

EMBRACING EXCELLENCE

LEAN

CONFERENCE CANADA
WINNIPEG | JUNE 6-9, 2022



PRESENTED BY

CANADIAN
MANUFACTURERS
& EXPORTERS

CANADA'S LARGEST LEAN
EVENT IN 2022

EMBRACINGEXCELLENCE.CA



SUSTAINING ENGAGEMENT: PERSON CENTRED LEADERSHIP

NINA LABUN

Chief Nursing Officer
Misericordia Health Centre



LAUREL HOLLAND

Director of HR
Donwood Organization

DONWOOD



SESSION OVERVIEW

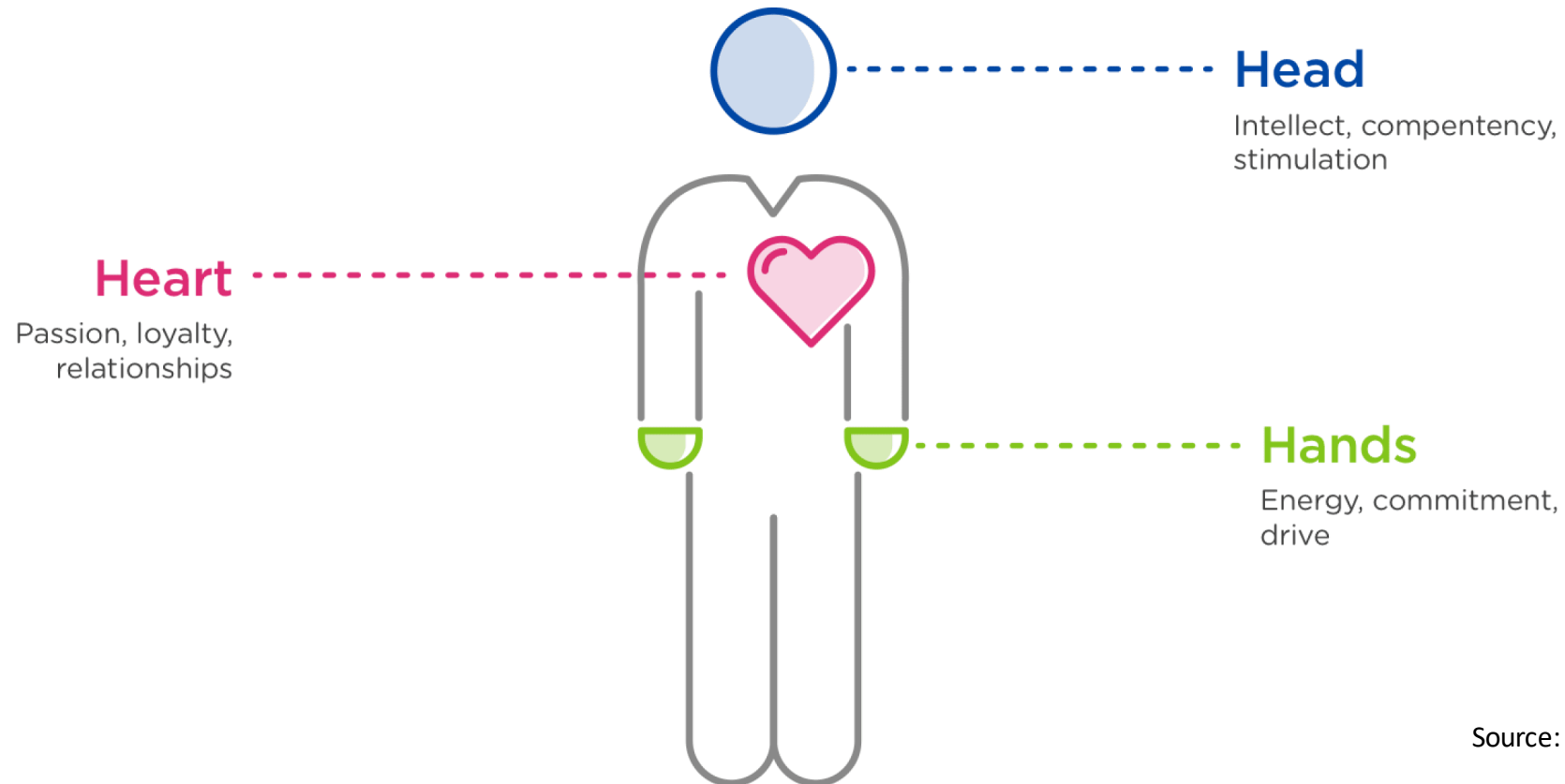
- Exploring the power of person-centred leadership
 - Leading well and leading differently
 - The triangle of employee engagement
- 3 Stories of Driving to Results through person-centred leadership
 - Building loyalty through knowing your staff
 - Reducing WCB costs
 - Harnessing the power of a Quality Scorecard

PERSON-CENTRED LEADERSHIP

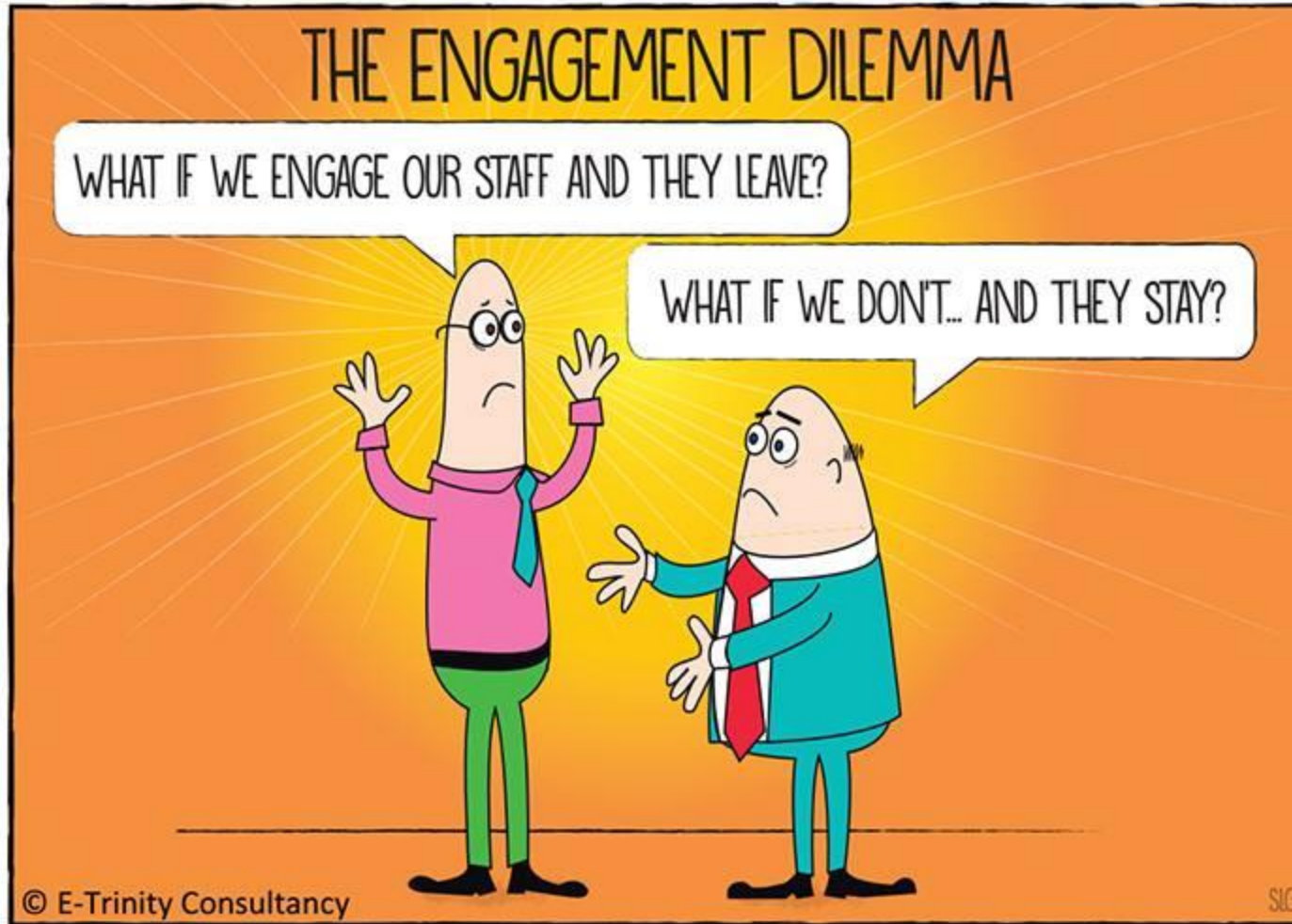
Knowing your people is the single most powerful determinant of achieving outcomes



EMPLOYEE ENGAGEMENT



Source: Emplify



IMPORTANCE OF EMPLOYEE ENGAGEMENT

31%
Engaged

55%
Not Engaged

14%
Actively
DisEngaged



Loyal and Committed
Higher productivity
Better Retention

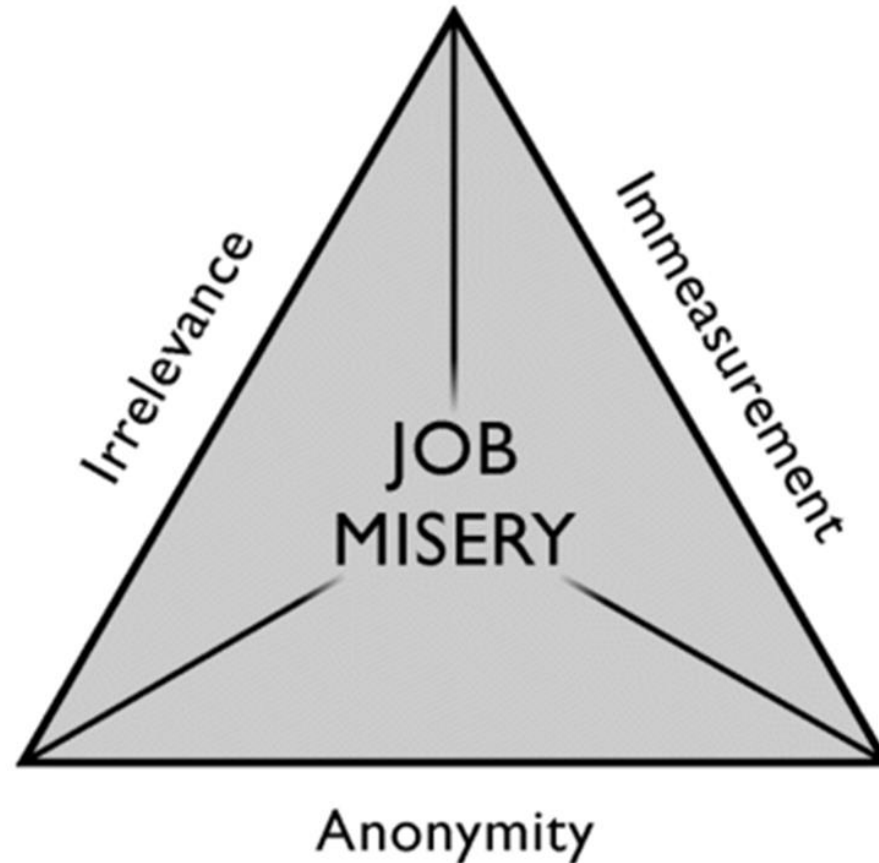
Productive, but not Committed
Higher Absentism
Likely to Leave

Counterproductive
Promoting Disharmony
and Disengagement

Same Boat, Different Engagement

Some Drive it Some Ride it Some Slow it

THE TRUTH ABOUT EMPLOYEE ENGAGEMENT



Lencioni

ANONYMITY

- You cannot love your job if you feel invisible

HOW?

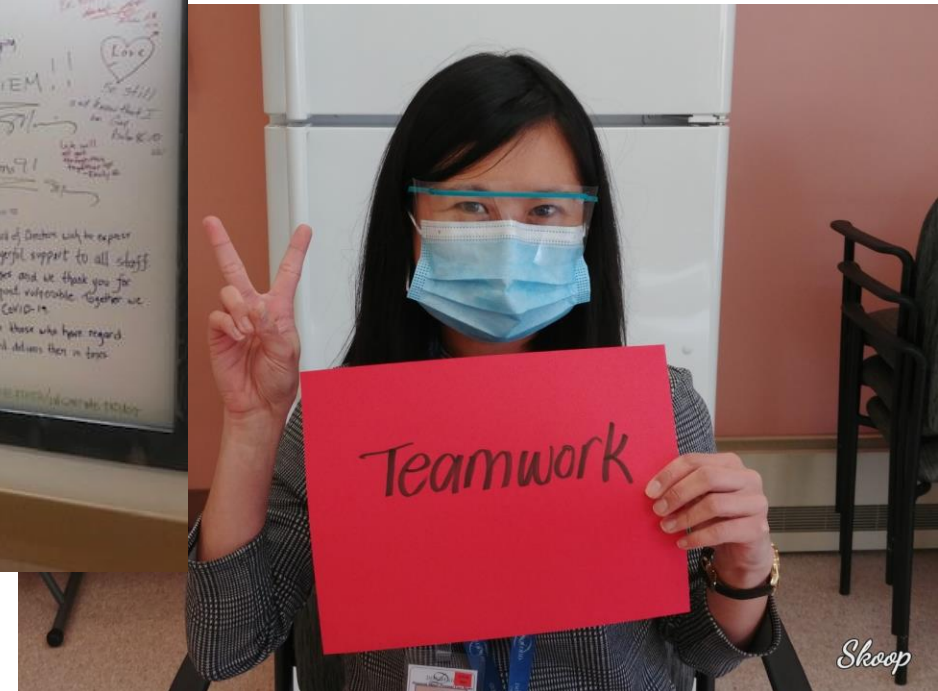
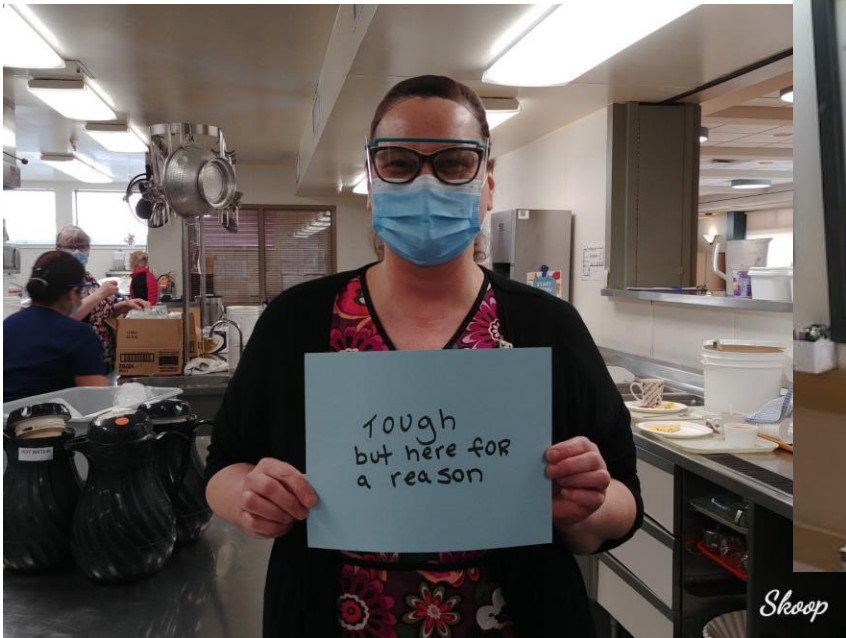
- Get to know your employees and what is going on in their lives
 - Genuine interest
 - True and caring curiosity



OVERCOMING ANONYMITY: PERSON-CENTRED LEADERSHIP THROUGH COVID



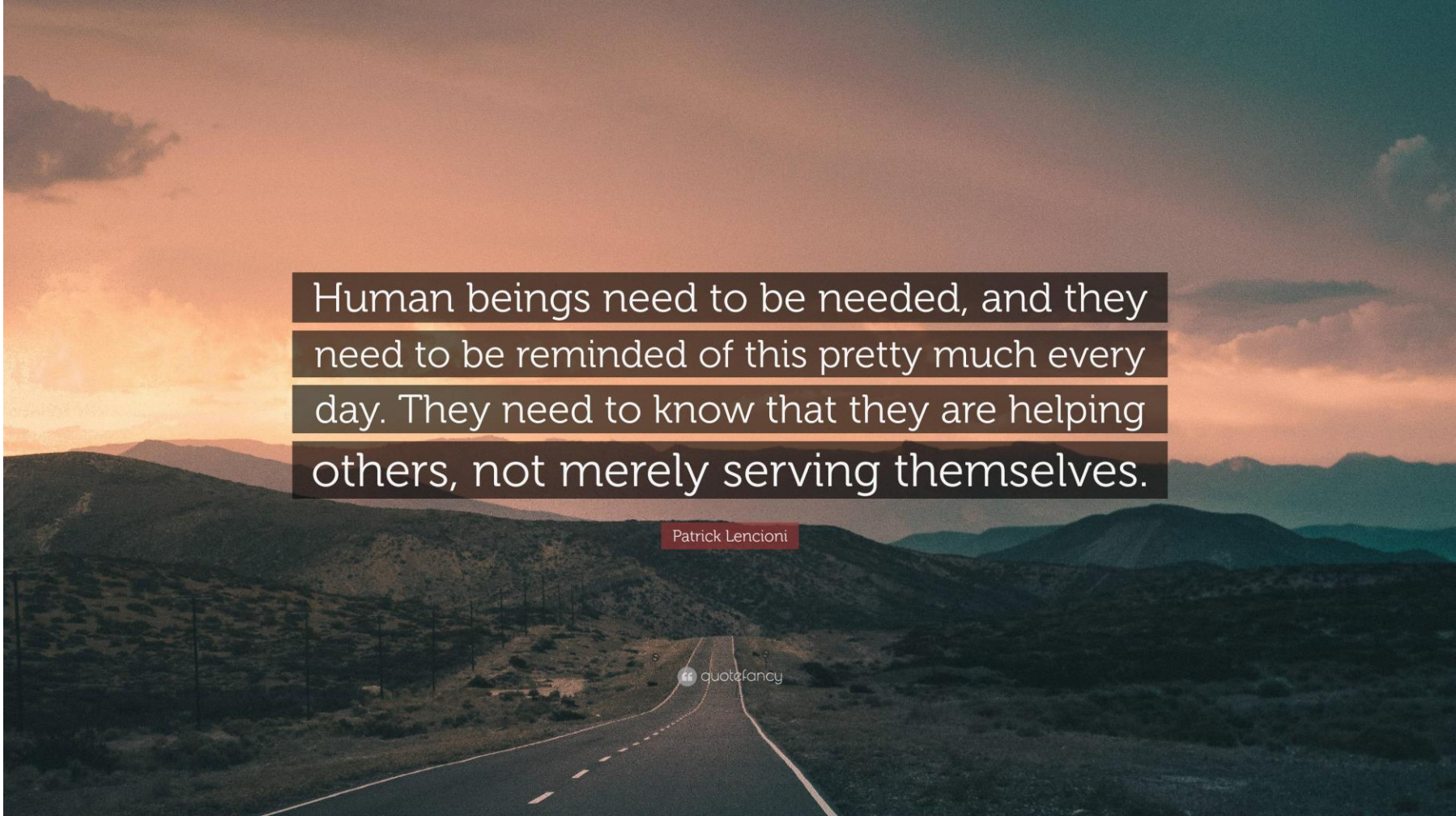
OVERCOMING ANONYMITY: PERSON-CENTRED LEADERSHIP THROUGH COVID



IRRELEVANCE

WHO? AM I HELPING

HOW? AM I HELPING



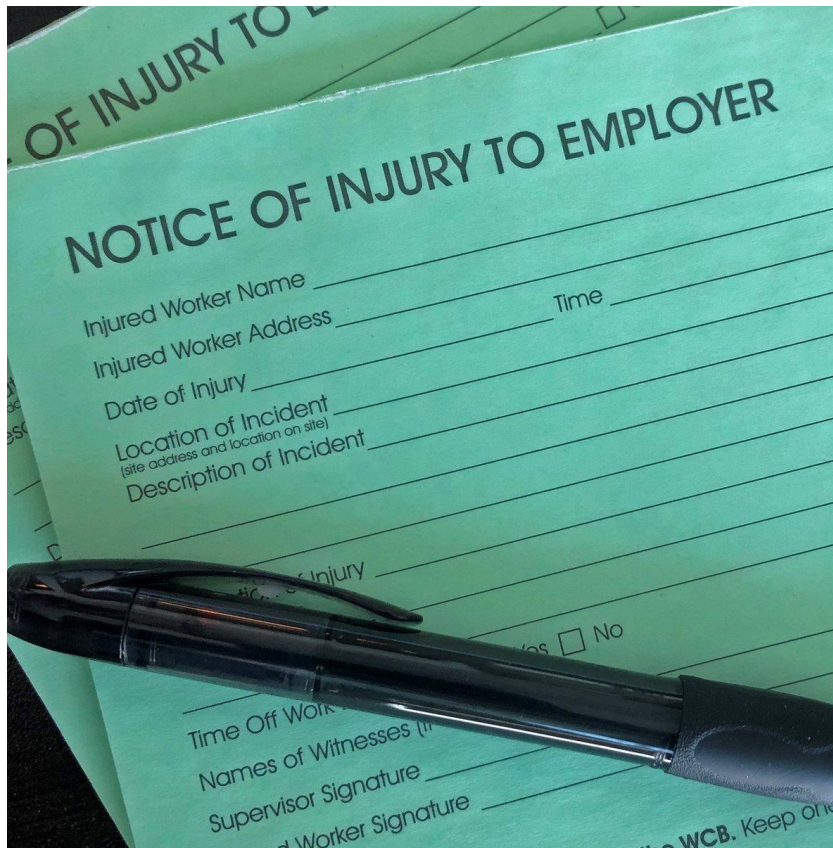
Human beings need to be needed, and they need to be reminded of this pretty much every day. They need to know that they are helping others, not merely serving themselves.

Patrick Lencioni

quote fancy

FINDING RELEVANCE

THE VALUE OF EACH EMPLOYEE'S CONTRIBUTIONS



Workplace injuries and time loss injuries impact employee's health and wellbeing – **and also impact employee engagement**

Donwood entered into a WCB collaborative project in 2017 to improve employee supports for workplace injuries



FINDING RELEVANCE

THE VALUE OF EACH EMPLOYEE'S CONTRIBUTIONS



- Time loss days ↓ 250 to 19 days
- 61% ↓ in direct injury costs
- Annual billing rate ↓ to 0.98 in 2022

IMMEASUREMENT (a newly created word 😊)

- An employee's lack of a clear means of assessing their progress or success

“Employees that can measure their own progress or contributions develop a greater sense of personal responsibility and engagement compared to those who cannot” (Lencioni)

FINDING MEANING THROUGH RELEVANT MEASUREMENT



Measures must be relevant



Irrelevant measures
lead to confusion
and disengagement

Relevant measures
lead to **clarity** and
purpose

FINDING MEANING THROUGH RELEVANT MEASUREMENT

Determining key indicators

- Benchmarking to industry
- Engaging employee's in determining indicators
- Transparency and visibility of results – Quality Scorecard

- Falls
 - Decreased from a high of 32% in 2016 to 12% in 2021
- Pressure ulcer incidence at national target
- Hand hygiene compliance >95%, up from <60% in 2016
- Employee engagement overwhelming positive through a 3rd party survey

Donwood Manor Personal Care Home Quality Scorecard
Q4 = January, February, March 2021

Metrics	2020-21	Q1	Q2	Q3	Q4
% of Admissions of Male Residents		4	11	12	14
% of Female Residents		27%	30%	26%	26%
% of Residents < 75 years of age		73%	69%	74%	74%
% of Residents 76 - 85 years of age		4%	6%	3%	5%
% of Residents 86 - 99 years of age		32%	31%	24%	22%
% of Residents >= 100 years of age		60%	59%	66%	68%
% of Residents Married		4%	3%	6%	5%
% of Residents Widowed		25%	27%	21%	21%
% of Residents with Stated Church Affiliation		53%	50%	57%	57%
% of Residents of Mennonite/Mennonite Brethren Affiliation		68%	67%	66%	66%
		32%	30%	35%	35%

Metrics	Target	Q1	Q2	Q3	Q4
Residents with Restraints (all types)	<5%	8%	7%	8%	9%
Potentially inappropriate use of anti-psychotics	<12%	16%	16%	14%	13%
Worsened Pressure Ulcers	<4%	3%	3%	3%	2%
Worsened Physical Functioning*	<30%	28%	26%	28%	30%
Improved Physical Functioning*	>30%	23%	20%	22%	22%
Worsened Depressive Mood	<12%	8%	8%	7%	7%
Experiencing Pain	<10%	3%	3%	3%	3%
Experiencing Worsened Pain	<11%	3%	3%	2%	2%
Outbreaks	0	0	0	0	0
% of Care Conferences attended by Family and/or Resident	>50%	100%	93%	88%	100%

Metrics	Target	Q1	Q2	Q3	Q4
Falls in the Last 30 days	<15%	15%	13%	12%	14%
Total Occurrences		119	183	129	113
# of Medication Occurrences		5	14	8	1
# of Occurrences related to Responsive (Aggressive) Behaviours		11	28	5	1
# of PPCO reports	<5	3	2	1	2
# of PPCO investigations	<5	3	2	0	0

Metrics	Target	Q1	Q2	Q3	Q4
Hand Hygiene Compliance (Overall)	>80%	97%	93%	99%	99%
MB Health Standards Compliance (% of met Standards)	100%	N/A	100%	N/A	N/A
Accreditation Canada Compliance (% of met ROPs)	100%	N/A	N/A	N/A	100%

Q4 Total # of hand hygiene audits = 1977

N/A - Data not available this reporting period.
Clinical Data Sources - MDS Standardized Assessments. This assessment process is completed on every Resident in all Personal Care Homes in Winnipeg. Results are tabulated by the WRHA.

*Physical Functioning refers to declines in the ability to transfer and ambulate (standardized definitions in clinical assessment program). Higher % = better outcome



The organization is, above
all, social. It is people.

Peter F. Drucker





THANK YOU!

SUSTAINING ENGAGEMENT: PERSON-CENTRED LEADERSHIP

Nina Labun

Misericordia Health Centre

nlabun@misericordia.mb.ca

Laurel Holland

Donwood Organization

lholland@donwoodmanor.org