

How Work Environment Metrics Can Improve Healthcare Performance

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**To the Health System Performance Research Network,
University of Toronto**

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Presentation outline

1. Urgency
2. Definition
3. Ingredients
4. Performance
5. Framework
6. Metrics
7. Progress

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Future HR risks

Demographics

Capabilities

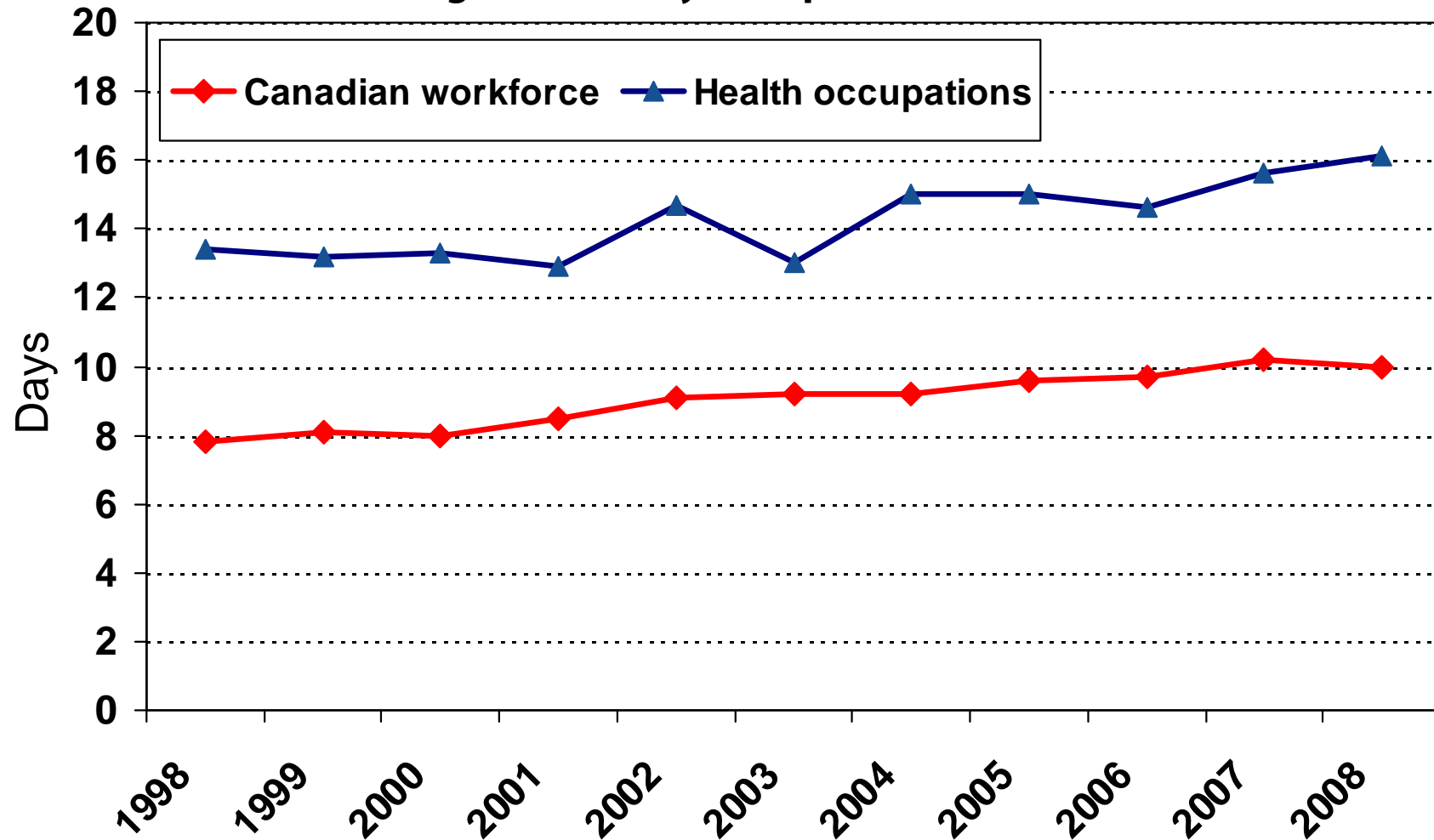
Engagement

Wellbeing

**Human
sustainability
of healthcare
organizations**

Absenteeism, all occupations and health occupations, Canada

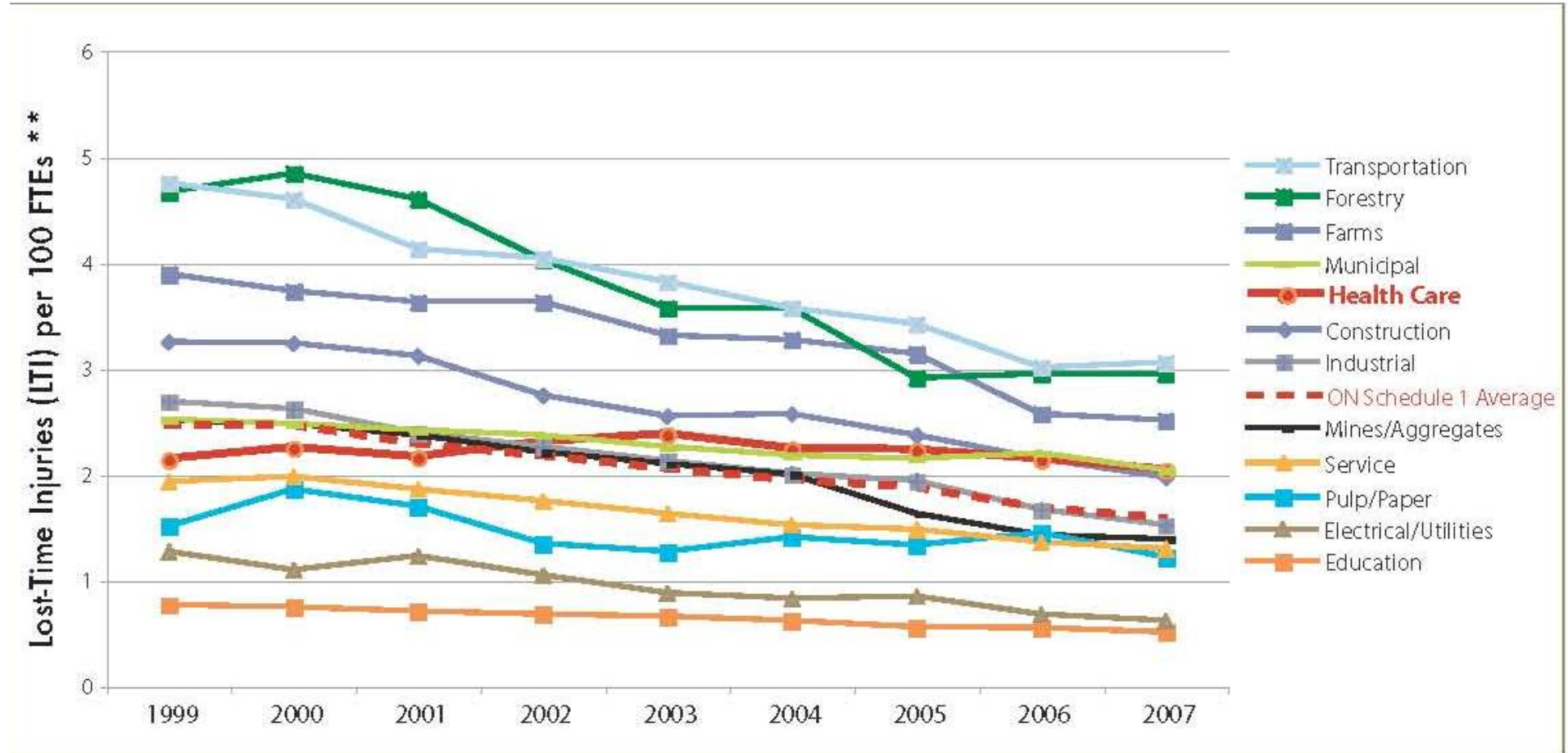
Average annual days lost per full-time worker



Source: Statistics Canada, *Labour Force Survey*.

LTI Frequency in Ontario, by Sector

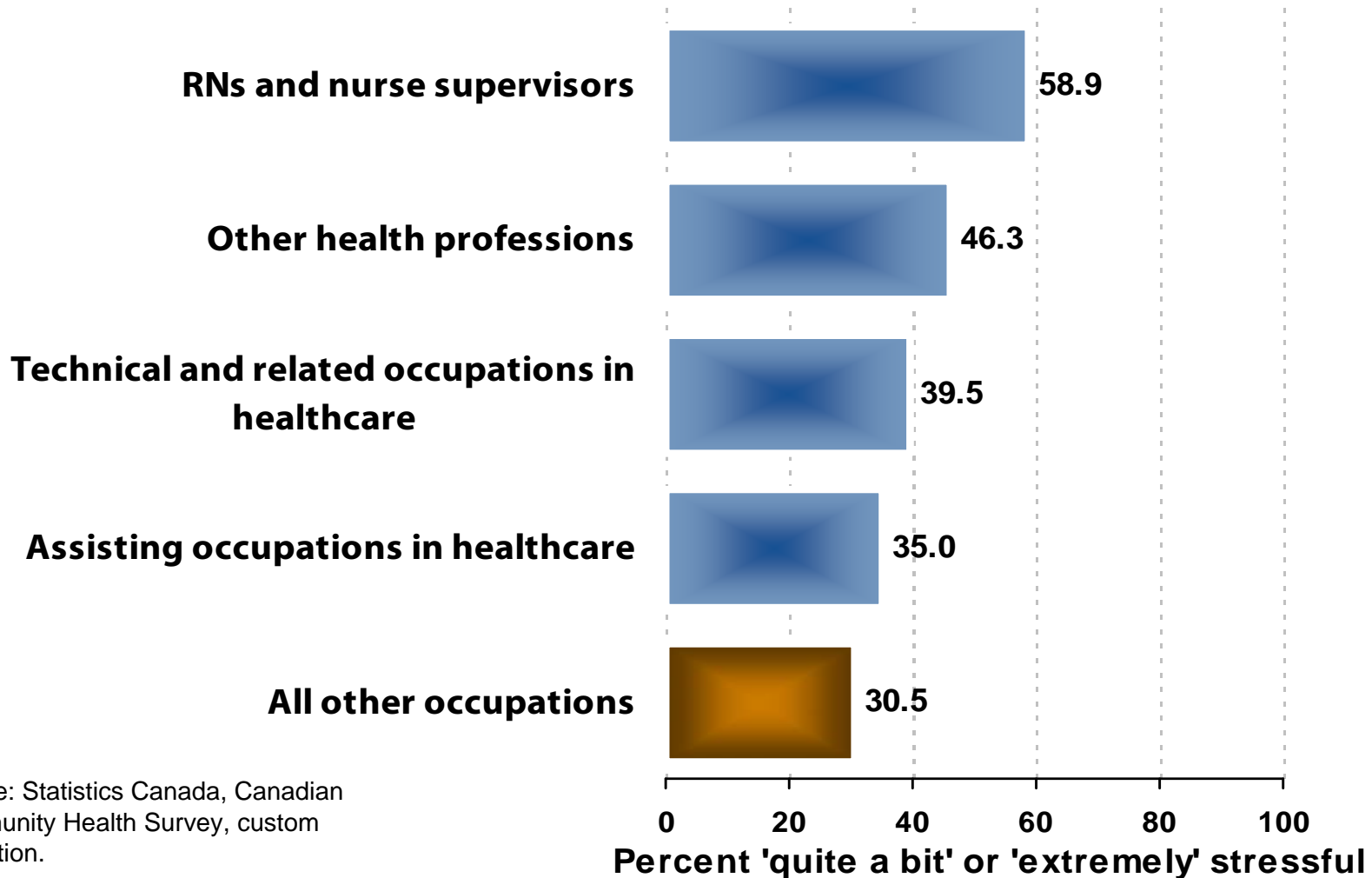
The healthcare sector has the fourth highest rate of lost-time injuries (LTI) in Ontario – higher even than the industrial, mining and construction sectors.



Source: Ontario Safety Association for Community & Healthcare, Annual Report

Self-reported work stress levels, healthcare occupations compared with all others, Canada

Q. "Would you say that most days were (not at all stressful, not very stressful, a bit stressful, quite a bit stressful, extremely stressful)?"



Source: Statistics Canada, Canadian Community Health Survey, custom tabulation.

Unhealthy working conditions

2005 National Survey of the Work and Health of Nurses:

- Factors affecting the health, job satisfaction, and retention of nurses :
 - ✓ Job strain, supervisory support, respect, job autonomy

2004 National Physician Survey:

- Physician supply and health care access are affected by working conditions:
 - ✓ Hours, workload, work-life conflict, stress, burnout, job dissatisfaction

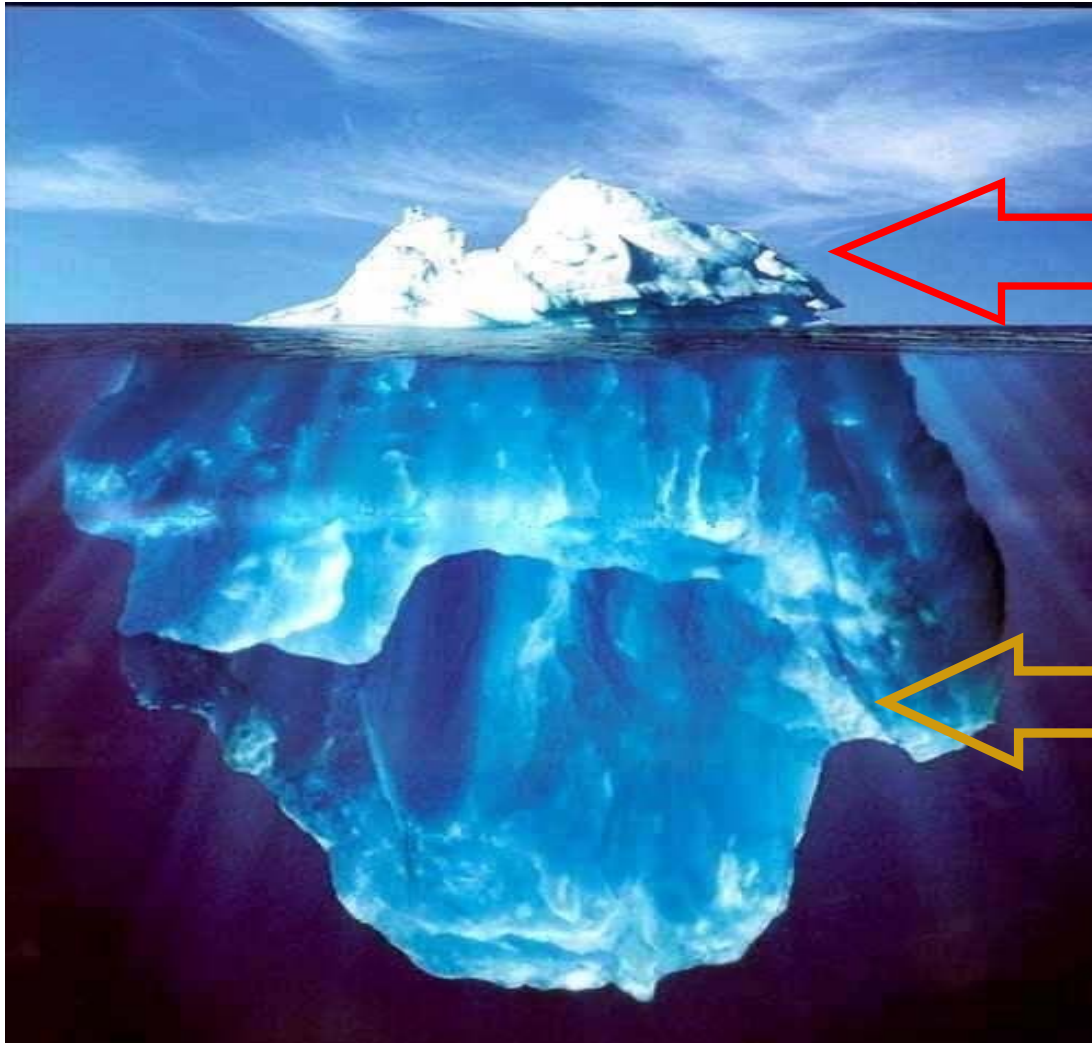
The costs of inaction...and action

1. What is the cost burden of absenteeism, LTI, LTD, stress and burnout?
2. What are the expected benefits of reducing the gaps with the rest of the workforce by 50%?
3. What would it take to do this?

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You need to get at root causes



- Turnover, absenteeism,
injuries, benefit costs,
dissatisfaction

**WORK
ENVIRONMENT**

A healthy healthcare workplace

...is “a work setting that takes a strategic and comprehensive approach to providing the physical, cultural, psychosocial and work/job design conditions that maximize health and well-being of health care providers, quality of patient outcomes and organizational performance.”

Quality Worklife – Quality Healthcare Collaborative

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

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Converging perspectives & evidence



Healthy work environment ingredients

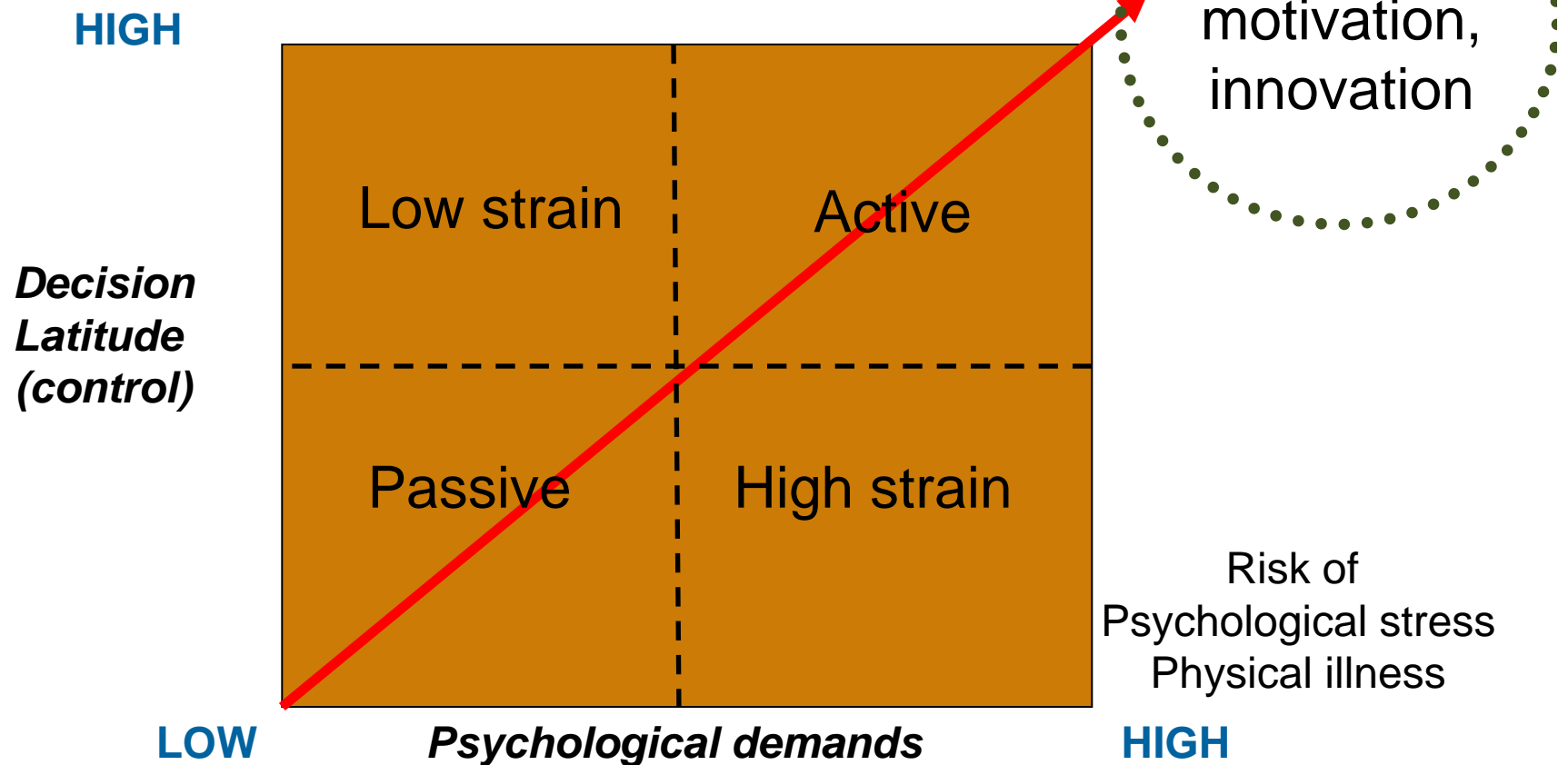
Key drivers of wellbeing and performance:

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

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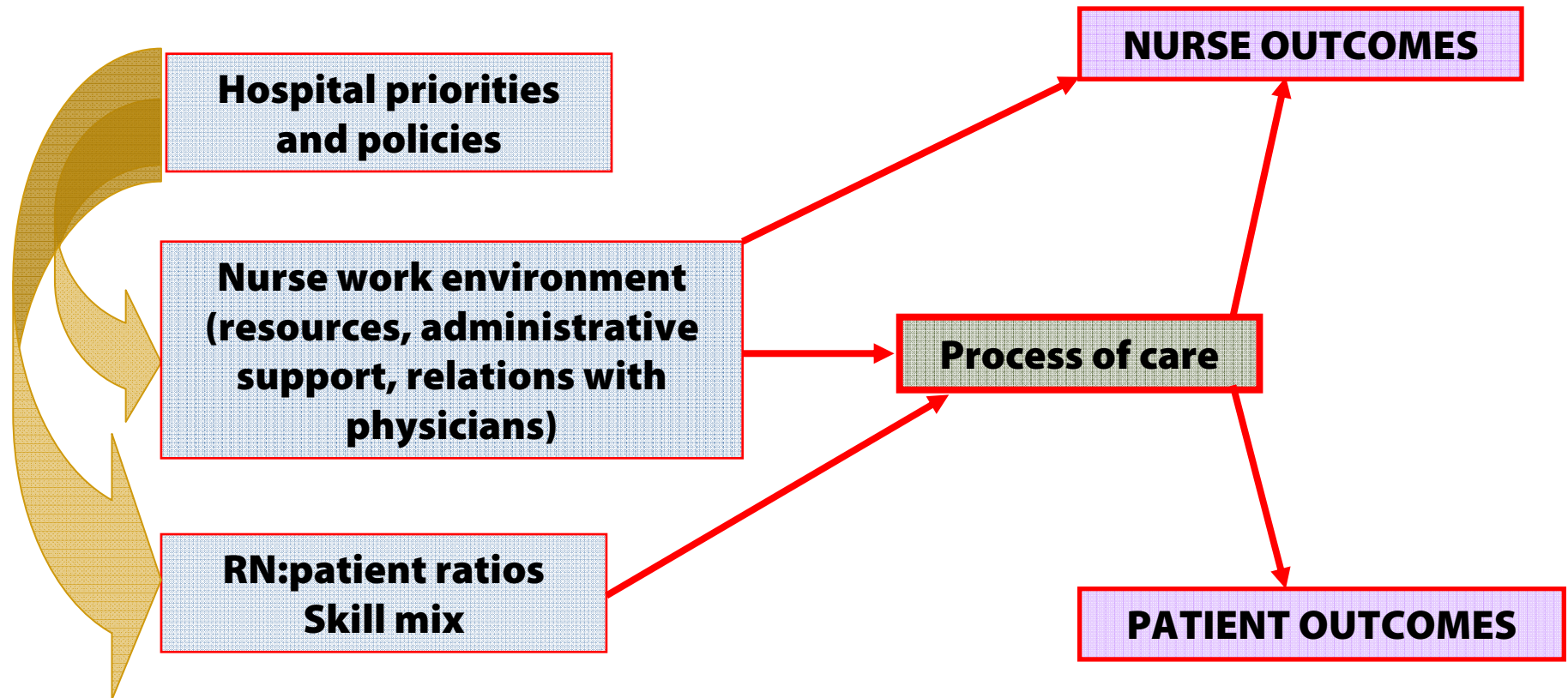
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Example: Stress and performance



Karasek, R. & Theorell, T. *Healthy Work: Stress, Productivity, and the Reconstruction of Working Life*: Basic Books, 1990.

Magnet Hospital model



Source: Linda Aiken (2002). "Superior outcomes for Magnet Hospitals: The evidence base." In M. McClure and A. Hinshaw (Eds.), *Magnet Hospitals Revisited*. American Academy of Nursing.

High quality work environments support safety, QWL and HR goals



Source: G. Lowe, The role of healthcare work environments in shaping a safety culture. *Healthcare Quarterly* 11, (2) 2008

What matters to staff in the NHS

- The resources to deliver quality care for patients.
- The support I need to do a good job.
- A worthwhile job with the chance to develop.
- The opportunity to improve the way we work.

Results:

- provide quality care
- patient satisfaction
- advocacy of NHS

Source: Ipsos MORI. (2008). *What Matters to Staff in the NHS: Research Study Conducted for Department of Health.*

www.dh.gov.uk/en/Publicationsandstatistics/Publications/DH_085536

13 of the “100 Best Companies to Work For in America” are in healthcare!

Arkansas Children’s Hospital
Baptist Health South Florida
Children’s Healthcare of Atlanta
Indiana Regional Medical Center
King’s Daughters Medical Center
LifeBridge Health
Mayo Clinic
Meridian Health
Methodist Hospital System
OhioHealth
Scripps Health
Southern Ohio Medical Center
Winchester Hospital



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Common framework criteria

A common framework for measuring and reporting work environment metrics must meet these criteria:

1. Comprehensive: measure determinants and outcomes
2. Inclusive: apply to all healthcare workers and settings
3. Uses common tools
4. Government-sponsored

Existing frameworks

- ✓ RNAO Healthy Workplace Best Practice Guidelines
- ✓ Canadian Nurses Association QWL indicators
- ✓ Accreditation Canada Pulse Survey
- ✓ QWQHC indicators
- ✓ Magnet Hospital model
- ✓ AACN Healthy Work Environment Standards
- ✓ Health Promoting Hospital Healthy Workplace Standards

NHS approach

- Annual NHS Staff Survey administered in all Trusts
- Informed by *What Matters to Staff* study
- Department of Health sponsors
- University and private sector partners
- Care Quality Commission reports and monitors
- Measures core performance standards targets
- Survey results publicly available
- Trusts do action plans with board accountability

Need to align metrics

- ✓ Healthcare performance indicators have proliferated.
 - Result = 'indicator-itis'.
 - e.g., there are 5 indicators of acute myocardial infarction readmission (AMIR) in Ontario
- ✓ Lack of alignment is inefficient and reduces potential for system-wide improvement.
- ✓ No jurisdiction includes HWE metrics in performance reporting.
 - Favourable conditions for HWE metrics alignment.

Benefits of using common metrics

1. Avoids duplication and confusion
2. Enables comparisons and benchmarking
3. Can identify effective management practices
4. Facilitates learning and diffusion of innovation
5. Supports HWE performance targets
6. Basis for recognition and awards
7. Inclusive approach raises the floor

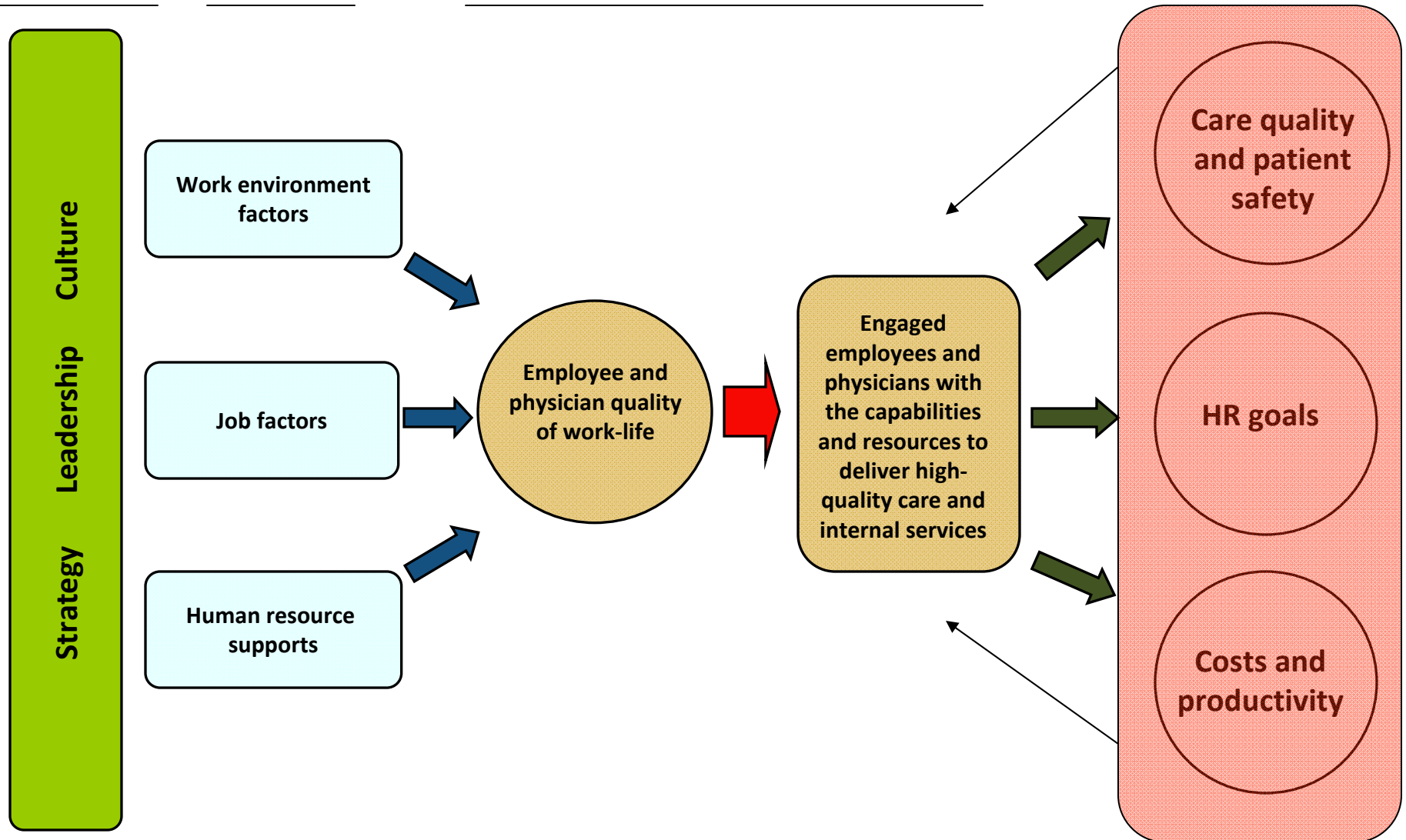
Healthy Work Environment Model

CONTEXT

DRIVERS

INDIVIDUAL OUTCOMES

ORGANIZATIONAL
OUTCOMES



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Examples of selected healthy work-environment themes, concepts and indicators for performance reporting

Theme	Concept	Indicator examples	Reporting level	Source
Care quality and patient safety	<ul style="list-style-type: none"> •Patient / client satisfaction •Safety culture •Perceived quality of care delivered 	<ul style="list-style-type: none"> •Multi-item scale score •Multi-item scale score •“I am able to deliver the patient care I aspire to.” 	<ul style="list-style-type: none"> •High •Mid •Detailed 	<ul style="list-style-type: none"> •Patient / client satisfaction survey •Staff surveys •Staff surveys
HR goals	<ul style="list-style-type: none"> •Retention •Collaboration 	<ul style="list-style-type: none"> •Annual rate of voluntary turnover excluding retirements •“Does your team meet regularly and discuss its effectiveness and how it could be improved?” 	<ul style="list-style-type: none"> •High •Mid 	<ul style="list-style-type: none"> •Employer administrative data •Staff surveys
Costs and productivity	<ul style="list-style-type: none"> •Lost time injuries •Absenteeism 	<ul style="list-style-type: none"> •Annual lost time injury rate •Annual absenteeism rate 	<ul style="list-style-type: none"> •High •Detailed 	<ul style="list-style-type: none"> •WSIB data •LFS; Employer administrative data
Staff capabilities	<ul style="list-style-type: none"> •Engagement •Skill utilization 	<ul style="list-style-type: none"> •Multi-item scale score •“I am able to make improvements happen in my area of work.” 	<ul style="list-style-type: none"> •High •Mid 	<ul style="list-style-type: none"> •Staff surveys •Staff surveys
Staff quality of work life	<ul style="list-style-type: none"> •Job satisfaction •Work-life balance 	<ul style="list-style-type: none"> •“I would recommend my organization as a place to work.” •“My employer is committed to helping staff balance their work and home life.” 	<ul style="list-style-type: none"> •High •Mid 	<ul style="list-style-type: none"> •Staff surveys •Staff surveys
Work environment factors	<ul style="list-style-type: none"> •Decision input •Communication •Respect •Supportive supervisor •Supportive coworkers •Healthy and safe environment •Feedback •Fair processes 	<ul style="list-style-type: none"> •“I am involved in deciding on changes that affect my work area.” •“Communication between senior management and staff is effective.” •“The people I work with treat me with respect.” •“My immediate manager can be counted on to help me with a difficult task at work.” •“I am [satisfied...dissatisfied] with the support I get from my work colleagues.” •Multi-item scale •“I get clear feedback about how well I am doing in my job.” •“Does your employer act fairly with regard to career progression/promotion regardless of ethnic background, gender, religion, sexual orientation, disability or age?” 	<ul style="list-style-type: none"> •Detailed •Mid •Detailed •Detailed •Detailed •Detailed •Mid •Detailed 	<ul style="list-style-type: none"> •Staff surveys •Staff surveys •Staff surveys •Staff surveys •Staff surveys •Staff surveys •Staff surveys •Staff surveys

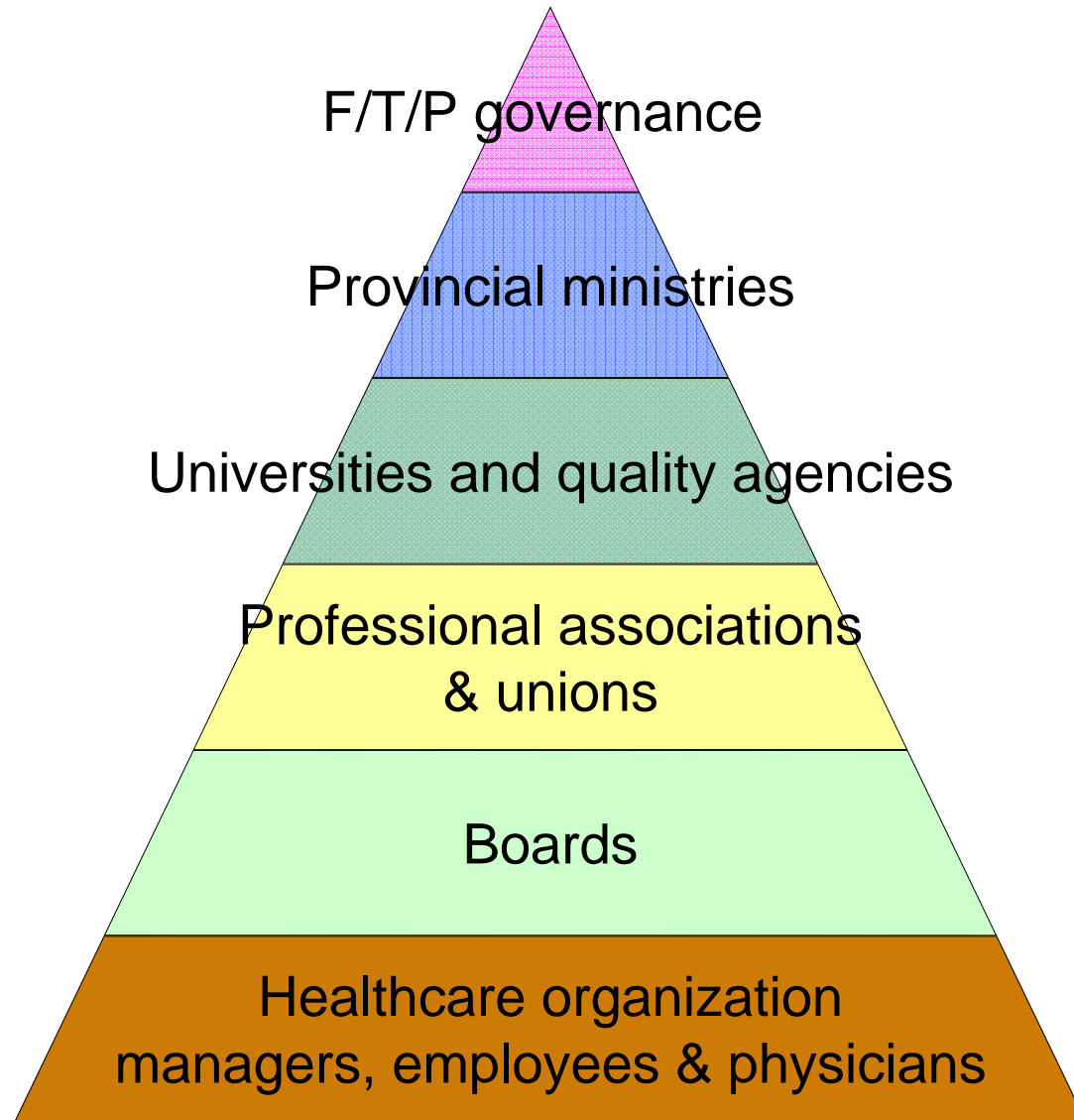
High-level indicators

- Patient/client satisfaction
- Retention
- Lost time injuries
- Engagement *or* job satisfaction

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HWE stakeholders



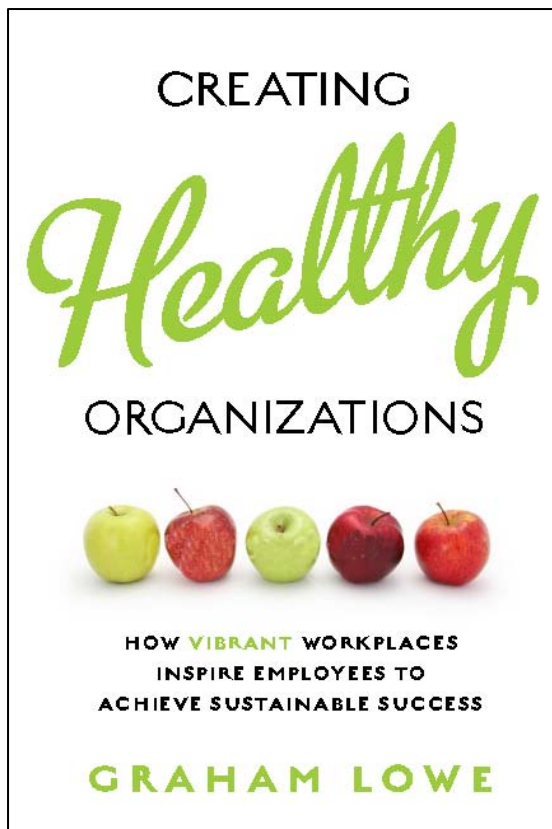
How to make progress

1. Champions
2. Key stakeholder input
3. Leverage and link with related initiatives
4. Revise quality models
5. Build into accountability agreements
6. Develop common measurement tools
7. Produce annual HWE report card
8. Integrate HWE metrics into other reporting systems

The big question

What is your role in developing and implementing HWE common metrics?

Questions & Comments



Watch for my new book in April :
www.creatinghealthyorganizations.ca

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