

DEFINITION: This measure is defined as 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'.

WHY THIS IS IMPORTANT: The higher the rate, the better, as it demonstrates that more employees feel positive about their work and are more engaged. More than 51,000 individuals – including nurses, emergency medical services, support staff, midwives, physicians and volunteers – participated in the Our People Survey in 2019-20.

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. AHS has the opportunity both to create a satisfying workplace and to deliver services in a sustainable manner.

Our People Survey Results, 2019-20



2019-20 Actual 2019-20 Target

Our People Survey Results by Zone, 2019-20

Portfolio or Departments	2016-17	2019-20	Trend	2019-20 Target
Provincial	3.46	3.57	↑	3.67

*Source(s): AHS People portfolio
 Note: Workforce engagement rate is specific to AHS Employees only, and excludes physicians, volunteers and midwives.*

Improve the Experience and Safety of Our People

Objective 9: Improving our workforce engagement.

WHY THIS IS IMPORTANT

Our people deliver safe, quality, patient- and family-centred care to Albertans every day. Our People Strategy grounds all of our efforts to support our people across the organization and helps make meaningful connections between our work and the care and services we provide Albertans.

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 to create both a satisfying workplace and to deliver services in a sustainable manner. In order to do this, it is important for AHS to fully engage its people and their skills. Monitoring workforce engagement enables us to determine the effectiveness of processes and 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, safer patient care, and willingness to give discretionary effort at work. The higher the rate the better, as it demonstrates that more employees feel positive about their work and workplace.

HOW WE ARE DOING

Workforce Engagement Rate: 3.57 out of 5 (2019-20)

Target: 3.67

Note: Survey takes place every two years.

Source: Gallup Canada

In 2019-20, AHS completed its second comprehensive workforce engagement and patient safety culture survey. More than 51,000 employees, physicians, and volunteers responded to the 2019 **Our People Survey** and expressed what they need to feel safe, healthy, and valued. Overall, most staff feel positive about their work at AHS and reported feeling more engaged than they did in 2016.

While the engagement rate target was not achieved in 2019-20, there was a 3% improvement over baseline results (3.46 out of 5 in 2016-17) which is notable for an organization of this size. AHS also achieved the highest participation rate for any AHS workforce engagement or patient safety culture survey in the organization's 10-year history. Team participation also improved with 185 teams achieving 100% participation compared to 35 teams in 2016.

WHAT WE ARE DOING

The AHS **Our People Strategy action plan** addresses priority factors influencing workforce engagement at AHS. Enhancing workforce engagement contributes to achieving a culture where people feel supported, valued, and able to reach their full potential.

- AHS currently holds four top employer awards: Canada's Top 100 Employers, Canada's Best Employers for Young People, Alberta's Top 75 Employers, and Canada's Best Diversity Employers.
- The AHS **Respectful Workplaces** initiative aims to support a safe, healthy, and inclusive workplace that supports workers' physical, social, and psychological well-being by providing resources and tools to recognize, report, and resolve conflicts. In Q3, AHS introduced a conflict support e-mail address which enables Employee Relations Advisors to provide useful tools, tips, resources, and coaching to help leaders manage conflict when it arises. New online resources continue to be added every quarter.
- In Q3, AHS established a pilot approach for an Internal Coaching program. The program will begin pilot implementation in Q4.
- AHS is supporting Alberta Health in planning for physician resources. Work commenced in Q3 on the 2020 **physician workforce plan**. As of Q3YTD, AHS has recruited 295 new physicians.
- AHS is 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. As of Q3YTD, 1,951 physicians are participating in an ARP.