

Engagement refers to how committed an employee is to the organization, their role, their manager, and co-workers. High engagement correlates with higher productivity, safe patient care and willingness to give discretionary effort at work. Monitoring workforce engagement enables us to determine the effectiveness of processes/programs that support employee engagement and strengthen a patient safety culture.

The Engagement Rate is the mean score of the responses to the AHS' 'Our People Survey' which utilized a five-point scale, with one being 'strongly disagree' and five being 'strongly agree'. More than 46,000 individuals – including nurses, emergency medical services, support staff, midwives, physicians and volunteers – participated in the Our People Survey in 2016.

**Our People Survey Results**



AHS' workforce engagement was 3.46 on a five-point scale (5 indicates highly engaged). Based on a question asking how satisfied people are with AHS as a place to work: 57 per cent of respondents felt positively, 40 per cent felt neutral, and 3 per cent felt negatively. The next survey is planned for 2019-20 with a target of 3.67.

Employees	Volunteers	Physicians
<b>57%</b> were positive about the work they do at AHS and chose a 4 or 5 for overall satisfaction.	<b>90%</b> were positive about the work they do at AHS and chose a 4 or 5 for overall satisfaction.	<b>48%</b> were positive about the work they do at AHS and chose a 4 or 5 for overall satisfaction.

Source(s): AHS People, Legal, Privacy. <http://insite.albertahealthservices.ca/2305.asp>

## OBJECTIVE 9: IMPROVE OUR WORKFORCE ENGAGEMENT.

### WHY THIS IS IMPORTANT

Our People Strategy guides how we put our people first, thereby improving patient and family experiences.

An engaged workforce will promote a strong patient safety culture and advance safe work environments. We also know patient outcomes improve when our workforce is highly engaged and when they enjoy what they are doing.

Enhancing workforce engagement will contribute to achieving a culture where people feel supported, valued and able to reach their full potential.

### AHS PERFORMANCE MEASURE

*AHS Workforce Engagement* is calculated as the average score of our workforce's responses to AHS' Our People Survey which utilizes a five-point scale, with one being "strongly disagree" and five being "strongly agree".

### UNDERSTANDING THE MEASURE

AHS has the opportunity both to create a satisfying workplace and to deliver services in a manner that is sustainable for the future. In order to do this, it is important that AHS fully engages its people and their skills. Monitoring workforce engagement enables us to determine the effectiveness of processes/programs that support employee engagement and strengthen a patient safety culture.

The rate shows the commitment level the workforce has to AHS, their work, and their manager and co-workers. High engagement correlates with higher productivity, safe patient care and willingness to give discretionary effort at work. The higher the rate, the more employees are positive about their work.

### HOW WE ARE DOING

#### *Workforce Engagement Rate*

Annual Results: **3.46** out of 5 (2016-17 baseline year)

**The next survey is planned for 2019-20 with a target of 3.67.** Source: Gallup Canada

An **Our People Pulse Survey** was conducted in November 2017. This survey did not measure engagement, but assessed use of the 2016 Our People Survey results to identify and act on ways to improve engagement locally.

### WHAT WE ARE DOING

Our People Strategy's action plan addresses priority factors influencing workforce engagement at AHS. Examples of Q3 actions are:

- **Change the Conversation** provides the appropriate language and tools needed to engage in dialogue on challenging topics in the workplace including respectful workplaces, indigenous awareness, English in the workplace, sexual harassment, violence and unconscious bias. New topics were released in Q3.
- Frontline leaders are critical to the success of AHS. The **Frontline Leaders Advisory Council** is one way we leverage their knowledge and learn how we can be the best we can be. In Q3, the council conducted consultations and developed a proposal for criteria that could be used to determine which initiatives should be paused or delayed in order to help ensure adequate resources for Connect Care.
- AHS is supporting Alberta Health in planning for physician resources. The 2018 physician workforce plan was endorsed by AHS executives and submitted to AH. Planning and data collection for the development of a 2019 plan is underway and will utilize the final 2018 plan to determine physician recruitment targets.
- AHS is also working with Alberta Health on new and expanded alternative relationship plans (ARPs). The purpose of an ARP is to support clinical innovation by remunerating physicians for providing innovative services that do not fit traditional fee for service plans. ARPs also enhance other areas of the health care system including recruitment and retention, team-based care models and patient satisfaction.
- AHS launched a campaign for AHS' 10th anniversary supported by the new AHS engagement tool, **Together4Health**. This tool allows staff to share their AHS stories to celebrate with its people, partners and all Albertans.



AHS made the list for Alberta's Top 70 Employers, Canada's Top Employers for Young People and Canada's Top 100 employers.

Throughout AHS, people are working together to create a culture where we all feel safe, healthy, valued and included, with opportunities to reach our full potential.