

HWW Conference 2006

Moving Forward: Creating a Strategic Health Plan for your Organization

On-line Survey Results

**Dr. John Yardley
Workplace Health
Research Laboratory,
Brock University**

**Ms. Andrea Parent &
Ms. Terry Siriska
Ontario Hospital
Association**



HWW 2006 Rating Keys

How Well your Organization is Performing

Nothing Systematic **(0-20%)**

Good Start **(21-40%)**

Doing Well **(41-60%)**

High Performance **(61-80%)**

World Class **(81-100%)**

Importance of Dimension to Creating a Healthy Workplace

Not Important **(0-20%)**

Slightly Important **(21-40%)**

Moderately Important **(41-60%)**

Important **(61-80%)**

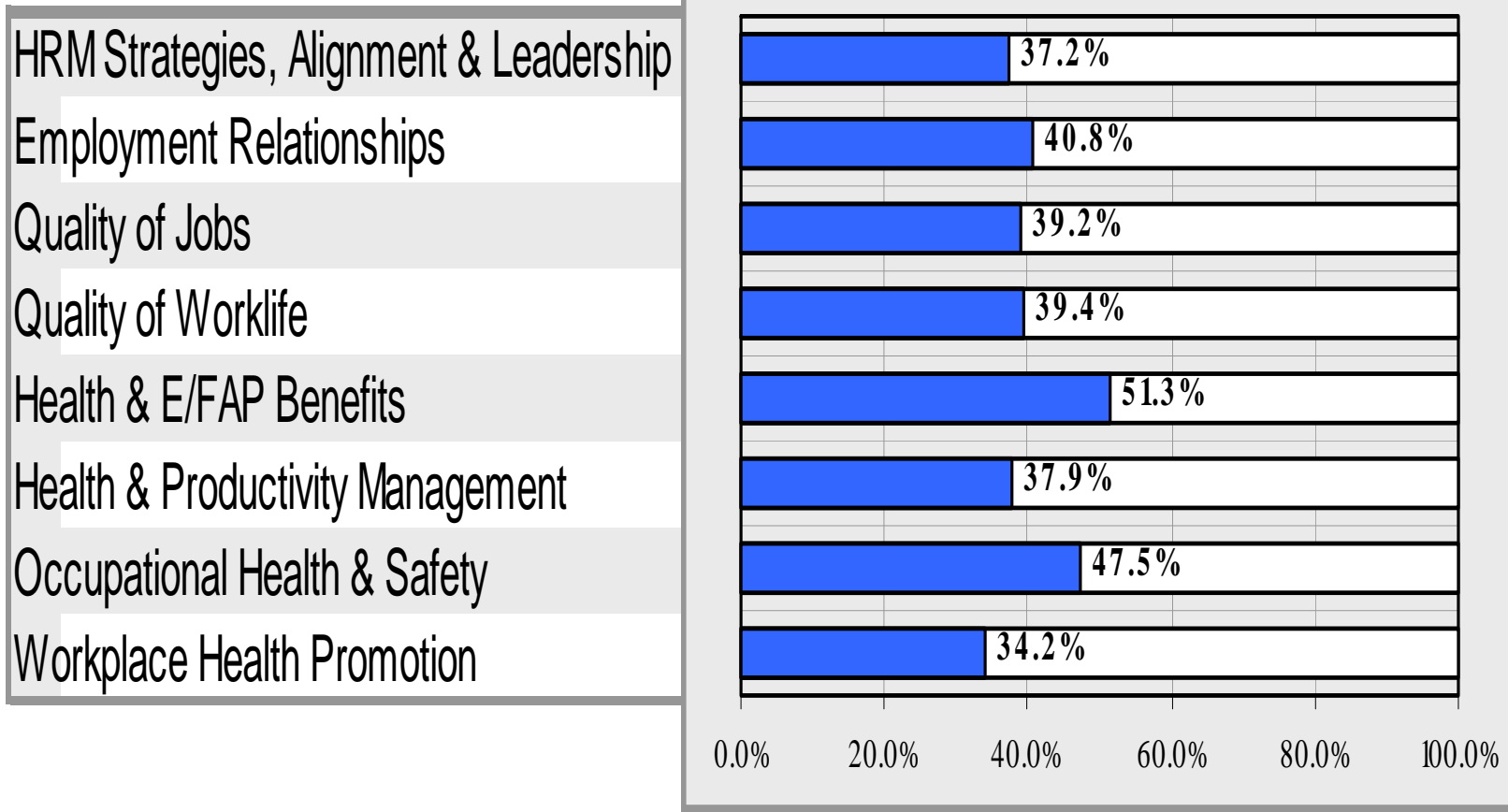
Very Important **(81-100%)**

Overall HWW 2006

©HealthMap Dimension Averages



©HealthMap Dimension "How well your Organization is Doing" Average Scores



Lots of room for improvement!

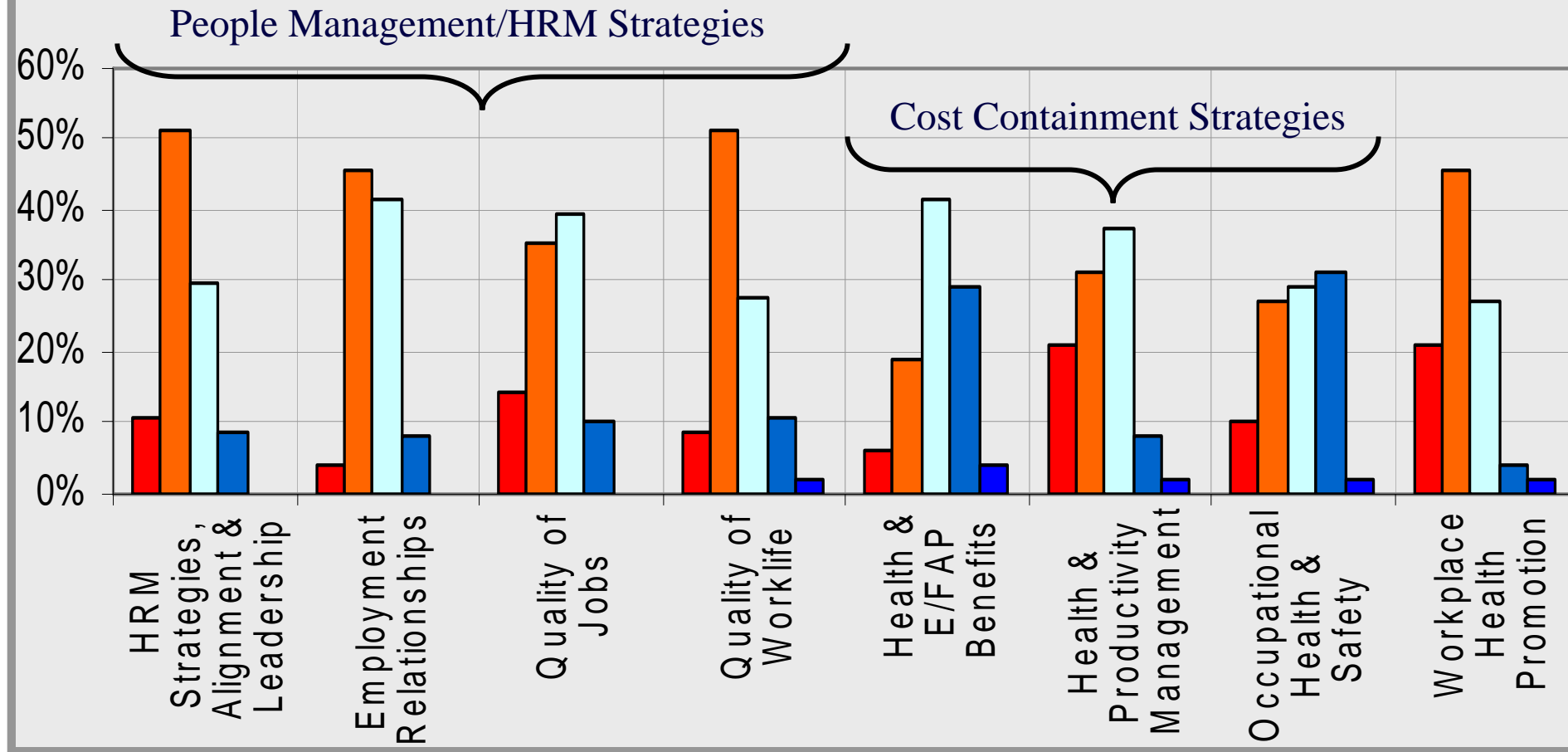
Highest rating in a visible
Area of work and in a legislated field

©HealthMap Dimension Frequencies

<p style="text-align: right;">Key</p> <p style="text-align: center;">Area / Items</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Nothing Systematic</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Good Start</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Doing Well</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">High Performance</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">World Class</p>
HRM Strategies, Alignment & Leadership	5	24	14	4	0
Employment Relationships	2	22	20	4	0
Quality of Jobs	7	17	19	5	0
Quality of Worklife	4	24	13	5	1
Health & E/FAP Benefits	3	9	20	14	2
Health & Productivity Management	10	15	18	4	1
Occupational Health & Safety	5	13	14	15	1
Workplace Health Promotion	10	22	13	2	1

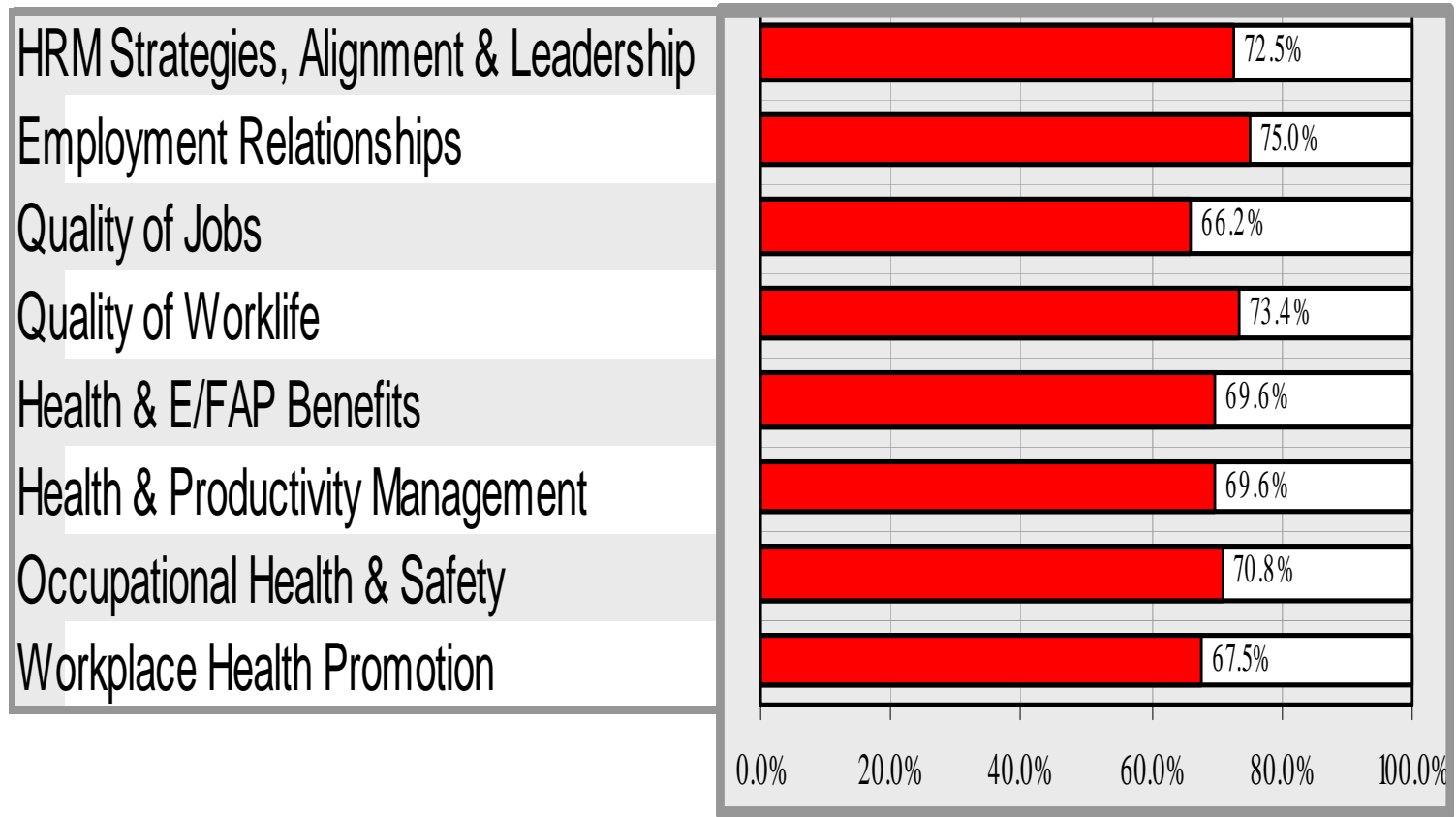
©HealthMap Dimension Graph

■ Nothing Systematic ■ Good Start □ Doing Well ■ High Performance ■ World Class



I think there's a need for some "selling" of HRM, which is supported by your open question comments!

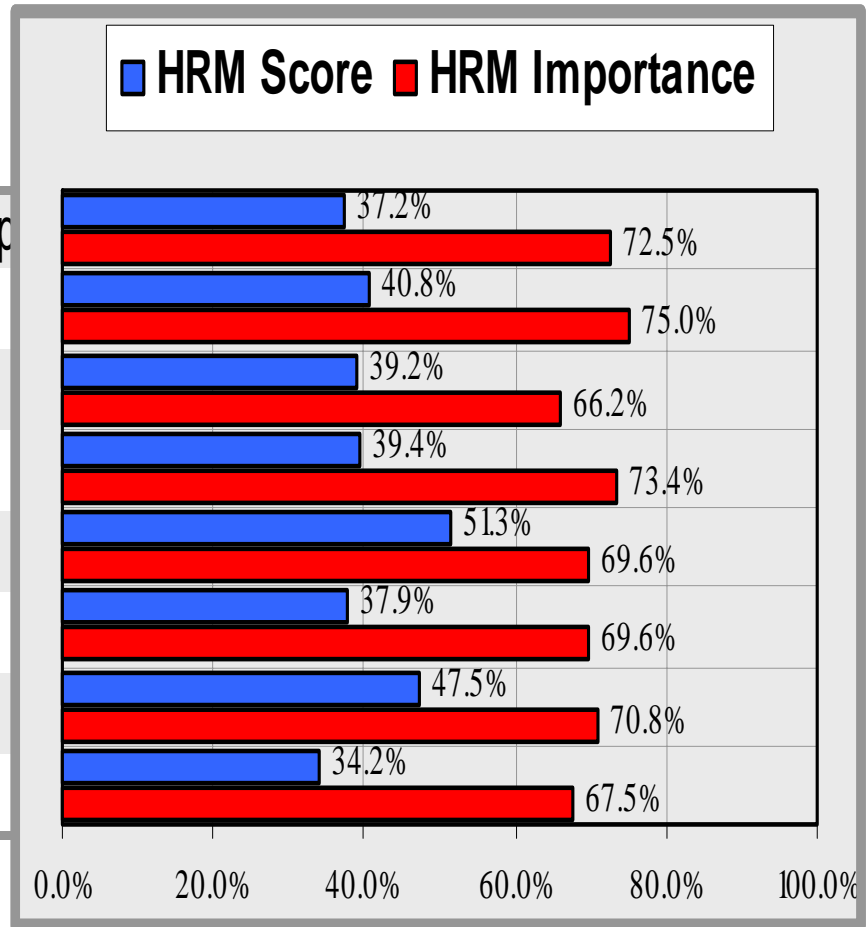
HealthMap Dimension Importance



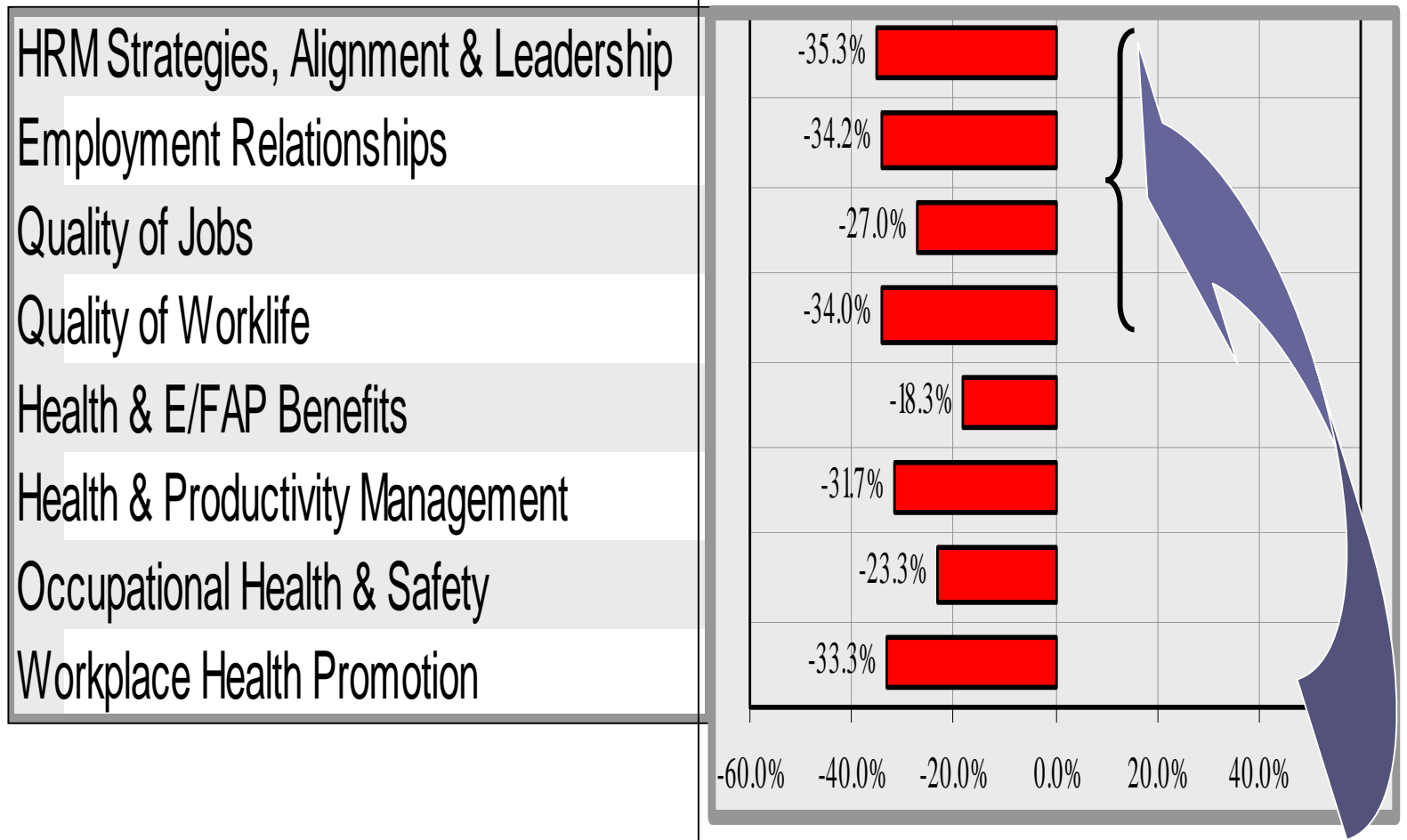
Yet, on average, everyone thinks these areas are somewhat equal in importance!

©HealthMap Dimension Average Score vs Importance, i.e., "Gaps"

HRM Strategies, Alignment & Leadership
Employment Relationships
Quality of Jobs
Quality of Worklife
Health & E/FAP Benefits
Health & Productivity Management
Occupational Health & Safety
Workplace Health Promotion



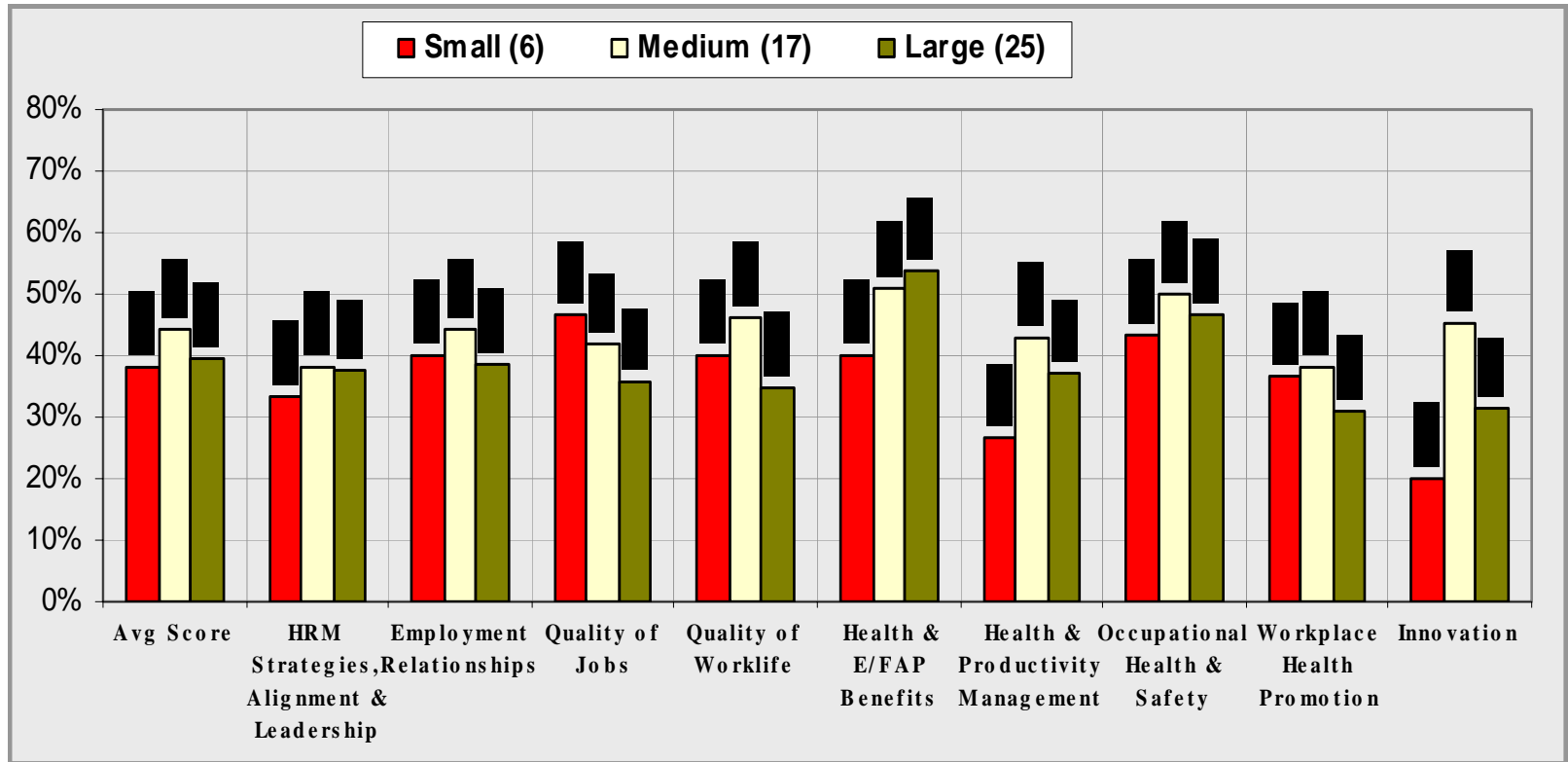
©HealthMap Dimension 'Gaps'



Generally, the People Management/HRM Dimensions also have the largest gaps

©HealthMap Dimension Averages by Organization Size

(Small = 10 or less, Medium = 11 to 1000, Large = over 1000)

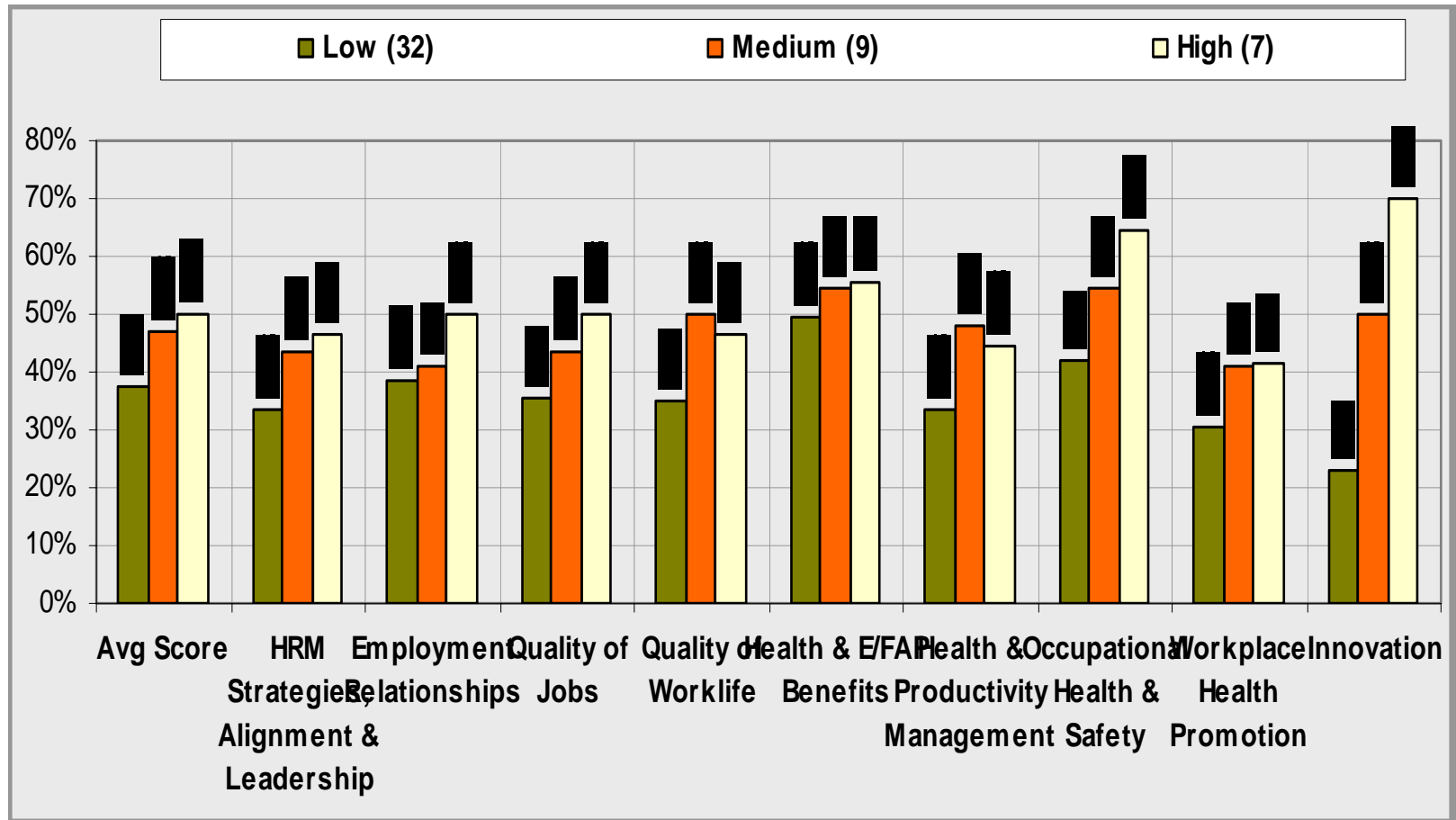


Small Orgs: 1 high – Q of Jobs

Medium Orgs: 8 highs – of note, rated more innovative

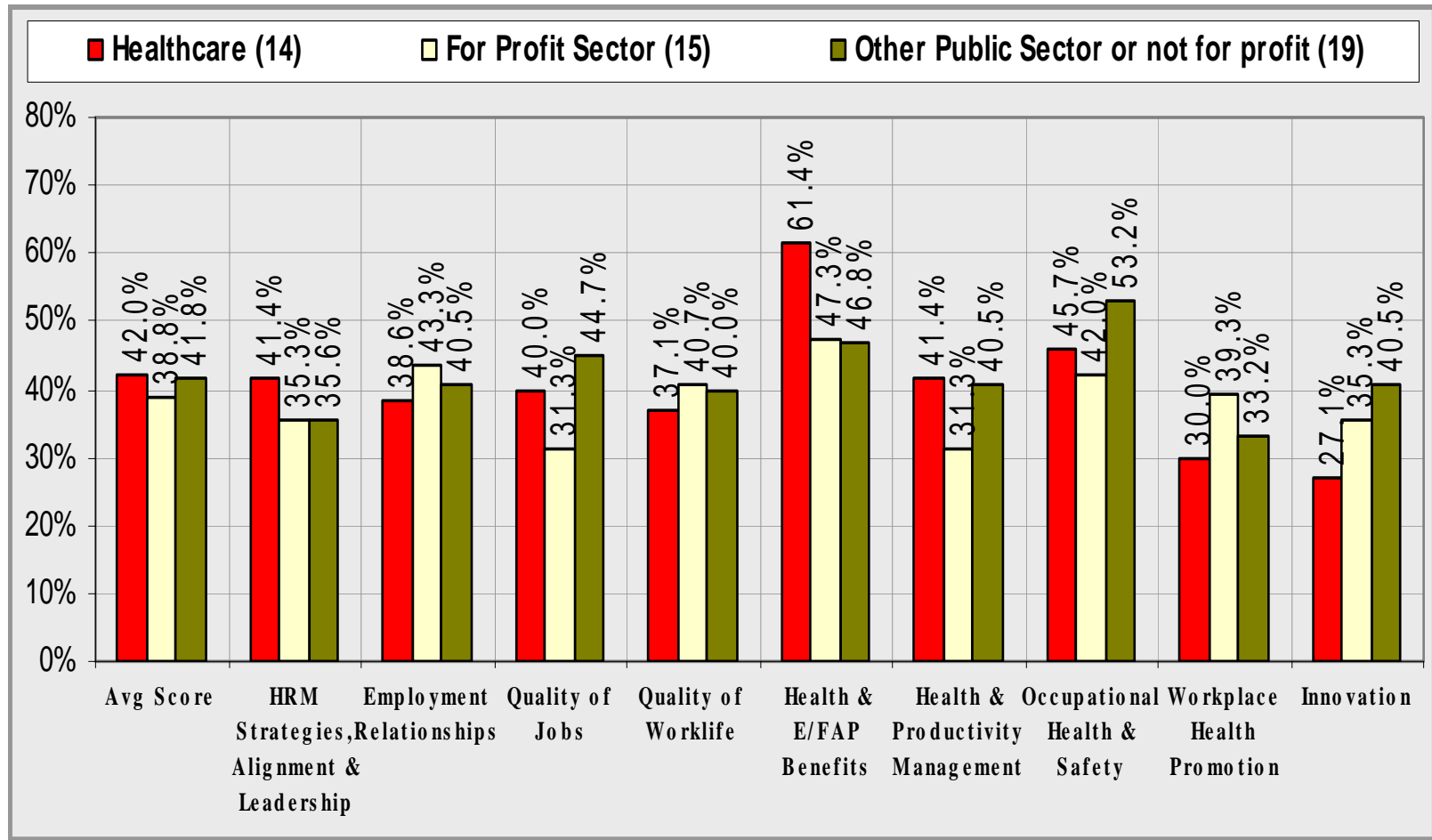
Large Orgs: 1 high – Health and E/FAP Benefits – often hear the lament that “my organization is too small to do this stuff”

©HealthMap Dimensions by Organizational Innovation & Creativity Level



Clearly respondents' ratings of their organization's level of innovation and creativity is pretty strongly related to level of involvement in leading people management and HRM practices"

©HealthMap Dimension Average by Organization Type



Overall, first bars – sectors are not much different, but they are by different dimensions

Survey Definitions of Job Type

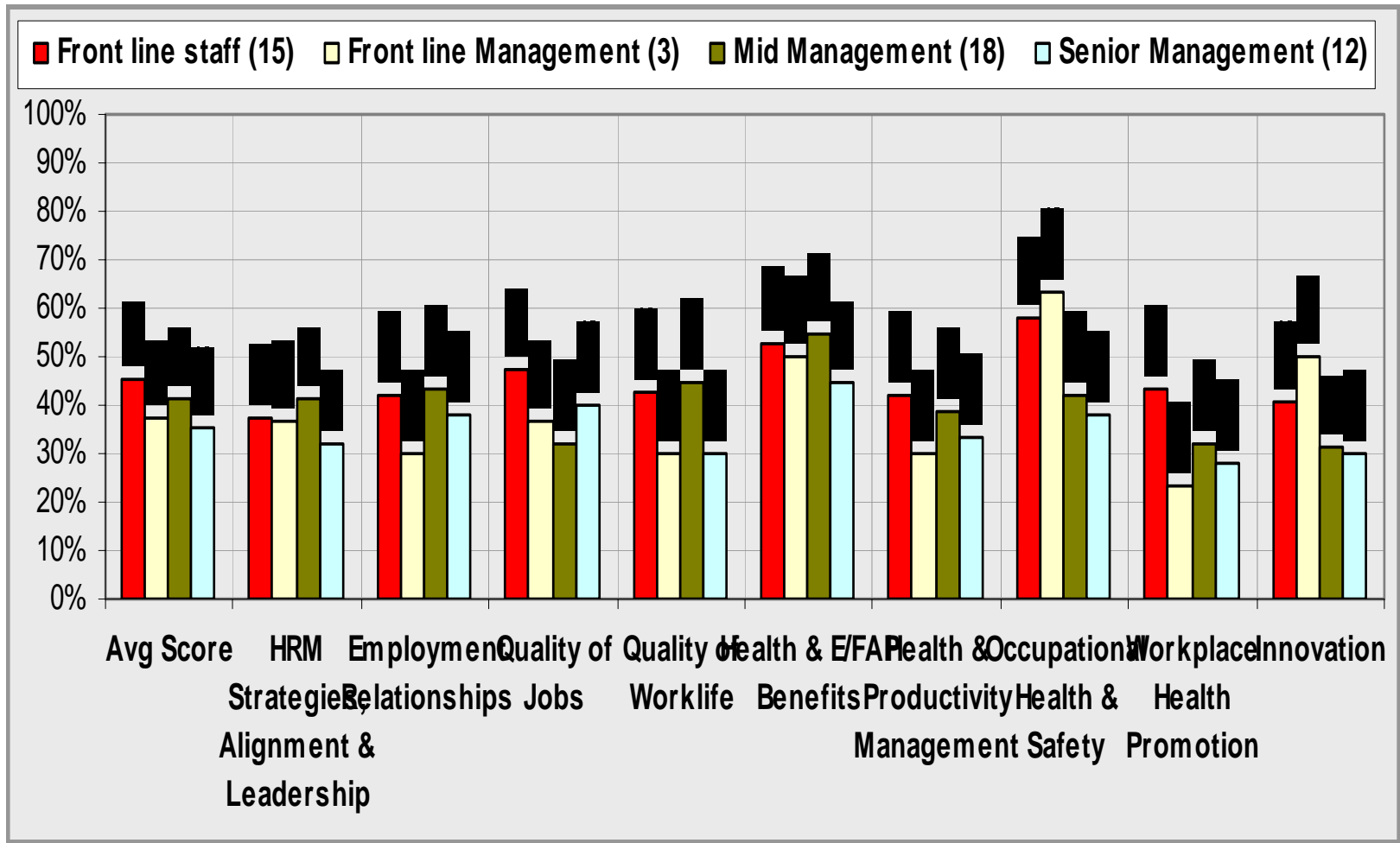
Front line staff (i.e., select if you have no supervisory responsibilities, direct service provision, including professional, administrative and technical support staff)

Front line Management (i.e., select if you directly are responsibility for your organization's front line staff in a position such as a supervisor, team leader, foreman/woman)

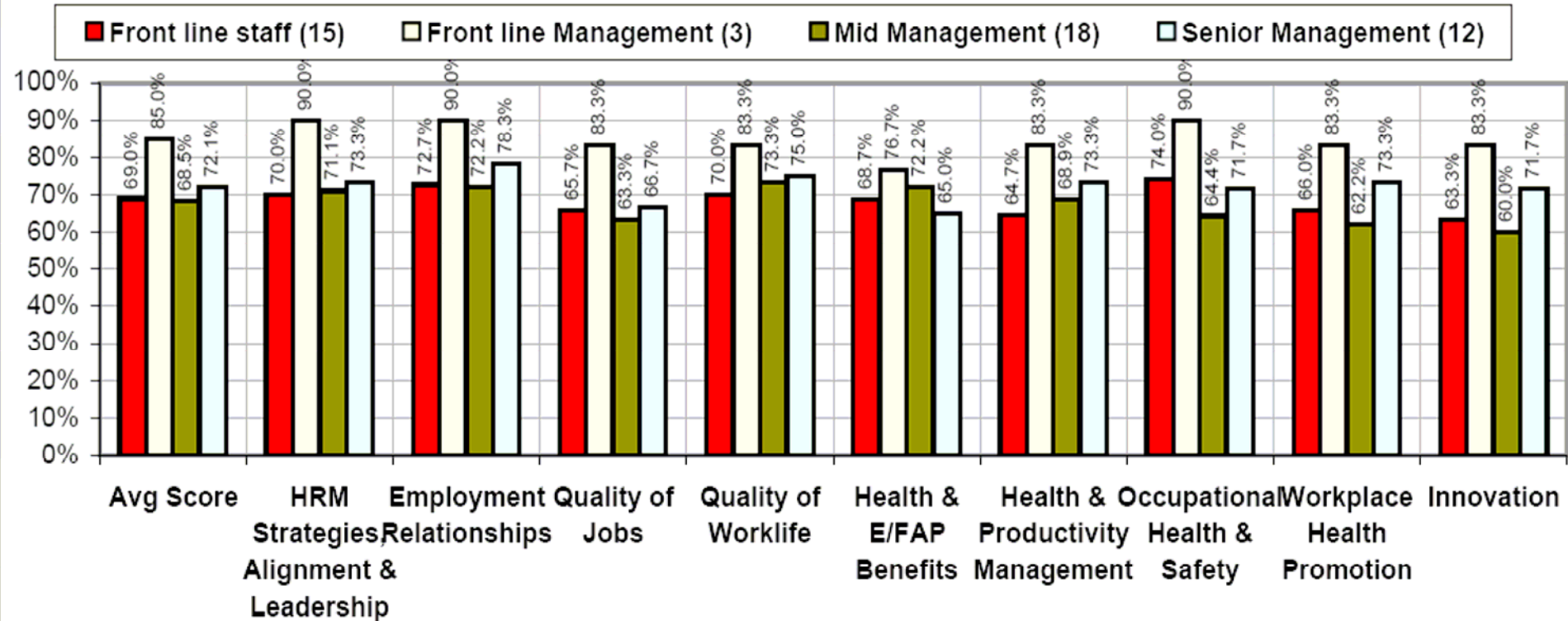
Mid Management (i.e., select if you oversee a group of supervisors, team leaders, etc. but are not in the strategic or senior team)

Senior Management (i.e., select if you are a member of the senior team in your organization, which may at the divisional level if you are from a large corporation, such as CEO, CAO, VPs, President, Directors, Commissioners)

©HealthMap Dimension Average by Job Category



©HealthMap Dimension Importance by Job Category



Front Line Staff: 69% - some scepticism?

Front Line Management: 85% the highest group, but only 3 respondents

Mid Management: 68.5% - most sceptical – a road block?

Strategic Management: 72.1% - more supportive than we think?