



ORGANIZATION: General Hospital

ORGANIZATIONAL REPRESENTATIVE: Sample Account

SURVEY NAME: General Hospital Sample Survey

SURVEY CLOSE DATE: 2019-08-30 00:00:00

REPORT GENERATION DATE: 2019-08-01 16:55:00

Table of Contents

1 Organization Information

2 Overall Organizational Findings

Psychosocial survey results

Specific Areas of Concern

Item responses

Segmented reports

Program/Site

Recommendations



1 Organization Information

Total number of employees, company-wide	100-299
Number of employees who completed this survey (total number of employee respondents)	201
Type of organization	not-for-profit



2 Overall Organizational Findings

Overview

This report begins by describing the results for the 15 Psychological Factors. These PFs are the sums of 3-4 items (each scored 1-4); the 4-item factors are prorated to be comparable to the other factors. The PF scores range between 3 and 12. Scores on the PFs are classified into Low, Medium or High.

Cut-points for Low, Medium and High scores were derived from the reference sample of 5010 working Canadians, gathered in 2016. The cut-points were chosen to classify the score distribution in a meaningful way, with approximately one-quarter of respondents in the Low category, half of respondents in the Medium category, and one-quarter of respondents in the High category. These cut-points were also used for Factors 14 and 15.

The levels are defined as follows:

Low

A Low score falls in the lower portion of the distribution. A Low score indicates that the organization has been underperforming in this area and may lack appropriate programs, policies or practices. Scores falling in the Low range should be a priority for investigation and action by the organization.

Medium

A Medium score falls in the middle portion of the distribution. A Medium score indicates that the organization has been performing adequately in this area, but with room to improve its programs, policies or practices. PFs with Medium scores should be monitored and considered for further investigation and action.

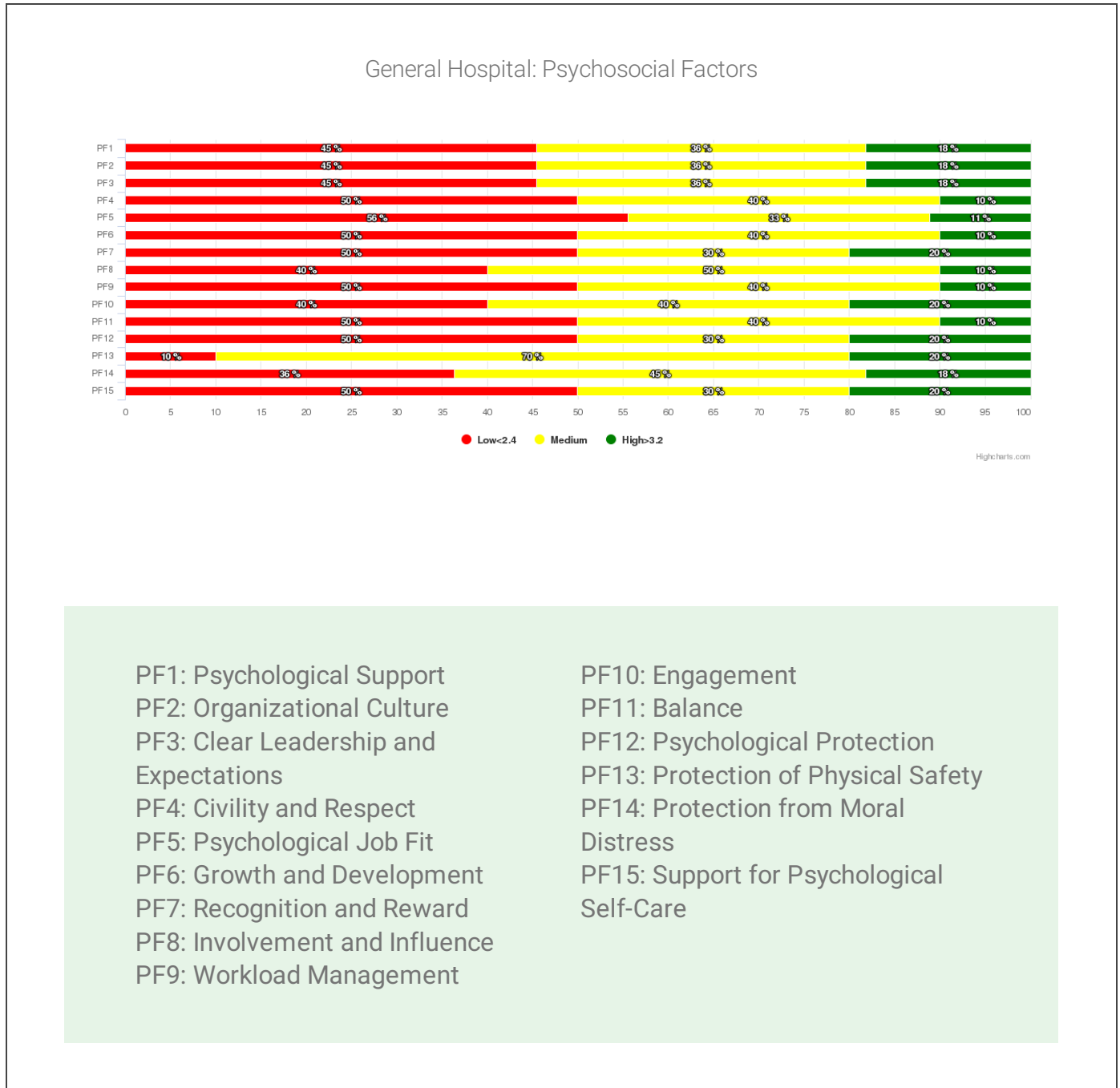
High

A High score is a strength for the organization, falling in the upper portion of scores for the reference sample. A High score indicates that the organization has been performing well in this area. It is a strength for the organization or organizational segment, helping to protect the psychological health and safety of workers. A PF falling in the High range should continue to be monitored to ensure that this strength is maintained.



Psychosocial survey results

For each of the PFs on the chart below, we show the breakdown of responses: the percentage of respondents scoring in the Low, Medium or High range.



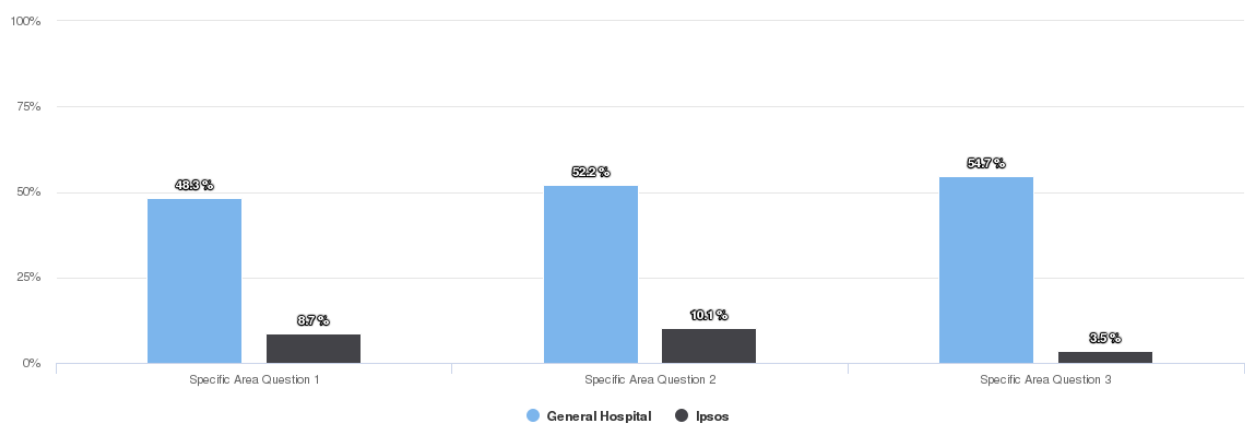
The profile shows several psychosocial factors (PFs) with rates of Low responses elevated in relation to the other factors, i.e., suggesting a significant level of concern. Factors falling in this range are typically associated with an elevated psychosocial hazard that has a high impact on employee psychological health, and suggests a less active organizational approach to psychosocial safety.



Specific Areas of Concern

Another perspective on the workforce as a whole is provided through the results of the three items which reflect perceived inappropriate behaviour in the workplace. The results for your organization in comparison with the results from the 2016 Ipsos reference sample are shown below.

Items related to inappropriate behaviour



Highcharts.com

Specific areas of concern questions

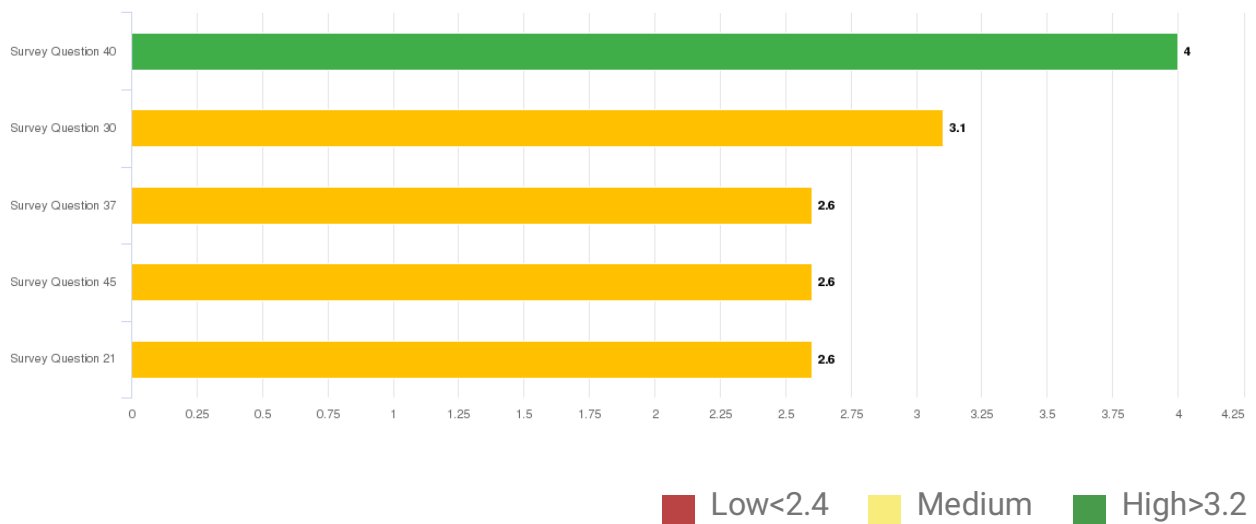
1. In my workplace, I am experiencing discrimination because of my cultural/ethnic background, disability, sexual orientation, gender or age.
2. In my workplace, I am being bullied or harassed, either verbally, physically or sexually.
3. In my workplace, I am being treated unfairly because I have a mental illness.



Item responses

Highest-Scoring Items by Mean

To clarify overall strengths, specific items from the survey were examined and the highest rated five items, based on their mean scores, were extracted. These high-rated items are as follows, with the mean item score displayed.



Survey questions

40. Healthcare staff in my workplace have a good understanding of the importance of employee mental health.

30. My organization takes appropriate action to protect me from violence by patients, staff, family members or visitors.

37. I am informed of important changes that my impact how my work is done.

45. My work team supports me when I make ethically-difficult decisions related to patient care.

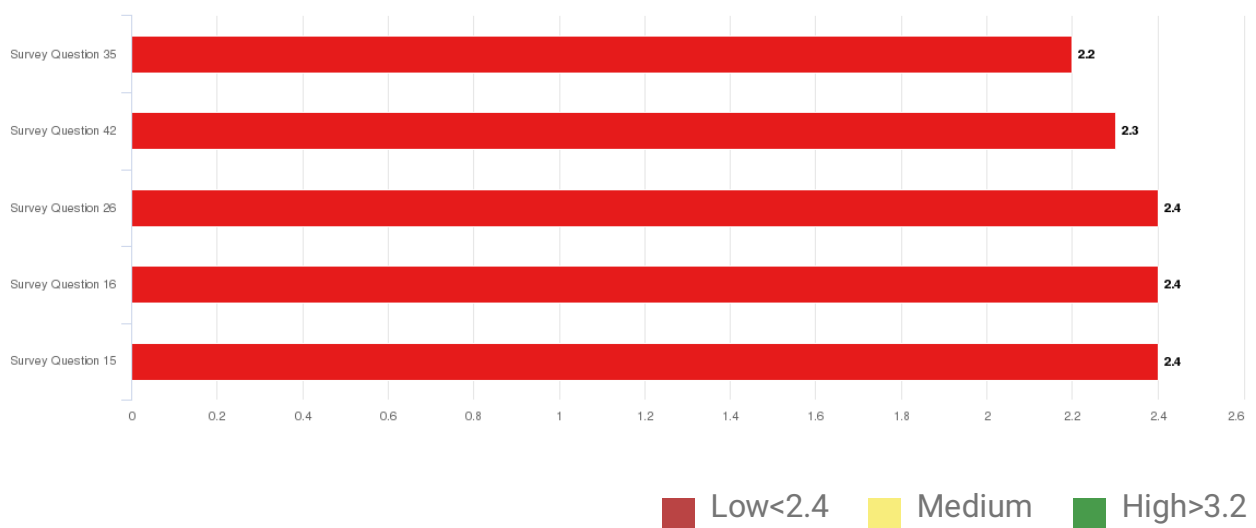
21. My immediate supervisor cares about my emotional well-being.



Item responses

Lowest-Scoring Items by Mean

To clarify areas of concern, the lowest-rated five items, based on their mean scores, were extracted. These low-rated items are as follows, with the mean item score displayed.



Survey questions

35. My supervisor believes that social skills are as valuable as other skills.

42. My organization provides clear and effective communication.

26. People from diverse backgrounds are treated fairly in our workplace.

16. My organization takes action to prevent and manage staff fatigue.

15. My organization provides training to prevent burnout and promote resilience.



Segmented reports

It is important to note that a pattern evident at the overall organization level may not be reflective of particular healthcare work groups or segments. These include the program or site where respondents work, the particular healthcare position that they hold, and their years of service within this position. There may be differences between segments which wash out at the organizational level. Therefore, it is critical in a large organization to analyze data patterns for the major workforce segments. The segmentation variables are Program/Site; Length of Service; and Position.

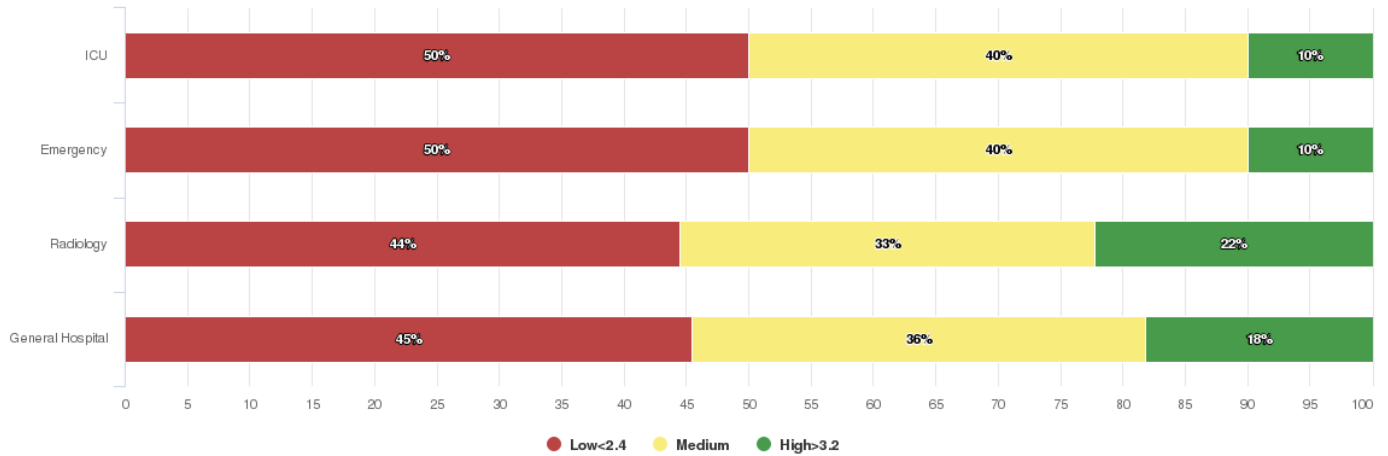
Program/Site

In recognition of the possibility that healthcare staff from different programs or sites may view their organization or work setting differently, findings for this category were analyzed. Below is the breakdown of Program/Site by the 15 Psychological Factors.



PF1: Psychological Support

A healthcare work environment where coworkers and leaders are supportive of staffs' psychological and mental health concerns and respond appropriately as needed.

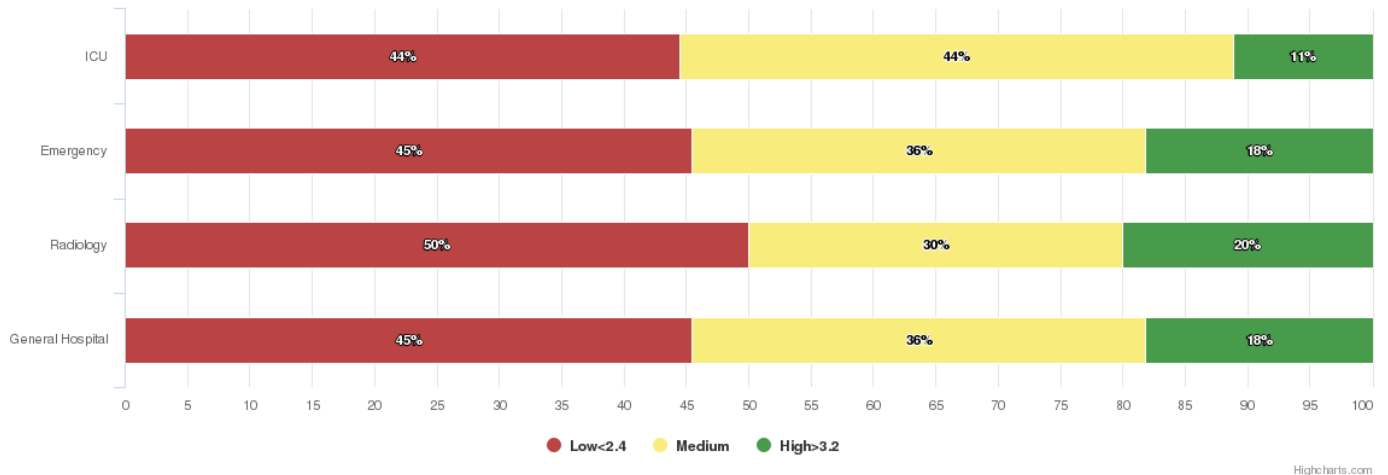


1. ICU (N=67)
 2. Emergency (N=72)
 3. Radiology (N=62)
- 🏠 General Hospital (N=201)



PF2: Organizational Culture

A healthcare work environment characterized by trust, honesty and fairness.



1. ICU (N=67)

2. Emergency (N=72)

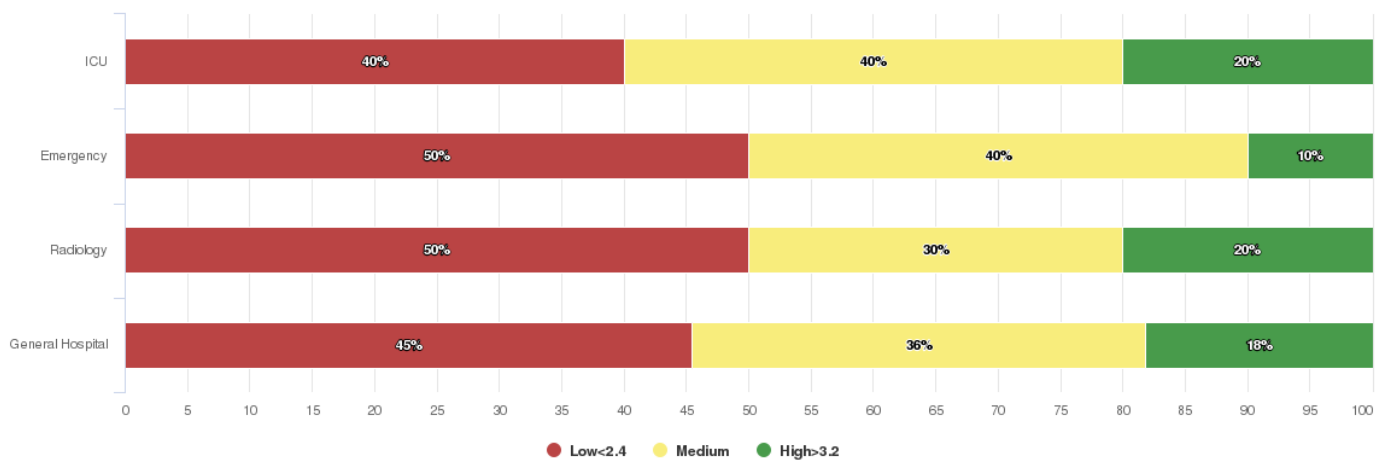
3. Radiology (N=62)

🏠 General Hospital (N=201)



PF3: Clear Leadership and Expectations

A healthcare work environment where there is effective leadership and support that helps staff know what they need to do, how their work contributes to the organization, and whether there are impending changes.

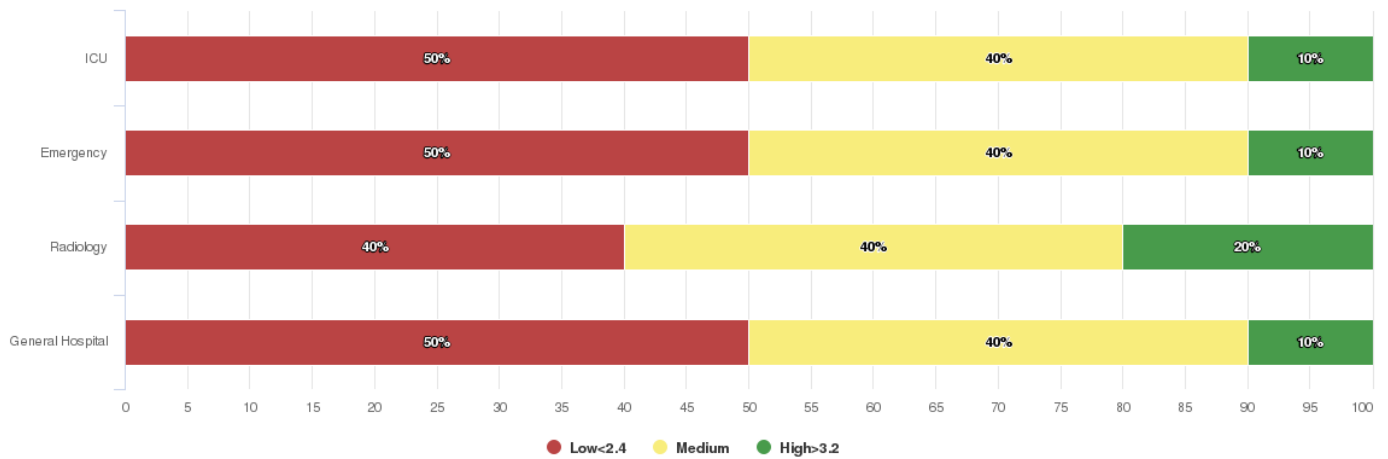


1. ICU (N=67)
 2. Emergency (N=72)
 3. Radiology (N=62)
- 🏠 General Hospital (N=201)



PF4: Civility and Respect

A work environment where healthcare staff are respectful and considerate in their interactions with one another, as well as with patients, family and visitors.

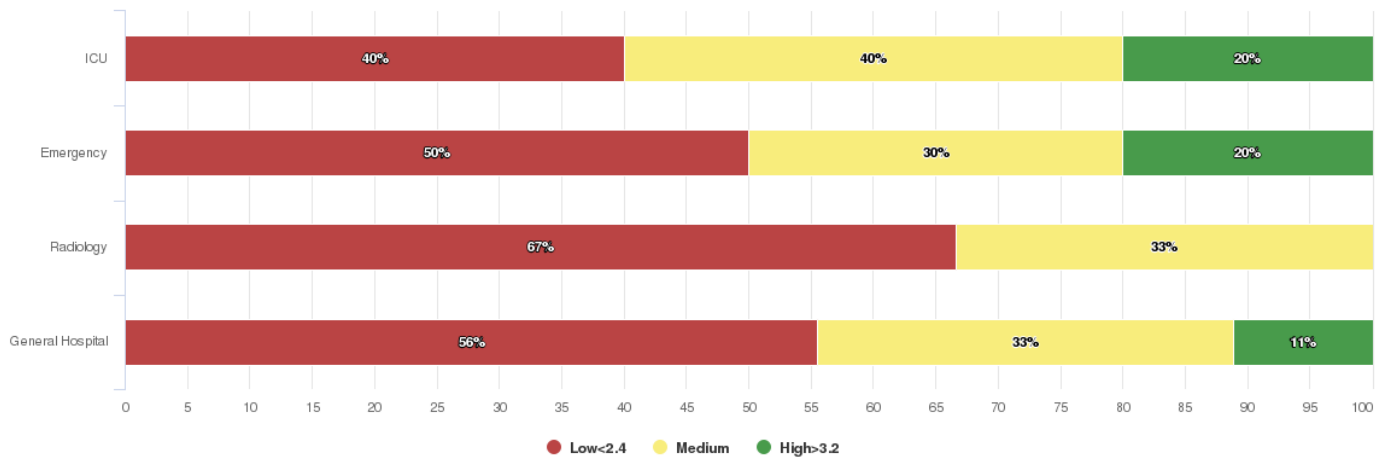


1. ICU (N=67)
 2. Emergency (N=72)
 3. Radiology (N=62)
- 🏠 General Hospital (N=201)



PF5: Psychological Job Fit

A work environment where there is good fit between the interpersonal and emotional competencies of healthcare staff and the requirements of the position they hold.



1. ICU (N=67)

2. Emergency (N=72)

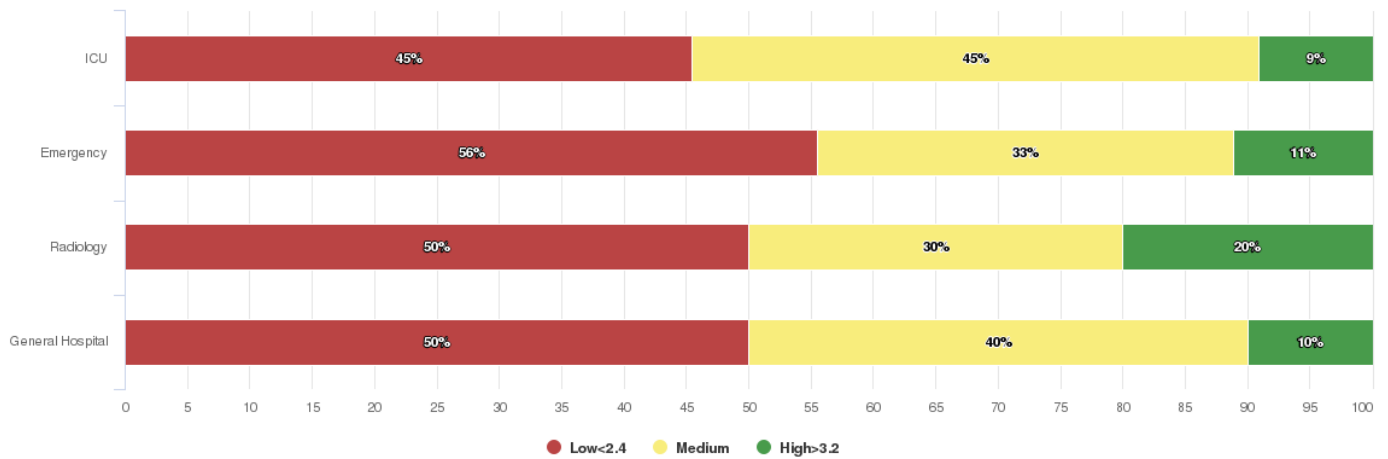
3. Radiology (N=62)

🏠 General Hospital (N=201)



PF6: Growth and Development

A healthcare work environment where staff receive encouragement and support in the development of their interpersonal, emotional and job skills.



1. ICU (N=67)

2. Emergency (N=72)

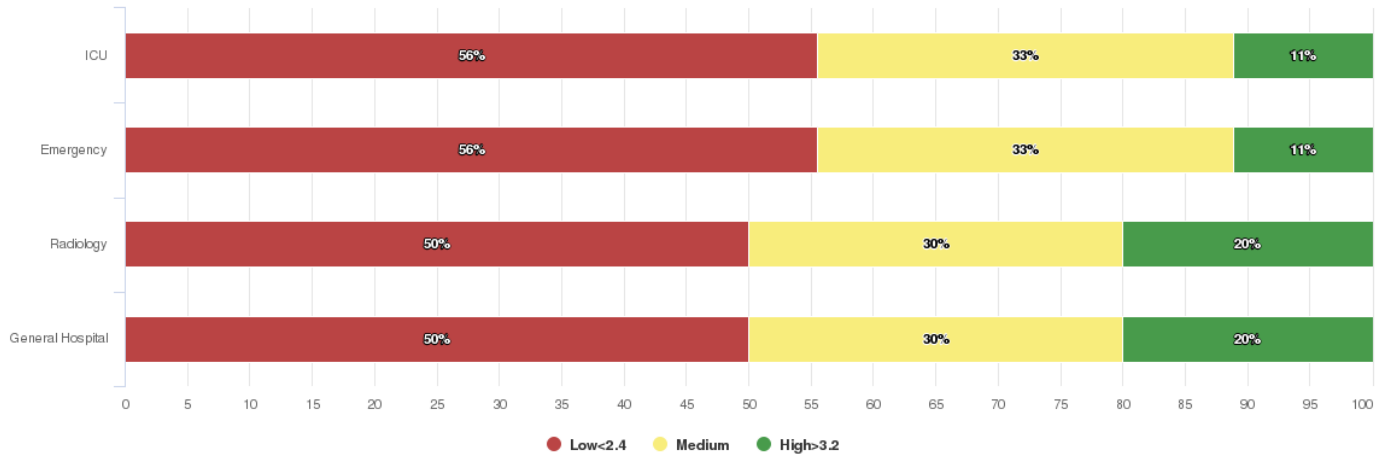
3. Radiology (N=62)

🏠 General Hospital (N=201)



PF7: Recognition and Reward

A healthcare work environment where there is appropriate acknowledgement and appreciation of staff's efforts in a fair and timely manner.



1. ICU (N=67)

2. Emergency (N=72)

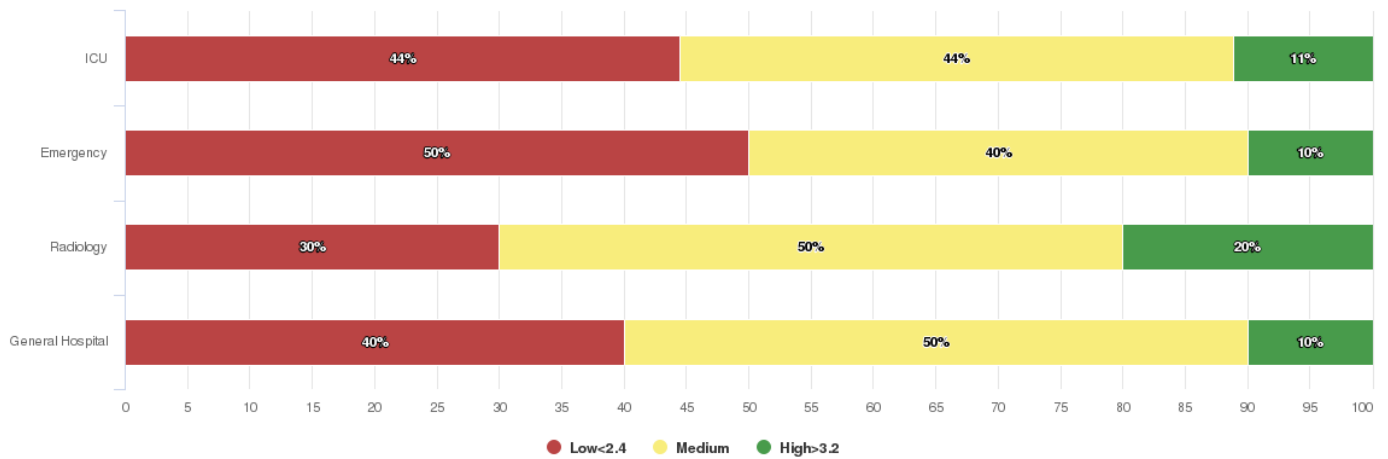
3. Radiology (N=62)

🏠 General Hospital (N=201)



PF8: Involvement and Influence

A healthcare work environment where staff are included in discussions about how their work is done and how important decisions are made.



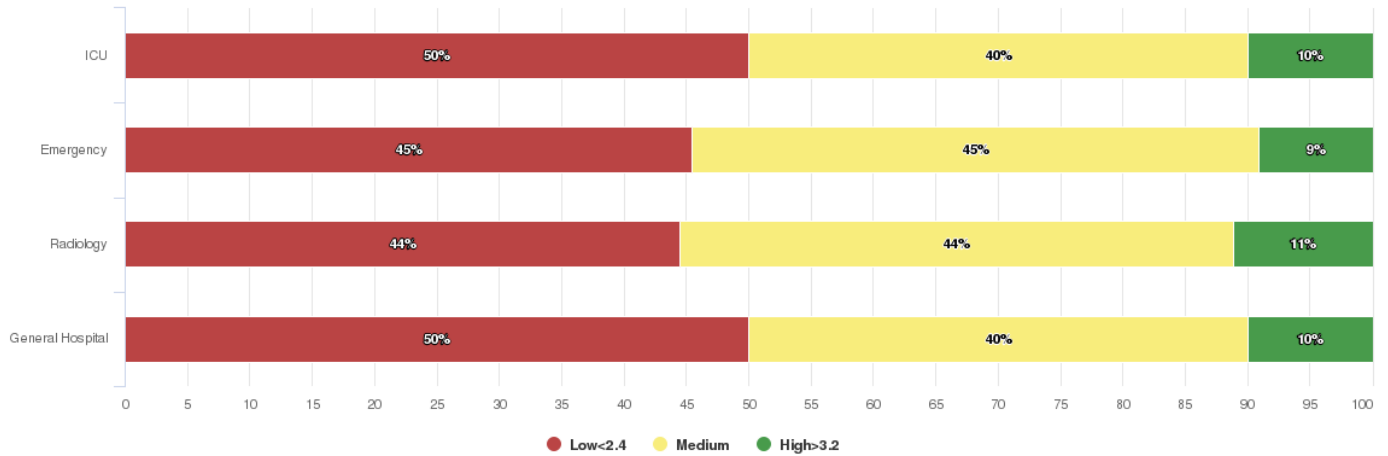
Highcharts.com

1. ICU (N=67)
 2. Emergency (N=72)
 3. Radiology (N=62)
- 🏠 General Hospital (N=201)



PF9: Workload Management

A healthcare work environment where tasks and responsibilities can be accomplished successfully within the time available.



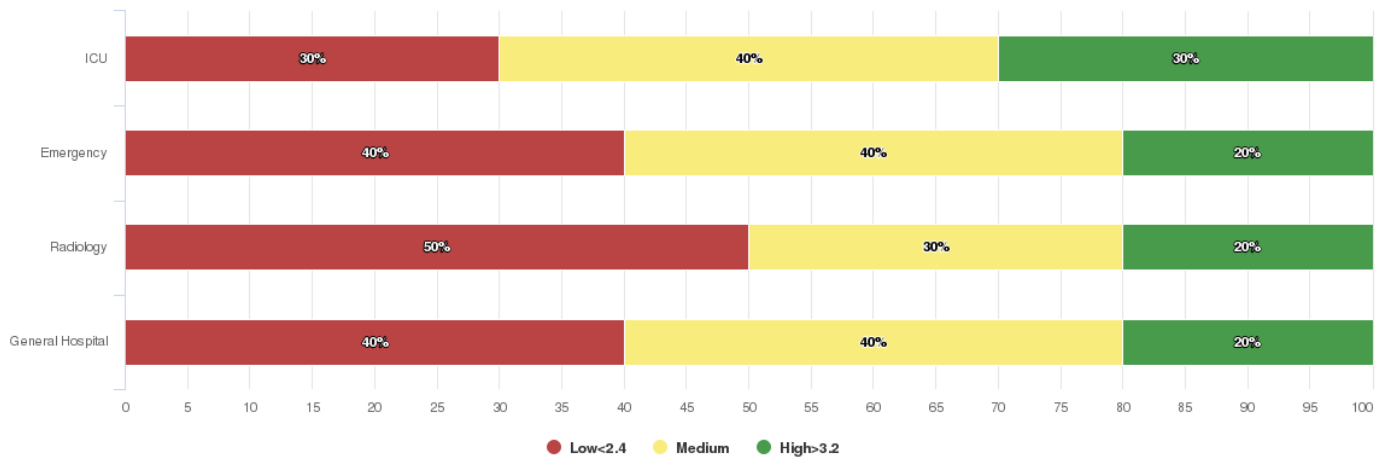
Highcharts.com

1. ICU (N=67)
 2. Emergency (N=72)
 3. Radiology (N=62)
- 🏠 General Hospital (N=201)



PF10: Engagement

A healthcare work environment where staff feel connected to their work and are motivated to do their job well.



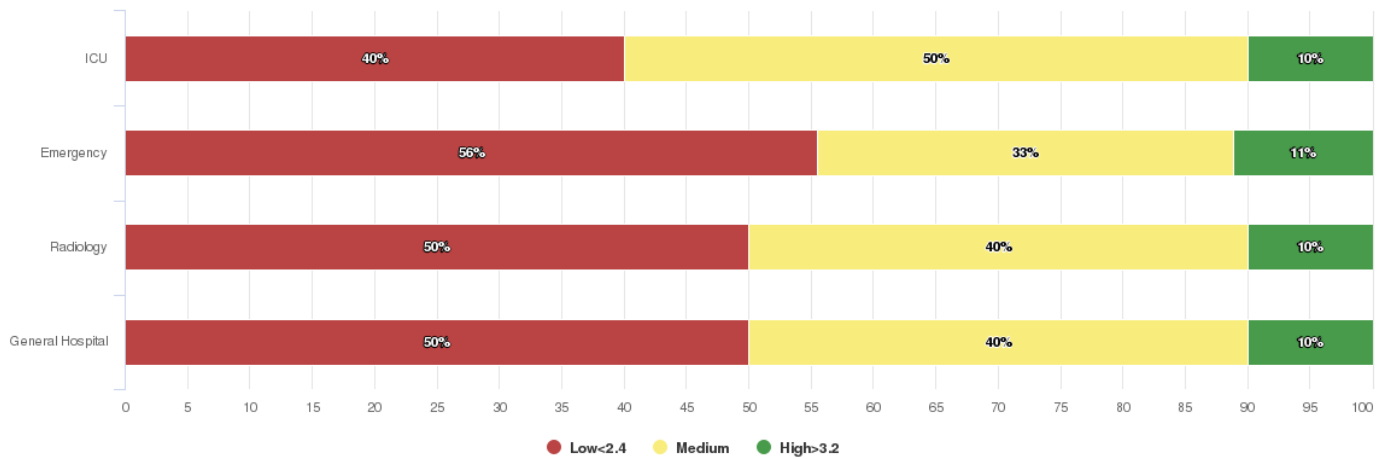
Highcharts.com

1. ICU (N=67)
 2. Emergency (N=72)
 3. Radiology (N=62)
- 🏠 General Hospital (N=201)



PF11: Balance

A healthcare work environment where there is recognition of the need for balance between the demands of work, family and personal life.



1. ICU (N=67)

2. Emergency (N=72)

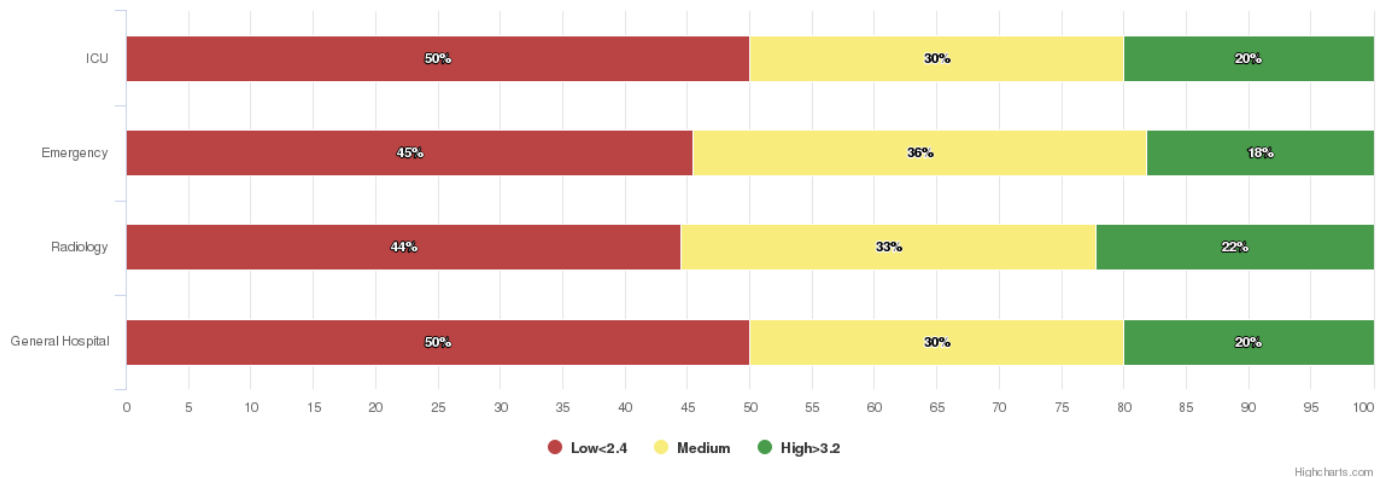
3. Radiology (N=62)

🏠 General Hospital (N=201)



PF12: Psychological Protection

A healthcare work environment where the psychological safety of staff is ensured.



1. ICU (N=67)

2. Emergency (N=72)

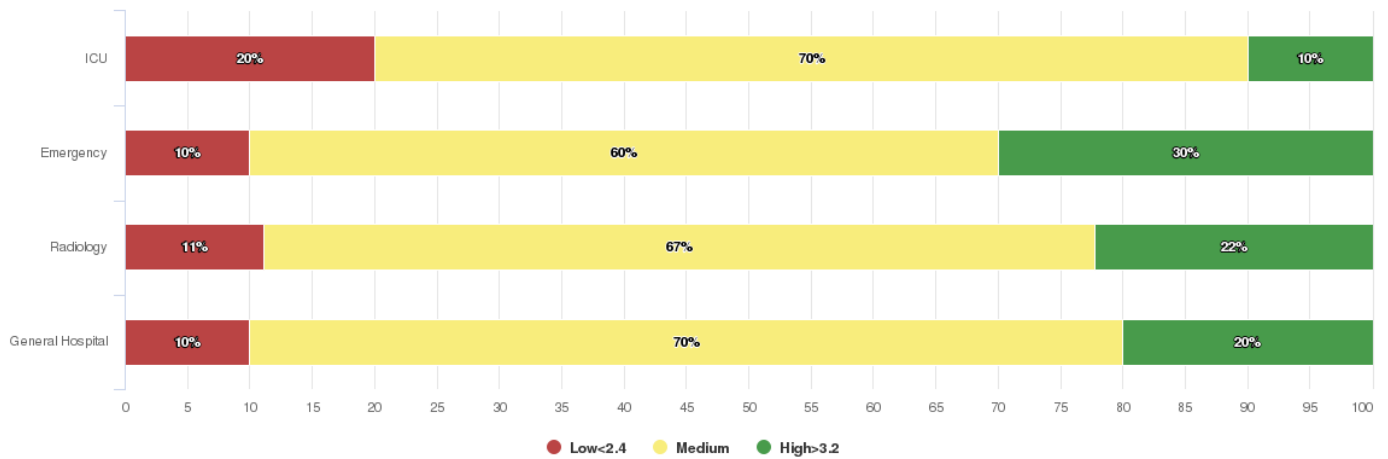
3. Radiology (N=62)

🏠 General Hospital (N=201)



PF13: Protection of Physical Safety

A work environment where management takes appropriate action to protect the physical safety of healthcare staff.



1. ICU (N=67)

2. Emergency (N=72)

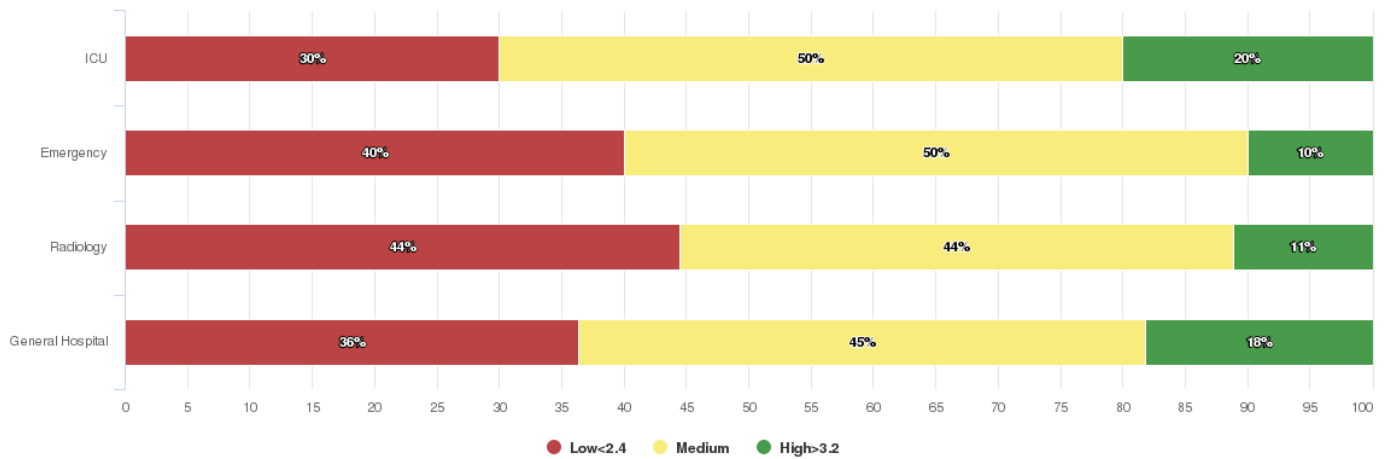
3. Radiology (N=62)

🏠 General Hospital (N=201)



PF14: Protection from Moral Distress

A healthcare work environment where staff are able to do their work with a sense of integrity that is supported by their profession, employer and peers.



1. ICU (N=67)

2. Emergency (N=72)

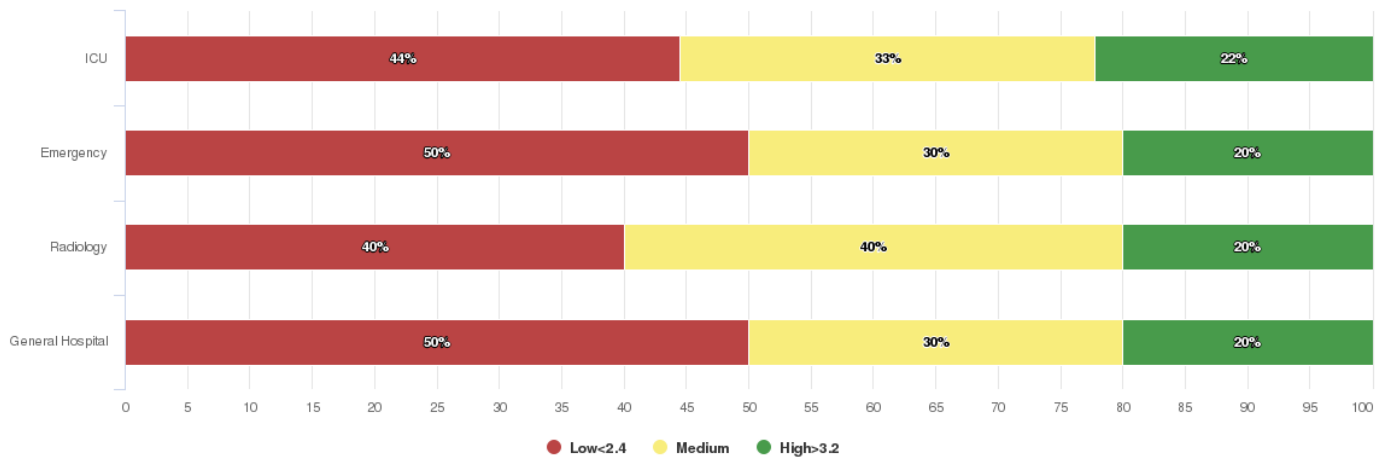
3. Radiology (N=62)

🏠 General Hospital (N=201)



PF15: Support for Psychological Self-Care

A healthcare workplace where staff are encouraged to care for their own psychological health and safety.



1. ICU (N=67)
 2. Emergency (N=72)
 3. Radiology (N=62)
- 🏠 General Hospital (N=201)



Recommendations

You now have psychosocial risk and strength profiles for your organization and information to support further action. On the basis of these findings we offer the following recommendations:

Complete the Organizational Review for Healthcare Organizations

This will help to identify relevant indicator data, policies and practices. Review the current results in the context of other information that the healthcare organization possesses (e.g. other survey results, LTD/benefits utilization, EFAP data, etc.). Results should also be considered in view of any emerging programs, legislative changes or concurrent initiatives.

Gather input from selected staff

The results of the Psychosocial Survey for Healthcare Organizations will be complemented by discussion of the findings with staff members. This is best accomplished by conducting focus groups with different employee groups. Optimally, these focus groups should be led by an independent consultant to maximize openness of response. The outcomes of these discussions will provide a deeper understanding of findings and also contribute to solutions.

Develop a communication plan

It is important to share the results of this report widely with staff. There are a number of positive results that speak well of the organization and its employees. These positive results should be celebrated, while areas needing attention should be identified. Failure to communicate results to staff will undermine trust and miss an opportunity to address critical issues.

Review possible actions for Psychosocial Factors

The Mental Health Commission of Canada provides [a variety of valuable resources](#) to assist organizations to address psychological health and safety in the workplace. Notably, [Assembling the Pieces: An implementation guide to the National Standard for Psychological Health and Safety in the Workplace](#) is a valuable resource to assist organizations to develop a comprehensive strategy and identify evidence-informed actions to address and promote psychological health in the workplace. Many of the MHCC's resources are generalized to any workplace environment. It is important to consider which actions are appropriate for your healthcare context and target specific issues as identified through the survey report.



Take action!

It is advisable to start with a few actions rather than attempting to address all issues. Don't hesitate to consider existing programs that are underutilized or initiatives that are also being implemented for other reasons. A common approach to selecting action strategies in organizational settings involves the use of a Quality Framework (a best-practice approach to determining feasible actions can take to remedy areas of concern). Six key dimensions should guide your organization's selection and decision-making process:

1. Appropriateness (relevant to user needs and based on accepted or evidence-based practice)
2. Acceptability (respectful and responsive to user needs, preferences and expectations)
3. Accessibility (obtained in a timely manner, in a suitable setting, within a convenient distance)
4. Effectiveness (based on scientific knowledge to achieve desired outcomes)
5. Efficiency (resources are used optimally in achieving desired outcomes)
6. Safety (risks are mitigated to avoid unintended or harmful results)

Create an evaluation strategy

Create an evaluation strategy for any actions that you implement. This can include both qualitative and quantitative indicators and should focus on the process of implementation (awareness, uptake, user feedback) as well as outcomes. In addition to Excellence Canada certification, consider adoption of the [National Standard of Canada for Psychological Health and Safety in the Workplace](#). This not only provides a coherent management system incorporating many of the preceding recommendations, but also services to send a powerful message to employees that your organization is making a strong commitment to creating and enhancing a psychological safety culture.

Conducting the survey was a helpful first step to identify areas of strength and opportunities for improvement. Using the findings and recommendations from this report, your organization can continue to build on their commitment to improving the psychological health and safety of the organization for all employees.
