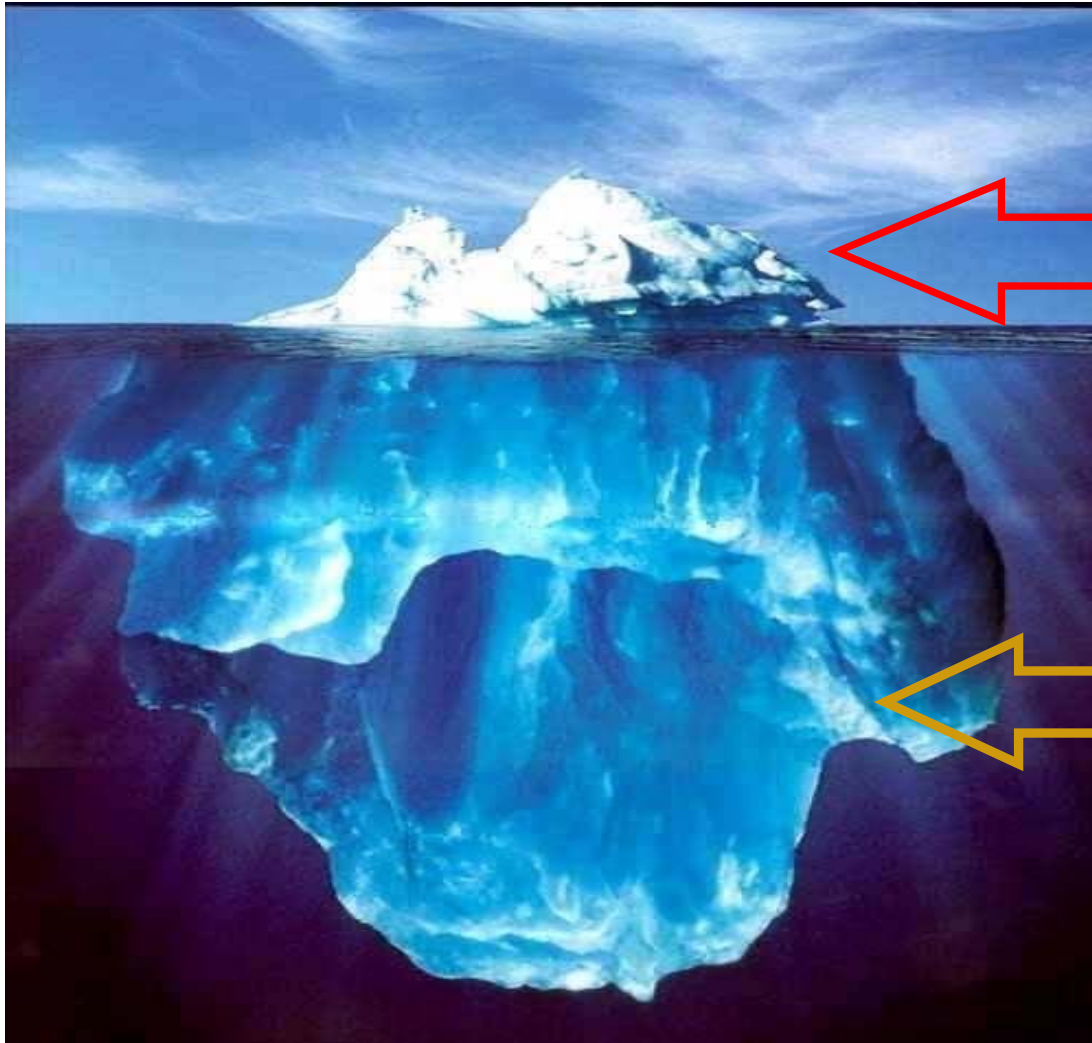
Positive culture



The healthy organization value chain



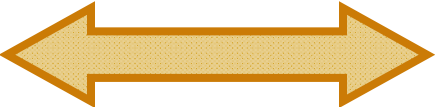
You need to get at root causes



- Turnover, absenteeism,
injuries, benefit costs,
dissatisfaction

**WORK
ENVIRONMENT**

Example: reducing work stress

Employee control  **Job demands**



Moving beyond wellness programs

<i>DIMENSION:</i>	Workplace Health Promotion	Healthy Organization
<i>Target</i>	Individual	Organizational
<i>Change model</i>	Health promotion	Organization development
<i>Scope and focus</i>	Program-based	Systemic and holistic
<i>Timeframe</i>	Short and medium term	Long term
<i>Individual benefits</i>	Reduced health risks	Quality of life and capabilities
<i>Organizational benefits</i>	Lower employee costs	Higher performance
<i>Links to strategy</i>	Part of HR plan	How the business operates
<i>Responsibility</i>	Formal roles	Shared responsibility

Vibrant workplace ingredients

Key drivers of wellbeing and performance:

1. Respectful relationships based on trust
2. 2-way communication
3. Contributions valued and recognition
4. Supportive supervisors & coworkers
5. Job autonomy
6. Role clarity and demands
7. Decision input
8. Challenging, interesting work
9. Growth and development opportunities
10. Adequate resources
11. Fair rewards and processes
12. Safe and health-promoting environment

ACDS Workshop Vision of an Inspiring Workplace, April 2007 conference.

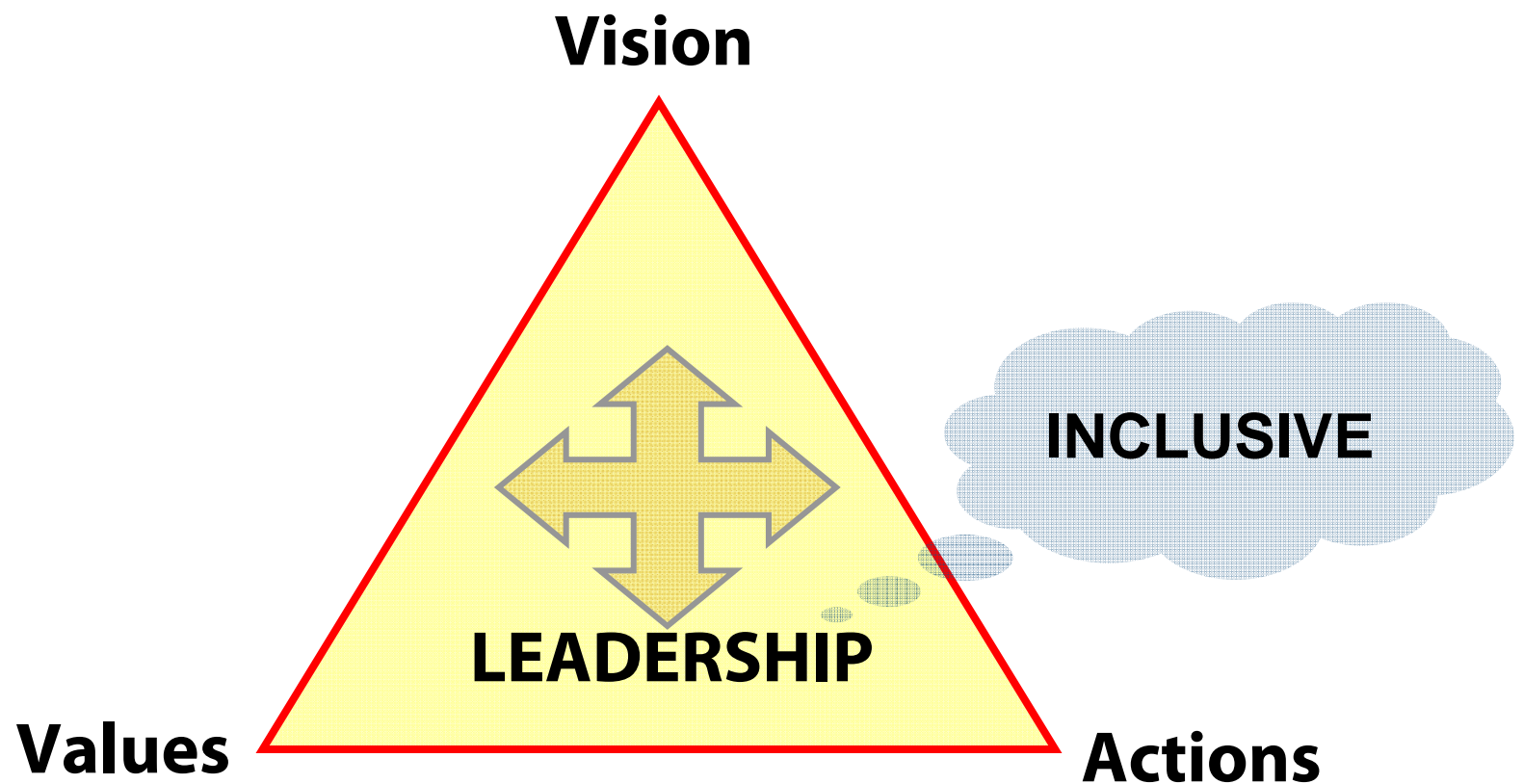
- ✓ Trust, caring
- ✓ Respectful relationships
- ✓ Value, recognize, celebrate people's contributions
- ✓ Share ideas and learn from each other
- ✓ Meaningful change
- ✓ Open communication
- ✓ Connectedness
- ✓ Collective voice for staff
- ✓ Fairness, including in pay and benefits
- ✓ Heard, happy, healthy, here
- ✓ ACDS: appreciated, connected, dedicated, satisfied
- ✓ Leadership
- ✓ Flexibility

Effective people practices



Culture

Progress is a shared responsibility



Another look at health promotion

World Health Organization defines health promotion as:

“...the process of enabling individuals and communities to increase control over the determinants of health and thereby improve their health.”

Use a healthy change process

- Models the goals
- Values-based
- Participatory
- On-going learning



**Link to
strategy**

Final points

1. Understand how you can make a difference
2. Strengthen the building blocks
3. Build on successes
4. Collaborate and learn

Raising the bar for everyone



Questions & Comments

Discussion question #1

Where is your organization on its healthy trajectory?

- ✓ Complete and score the Healthy Organization Assessment
- ✓ Reflect on your responses.
- ✓ Discuss with others at your table.

Discussion question #2

Based on your assessment and table discussion in #1, what are your organization's 3 biggest successes and strengths regarding healthy organization building blocks?

- 1.**
- 2.**
- 3.**

Discussion question #3

**Identify your
highest priority
healthy
organization goal:**

**Describe 2 actions
you can take to
achieve this goal:**

1.

2.

Goals & Actions

Fully functional, integrated leadership team accountable for their area

- 360 surveys and action plans
- Individual strategies to support the goal, with each area having own action plan

Sustain what we have now.

- Remain client driven
- Inclusive leadership breaking down barriers between mgmt and front line staff

Develop a sense of community, healthy and collaborative organization.

- Share ideas and resources for this within the orgn
- Training and PD

Continue to motivate staff despite external constraints

- Share stories about why we exist
- Create public awareness so staff are recognized

Communication across levels and worksites

- Value input of all new employees, and have new staff feedback sessions
- Train supervisors to enable communication (e.g., ESL, modelling, etc)

Goals & Actions

Empower staff and leadership team – how we work with staff. Enable staff to make decisions, grow and learn. Mentorship

Find other options for resources to ensure employees are valued. E.g, healthcare

Achieving sustainable success through sustainable workforce development defined as vibrant, empowered workforce inspired because they have a stake in community and clients.

- Strategic approach to HR issues, communication plan
- Encouragement program – testimonies
- Values based performance management

Engage staff in change process and increase employee involvement

- Connect with influential employees
- Enhance a culture of involvement and recognize when this happens

Gather evidence based info to position sector for next boom and LM challenges

- Connect with other regions and agencies about a standard survey tool

Goals & Actions

Leadership demonstrated in all areas and aspects of the orgn

- Share stories and celebrate success of leadership in action
- Info and education about what leadership looks like and how to take leadership

Leadership development training for staff (conflict mgmt, communication, etc)

- Develop train the trainer format using supervisors
- Performance evaluation to assess effectiveness

Staff survey to identify staff and mgrs concerns and issues

- take action based on survey results, help management better connect with staff
- Approach exec director and emphasize the importance of doing this

Make a commitment to educate staff

- Identify and evaluate educational needs of staff, beyond mandatory training, all skills
- Dedicate resources needed to meet needs

Ensuring sustainable success

- On-going evaluation – employee and client satisfaction surveys, track outcomes
- Ensure needs are being met using data

Goals & Actions

Support employees develop and are able to continuously improve in their jobs and reach potential

- Increased communication and empower employees
- Motivate staff, customize training

Create workplace where employees are passionate about their work

- Education, peer mentoring, training
- Accountability for implementing what has been learned, but individual and orgn'l

Have good change plan in place

- Take plan to leadership team and develop process for plan, getting buy in from all levels

Develop a learning organization

- More training for mid management
- Overcome logistics for front line training

R and R of management

- Planning and mentoring thru leadership

Track progress on creating inspired workforce

- Surveys
- Staff identify how they can contribute to workplace

Goals & Actions

Build and maintain a cohesive employee team that is accountable to orgnl values and goals

- Help employees feel recognized and involved
- Increase and improve communication at all levels

Discussion question #4

Discuss healthy organization goals and actions at your table. What advice can you provide each other about the best tactics for implementing improvements?

- 1.**
- 2.**
- 3.**

- Develop a provincial staff satisfaction survey – working out data issues – look at what is being used and evaluate, get technical advice for on line survey
- Putting value back into sector – stories, newsletters, newspapers, other media
- Staff input through survey
- Talk to upper management and employees to get buy in for any changes required, so everyone sees value for individuals, agency and clients – personal benefits are clear
- identify costs of actions - \$ and personal costs / benefits
- educate staff and community stakeholders about importance of workplace improvements
- evaluate and identify educational needs first by identifying required competencies in orgn – collect information on current competencies – tools already in use – making the case for boards for budget – show value added
- Involve everyone in changes so they buy in – open communication is critical across all levels
- Eg, ask staff to give input into own job descriptions
- to change culture of the agency, identify leadership competencies that exist and that will be required using surveys
- for sustainability – get back to basics: communication, conflict resolution, mentoring, participation, stay focused, gradual change

- Focus on continual improvement: encourage family members to be involved in planning process – set up agency service delivery system that defines everyone's role to clarify this
- Support clients by taking more holistic approach: learning about employee cultures, cross training
- survey of employees – follow through with results – individual initiatives for priority areas
- to improve team accountability, start with clear outcome based goals that are measurable and work toward evidence based accountability, then support staff to succeed
- increased communication at staff meetings, etc., focus on recruitment and hire for skill sets needed for healthy organization goals
- For sustainable success – must empower employees but first need trust, so need to train so everyone knows goals, and recruit people who have skills require and can be empowered
- Help empower staff and students, by acknowledging their skills and strengths, get their input on what they can offer and acknowledge this, recognition and awards for contributions, pay for training/courses – take action! Evaluate, learn, move forward. Honour system for building trust.
- Communication across all levels – employee surveys and effective follow up, share success stories with new employees, share feedback with trainers who work with new staff
- motivate staff by sharing stories, during staff meetings, at new staff orientation meetings, presenting at conferences, spreading awareness through fund raising
- Talking with employees to identify their strengths and giving them appropriate roles

Tactics

- Collaborative team: involve all levels of staff in process of change, learn from mistakes, focus groups with all stakeholders

Discussion question #5

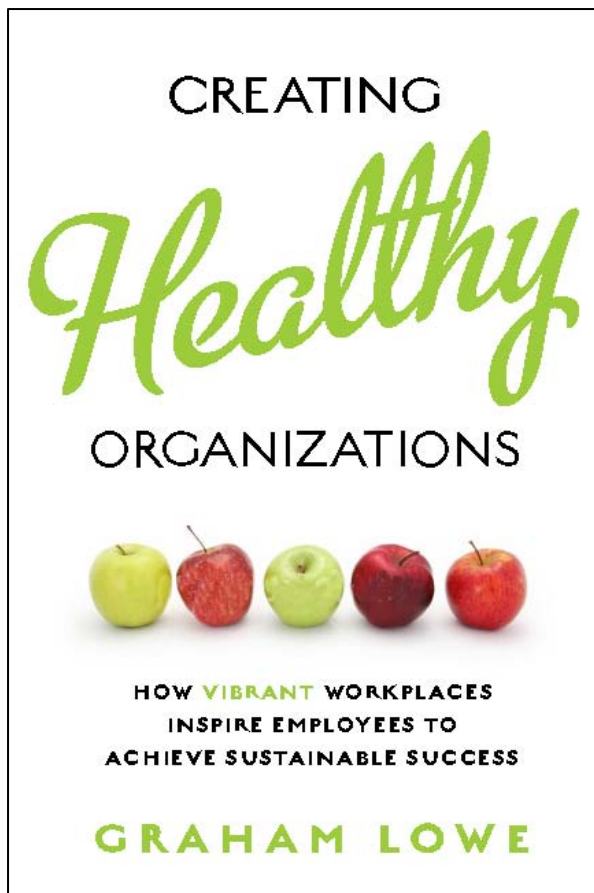
- 1. Identify 2 high-priority regional “healthy organization” initiatives.**
- 2. Give 2 examples of how provincial collaboration could help you achieve healthy organization goals.**

#5

- Local, reg and prov staff satisfaction survey – develop prov template and get feedback from regions and agencies
- R – prof development initiatives (needs funding) – identify regional needs – collaboration and partnerships in providing services, share information, reduce service duplication
- P – tap each other’s ideas and knowledge, network training especially with prov govt – share and learn
- R - standardized training and credentialing
- P – facilitate the above process
- R – take stand on service quality and delivery
- P – staff satisfaction survey, job classification and HR tracker system
- R – rural areas need help
- P – standardization of HR programs
- R – communication laterally across agencies and vertically, standardization of HR policies and practices – best practices
- R – spread awareness of sector promoting sector (e.g., career fairs, regional conferences) – consistency
- P – workforce classification, foundations program

#5

- R – collaborative staff training, cultural diversity and ESL staff
- R – staff surveys, workforce training – funding support for further education, training delivery methods with post secondary institutions
- P – professionalize the field – need professional organization to get recognition; restructure ACDS to meet future needs and set future policy for sector (memberships, accreditation, etc); central voice
- R - workforce councils work with agencies to meet HR challenges – also work collaboratively with PDD
- P – need professional association – bring in external skills set to set this up – need collective voice; also need consistency for standards of training at agency level
- same as above...
- R - training, surveys, mentoring, focus groups – how do we get resources for these? Get efficiencies at regional level for these initiatives
- R & P - Accurate, concise and consistent information needed



For information about my new book :
www.creatinghealthyorganizations.ca

The Graham Lowe Group | www.grahamlowe.ca | glowe@grahamlowe.ca | 250.448.5636