Building Staff Commitment for a Better Future in Healthcare

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Building Staff Commitment for a Better Future in Healthcare

Aim to demonstrate today:

- What is the **impact** of staff engagement and non-engagement on healthcare delivery?
- **What** do we understand by staff commitment and how is it different to staff engagement?
- **Why** is it important to engage staff and have staff commitment for a better future in healthcare?
- **What** is going to create the type of workplace environment and workplace culture for an engaged workforce?

Aim to demonstrate tomorrow:

➢ **How** do you as **health leaders** build a **stronger culture** and processes for improved staff engagement?
➢ **What are some of the leadership approaches** to consider to achieve good engagement in healthcare delivery?
➢ **What** do employees want from their organisation?
➢ **How** do you incorporate the **key drivers** for engaging your healthcare workforce?

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MacLeod & Clarke (2009) showed improving employee engagement correlates with improving performance. Staff are
- 12% more likely to **recommend their organisation** as a good place to work
- 18% **higher productivity**
- 12% **higher profitability** or return to the organisation

Rayton & D'Analeze (2012) found engagement correlated with innovation

In UK NHS in 2011 showed significant correlation between employee engagement and patient satisfaction and patient mortality.

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Employee Engagement is related to absenteeism levels and employee wellbeing

High Engagement Organisations	Low Engagement Organisations
2.7 sick days /year	6.2 sick days/year
28% of employees high job stress	39% of employees with high job stress
	62% more workplace accidents

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Low Engagement = Higher costs
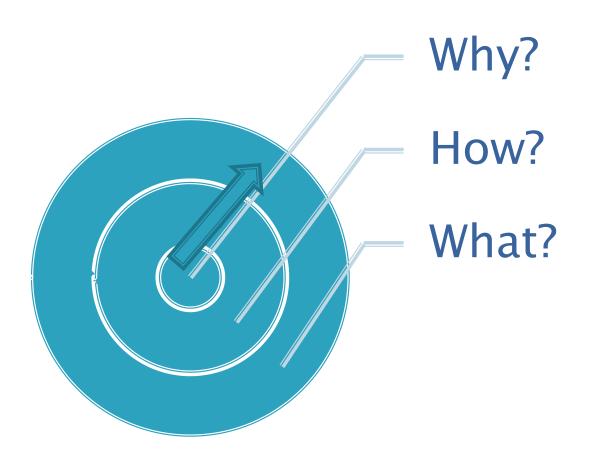
Leadership – the key driver of employee engagement

Employees with the highest level of commitment perform 20% better and are 87% less likely to leave the organisation ie. engagement is linked to organizational performance

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Why?

How?

What?

Start with why staff are there

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▸ ## Concept of 'Psychological Presence'

Staff engagement transcends the mere physical aspects of work and involves the "**psychological presence**" of employees when performing work tasks

The Health Care
Workforce of
the Future

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High Engagement vs Low Engagement

➢ **High staff engagement** suggests increased potential for the organisation to deal with challenging times, such as **change** or increased **complexity** of work.

The Health Care Workforce of the Future

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The business case for leadership and engagement in healthcare is compelling:
Healthcare organisations with engaged staff deliver better patient experience, fewer errors, lower infection and mortality rates, stronger financial management, higher staff morale and motivation and less absenteeism and stress.
(The Kings Fund Leadership Review, 2012)

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Staff engagement is creating conditions where staff feel **compelled** to work

The Health Care Workforce of the Future

Staff engagement is creating work conditions where staff have a **desire** to work

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▸ Staff 'Engagement' vs 'Commitment'

➢ **Employee engagement** is different from job satisfaction and staff commitment ……engagement implies going after, seeking, and striving (Macey et al, 2004)

➢ **Employee engagement** is the **emotional commitment** the employee has to the organisation and its goals

➢ When employees are *engaged*—they use **discretionary effort**.

➢ **Employee engagement** not only involves **organisational engagement** but involves **job engagement**

➢ **But how?**

How is staff engagement different to Staff 'Commitment'?

Employee's **organisational commitment** involves three components –

- '**affective commitment**' ('wants to' attitude)
- normative commitment' ('ought to' attitude)
- 'continuance commitment' ('needs to' attitude)

(Meyer and Allen, 1991)

▸ Staff 'Commitment' *-'Wants to' attitude*

Affective commitment involves employee's positive emotional attachment to your organization… strongly identifies with the goals of the organization and "desires" to remain a part of the organization. This employee commits to the organization because they "wants to".

▸ ## Staff 'Commitment' *-'ought to' attitude*

Normative commitment involves employee's committing to and remaining with an organisation because of 'feelings of obligation'. Employee feels a 'moral' obligation to put in effort on the job and stay with the organization to 'repay the debt' or stays with the organisation because they "ought to".

▸ **Staff 'Commitment'** *-'needs to' attitude*

Continuance commitment involves employee's "need" component or the gains verses losses of working in an organization. An individual may commit to the organization because they perceive a high cost of losing organizational membership e.g. pension accruals and social friendship ties with co-workers.

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Staff 'Commitment

- High '**affective commitment**' ('wants' to attitude)
- High '**normative commitment**' ('ought to' attitude)

- Relates to **high job** and **organizational engagement**

- High '**continuance commitment**' ('needs to' attitude)

- Only relates to high **job engagement**

(A.A. Albdour & I.I. Altarawneh, 2014)

Employee Engagement' driven by 'Values'

Employee engagement is when the organisation **values** the employee and the employee **values** the organisation
(McLeod and Clarke, 2009)

Values like 'I want to improve the outcomes for my patients by delivering high quality care'
'My hospital values my contribution to the healthcare team and values my opinion'.

Staff 'Engagement & Achieving Work Objectives

Engaged staff feel focused, intense and enthusiastic, behave proactively, expand their own skills in ways consistent with what is good for the organisation, they are persistent in achieving their work objectives and actively adapt to change.

(Macey et al., 2009)

Two-way Nature of Work Engagement

Employee engagement "is reciprocation for what the organisation has provided (**normative commitment** or '**ought to**' attitude)

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CASE STUDY: Objective Measures of Engagement

➤ **People Matter Survey** has been conducted by the State Services Authority [now the Victorian Public Sector Commission (VSPC)] since 2002.

➤ The People Matter Survey also aligns closely with aspects of the surveys conducted by the NSW Public Service Commission, Australian Public Service Commission and the United Kingdom Civil Service.

➤ It provides, for organisational leaders, an insight into what it feels like to work in the organisation and organisational culture.

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Four Principles for creating an engaged workforce

i.   Engagement requires a *work environment* that does not just demand more but also offers more to employees in terms of, for example, learning opportunities, information sharing, and work-life balance;

ii. Engagement requires *work that interests employees and aligns with their values* and where employees are treated in a way that reinforces the natural tendency to reciprocate in kind;

iii. Employees need to *feel safe (trust)* to take action on their own initiative;

iv. Employees *need to know* what the organisation's strategic priorities are and **why**, and how organisation processes and practices align with attainment of those goals.

(Macey et al, 2004)

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Principles for creating an engaged workforce and *Culture*

➢ The more that culture promotes valuing people through trust, fairness, jobs and procedures, the more likely employees are to be engaged.

➢ The more the organisation acts, through its decisions and policies, to communicate its strategic imperatives, the more likely employees are to be strategically engaged"

(Macey et al, 2004, pp. 74-75).

Four Key Drivers of Employee Engagement

i. **Leadership** which **ensures** a strong, transparent and explicit **organisational culture** which gives employees a line of sight between their job and the vision and aims of the organisation

ii. **Engaging competent managers** who **offer clarity, appreciation of employees' effort and contribution**, who treat their peoples as individuals and who ensure that work is organised efficiently and effectively so that employees feel they are valued, and equipped and supported to do their job

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Four Key Drivers of Employee Engagement

Iii   Employees feeling they **are able to voice their ideas and be listened to**, both about how they do their job and in decision-making in their own department, with joint sharing of problems and challenges and a commitment to arrive at joint solutions

iv   A belief among employees that the **organisation lives its values**, & that espoused behavioural norms are adhered to, resulting in trust and a sense of integrity.

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- *People Matter Survey Questions*

Engagement questions	Aspect measured	Rationale
I am proud to tell others I work for my organisation	Pride	An engaged employee feels proud to be associated with their organisation, by feeling part of it rather than just "working for" it
I would recommend my organisation as a good place to work	Advocacy	An engaged employee will be an advocate of their organisation and the way it works
I feel a strong personal attachment to my organisation	Attachment	An engaged employee has a strong, and emotional, sense of belonging to their organisation
My organisation inspires me to do the best in my job	Inspiration	An engaged employee will contribute their best, and it is important that their organisation plays a role in inspiring this
My organisation motivates me to help achieve its objectives	Motivation	An engaged employee is committed to ensuring their organisation is successful in what it sets out to do

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People Matter Survey Results

Engagement questions	Aspect measured	Engagement Score
I am proud to tell others I work for my organisation	Pride	72
I would recommend my organisation as a good place to work	Advocacy	67
I feel a strong personal attachment to my organisation	Attachment	67
My organisation inspires me to do the best in my job	Inspiration	64
My organisation motivates me to help achieve its objectives	Motivation	63
Engagement Index	Health Sector is highest of all sectors on Engagement Index	70
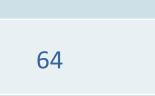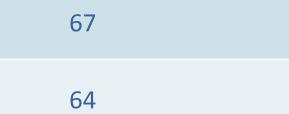
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Comparison of performance measures between organisations with an engagement index in the top quartile and organisations in the bottom quartile, 2014

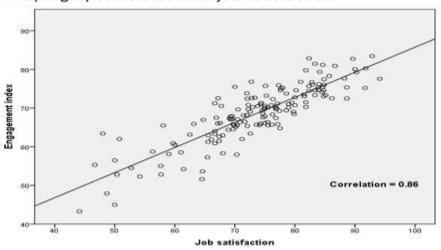| Org'n grouping	Engagement Index	Job Satisfaction	Employer of choice	Rarely think about leaving	Integrity	Respon-siveness	Patient Safety
Top quartile	**77**	83%	92%	75%	94%	97%	93%
Bottom quartile	**58**	61%	69%	52%	86%	89%	85%

People Matters Survey Engagement Index

- **Employee engagement** was highest amongst **females** and **younger employees**

- **Employee engagement** higher among employees who have been with their organisations for **less than six years** and among those **earning less than $A65,000 a year**

- **Employee engagement** scores are also higher for employees with **supervisory responsibilities**, among those **born overseas** in countries other than the main English speaking countries and among those in **non-ongoing roles.**

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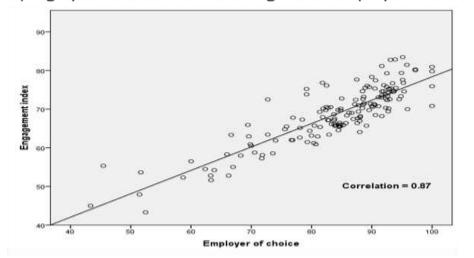Correlation between employee engagement and organisation outcomes, 2014

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Explanatory variables & their contribution towards explaining employee engagement

- The Victorian People Matters Survey found **demographic/employment characteristics** altogether explained only **four per cent** of changes in employee engagement levels (salary being the most important variable)

- Adding **organisation culture** variables the explanatory power of the model increased substantially to **56 per cent**.
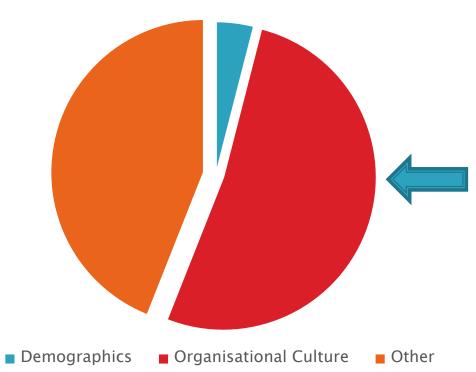
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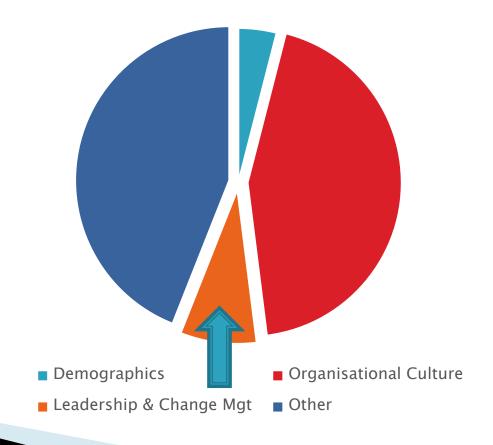
Explanatory Variables

- Demographics
- Organisational Culture
- Other

Explanatory variables & their contribution towards explaining employee engagement

➢ The Victorian People Matters Survey found **Leadership and change management** is by far the most important contributor to employee engagement **within the organisation culture** block of questions, and amongst all the variables, adding 8.22 per cent to explaining engagement

➢ This was consistent with the results for the vocational education sector, water utilities sector, and the entire Victorian public sector employees.

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Explanatory variables & their contribution towards explaining employee engagement

Demographics ■   Organisational Culture ■
Leadership & Change Mgt ■   Other ■

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Enablers of Engagement
- Competent Leadership, Culture, & Contextual Goals
- Communication of 'Why', Mission, Values & Vision
- Change Management Skills and Providing Resources

Staff Outcomes
- Work Attitudes and Trust measured by Metrics
- Collaborative Practice & Teamwork, Organisational Learning
- Professional Behaviours & Autonomy

Organisational Outcomes
- Improved Patient Outcomes by 8% (HSMR) & 4% (Patient Sat)
- Improved Financial outcomes by 12%
- Improved Productivity and Morale by 18%