



OHA-NRC Picker Employee and Physician Experience Surveys

ORGANIZATIONAL HEALTH MANAGEMENT



The Ontario Hospital Association (OHA) and NRC Picker have partnered to create the new OHA-NRC Picker Employee and Physician Experience Surveys. These linked Employee and Physician Experience Surveys provide actionable information that employers can use to improve work environments and nurture a more engaged and capable workforce that is better able to deliver high-quality patient services.

The surveys provide employee and physician perspectives on three key dimensions of quality:

- Patient care and patient safety
- Work and practice environments
- Work life

WHY TWO NEW SURVEYS?

Users of existing surveys have identified the need for a broader assessment of work environment factors and the ability to link these to organizational performance, especially employee engagement, service quality and patient safety. The two new surveys meet these evolving needs by providing an integrated approach to quality improvement and helping hospitals achieve higher levels of overall performance.

NRC Picker will administer the surveys and report results to OHA members at a discounted group price. The OHA will provide on-going support to organizations using the surveys to ensure that results do in fact contribute to quality improvements.



VALUE ADDED BY THE EMPLOYEE AND PHYSICIAN EXPERIENCE SURVEYS

Strategic value-added for healthcare employers

- The Employee Experience Survey examines a broader range of job and work environment factors, as well as individual and organizational outcomes than the previous NRC Picker Improving Your Workplace Survey.
- The new surveys measure strategically-relevant concepts such as employee and physician engagement, safety culture, collaboration, workload, learning and improvement, the quality of supervision and leadership, resources and supports for patient-centred care, and relationships with patients.
- New measures assess hospitals' efforts in the areas of infection control, as well as organizational supports for job performance, health and safety, and workplace violence, abuse and harassment.
- Both surveys can be linked to the results of NRC Picker Patient Satisfaction survey within each organization using a common department identifier. This information will facilitate a better understanding of how employee, physician and patient experiences are related.
- A comparison of managers and non-managers will identify quality of work-life issues that may negatively impact managers in their roles.

Survey development was evidence-informed. Many of the core measures have been validated using NRC Picker's extensive database. New measures will be validated using the first wave of data in 2010.



WHAT THE SURVEYS MEASURE

The surveys selectively measure the drivers, individual outcomes, and organizational outcomes describing a healthy and high-performing workplace. The intent is to provide managers, teams, and committees charged with survey follow-up information they can act upon. Core components of the two instruments measure the following:

- Job characteristics (role clarity, autonomy, workload, feedback, recognition, flexibility, work demands, supervisory responsibilities)
- Work environment factors (communication, respect, recognition, co-worker support)
- Organizational supports (training and development, career advancement, safety, clean environment, health promotion)
- Individual outcomes (making improvements, commitment, engagement)
- Quality of work life (work-life balance, stress)
- Quality and patient safety (infection control, patient-centred work environment, safety culture, perceived quality of services)
- Retention and recruitment (intent to quit, rating as a place to work, pride)

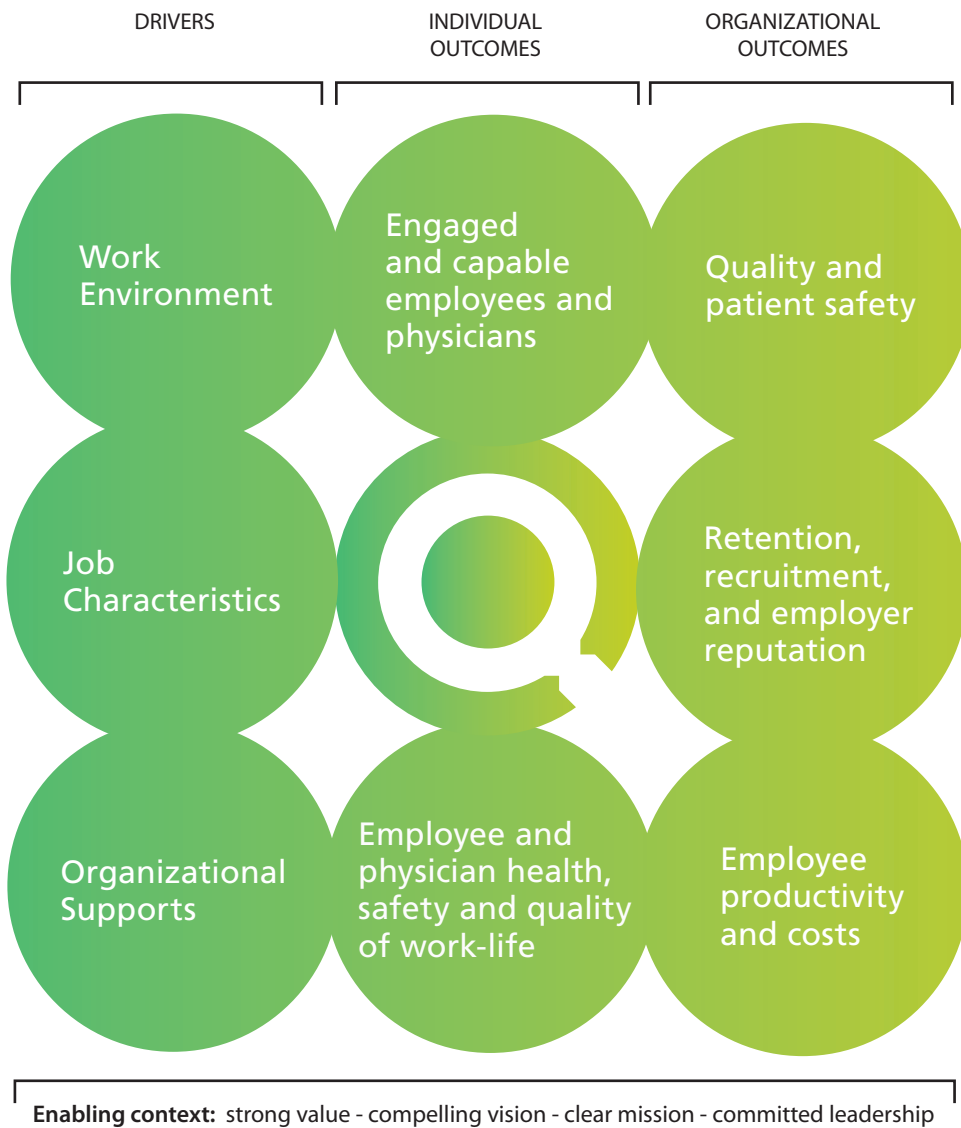
In addition to the above measures, the employee experience survey covers resources, decision input, supervisor support, skill use, clean environment, injuries, and workplace violence. The physician survey covers issues of specific concern to physicians, including control over practice environment, resources, compensation, scheduling, equipment, space, information, and hospital's efforts to recruit and retain physicians.

The surveys are well within the acceptable length for ensuring high completion rates. The surveys are a maximum of 85 items and take 10 to 15 minutes to complete, including time for a short written response to one open-ended question (asking for suggestions to improve the organization).



OHA QUALITY HEALTHCARE WORKPLACE MODEL

Survey development was guided by the OHA's Quality Healthcare Workplace Model. The model integrates insights from current research on healthy workplaces, human resources, and quality and patient safety goals within a performance-focused framework.



LINKING EMPLOYEE, PHYSICIAN, AND PATIENT EXPERIENCES

The two surveys were designed in parallel to document the different needs and concerns of employees and physicians. At the same time, it also is important to provide a holistic assessment of the organization from the perspective of all staff groups. To this end, the two surveys contain 59 common questions that enable direct comparisons between employees and physicians.

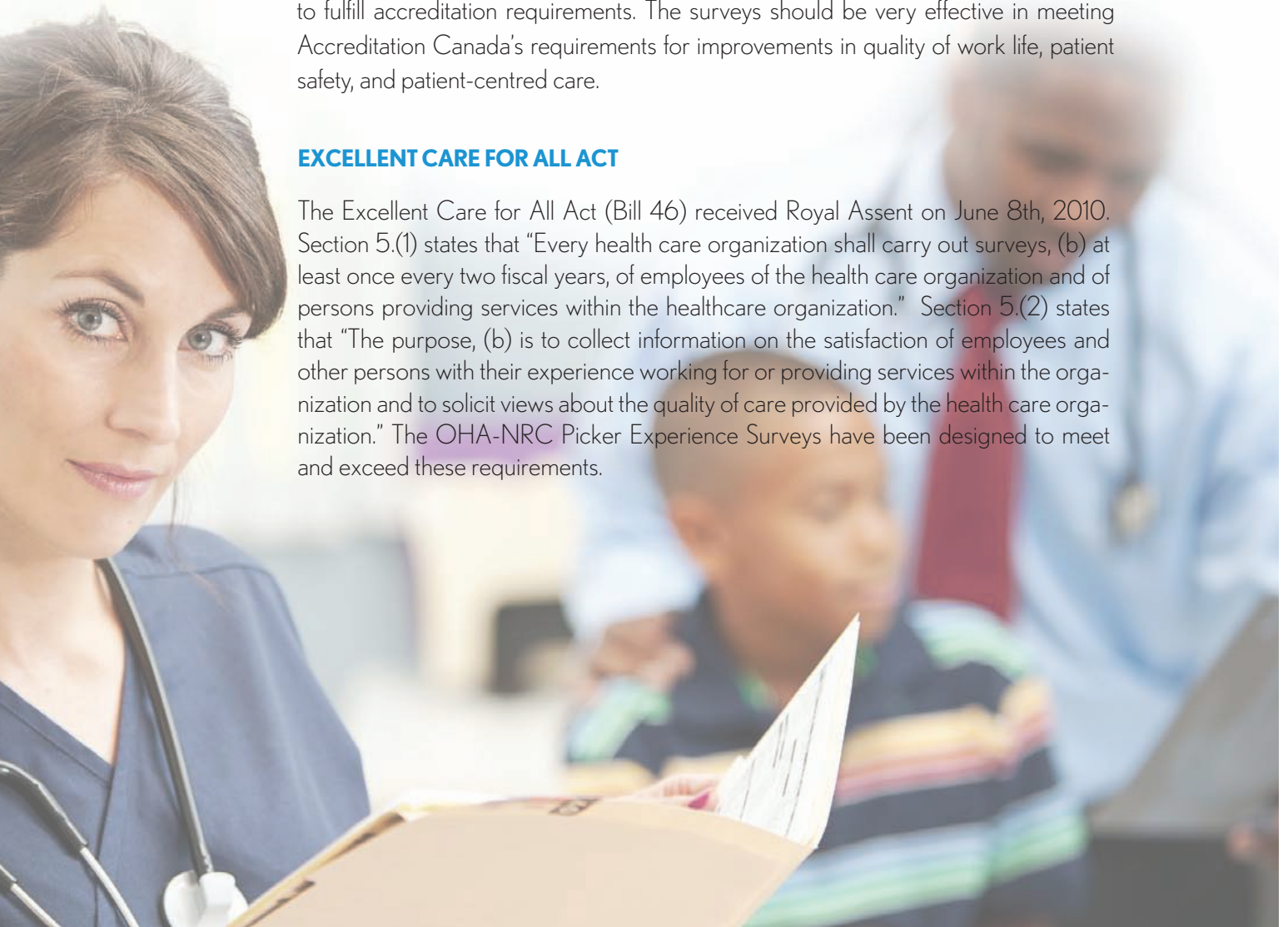
The OHA model suggests that staff and physician experiences are related to results from patient satisfaction surveys, as well as other organization-level performance indicators. Organizations wanting to create their own predictive model of performance can link relevant results from the NRC Picker patient satisfaction survey with the two staff surveys, preferably at the department or unit level.

ACCREDITATION

The Employee and Physician Surveys provide a wide range of actionable information to guide improvements and the OHA is advocating for the acceptance of these surveys to fulfill accreditation requirements. The surveys should be very effective in meeting Accreditation Canada's requirements for improvements in quality of work life, patient safety, and patient-centred care.

EXCELLENT CARE FOR ALL ACT

The Excellent Care for All Act (Bill 46) received Royal Assent on June 8th, 2010. Section 5.(1) states that "Every health care organization shall carry out surveys, (b) at least once every two fiscal years, of employees of the health care organization and of persons providing services within the healthcare organization." Section 5.(2) states that "The purpose, (b) is to collect information on the satisfaction of employees and other persons with their experience working for or providing services within the organization and to solicit views about the quality of care provided by the health care organization." The OHA-NRC Picker Experience Surveys have been designed to meet and exceed these requirements.



RESULTS REPORTING

The Employee and Physician Experience Surveys offer users access to multiple types of data analysis to fit their needs, all presented in a user-friendly and accessible format. NRC Picker continues to refine the technically advanced eReports to provide a high level overview of survey results, charts and action plans. eReports allow managers to step back from the details and see key trends and relationships or choose to dive into the details of departments, units, job categories, unions, or other meaningful data to uncover the relationships that drive organizational and employee quality and performance.

USING SURVEY RESULTS TO IMPLEMENT IMPROVEMENTS

NRC Picker and OHA are committed to supporting members to take action on their employee survey results. New tools to facilitate meaningful improvements include eToolkit, which offers an expanding evidence-informed leading practices inventory, adaptable presentations to use within your organization, and planning tools and resources that enable ongoing initiatives across the organization.





FOR FURTHER INFORMATION ON THE NEW SURVEYS, CONTACT:

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