

freshinsights



Tri-County
Mennonite Homes
Aldaview Services
Greenwood Court | Nithview Community

Making Every Day Matter

2018 Employee Satisfaction Survey Summary Report

February 2019

Prepared by:

Geetha Van den Daele & Lynn Dare

Fresh Insights

www.freshinsights.ca

Table of Contents

Introduction 2

Methodology..... 2

Respondent Profile..... 2

Key Findings 3

Meaningful Work 4

Work Conditions 5

 On Supplies 6

 On Space 6

 On Positive Workplace Culture..... 6

 Perception of PSWs 7

 Staff shortages 7

My Role 8

Communication..... 9

Relationships..... 11

 On teamwork 12

Safety and Health 13

 On Safety..... 13

Staff Suggestions 15

Table of Figures

Table 1: Meaningful Work 4

Table 2: Work Conditions 5

Table 3: My Role..... 8

Table 4: Communication 9

Table 5: Relationships 11

Table 6: Safety and Health..... 13

Introduction

In November 2018, Tri-County Mennonite Homes (TCMH) conducted an Employee Satisfaction Survey across its four divisions: Aldaview Services, Greenwood Court, Nithview Community, and TCMH’s Corporate Office. TCMH contracted [Fresh Insights](#), an independent consulting firm, to upload their employee survey online, analyze survey responses, and prepare this summary report.

Methodology

In 2018, TCMH invited employees to provide feedback through the Employee Satisfaction Survey. The survey was available online and on paper. Changes were made to the survey questions this year; therefore, comparisons to previous years findings are not included in this report.

Respondent Profile

One hundred and twenty-six employees provided their feedback this year; this represents a 45% increase in responses since the 2016 survey, when 87 employees completed the survey. Approximately half who responded worked at TCMH for five years or less (52%) and 56% of those who responded work full-time and 44% part-time/casual.

	Greenwood	Nithview	Aldaview	Corporate	Total
# of respondents	48	29	46	3	126
# of employees	111	173	59	24	367
response rate	43%	17%	78%	13%	34%

Reporting Notes:

Employees rated their agreement with several statements using the following scale: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, or Not sure/Don’t know. The percentages in this report refer to the number of respondents who *strongly agreed or agreed*, which are grouped together as “agreed.”

Quotes that may identify individual employees have been excluded from this report; however, the main points of their feedback are reflected in this report.

Corporate Division is the smallest TCMH division. In 2018, three corporate staff completed the survey. In this report, their responses are incorporated into the total percentages in the data tables and not reported separately.

Key Findings

Overall, employees agreed that they enjoy their work. Several staff at TCMH noted that supporting clients and residents, and working with great teams, makes work meaningful.

While most staff respondents agreed the TCMH workplace encourages quality care and continuous improvement, some employees said their feedback could be acted upon more often. For example, some employees said their suggestions are heard, but are not always taken into consideration.

Primary areas for improvement included communication, scheduling, and staffing:

Communication with leadership: Survey ratings and comments from staff indicated that TCMH leadership could continue to improve on communicating decisions, employee changes, and the organizations' plans.

Challenges associated with scheduling: Several respondents mentioned it is difficult to take time off, which makes it a challenge to achieve work-life balance, especially for staff at Nithview.

Challenges associated with staffing: Staff said they work “short-staffed” at time, which leaves them feeling drained and concerned for the care of TCMH residents and clients.

Perceptions of/attitudes towards Personal Support Workers (PSWs): Some respondents mentioned that PSWs feel undervalued, and temporary PSWs may feel unwelcome.

More time for new employee training and getting to know one other would be beneficial...

I enjoy working with the residents. My goal each day is to be able to make a difference in their daily life. – Greenwood Court

The staff at this organization is fantastic! I enjoy my job so much, and this is due to the fact that I love the people I work with directly and the clients I support. – Aldaview Employee

We have great front line staff who work very hard and do their best especially the staff who have been employed for a long time, they are committed. The mission statement is first and foremost on my mind every day. – Nithview Employee

I love my job, working with the residents and the team that I am a part of. – Greenwood Employee

I get the most joy out of seeing our individuals grow and do things they once thought they never could. Their joy brings us joy. – Aldaview Employee

We have a special environment at Tri-County that you don't get at most homes. I love how small we are and that I know all of my co-workers and consider many of them to be a friend. I also love that I can go to any floor and know who the residents are. – Nithview Employee

Meaningful Work

Most respondents **agreed that they enjoy their work** (89%). When asked about what they liked most about working at TCMH, several respondents shared how they love their work. For example, working with clients and residents, making a difference in people’s lives, and being appreciated for the work they do.

Fewer respondents overall agreed that their feedback contributes to the overall success of the organization (61%), although 78% of Aldaview employees agreed with this statement. Fifty-seven percent of respondents across all divisions agreed they feel comfortable questioning leadership decisions and half (50%) agreed that their suggestions for improvement are appropriately considered and dealt with.

Table 1: Meaningful Work

2018	ALL	Green-wood	Nithview	Aldaview
I enjoy my work.	89%	85%	79%	98%
I receive necessary training to maintain/improve my skill and competency levels.	85%	92%	69%	92%
My job makes good use of my skills.	73%	73%	66%	78%
I receive feedback that my work contributes to the overall success of the organization.	61%	51%	59%	76%
I feel comfortable questioning leadership decisions.	57%	68%	46%	52%
My suggestions for improvement are appropriately considered and dealt with.	50%	53%	46%	47%

Work Conditions



Most staff respondents **agreed that their workplace encourages quality care and continuous improvement** (83%) and that people from diverse backgrounds feel welcome (81%). Three-quarters of all staff agreed that their work place encourages teamwork and support (75%); relatively speaking, a smaller percentage of Nithview staff agreed with this statement (62%).

At Aldaview, fewer staff agreed that they have enough employee space, with just over half agreeing with this statement (54%). At Nithview, a smaller percentage of staff agreed (59%) that they have the supplies/equipment necessary to complete their job.

Table 2: Work Conditions

2018	ALL	Green-wood	Nithview	Aldaview
My work place encourages quality care and continuous improvement.	83%	85%	69%	87%
People from diverse backgrounds feel welcome.	81%	77%	81%	86%
I have the supplies/equipment necessary to complete my job.	78%	87%	59%	78%
My work place encourages teamwork and support.	75%	81%	62%	76%
My division recognizes the importance of a positive workplace culture.	74%	79%	64%	76%
I have enough employee space (changing rooms, lunch room, work space).	71%	81%	83%	54%

On Supplies: A few staff noted specific supplies that are needed and suggested that a better tracking system to support reorders would be helpful.



A long handle device for cleaning in hard to reach areas in Heritage kitchen from sink to the wall by dishwasher would be greatly appreciated. – Greenwood Employee

I find that supplies need to be looked after more regarding having product to restock washrooms and other common areas. [I suggest]...having to write down in the housekeeping communication book what needs to be ordered; for example, big white paper towels and aloe med soap bags. I find that we run short on them most times. – Nithview Employee

[I least like] not having enough supplies to do my job! Peri clothes, face clothes and towels are ALWAYS in short supply! – Nithview Employee

On Space: A few staff noted space is limited, particularly at Aldaview.

It is difficult within Aldaview to find spaces in the houses to devote to office space (because that is at the expense of client living space). I feel that our management and staff do a good job of finding ways to make this work. – Aldaview Employee

Lack of a break room. – Aldaview Employee

On Positive Workplace Culture: There were diverse viewpoints on the workplace culture at TCMH; some viewed the workplace culture as very supportive and others viewed it as needing much improvement.



The lack of acceptance of new staff into certain teams and drama that can sometimes arise from various teams/members. – Aldaview Employee

Certain managers constantly disrespect me and I feel like I have no ability to share my feelings. I constantly have anxiety attacks at work which is not healthy. – Nithview Employee

Perception of PSWs:

I feel that PSWs are considered "bottom of the food chain" and that we are not consulted with / listened to as to what would best benefit the residents and staff. I feel that even when we are able to give our opinions/feedback, it "heard" but not "listened" to. – Nithview Employee

I do find when we have source PSW's I don't believe the regular staff always make them feel welcome. These staff are here to help us and sometimes the regular staff make negative comments about them. I wish this would change. – Nithview Employee

PSWs are not valued at Tri County. They are shown little respect, especially by leadership, workplace morale is at an all time low, and nothing is being done about it. – Nithview Employee

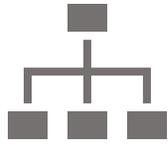
Staff shortages:

I love my job but working short is draining. If short staffed, I go home feeling defeated and feel terrible for our residents. If staffing issues don't change, I could never see myself working full time in the future. The job is physical enough without adding higher demands. – Nithview community

Due to short staff and other issues i.e. work flow, I suffer from constant anxiety at work. This job is not healthy for me and other people. – Nithview Community

Short staffing issues in all departments. It makes it very stressful on everyone including residents. Overall, I think GW is a great place to live and work I wish we could get and keep more staff. – Greenwood Employee

My Role



Most staff respondents agreed they are encouraged to be self sufficient (87%), are given opportunities to learn new things at work (85%), and have the opportunity to participate in work committees (85%). Relatively speaking, a smaller percentage of staff felt they are consulted about changes affecting their job, with only approximately half of respondents agreeing with this statement (52%).

Table 3: My Role

	ALL	Green-wood	Nithview	Aldaview
I am encouraged to be self-sufficient.	87%	87%	79%	92%
I am given opportunities to learn new things at work.	85%	87%	69%	91%
I have opportunities to participate in work committees.	85%	85%	81%	91%
I am able to make improvements in my job.	78%	79%	66%	85%
The mission and vision of my organization make me feel that my job is important.	76%	77%	66%	82%
I am supported in maintaining my educational requirements.	75%	69%	61%	91%
I participate in decisions for my department/programs.	73%	67%	71%	78%
I am able to choose how I do my work.	69%	68%	71%	67%
I am consulted about changes affecting my job.	52%	60%	43%	54%

Communication



Most staff across all divisions **agreed they understand what is expected of themselves and their job** (94%). Fewer respondents across all divisions agreed that leadership in their division does a good job in communicating decisions to everyone (55%), communicating employee changes (52%), and in communicating the organization’s plans (52%).

Eighty-six percent of Aldaview employees agreed that leadership in their division does a good job in communicating the organization’s performance results; 77% in Greenwood, and 29% in Nithview agreed with this statement.

Table 4: Communication

2018	ALL	Green-wood	Nithview	Aldaview
I understand what is expected of me and my job.	94%	98%	93%	94%
Leadership at my division does a good job communicating the organization's performance results.	67%	77%	29%	86%
Leadership at my division does a good job in communicating decisions to everyone.	55%	59%	38%	65%
Leadership at my division does a good job in communicating employee changes.	52%	54%	34%	64%
Leadership at my division does a good job in communicating the organization's plans.	52%	68%	21%	59%

While some agreed communication was great or better than in the past, communication was still frequently noted in the comments as an area that needs improvement. See table on the following page for examples.

Positive	Negative
<p><i>A positive workplace culture is being worked on with weekly communications and emailings..... keep up the good work. Ongoing attitudes and affirmations go a long way toward building appreciation and adding value to what we do daily. – Aldaview Employee</i></p>	<p><i>Sometimes things are withheld from us and it would be nice to know what is going on. And it would be nice to have input on important decisions with in our houses that we work at. – Aldaview Employee</i></p>
<p><i>Management is always asking us our opinions to improve life at Nithview which is very much appreciated. – Nithview Employee</i></p>	<p><i>I often have felt that there is no point in making suggestions as they are not really listened to. They are heard just not listened to. A head nod to acknowledge they heard me but no feedback, comments or actions. We don't not very often hear how we did a good job, just that we could do this better, or improve that. – Nithview Employee</i></p>
<p><i>Nithview has improved in leadership with the current DOC and ADOC. Thank you for this. Nice to have quality lead on board. – Nithview Employee</i></p>	<p><i>I feel that although TCMH wants to hear our concerns and suggestions, management already has a set agenda. – Greenwood Employee</i></p>
<p><i>I find our leadership team at Aldaview to be wonderfully supportive and open to feedback. I find most decisions are discussed as a team and when possible are a joint decision. – Aldaview Employee</i></p>	<p><i>The PSW are not consulted about any changes and when I bring my concerns or offer to get involved, I am dismissed. – Nithview Employee</i></p>
<p><i>Effective communication is lacking, but I do feel it is improving. – Nithview Employee</i></p>	<p><i>I have always thought/said the communication is our biggest weakness. Often times new managers have come on to staff and no one even knows who they are or what their role is exactly. I also find that that people from different departments have different/conflicting information. – Nithview Employee</i></p>

Relationships



Most employees shared that they had positive relationships with their co-workers; 87% of staff across all divisions agreed their co-workers are friendly and 82% agreed that the people they work with treat them with respect.

Varying opinions did exist about teamwork at TCMH. For example, several employees shared that what they love most about working at TCMH is their co-workers and that teams come together to support each other; on the other hand, several employees also noted that teamwork was often an issue at TCMH.

Table 5: Relationships

2018	ALL	Green-wood	Nithview	Aldaview
My co-worker(s) is friendly.	87%	79%	86%	93%
Humor is incorporated into my workday.	87%	83%	79%	93%
People I work with treat me with respect.	82%	81%	72%	87%
I feel I belong to a team.	82%	77%	86%	85%
My manager listens to me.	76%	79%	72%	76%
My manager supports my professional development.	76%	73%	61%	90%
People I work with help each other out.	76%	69%	69%	87%
My manager takes personal interest in me.	69%	67%	64%	74%

More time for new employee training and getting to know one other would be beneficial...

Could be more time put into developing more of a team dynamic between employees. This would be especially beneficial for newer employees to meet other staff. Having social functions/support/events that teams can participate in. Having more time at house meetings for team building exercises or just simply get to know each other social time.

I would love to be involved with some sort a program for training new employees.

New employee training needs improvement.

On teamwork:

I used to feel like I belonged to a team. However lately that seems to have been shaken. No one wants to help another one out. "I don't have time or it's not my job" are common comments. I will say that the new manager seems to actively comment, pitch in to help, make suggestions and tries as best she can to not just hear but listen to her staff. – Nithview Employee

Some staff never go the extra mile to help out or even complete the work that they should be doing on their shift. There doesn't seem to be any consequences for work that isn't getting done. – Nithview Employee

There is a lack of teamwork depending on who is working. – Greenwood Employee

Sometimes I feel I belong to more of a team than others. Depends on the floor and who your co workers are at the time – Nithview Employee

I do not find that there is any (or very little support or encouragement) of teamwork! One department is "pitted" against another. There seems to be a lot of "it's not my job" and not a lot of management helping to bridge the gap of duties etc. between departments. – Nithview Employee

Safety and Health

Approximately three-quarters of Greenwood and Aldaview staff agreed they are able to balance their family and personal life with work; less than half of Nithview employees agreed with this statement (45%).

Most respondents agreed that TCMH takes effective action to prevent abuse (87%) and violence (86%) in the workplace. Most (85%) also agreed that their workplace is safe.

I feel we receive adequate training for work place hazards from chemicals to violence. I believe our leadership takes abuse seriously on behalf of the clients and staff. I also appreciate the services that are provided for staff that have had a serious occurrence at work. – Aldaview Employee

Table 6: Safety and Health

2018	ALL	Green-wood	Nithview	Aldaview
My organization takes effective action to prevent abuse in the workplace.	87%	79%	93%	92%
My organization takes effective action to prevent violence in the workplace.	86%	81%	86%	89%
My workplace is safe.	85%	83%	83%	87%
I am able to balance family and personal life with work.	69%	77%	45%	73%

On Safety:

Staff and clients should have enough space at night that staff should not be nervous to go to sleep. – Aldaview Employee

At times there have been residents that are aggressive and nothing is done until an incident occurs with a staff or resident. – Nithview Employee

Hours and Scheduling: Several staff shared that it is difficult to take time off and how it interferes with their personal life.

How difficult it is to get time off as we are already working every other weekend. This by far is the number one complaint by all employees at Aldaview. – Aldaview Employee

It is very difficult to get time off and having to work weekends and holidays makes it very tough to manage family, social activities and work. More flex time would be beneficial to all.

I strongly feel we need to have more opportunities to take days off and would love it if personal unpaid days were brought back. We work weekends and holidays missing out on our family time. It is very difficult to get time off, it seems which leads to sick calls and eventually staff quitting and looking for employment elsewhere. – Aldaview Employee

I do find that trying to balance work life and family life has become increasingly difficult due to staff shortages on a regular basis. Either you are getting constant calls or can't get time off to spend with family because there is no one to work. – Nithiew Employee

Overtime hours are not fairly distributed. Seems like one person on day shift ever gets asked. There is supposed to be a protocol for asking and it is not being followed. – Greenwood Employee

Also, getting questioned when calling in sick is a big issue. Management preaches about self care, but then when you are sick or feel burnt out, you feel reprimanded for feeling this way. Management should be more understanding and not just think about filling the shift, think about the person and how you would want to be treated if you were in their position. We treat our clients with compassion, and sometimes it feels as though we are not treated in the same respect. – Aldaview Employee

Feeling like I'm missing special moments, holidays, Christmas concerts, and not getting important days off. Feeling like I have to beg coworkers to switch shifts and make

accommodations because it is so hard to get days off. More flexibility would really help the atmosphere and morale. – Aldaview Employee

I do feel that some staff get overlooked and that management could do better at the job postings and availability or shifts for people's bases. Some staff miss out on opportunities that present themselves due to no policies for available shifts and lines that are vacant or vacated on temporary basis. – Aldaview Employee

Staff Suggestions

Some specific suggestions were made below from staff:

Communication:

- I think a mass email as well as verbal communication would be good for people that are part time, casual, or absent when things change or improvements are made. Sometimes those that are not at the meetings get forgotten, not on purpose, just by human error. A mass email would reach those and everyone is then assured to be notified.
- Management needs to seek and use staff suggestions and knowledge. Staff know the clients and their needs best.

Staffing/Funding

- I wish that we had more money to put into staffing. However, this is not a Tri-County issue but more a health care issue.
- The raises we receive [...] are very minimal and not worth talking about.
- Pay for overtime.

Workplace Culture

- I wonder if we could do better at building a 'family culture' where employees and residents feel a strong sense of belonging, mutual support, pride in and commitment to our life together. (to help with retention)

Staff Benefits/Incentives/Care

- Having something like free bagels all the time or a free meal each shift, not just coffee and tea which is very cheap, gives incentive for employees to work.
- There is no incentive to pick up extra shifts as we are not recognized for it.
- Having something like time and a half for 4 hours of a shift picked up would help get shifts covered. I believe if the home would have a time and a half policy for every extra weekend that staff picks up would be motivation for staff to pick up shifts on the weekend.
- No Xmas bonus.
- [Bring back] door prizes/gift cards.