From Employee to Ambassador. Transform Your Staff Into Brand and Quality Ambassadors

Trish Barbato, SVP Home Health & Business Development
Revera Inc.

Agenda

- About Revera
- Why Engagement Matters
- Revera Home Health Experience
- What are you Going to Do?
About Revera

- Leading seniors' accommodation, care and services company
- Approximately 30,000 employees
- Four divisions:
  - Long term care
  - Skilled Nursing Facilities
  - Retirement/Assisted Living
  - Home Care
- Approximately 30,000 clients served every day
- 50-year history
- 252 sites
  - 212 Canada
  - 40 US

Revera Locations in Canada
U.S. Nursing & Rehab Locations

About Revera Home Health

- 5,500+ employees
- 37 Home Health sites in Canada
- 25,000 Home Health clients served weekly
- Approximately 5 million units of service annually
What is Engagement?

Engagement: Three Types of Associates

- **29%**
  - **Engaged**
  - Loyal and psychologically committed. More productive, higher retention.

- **52%**
  - **Not Engaged**
  - Productive, but they are not psychologically connected to their company. Miss more workdays, more likely to leave.

- **19%**
  - **Actively Disengaged**
  - Physically present, but psychologically absent. Unhappy and insist on sharing this unhappiness with others.

*Based on Gallup Poll: US Working Population 2012*
What percentage of employees are not engaged today?
How the other side feels...

Management
“Today, I want to withhold information and confuse our employees.”

Employees
“Today, I want to do a lousy job.”

What we have here is a failure to communicate.
For employees it’s about ME and WE

**ME**

1. What’s my job?
2. How am I doing?
3. Does anyone care about me?

**WE**

5. What’s going on in my area?
6. Where are we heading?
7. How can I help?

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Revera Home Health Experience
10/7/2013

The Burning Platform

Overall Picture

- Lack of engagement; only 21% of staff completed engagement survey in 2010
- Lots of monitoring of quality but little action towards improvement
- Balanced Scorecard “in the red”
- Little sharing of information

2010 Employee Engagement

Levels of Engagement

<table>
<thead>
<tr>
<th>Engagement</th>
<th>2010 Best Employers</th>
<th>Comcare Health Services Overall (n=757)</th>
<th>Corporate &amp; Branch Staff Overall (n=262)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engaged</td>
<td>80%</td>
<td>53% (2010 - %)</td>
<td>47% (2010 - %)</td>
</tr>
<tr>
<td>Somewhat Engaged</td>
<td>17%</td>
<td>17% (2010 - %)</td>
<td>13% (2010 - %)</td>
</tr>
<tr>
<td>Not Engaged</td>
<td>3%</td>
<td>10% (2010 - %)</td>
<td>10% (2010 - %)</td>
</tr>
</tbody>
</table>
While there was a commitment to Quality Improvement...

I do my part to ensure we meet or exceed the expectations of our internal / external customers / clients

(Special Research)

<table>
<thead>
<tr>
<th>2010 Best Employers</th>
<th>Information is unavailable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Front Line Health Services (n=757)</td>
<td>Mean 5.26</td>
</tr>
<tr>
<td>Corporate &amp; Branch Staff Overall (n=202)</td>
<td>Mean 5.32</td>
</tr>
</tbody>
</table>

It didn’t translate into results
Group Discussion

Why is it hard to engage our staff?

Home Care Employee Challenges

- Do not work at a physical site
- Limited ‘in-person’ interaction with office
- On the road and time is valuable
- Generally not paid to attend meetings, complete surveys, etc.
- Often work for competitors or facilities
- Generally a casual pool
- Difficult to engage
Group Discussion

How can we engage our staff?

Focus on Communication
Journey to Excellence: Our Objectives

- Build trust
- Engage
- Hold people accountable
- Empower staff
- Communicate frequently & with meaning

Quarterly Webinars

- Quarterly webinars for EDs and their Management Teams
  - Progress against deliverables
  - Challenges and opportunities
  - Celebrate success
- Leaders to receive a presentation deck and key messages to help them communicate with their teams
Annual Conferences:
Executive Director Symposium (January)
& Supervisors Conference (May)

Town Hall Meetings

- Held twice annually across the country
- Targeting front line staff
- Employees are paid to attend
- Goal to generate dialogue & interaction
Home Health Employee Report

- Sent to employees’ homes
- Outlines focus areas for the year

Home Health on the Intranet
Organization-wide Voice Mail

- Communicate on a regular basis to all employees
- Use to update on relevant information
- Opportunities for sharing challenges
- Recognition
Employee Advisory Councils

Leveraging the feedback and insights from our employees to drive improvement

- Information Technology
- Human Resources
- Quality and Risk
- Clinical Practice
- Accreditation
- Sales and Marketing

Culture of Recognition

- “Fanatical gratitude” – acknowledging & thanking colleagues for contributions
- Formal & informal channels
Going Green

- Recognition for the branch team who demonstrates quality improvement over the previous quarter
- Going Green campaign – turn all indicators to green – meeting or exceeding targets
- Initiative has involved everyone in the branch and at the front line
- Visible connection between their performance and the results
- Sharing of best practices amongst our national health network
Revera Heroes Program

Recognizing excellence on the front line

- Clinical Leadership
- Excellent Care
- Customer Service

• Recognizes employees who go above-and-beyond to live Revera’s core values
• Annual award gala with Board of Directors; winners brought in from across North America
THE RESULTS?

Client Satisfaction

![Graph showing client satisfaction rates across different regions in Ontario.]

Legend
- North Western Ontario: Kenora District/Thunder Bay
- South Western Ontario: London/Windsor
- South Central Ontario: Burlington/Niagara/Brantford/Simcoe
- Eastern Ontario: Renfrew/Smith Falls/Eastern Counties/Hastings & Prince Edward Counties/Ottawa

2011 Key Performance Indicator – Client Satisfaction
Revera Home Health Division – Overall Results 95%
2012 Employee Engagement Results
- unprecedented 76% response and
- 75% overall engagement score

<table>
<thead>
<tr>
<th>Key Drivers of Engagement (Priority Questions)</th>
<th>Revera Home Health</th>
<th>Kenexa Norm</th>
</tr>
</thead>
<tbody>
<tr>
<td>I believe Revera has an outstanding future.</td>
<td>82%</td>
<td>75%</td>
</tr>
<tr>
<td>I trust the leadership of Revera.</td>
<td>76%</td>
<td>64%</td>
</tr>
<tr>
<td>Revera is highly respected by people in the communities we serve.</td>
<td>72%</td>
<td>59%</td>
</tr>
<tr>
<td>I feel there is a promising future for me at Revera.</td>
<td>71%</td>
<td>59%</td>
</tr>
<tr>
<td>Revera is making changes necessary to compete effectively.</td>
<td>78%</td>
<td>67%</td>
</tr>
<tr>
<td>The behaviour of our leadership team is consistent with this organization’s values.</td>
<td>79%</td>
<td>69%</td>
</tr>
<tr>
<td>If I were a resident/client of Revera, I would be extremely satisfied with the quality of the products and services I receive.</td>
<td>76%</td>
<td>72%</td>
</tr>
<tr>
<td>Senior leadership is making the changes that will improve our ability to deliver on our mission.</td>
<td>76%</td>
<td>68%</td>
</tr>
<tr>
<td>This company values my contribution.</td>
<td>69%</td>
<td>61%</td>
</tr>
<tr>
<td>Diverse perspectives are valued within Revera.</td>
<td>80%</td>
<td>65%</td>
</tr>
</tbody>
</table>

Lessons Learned

- Set the bar high – people want excellence for clients
- Focus should be on the goal, not the methodology
- Embrace the insights of your clients and front line staff
- Information is not communication. Sending a memo has little “stickiness”
- People want to do the right thing – empower them!
- Quality cannot be delegated – it is everyone’s job
- Learn from others – surround yourself with the best
- Celebrate and highlight early adopters and achievements
- Don’t let perfection slow you down
What Will you Do?

Share your commitment with a partner

Questions?