

2022 Engagement Survey Results BC Emergency Health Services (BCEHS)

Prepared for Provincial Health
Services Authority (PHSA)

WorkTango Inc.

February 28, 2022

Introduction

Survey Methodology and Objectives

Provincial Health Services Authority (PHSA) has sourced WorkTango to support its 2022 Engagement Survey - the following report will outline program-level results from the survey for BC Emergency Health Services (BCEHS)



Response Rates

43%

1862 out of 4352 employees responded (lower than PHSA overall response rate of 48%)

3

week survey duration (Jan 17 to Feb 7, 2022)



Methodology (Appendix I for questions)

35

Rating-based questions (scored from 1-5)

1

Open-ended question

6

Multiple choice questions



Factors

7

Engagement Factors

Safety & Health	7 questions
The Organization's Senior Management	4 questions
Training & Development	2 questions
Your Coworkers	3 questions
Your Immediate Supervisor	4 questions
Your Job	9 questions
Your Overall Experience (Engagement)	6 questions

Key Insights

Overall Findings

Response rates slightly lower than PHSA overall (43% - 1862/4352 employees responded) (page 3)

- Response rates is 5% below PHSA's overall response rate; note that BCEHS-type programs at other public sector organizations typically also have a slightly lower response rate than organizational results, as employees do not have the same access to technology to be able to access surveys via email or a computer

Engagement scores are significantly lower than PHSA overall scores (29%) (page 5)

- Engagement scores are 24% lower than PHSA, with 34% fewer respondents who would recommend the organization as a great place to work, and 29% fewer who would recommend the organization as a place for care
- All engagement questions scored below 50% favourable, and only 8% of respondents believe that action will occur as a result of the survey

Significant disparity across almost all other questions in the survey relative to PHSA overall, with largest concerns over change management and recognition/rewards (pages 6 to 8, 10 to 12)

- The gap to organizational scores increases for lowest scoring factors at BCEHS (training & development and senior management, both having less than 25% favourable)
- There are a greater proportion of BCEHS employees working on-site, and they are slightly less likely to look forward to coming to work or believe that the team delivers excellent service

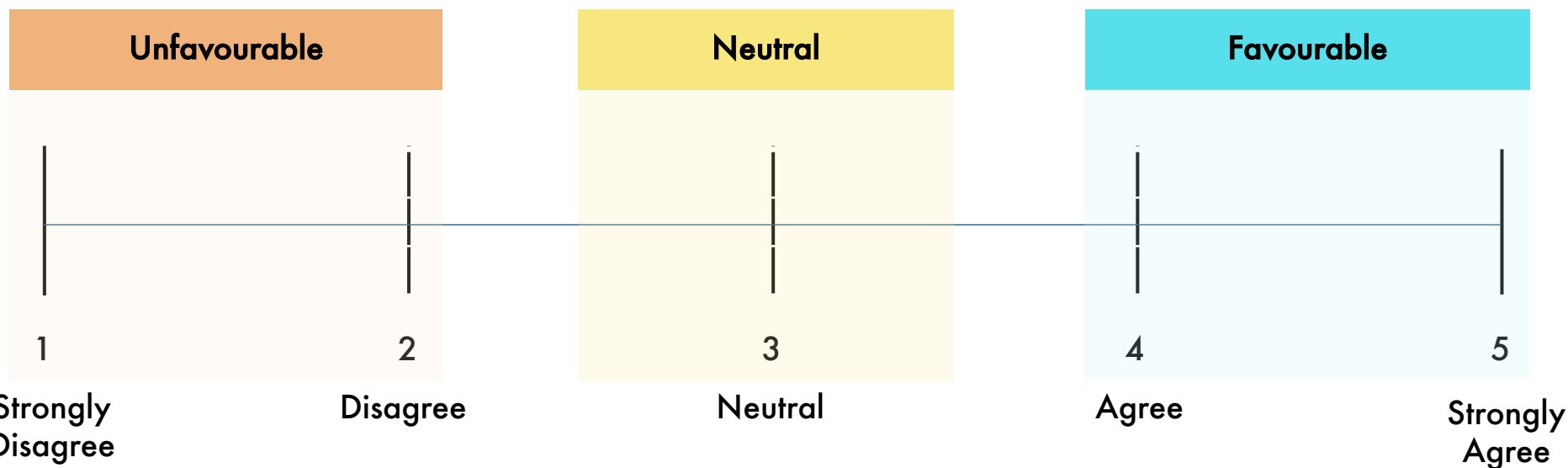
Employee morale is extremely low given a lack of acknowledgement from leadership and burnout (page 9)

- There appears to be consistent sentiment that leadership does not value BCEHS, due to a lack of recognition or business decisions that do not support BCEHS and a lack of visibility or listening to employees
- Employees are burnt out with mental health stressors, being overworked due to understaffing, scheduling and payroll errors that have affected their belief and passion for their roles

Introduction

Interpreting the Data

Rating questions from 1-5 have been shown using a proportion of unfavourable and favourable responses (as a percentage of total results) below, This is known as the “top-box” or “distribution” method in the engagement industry



Key Considerations for using the “top-box” method

- Allows for differentiation between “agree” and “disagree” responses (i.e., user can clearly understand the proportion of favourable and unfavourable sentiments)
- Visually presents both groupings of data (versus the average method of calculation which only displays one number and is subject to skews)
- Allows factors and questions to be stack ranked (i.e., ranked from most favourable to least favourable)

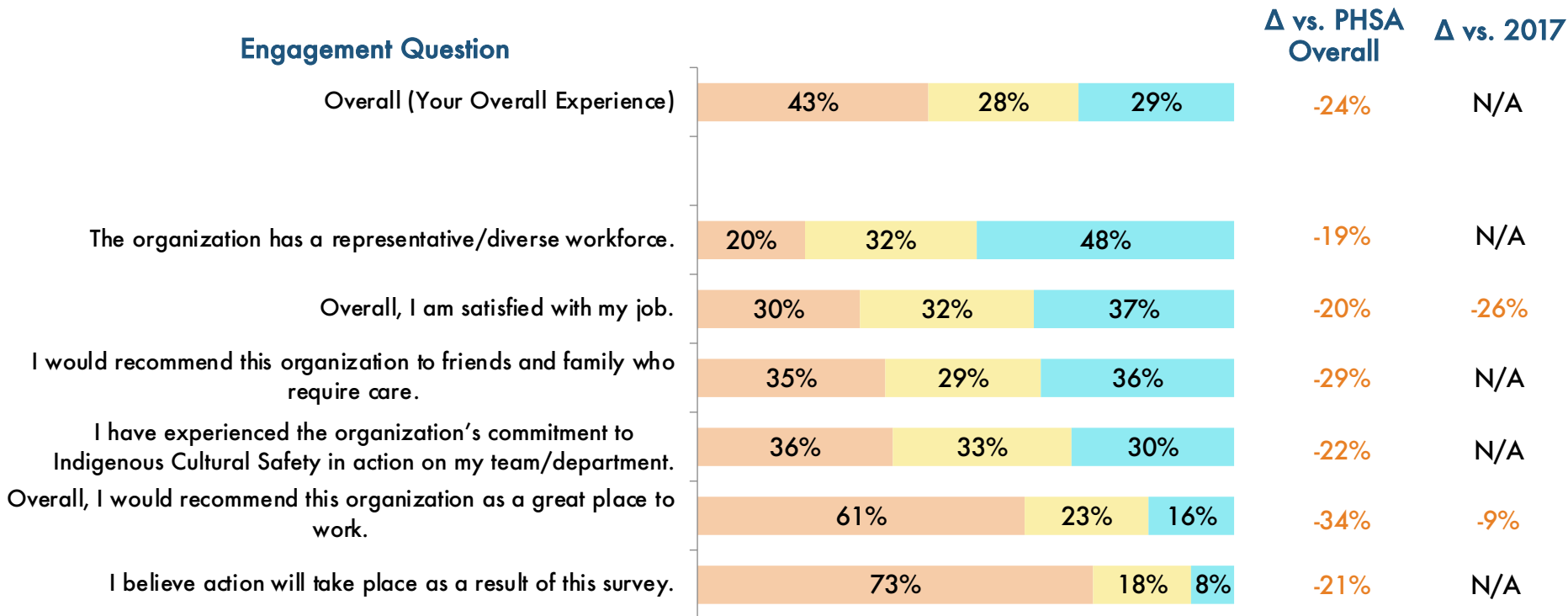
Overall Findings

Unfavourable Neutral Favourable

Engagement-Level Results – Your Overall Experience

Below scores are highlighted for PHSA’s engagement index; engaged employees are typically more committed to their work and align to the success of an organization

Engagement Question



Key Insight

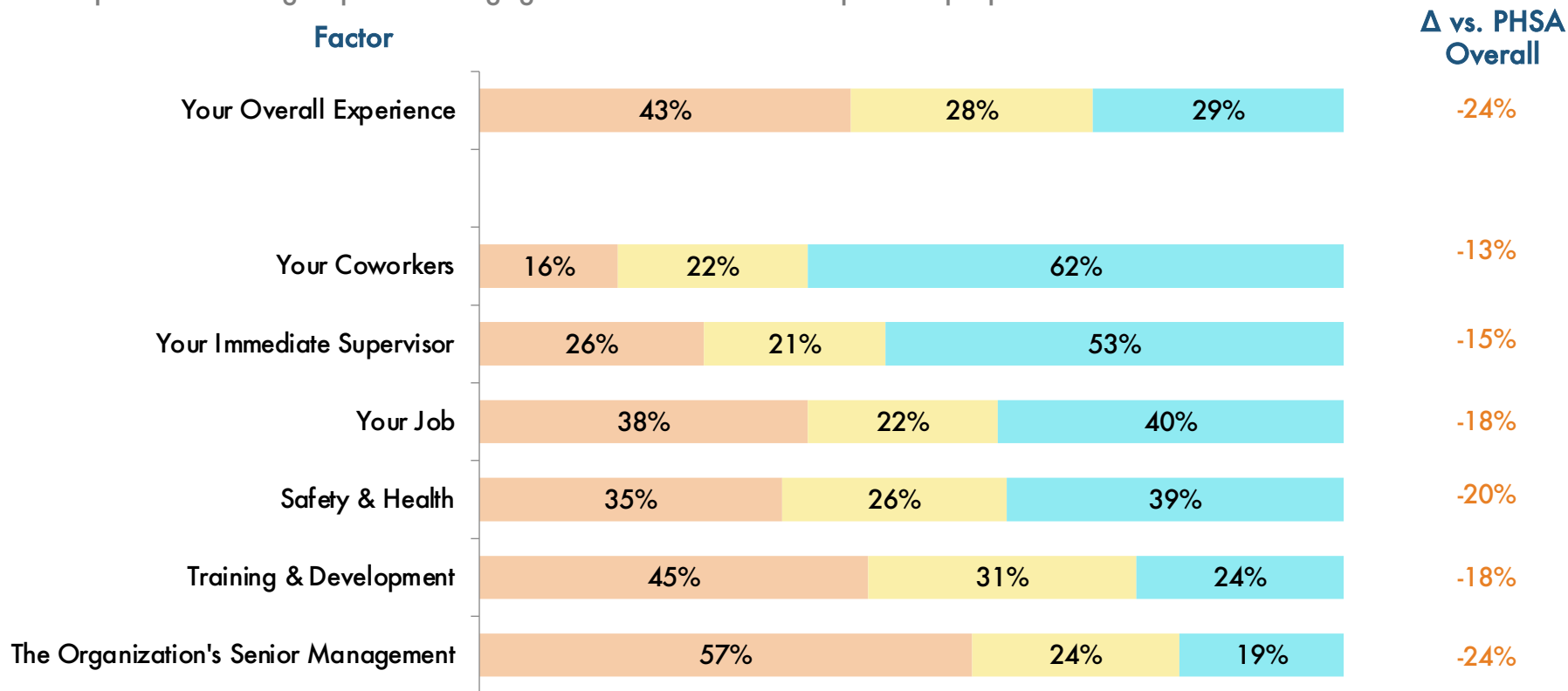
BCEHS is significantly lower than PHSA overall across all engagement metrics. Less than 1/3 of respondents believe that the BCEHS is committed to Indigenous Cultural Safety, would recommend PHSA as a great place to work, and that the team will act on survey results; no question had more than 50% favourability

Overall Findings

Factor-Level Results

Unfavourable Neutral Favourable

All questions were grouped into engagement “factors” for comparison purposes



Key Insight

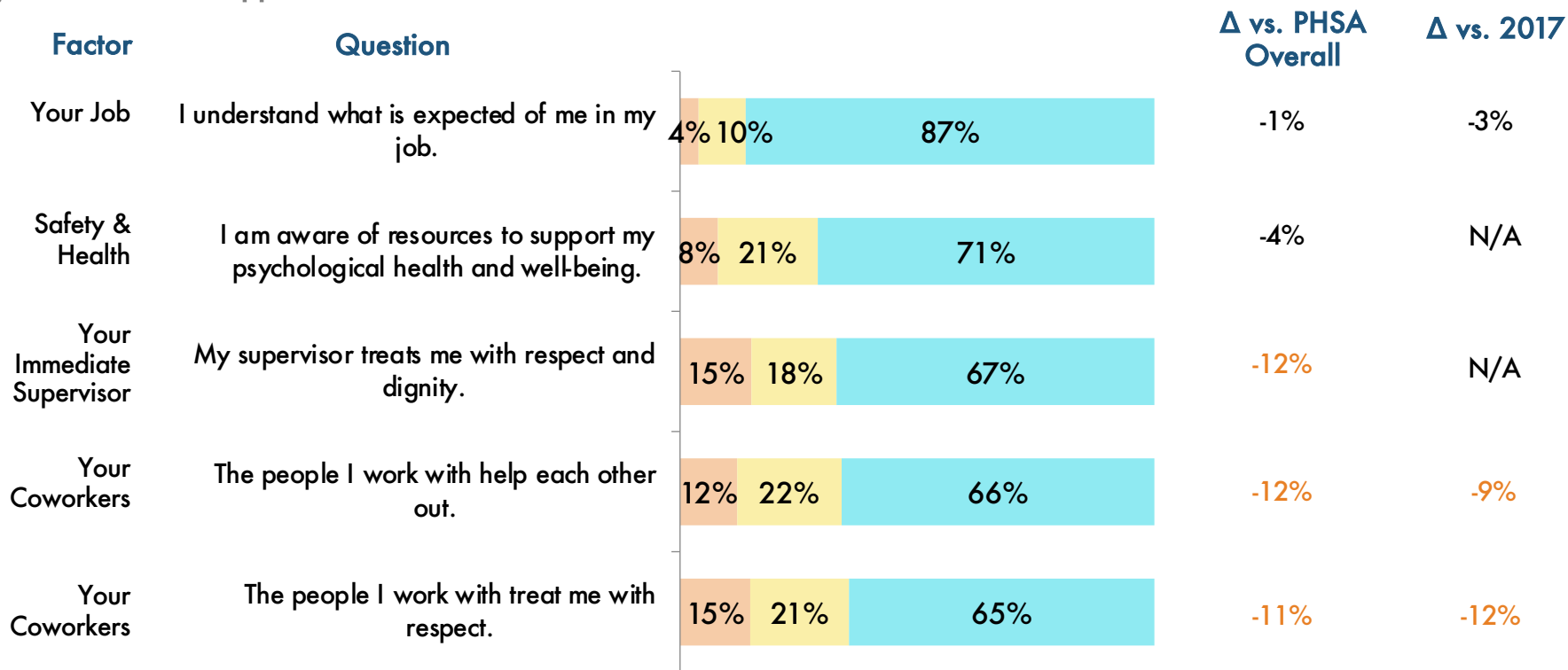
All factor scores also scored significantly below PHSA overall, although only senior management scores were equally as far below organizational scores as engagement (-24%)

Overall Findings

Unfavourable Neutral Favourable

Top 5 Questions (excluding Engagement)

Below the top 5 scoring questions (by % favourable) are shown; for detailed results of questions by factor, refer to Appendix II



Key Insight

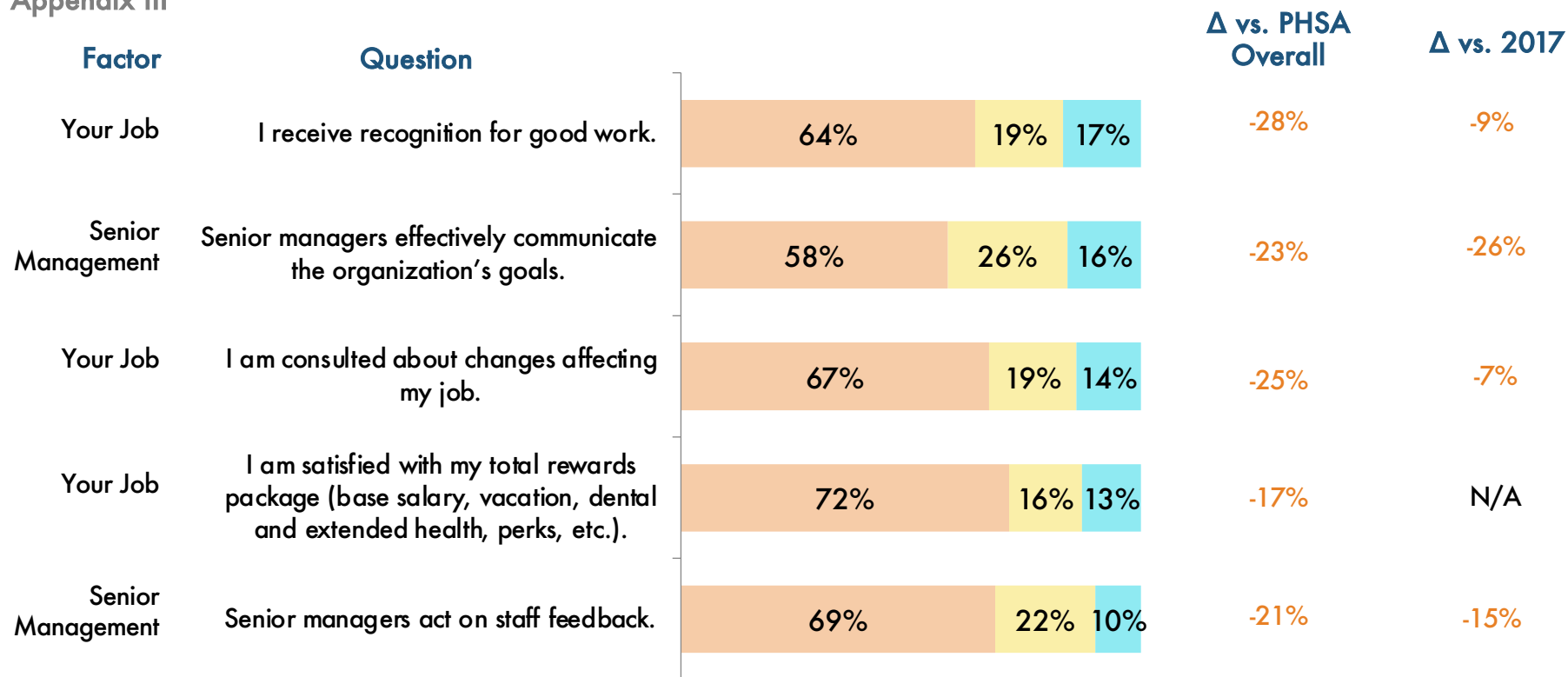
Top scoring questions around knowing what's expected at work and mental health resources available to employees; these were the only two questions that are aligned with PHSA overall scores. Other top scoring questions generally around support from one's team members and manager

Overall Findings

Unfavourable Neutral Favourable

Bottom 5 Questions (excluding Engagement)

Below the bottom 5 scoring questions (by % favourable) are shown; for detailed results of questions by factor, refer to Appendix III



Key Insight

Significant disparity in bottom 5 scores for BCEHS relative to PHSA overall; lowest scoring questions have themes largely around recognition & rewards, change management and action (which is consistent with the lowest scoring engagement question for BCEHS)

Overall Findings

Qualitative Comments

Key Insight

BCEHS employees put in significantly more qualitative feedback (per employee) relative to PHSA overall; WorkTango recommends leaders to review all comments for detailed sentiment

The following provides an overview of key themes from survey respondents for the question “Do you have any other feedback that you would like to share?” (1061 comments):

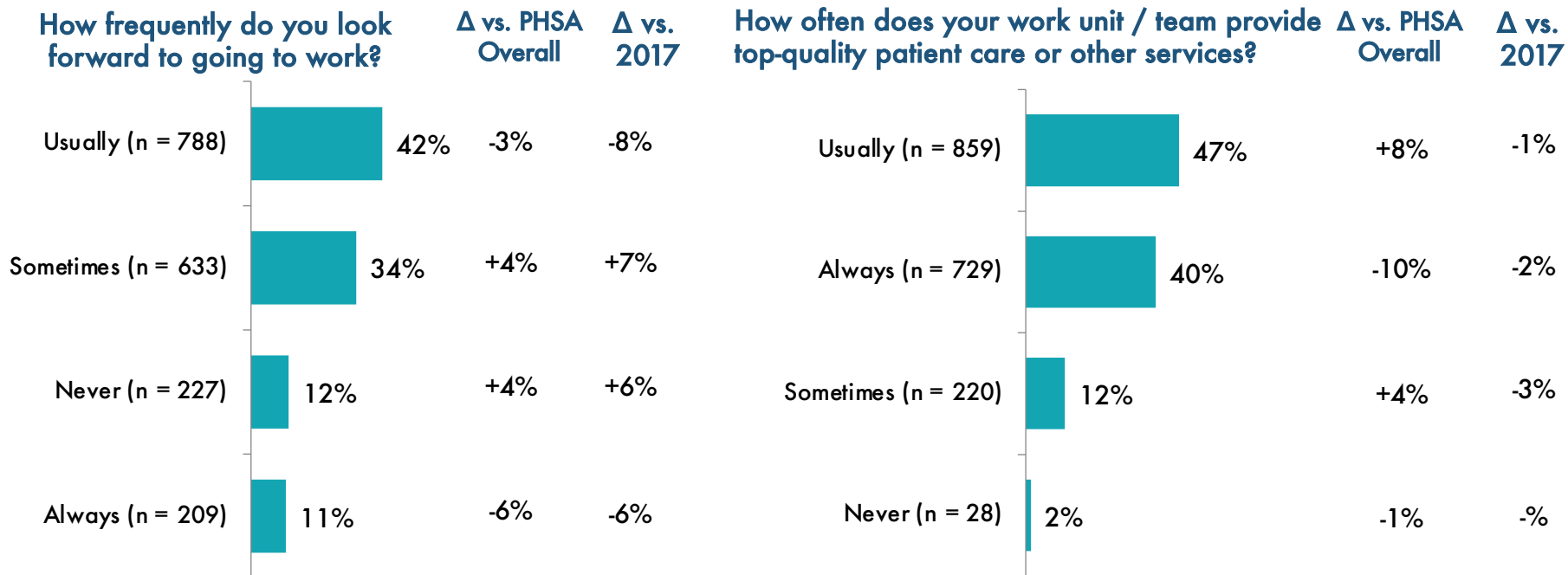
Key Themes

- **Improving visibility and interactions between management and front line employees.** Employees have expressed extreme frustration with the lack of acknowledgement and being listened to by leadership; employees believe solutions and processes that leaders are putting in place do not address employee needs and do not take employee/manager feedback into account
- **Reassess staffing needs and workload.** Significant burnout and mental health concerns exist for employees as they are being overworked and leading to employee turnover and understaffing; employees do not feel valued for their work as they also feel that wages are not competitive relative to other first responders, and now feel apathetic towards their job
- **Review scheduling processes and resources for employees.** Employees cite many issues with scheduling errors and payroll errors where employees are not being paid on time; employees feel that that management is not committed towards enabling employees with equipment and systems, and instead are focused on other teams and priorities that do not benefit BCEHS
- **Action results and value employee feedback.** Mixed sentiment around the purpose of the survey, as some employees are thankful for the opportunity to provide feedback, while others are pessimistic that results will be actioned in a meaningful way to improve the employee experience

Other Findings

Multiple Choice Question Results

Six other questions were asked to gauge additional employee feedback; the following questions assess an employee's sentiment around going to work and customer excellence



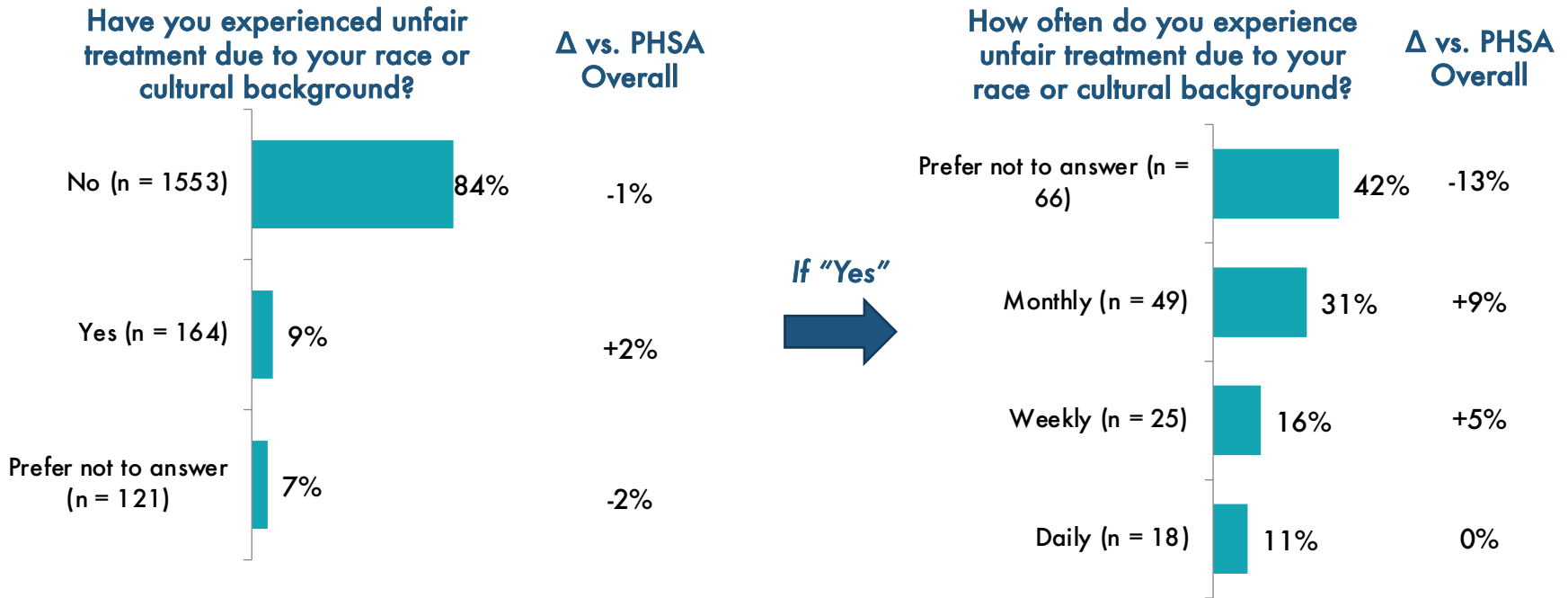
Key Insight

Relative to PHSA overall, BCEHS employees are slightly less likely to look forward to coming to work, and there is less certainty around delivering top-quality service, although there is a similar proportion of respondents who are "favourable" around customer excellence (combined usually and always responses)

Other Findings

Multiple Choice Question Results

Six other questions were asked to gauge additional employee feedback; the following questions assess an employee's sentiment around unfair treatment/discrimination



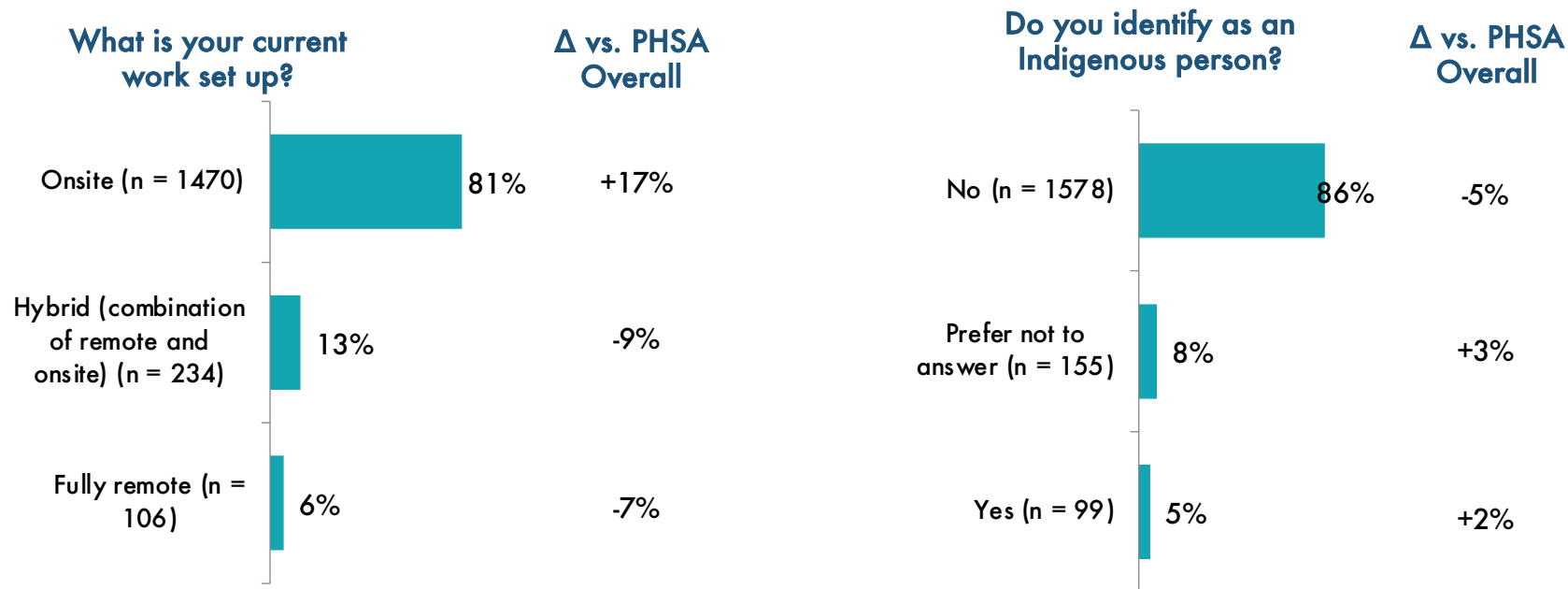
Key Insight

BCEHS is equally as likely to have employees experiencing unfair treatment as PHSA overall, although employees are more transparent about experiencing discrimination monthly and weekly relative to the rest of the organization (which had significantly more employees declining to provide insight on how frequently these incident(s) were happening)

Other Findings

Multiple Choice Question Results

Six other questions were asked to gauge additional employee feedback; the following questions assess an employee's sentiment around work location and indigenous status



Key Insight

BCEHS is more likely to have employees working on site compared to the rest of the organization, which aligns to the nature of the work that BCEHS employees perform. There is also likely to be slightly more Indigenous representation in the BCEHS portfolio compared to organizational representation

Appendix

I - Survey Question Listing

II - Results by Question

Appendix I

Survey Question Listing

Your Overall Experience (Engagement)	<p>The organization has a representative/diverse workforce.</p> <p>I believe action will take place as a result of this survey.</p> <p>I have experienced the organization's commitment to Indigenous Cultural Safety in action on my team/department.</p> <p>I would recommend this organization to friends and family who require care.</p> <p>Overall, I am satisfied with my job.</p> <p>Overall, I would recommend this organization as a great place to work.</p>
Safety & Health	<p>Work is not having a significant impact on my psychological health and well-being.</p> <p>Errors in the workplace are responded to as learning opportunities.</p> <p>I am aware of resources to support my psychological health and well-being.</p> <p>My organization takes effective action to prevent disrespectful behaviour in the workplace.</p> <p>My organization takes effective action to prevent violence in the workplace.</p> <p>My workplace is physically safe.</p> <p>My workplace is psychologically safe.</p>
The Organization's Senior Management	<p>Senior managers act on staff feedback.</p> <p>Senior managers are committed to providing a safe and healthy workplace.</p> <p>Senior managers are committed to providing high-quality care.</p> <p>Senior managers effectively communicate the organization's goals.</p>

Appendix I

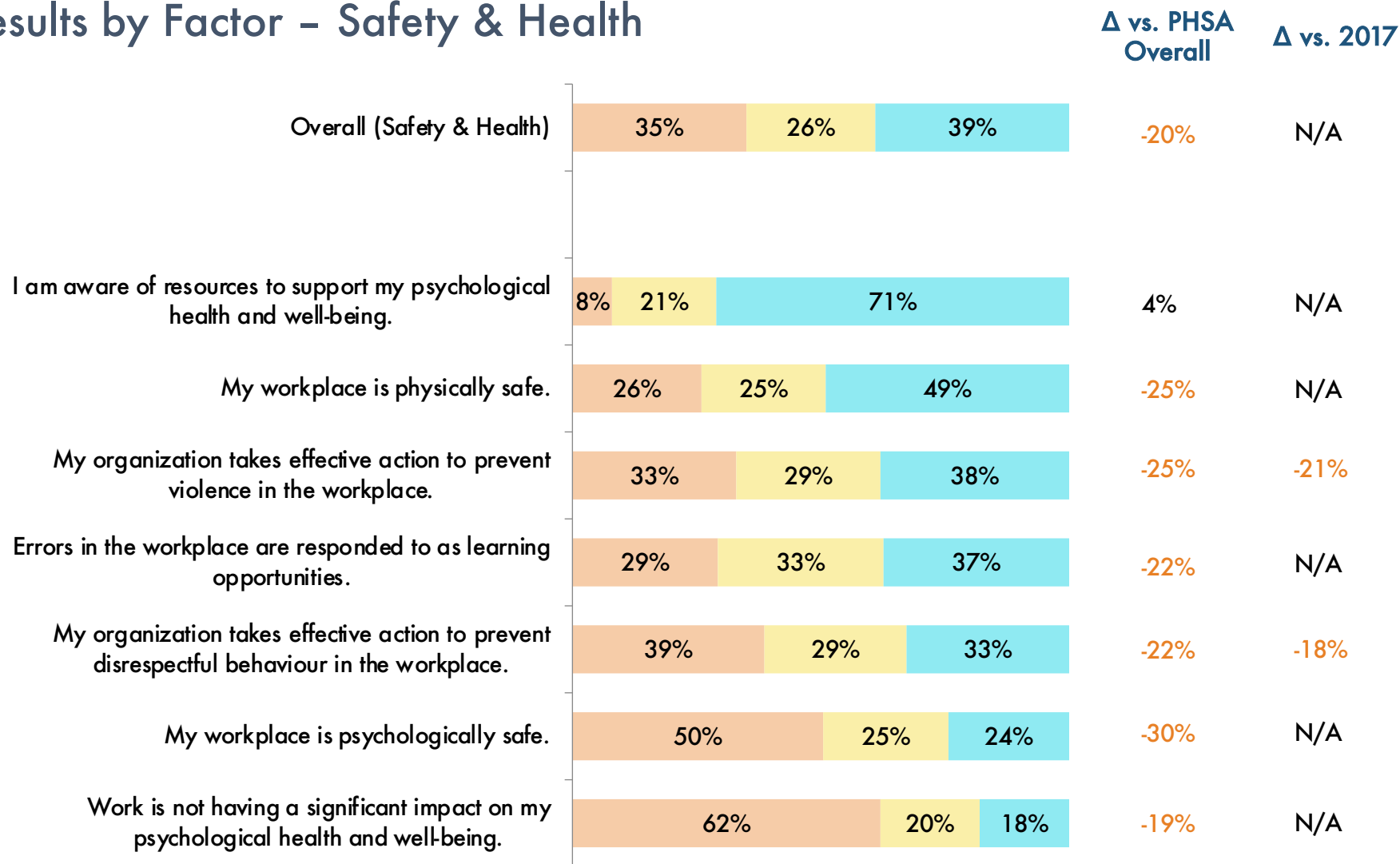
Survey Question Listing

Training & Development	<p>I have good opportunities to develop my career.</p> <p>I receive the training I need to do my job well.</p>
Your Coworkers	<p>I feel I belong to a team.</p> <p>The people I work with help each other out.</p> <p>The people I work with treat me with respect.</p>
Your Immediate Supervisor	<p>I can count on my supervisor to help me with a difficult task.</p> <p>My supervisor provides feedback on how well I am doing my job.</p> <p>My supervisor treats me fairly.</p> <p>My supervisor treats me with respect and dignity.</p>
Your Job	<p>I am able to decide how to do my work.</p> <p>I am able to make improvements in how my work is done.</p> <p>I am consulted about changes affecting my job.</p> <p>I am given enough time to do what is expected of me in my job.</p> <p>I am satisfied with my total rewards package (base salary, vacation, dental and extended health, perks, etc.).</p> <p>I have the materials, supplies, and equipment I need to do my work.</p> <p>I receive recognition for good work.</p> <p>I understand what is expected of me in my job.</p> <p>My job makes good use of my skills.</p>

Appendix II

Results by Factor – Safety & Health

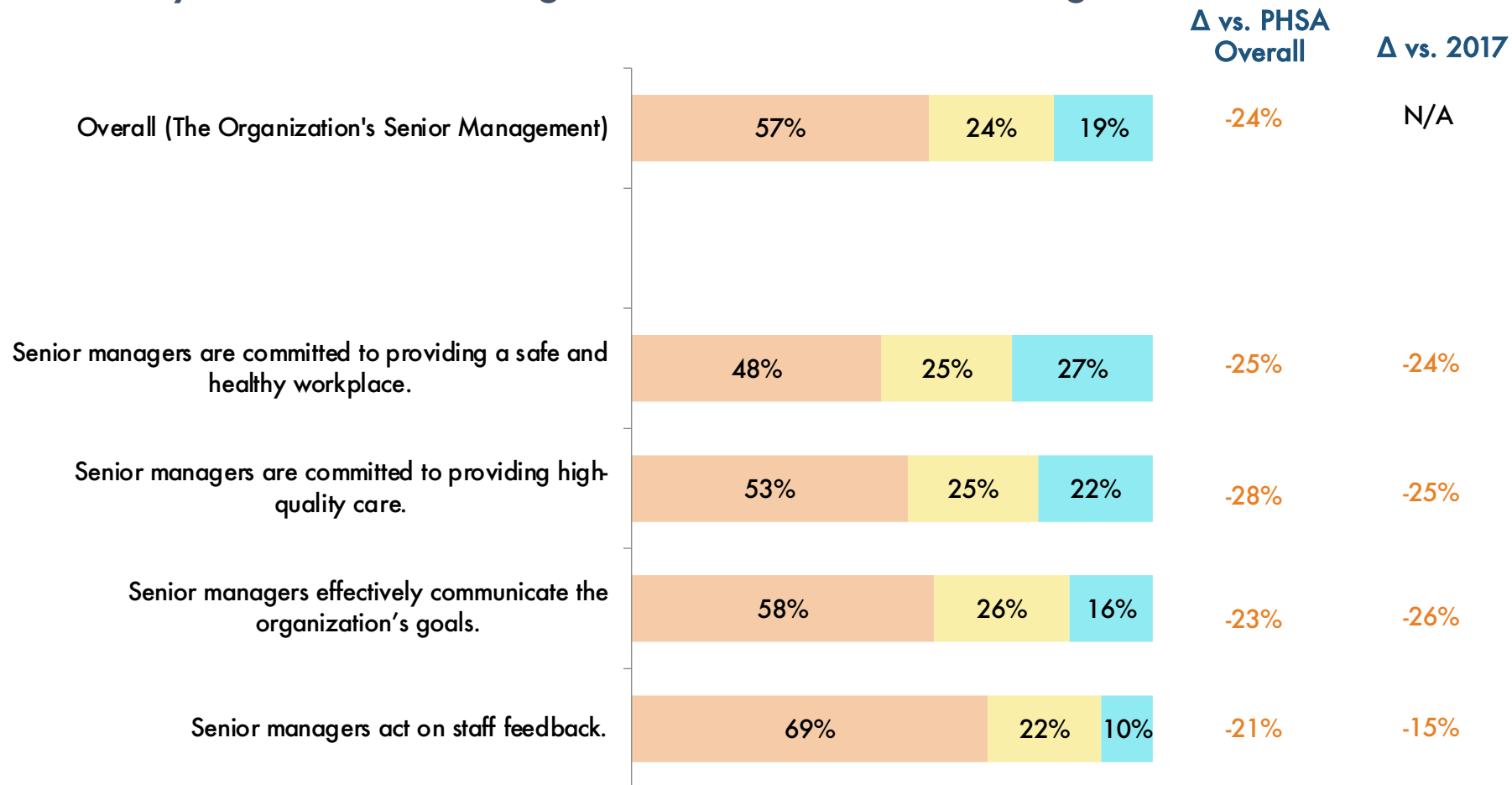
Unfavourable Neutral Favourable



Appendix II

Results by Factor – The Organization’s Senior Management

Unfavourable Neutral Favourable

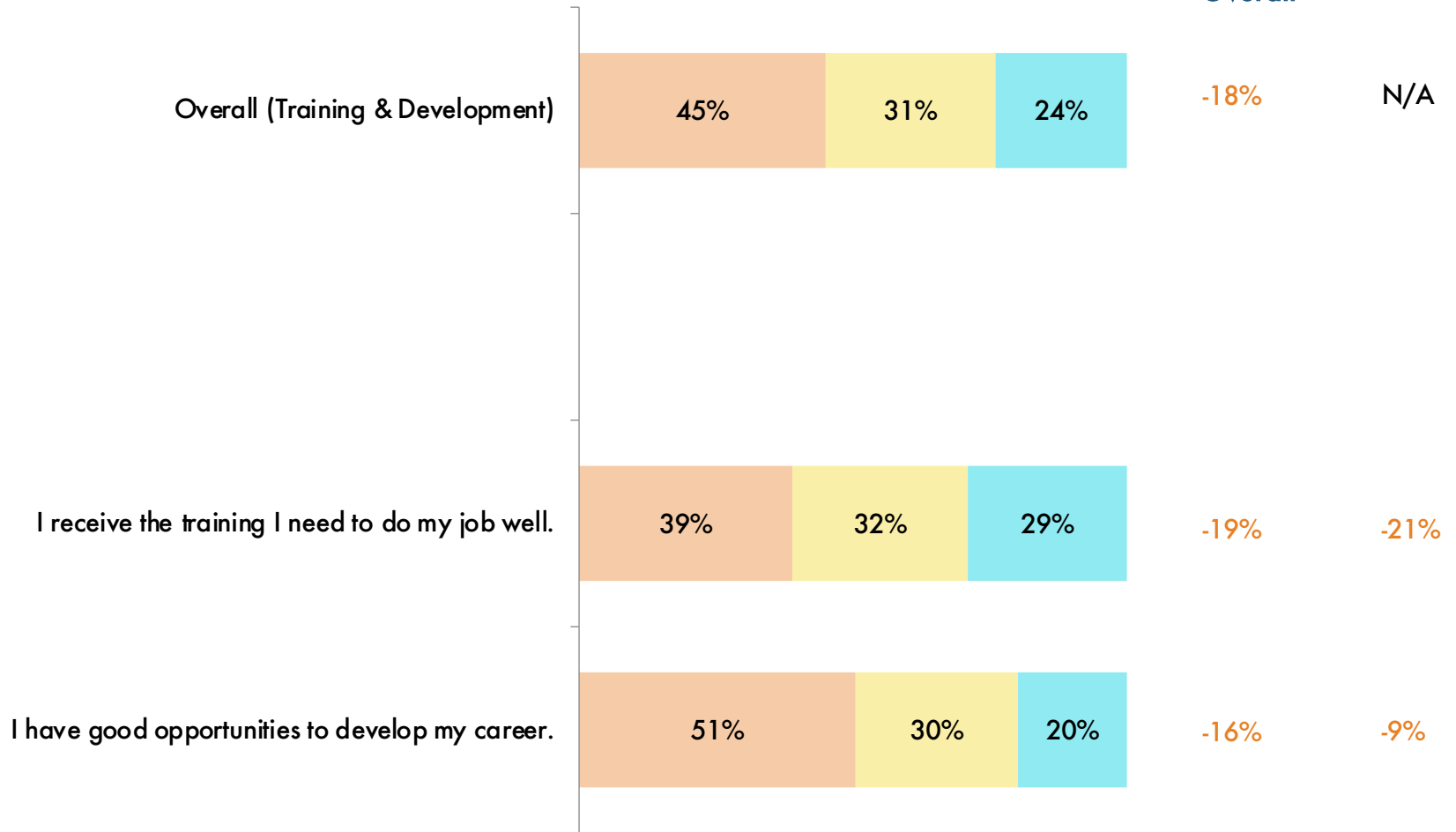


Appendix II

Results by Factor – Training & Development

Unfavourable Neutral Favourable

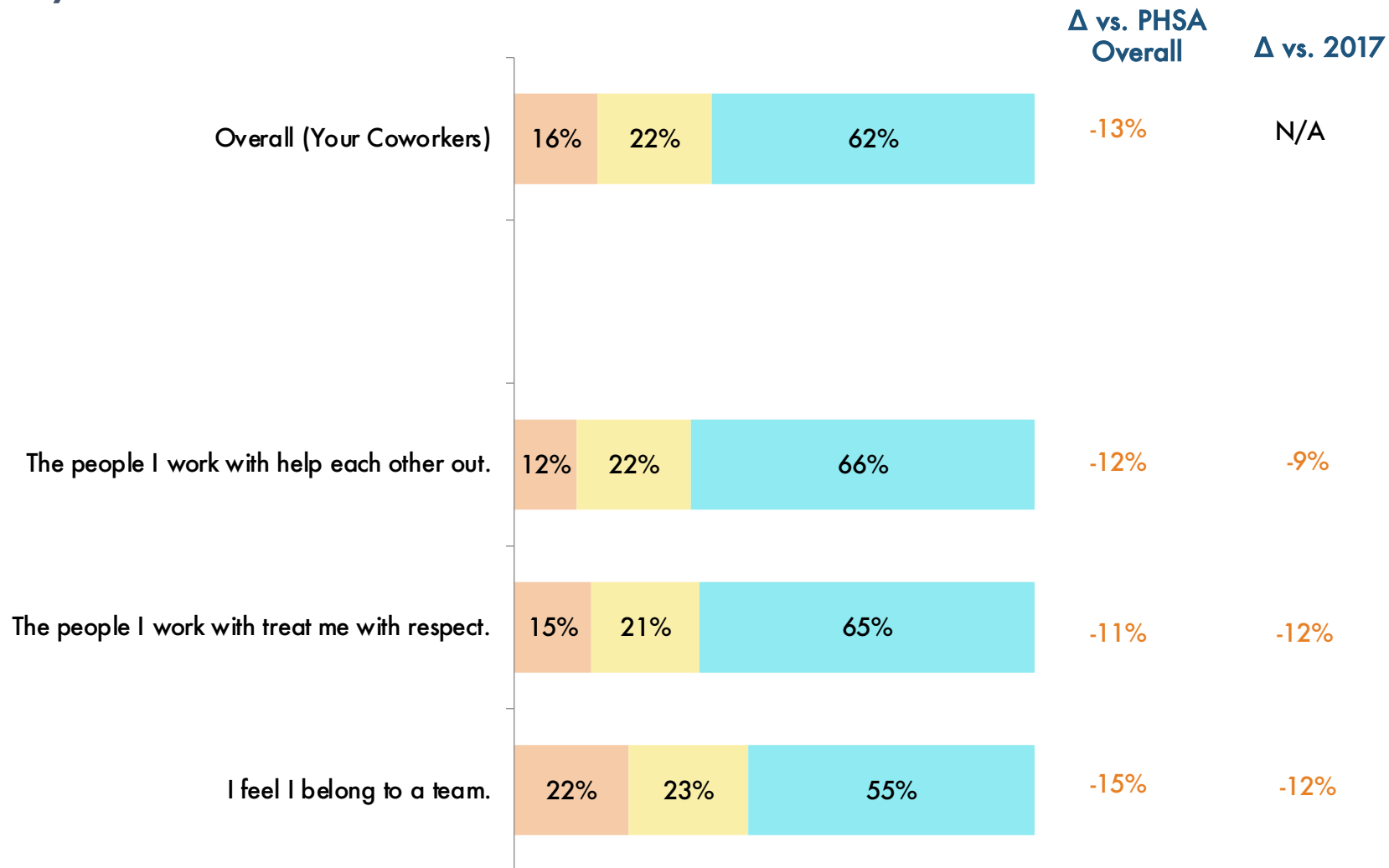
Δ vs. PHSA Overall Δ vs. 2017



Appendix II

Results by Factor – Your Coworkers

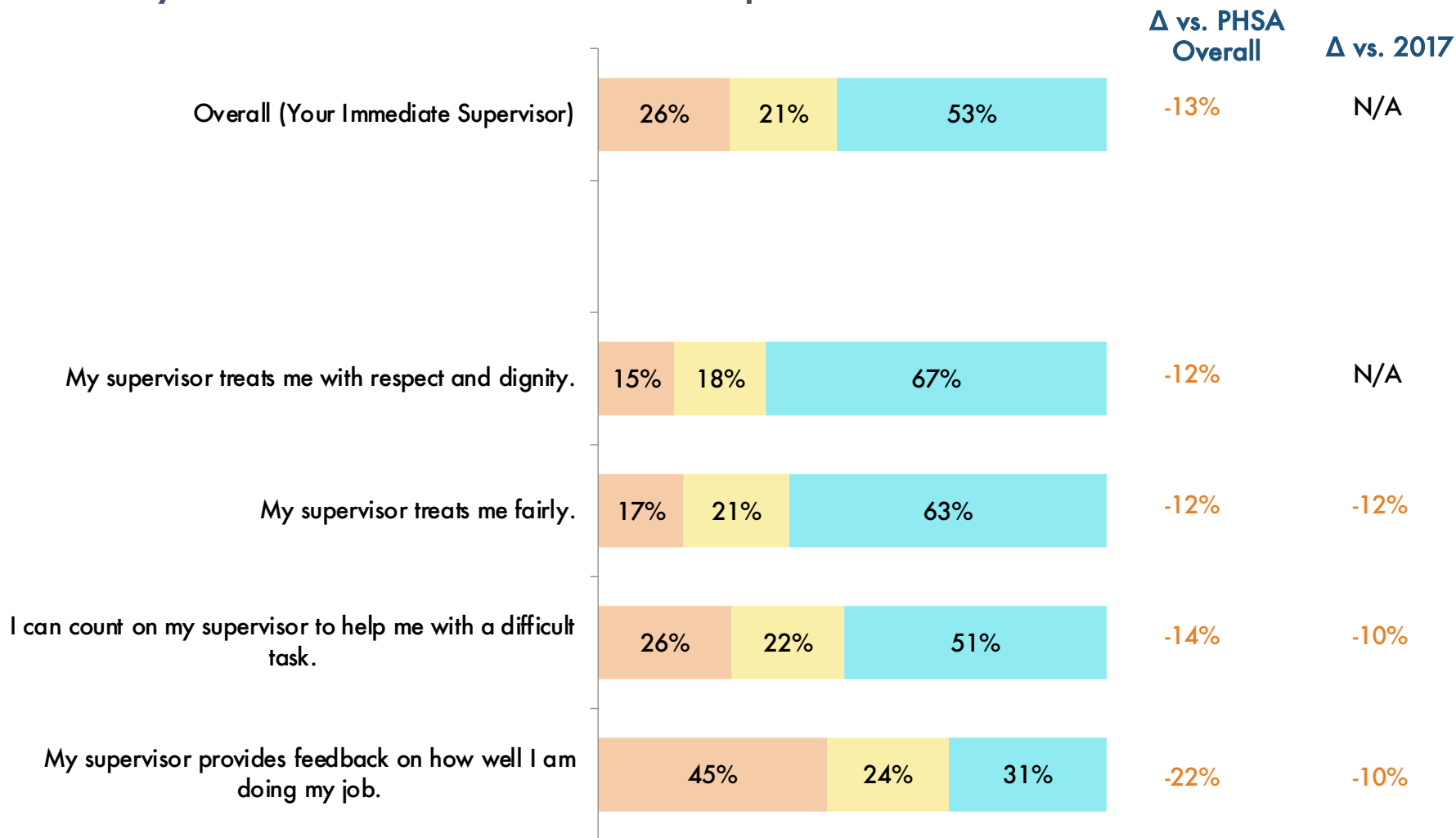
Unfavourable Neutral Favourable



Appendix II

Results by Factor – Your Immediate Supervisor

Unfavourable Neutral Favourable



Appendix II

Results by Factor – Your Job

Unfavourable Neutral Favourable

