



TCMH

2015 Employee Satisfaction Survey

Report prepared by:

Lynn Dare, CE

Geetha Van den Daele

Alec Dare

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Introduction

Tri-County Mennonite Homes (TCMH) is committed to providing person-centered services. This year, TCMH conducted a Satisfaction Survey among employees across four divisions: Aldaview Services, Greenwood Court, Nithview Community, and TCMH Corporate Office. The survey included rating and open comment questions. TCMH contracted [Fresh Insights](#), an independent consulting firm, to analyze survey responses and prepare this report.

Key Findings & Recommendations

Overall, TCMH employees enjoy their work (83%), and working with residents and clients is rewarding.

Findings suggest the following key areas for improvement:

- ✓ **Improved communication** among supervisors and employees
- ✓ **Increased flexibility** in staff schedules
- ✓ **Greater understanding, support, and appreciation** of the work done by employees

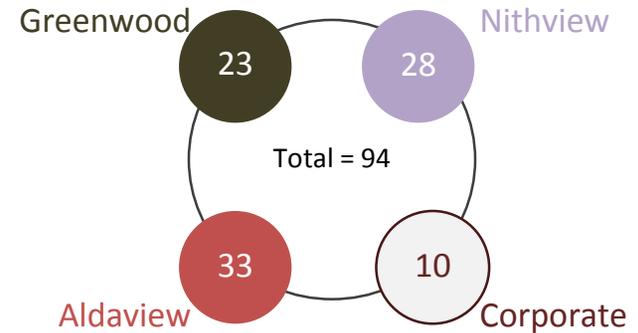
The following **Action Items** may provide starting points for making improvements:

- Schedule regular, brief staff meetings
- Provide a monthly one-page summary of organizational news
- Create a one page summary of survey responses and planned actions for each area
- Distribute a digital copy of this report
- Involve employees in redefining, in plain language, the mission statement and operating philosophies
- Celebrate teamwork and positive contributions from all staff
- Provide communication training to all supervisors

Respondents

- A total of 94 employees responded to the satisfaction survey.
- Among respondents, 60% were full-time employees, 36% were part-time, and 4% were on contract.
- Just over half (53%) of respondents had worked at TCMH for fewer than 5 years, almost a quarter (22%) had worked there for 6-10 years, and the remaining quarter (25%) had worked at TCMH for 11 or more years.
- Respondents had a variety of roles at TCMH including (number of respondents in brackets):
 - Counsellor/primary counsellor (28)
 - PSW/NA (18)
 - Administration (12)
 - RN/RPN (10)

Figure 1: Respondents by Division



- Program and Support Services (7)
- Dietary (6)
- Director/Supervisor (6)
- Maintenance/Housekeeping (7)

Reporting Note: Employees were asked to rate their agreement with statements on the following scale: strongly agree, agree, somewhat agree, somewhat disagree, disagree, strongly disagree. We report the percentage of respondents who strongly agreed and agreed to statements grouped together as “agreed.”

Each Division Has Its Own Story

Corporate

- Lots of opportunities for learning, involvement, and self-sufficiency
- Work conditions and relationships are positive
- Employees sometimes do not have sufficient time to complete responsibilities
- Need more training and educational support

"I enjoy the variety of tasks I have and the people I come in contact with..."

Nithview

- Some opportunities for learning, involvement, and self-sufficiency
- Work can involve a high degree of pressure
- Need improved communication and more recognition for suggesting improvements
- Need more supplies

"I am proud to work here at Nithview"

Greenwood

- Lots of opportunities for learning, involvement, and self-sufficiency
- Work is physically exhausting for some
- Employees often do not have sufficient time to complete responsibilities
- Need improved communication and more opportunities to participate in decisions

"I love working in geriatrics...it is very rewarding work"

Aldaview

- Some opportunities for learning, involvement, and self-sufficiency
- Lots of humour incorporated into the workday
- Work is emotionally exhausting for some
- Need improved communication and more recognition for suggesting improvements

"I love my work and what I do for Aldaview"

Start, Continue, Stop

Respondents identified some actionable items to make TCMH an exceptional place for residents and clients to live, and an exceptional place for employees to work. These action items are listed in order, according to **frequency of comments**, in the tables below. These items reflect respondents' verbatim comments:

Communication is a key area for improvement

Start

Communicating better

- ✓ *Communicate and have regular staff and all staff meetings*
- ✓ *Listen to employees*
- ✓ *More communication about day to day happenings*
- ✓ *Listen to and address staff concerns as we are the closest ones to our residents*
- ✓ *More communication from task force group conversations and plans*
- ✓ *Keep being positive and communicating with each other*

Improving staff schedules

- ✓ *Make it easier for employees to switch shifts, if need be*
- ✓ *Be more flexible with giving people vacation time requested*
- ✓ *Release the staff schedule 4-6 weeks in advance*
- ✓ *Hire casual employees, so full and part time staff aren't burnt out as quickly*
- ✓ *Have a floater cover staffs breaks, or start paying them for their entire shift*

Appreciating staff

- ✓ *More compassion and understanding towards front line workers*
- ✓ *Identify staff who do a good job and give credit and perhaps have these staff do new staff training*
- ✓ *Have staff incentives for jobs well done*
- ✓ *An area for staff that they can go to for breaks*

Start

Providing education and training

- ✓ *Train all staff for all shifts*
- ✓ *Provide more education opportunities to staff such as Palliative care courses or Dementia care courses*
- ✓ *Opportunities for continuing education*

Improving resident/client care

- ✓ *Provide equal care/service for all*
- ✓ *Support decisions made by residents*
- ✓ *Try to be more open and honest with staff and clients.*
- ✓ *Provide snow removal at all Aldaview homes*

Increasing supplies

- ✓ *Purchase items to provide age appropriate activities*
- ✓ *Provide non-rebreather masks for residents that become hypoxic & ambu bags for residents that wish for staff to perform CPR*

Reviewing performance regularly

- ✓ *Regular performance reviews*
- ✓ *Annual reviews*

Making policy improvements

- ✓ *Move forward with policy manager*
- ✓ *Recognize the need for both the corporate policies and specific home level policies and procedures*

Miscellaneous (single mentions)

- ✓ *More activities for our residents*
- ✓ *Nurse in charge has to have more authority*
- ✓ *Identify attendance problems and concerns*
- ✓ *Perhaps have projects that the staff can contribute (monetarily or with their own efforts) to enhance our facilities*

Continue

Putting residents/clients first

- ✓ *Care about all residents*
- ✓ *Work on a client-centred approach*
- ✓ *Strive for improvement with the way we support clients*

Supporting and engaging staff

- ✓ *Encourage teamwork & faith based activities*
- ✓ *Staff opportunities to use and develop their skills*
- ✓ *Management being more visible, hospitable, helping when needed*

Improving communication

- ✓ *Being open with staff about what is going on*
- ✓ *Annual meetings for clients, encourage family involvement*
- ✓ *Regular house/team meetings*

Appreciating staff

- ✓ *Celebrating staff*
- ✓ *Provide positive feedback to staff about how they're doing at work*

Providing training

- ✓ *Education days*
- ✓ *The extra training, it is very helpful!*

Miscellaneous (single mentions):

- ✓ *Afternoon tea is important!*
- ✓ *Non-availability forms*

Stop

Not listening

- ✓ *Management not listening to employees*
- ✓ *Not having employee input*
- ✓ *Asking for staff input ... then doing what you want*
- ✓ *Be more open-minded*

Being cheap

- ✓ *Being cheap with spending in such areas as house maintenance etc.*
- ✓ *Stop the supply shortages and staff shortages*
- ✓ *Moving residents into unfinished rooms*

Making comparisons

- ✓ *Comparing Greenwood to Nithview. We are all individual homes with different issues.*

Decreasing staff hours

- ✓ *Cutting hours*

Miscellaneous (single mentions):

- ✓ *Having staff bbqs in the summer*
- ✓ *Letting people call in sick every weekend they are supposed to work*
- ✓ *Undervaluing the amazing staff ...*

Opportunities at Work...

In the employee satisfaction survey, opportunities at work included opportunities for educational learning, self-directed work, and involvement in workplace improvements.

...For Learning

Across all divisions, between half and three-quarters of all employees agreed they are supported in maintaining their educational requirements. Employees at Greenwood (87%) and Corporate (89%) have more opportunities to learn new things. However, despite having more opportunities to learn new things, Corporate employees less often agreed that they receive the necessary training (44%) (see table below).

	Aldaview	Greenwood	Nithview	Corporate
I am supported in maintaining my educational requirements.	52%	74%	50%	56%
I am given opportunities to learn new things at work.	45%	87%	54%	89%
I receive necessary training to maintain/improve my skill and competency levels.	65%	74%	46%	44%

...For Self-Directed Work

Corporate employees most often agreed they were supported to self-direct their work—they unanimously agreed they were encouraged to be self-sufficient and chose how to perform their work. On the other hand, employees in Nithview (38%) and Aldaview (45%) least often agreed that they could make improvements to their jobs (see table below).

	Aldaview	Greenwood	Nithview	Corporate
I am encouraged to be self-sufficient.	61%	74%	65%	100%
I choose how to perform my work.	48%	61%	58%	100%
My position allows me to make improvements to my job.	45%	65%	38%	89%

...For Involvement in Improvements

Across the divisions, up to three-quarters of employees have opportunities to participate in work committees. However, fewer home area employees than Corporate employees agreed that they participate in decisions for their department. Across all divisions there is room for improvement in recognizing employees for suggesting improvements in resident/client care (see table below).

	Aldaview	Greenwood	Nithview	Corporate
I have opportunities to participate in work committees.	58%	74%	73%	78%
I am recognized for suggesting improvements to resident/client care.	26%	52%	27%	67%
I participate in decisions for my department/house.	48%	43%	54%	89%

Work Conditions

Assessment of work conditions included five survey statements shown in the table below.

	Aldaview	Greenwood	Nithview	Corporate
I have good work conditions.	65%	83%	59%	89%
My work environment is pleasant.	55%	74%	52%	89%
I have enough employee space (lunch room, work space).	68%	91%	85%	89%
I have the supplies/equipment necessary to complete my job.	71%	78%	37%	78%
I feel safe at work.	74%*	91%*	74%*	100%

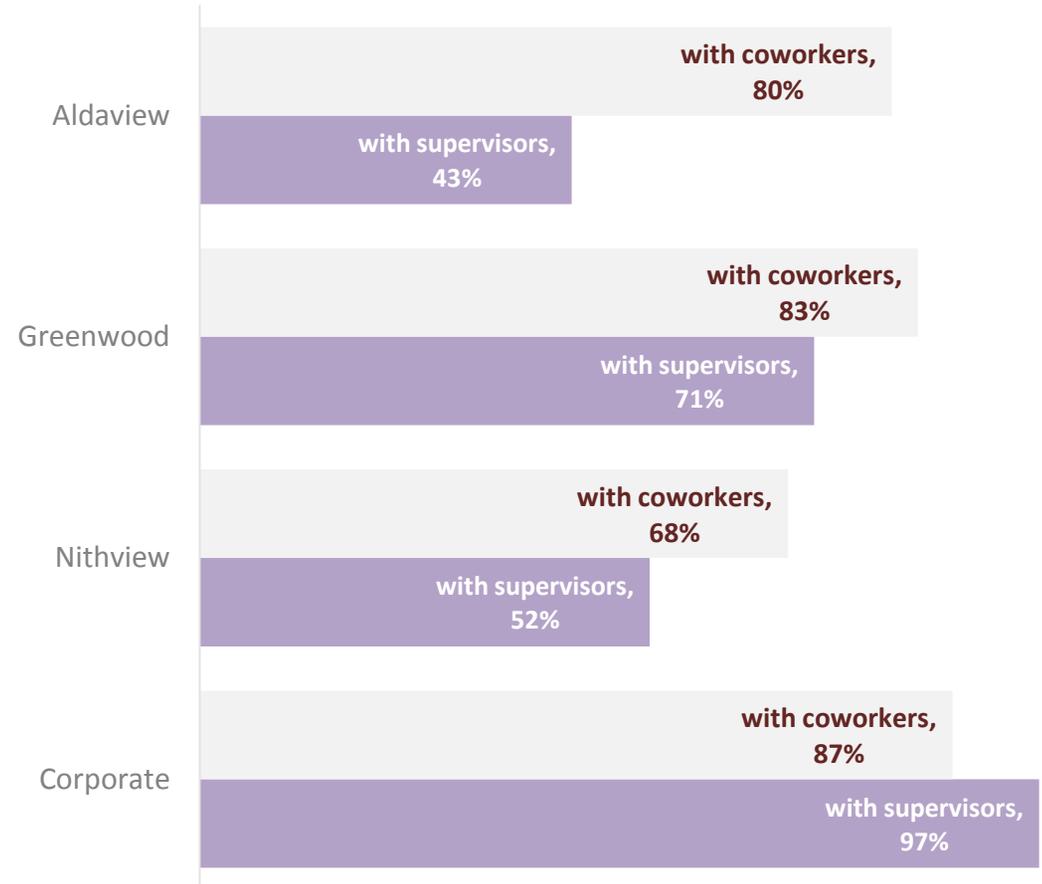
While the majority of employees agreed they have good work conditions in a pleasant environment, up to one quarter of employees do not agree they feel safe at work. A couple of respondents gave positive comments about work conditions, e.g., “...we have an excellent group of staff”; however, more respondents commented on negative aspects of work conditions. For example, “There are never enough supplies to do our job,” “We are understaffed,” and “There is no sense of teamwork...”

Relationships

Most employees agreed they had supportive relationships at work, especially with co-workers. For example, an Aldaview respondent commented, *“For most staff, our relationships with co-workers are what keeps us able to continue doing this job. They are our therapy.”* Relationships with supervisors are supportive among corporate employees, but there is some area for improvement in relationships with supervisors, particularly in Nithview and Aldaview (see Figure 2 at right).

Overall, over half of respondents agreed they have a close friend at work (range from 55% to 70%). And more than three quarters of employees agreed **humour** is incorporated into the workday, most often at Aldaview (94%) and Corporate (89%), but also at Nithview (78%) and Greenwood (74%).

Figure 2: Supportive Relationships at Work



“The staff I work with are the best...we all work together as a team and a family.”

“[I am] lucky to have a great supervisor.”

Communication

Two facets of communication were explored: expectations and leadership communication.

Statements measuring expectations	Statements measuring quality of leadership communication
<ul style="list-style-type: none"> • I know what is expected of me and my job. 	<ul style="list-style-type: none"> • Leadership does a good job communicating decisions to everyone.
<ul style="list-style-type: none"> • I have clear information about how I am to do my job. 	<ul style="list-style-type: none"> • Leadership does a good job communicating employee changes.
<ul style="list-style-type: none"> • I feel comfortable with what I am asked to do in meeting my job expectations. 	<ul style="list-style-type: none"> • Leadership does a good job communicating the organization's performance results.
<ul style="list-style-type: none"> • My supervisor and I maintain a clear understanding about what I am expected to do and how I am to carry it out. 	<ul style="list-style-type: none"> • Leadership does a good job communicating the organization's plans.

While most employees agreed that their work expectations were clear, the quality of leadership communication was not rated as highly. This pattern appeared across all four divisions and there is particular room for improvement in leadership communication in all three home areas (see Figure 3).

When asked about leadership decisions, employees in corporate (100%) felt **comfortable questioning decisions**, but employees in Aldaview (23%), Greenwood (35%) and Nithview (30%) were less comfortable. Similarly, Corporate employees (78%) more often agreed that their **suggestions for improvement** were appropriately considered compared to Aldaview (26%), Greenwood (43%) and Nithview (22%) employees.

“Pay-stub inserts are a new and great way to communicate with staff.”

Figure 3: Work Expectations and Leadership Communication



Stress and Well-being

Three aspects of stress and well-being were explored: stress, workload & staffing, and fatigue.

Stress in the workplace was measured using two surveys statements shown in the table below. Higher agreement on these statements indicates higher levels of workplace stress.

	Aldaview	Greenwood	Nithview	Corporate
My position involves a high degree of pressure.	39%	57%	70%	67%
My position is dominated by time sensitive urgent tasks.	43%	78%	78%	89%
My work assignment changes regularly.	17%	23%	37%	78%

Respondents rated **workload manageability** on two positive statements (see table below). Higher agreement on these statements indicates a more manageable workload. About three quarters of Corporate (78%) and Aldaview (77%) employees agreed their workload was manageable; however, only just over half of Corporate (56%) employees and fewer than one quarter of Aldaview (21%) employees agreed that staffing levels were appropriate. Among Greenwood employees, only half (48%) said their workload is manageable, and a quarter (23%) agreed staffing levels were appropriate. At Nithview, only about one in ten (11%) respondents agree staffing levels are appropriate.

	Aldaview	Greenwood	Nithview	Corporate
My workload is manageable.	77%	48%	52%	78%
I have sufficient time to complete my responsibilities.	47%	17%	28%	56%
Staffing levels are appropriate.	21%	23%	11%	56%
The stresses of my job are more than I can handle.	0%	4%	7%	0%

Despite experiencing varying levels of stress and pressure in the workplace, most employees did not agree with the statement, “the stresses of my job are more than I can handle” (% agreed ranged from 0-7%).

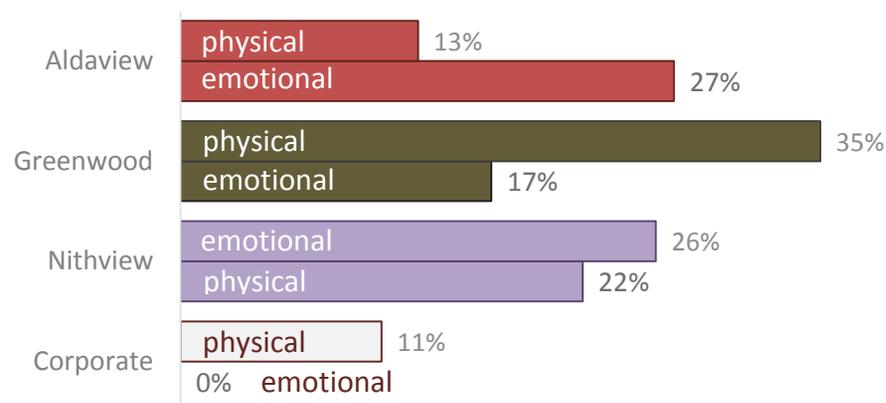
Working in a caring profession can be tiring. Employees in all three home areas more often responded that they were physically and/or emotionally exhausted when compared to employees in Corporate (see Figure 4).

*“Not enough staff on evenings or nights.”
“Having RN oversee 3 floors and helping is great.”*

TCMH Mission and Values

Overall, the majority of respondents across all four divisions indicated that they understood (96%), agreed (97%), and contributed to (96%) to the mission and values of TCMH. Fewer (78%) felt they were held accountable for their contribution to the mission and values. One respondent explained, *“I hold myself accountable for the contribution to the mission statement.”* The number of respondents who agreed that TCMH is **true to its mission and values** varied across the home areas as follows (see figures below): Aldaview (47%), Greenwood (57%), Nithview (70%), and Corporate (89%). Among open comments, a few respondents expanded on their low ratings, for example, *“I feel clients and their needs do not come first, they are attended to but they do not come first by managers,”* and *“Values have changed.”* A couple of respondents indicated low awareness about the TCMH mission and values: *“I had to look up the mission statement. I didn't know what it was.”*

Figure 4: Physical and Emotional Fatigue



Aldaview Philosophy

To provide person-centred planning for people with developmental disabilities in an environment that fosters respect and independence.

47%

Greenwood Philosophy

To provide personal support and service for residents and their families in “a Place to Call Home”.

57%

Nithview Philosophy

To provide comfortable homes where seniors experience life with dignity and respect, supported and served by valued staff and volunteers.

70%

Meaningful Work: “The clients make every day very special”

Most respondents (83%) agreed with the statement, “I enjoy my work,” and many (n=40) respondents shared comments on what made their job satisfying. By far, the most satisfying aspect of working with TCMH is **interacting with residents and clients**. Respondents said:

I truly enjoy working with my clients and feel satisfied that I'm giving back to my community.

I love to be able to serve [the resident] and have them happy. An example is when I can hold a hand of someone who doesn't speak and they smile and look into your eyes it makes my job worth it.

I feel a sense of purpose and meaning in serving residents and their families; it's a privilege to share their journey.

My job is satisfying because I get to support the most amazing, selfless and intelligent individuals in an attempt to somehow better their quality of life. The reality is, that these individuals improve my quality of life each day.

I love the residents.

Working as part of a **supportive, caring team** is another satisfying aspect of the job:

We have great people going out of the way for the clients.

When you work with supportive employees who help each other with job tasks, [it] makes the work satisfying.

I enjoy working with my coworkers and feel that we all work well together.

Connecting with families, performing a **variety of duties**, and **making a difference** are also rewarding:

Opportunity to interact with resident & families.

... we have a variety of tasks during a shift which keeps things interesting.

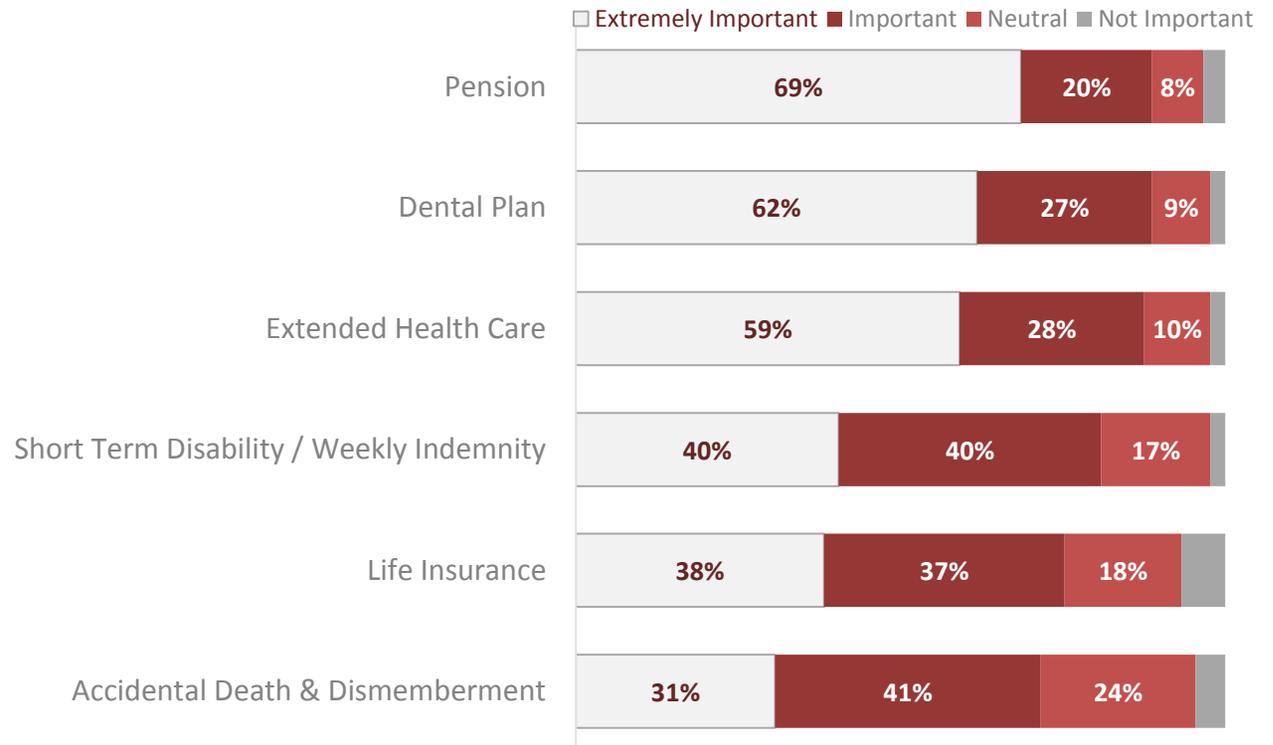
I feel good when I go home ... that I have done a good job and have made a difference in the residents' lives.

Despite inherent work satisfaction, only just over half (58%) of respondents agreed they were satisfied with their work schedules. Similarly, only 58% of respondents agreed with the statement “my employer values my work.” More Corporate employees (75%) agreed that they receive feedback that their work contributes to the overall success of the organization compared to Aldaview (29%), Greenwood (36%), and Nithview (41%). **Providing positive feedback to employees is an area for improvement.**

Benefits and Compensation

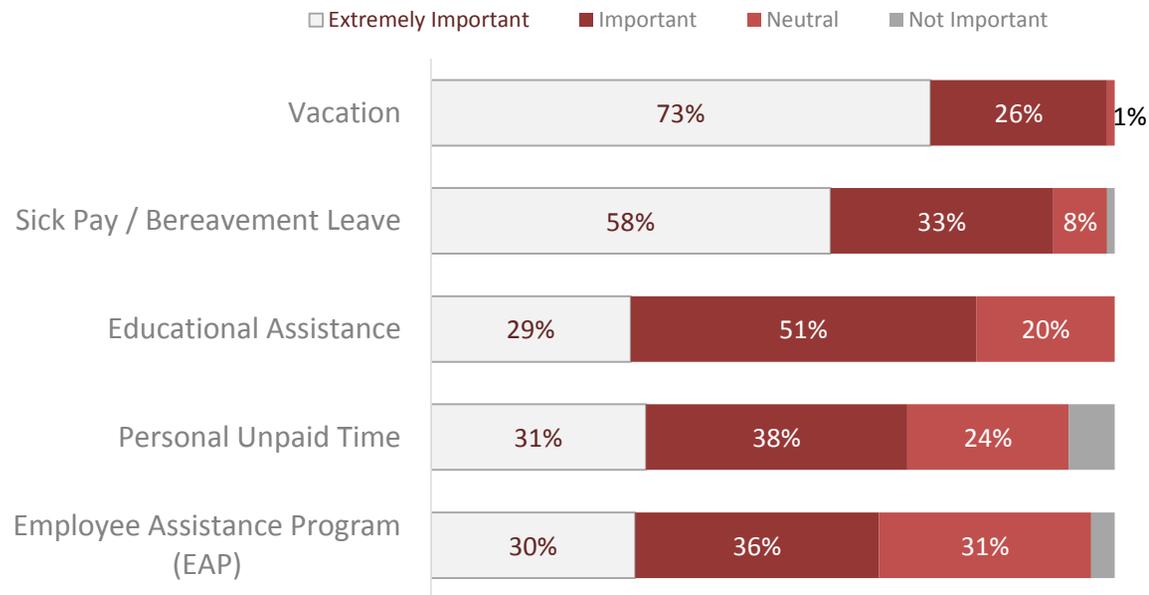
While all benefits are important, **pension, dental plan and extended health care** are the most important benefit items. The majority of respondents rated pension (89%), dental plan (89%), and extended health care (87%) as extremely important or important (see Figure 5).

Figure 5: Benefits are Important



In addition to benefits, non-wage compensation items are also very important to employees. **Vacation** is most important of all, with almost all respondents (99%) indicating it was extremely important or important. **Sick pay and bereavement leave** are also highly valued (91%) as extremely/important.

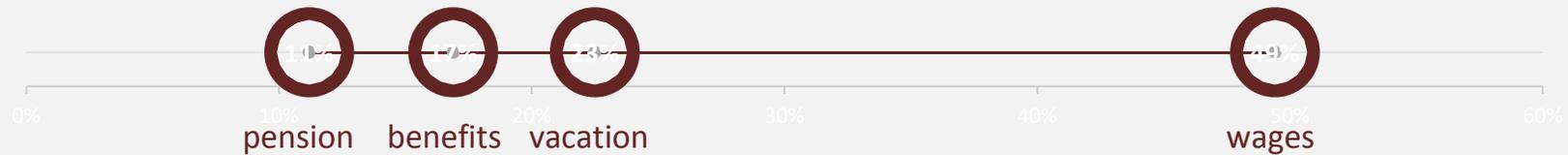
Figure 6: Non-wage Compensation is Important Too



When asked, employees identified the following **additional non-wage benefits** they would like added to the benefit plan:

- Increased annual allowances for health-related services such as optical, counselling, physio, and massage
- Educational assistance
- Uniform allowance
- Long term disability
- Fitness allowance (e.g., “gym memberships”)
- And “reinstatement of personal unpaid days”

When asked to choose among compensation items, employees indicated they would most like to see **wages** improved (49%).



Some respondents commented that they would like a buy-in option to benefits for part-time employees.

Staffing Budget Allocation

How would you like TCMH to spend the budget dollars allocated to staff costs?

