

Listening to the Right Voices

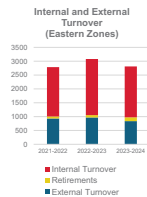
Frontline Employees Partner to Improve Retention

Overview

The Retention Strategy for NL Health Services is an initiative that strives to meet the quintuple aim: improving health outcomes, care experience, provider experience, value and health.

Employee retention has emerged as a key issue for health-care organizations. The increase in turnover highlights the need for effective retention plans.

Data from the Eastern Zones represents trends we are seeing across all regions.



Goals

The Retention Taskforce is focused on an upstream approach to improve culture and increase retention across NL Health Services.

By focusing on the employee voice, the taskforce is developing key performance indicators to measure the success of the initiative. The long-term goal is to see a reduction in turnover by implementing initiatives that are important to staff.



Intervention Overview

NL Health Services re-imagined retention and created a grassroots system to develop a retention strategy. Front-line employees, managers and patient and family advisors are taking a practical approach to develop and implement programs aimed at retention.

The organization's role has transformed into one of empowerment and support. The Retention Taskforce has designed four initial pillars of action: grow your own, leadership support, wellness, and antiracism. Each pillar has a well-defined strategy.



Outcomes/Progress

This initiative has resulted in increased engagement from the taskforce and increased front-line staff involvement in the development of initiatives.

Key Insights

- You cannot prescribe culture:** Involving staff and patients has created a culture of pride.
- Supportive environment:** Demonstrating support for initiatives that employees and patients have determined to be important is critical.
- Small movement makes big impact:** Demonstrating small moves in the right direction is significant to front-line employees.
- Patient outcomes:** Retaining staff results in enhanced continuity of care which may affect patient outcomes.

Activities

The Retention Taskforce has developed a roadmap to guide its work. This includes:

- Assembling a working group of passionate, positive, energetic individuals representing all zones;
- Creating a vision of "ideal future state";
- Completing an environmental scan of best practice retention models;
- Recommending a retention model that includes three priority strategies; and
- Establishing a retention leader position.

A roadmap was also developed for each subgroup with outcome-based objectives:

Leadership Support: develop a streamlined onboarding process/pathway for all new managers hired at NL Health Services to improve effectiveness and support for leaders and employees.

- Created a vision for the "ideal future state" for new manager onboarding, supported by literature reviews, national scans and a review of what is currently working internally.
- Developing an onboarding plan for new directors.

Antiracism: develop an Anti-Racism Strategy to improve employee experience, safety and retention.

- Promoted diversity spotlights to create awareness and increase knowledge - Truth and Reconciliation, Diwali, Hanukkah, etc.
- Developed an inclusive leadership module to include in new manager onboarding.
- Held a forum: Let's Talk About Racism.

Grow Your Own: build a strategy to improve workforce supply and to improve career trajectory for individual employees.

- Created a provincial office for career development.
- Held high school connections/career fairs with plans for ongoing events.
- Formed connections with post-secondary institutions to partner on programming opportunities.

Wellness: plan and implement strategies to improve health and well-being.

- Established a goal of measuring well-being, building recognition, improving work/life balance and promoting health.
- Completed a pilot initiative to measure effectiveness of proactive psychological support. Evaluation in progress.

Opportunities

- Momentum and excitement in taskforce members
- Innovation and openness to new ideas

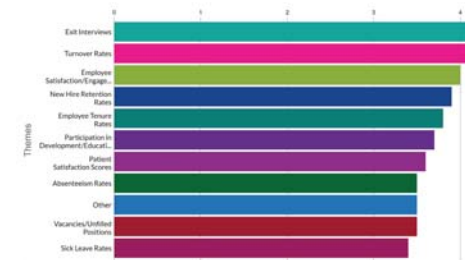
Thought Exchange

What key metrics should we include in our scorecard to evaluate the effectiveness of the Retention Taskforce?

This question was asked in a thought exchange to all members of the taskforce. Over 300 thoughts were rated and common themes identified. Employees were asked to rank other employees' ideas out of a scale of one to five. Out of 40 thoughts, the top thoughts were:

- Turnover rate** - by department/program area.
- Exit interview surveys** - data matters. We need to know why/themes.
- Stay interview** - check-ins with new hires at one/three/six months of start date.
- Employee engagement scores** - high engagement is linked to better retention.
- Internal turnover rate** - capture who is moving to advance their career versus people who are moving for other reasons.

The top themes of key metrics to include in our retention scorecard, rated by task force participants on a scale of one to five, are as follows:



Keywords emerging from the Thought Exchange were:

