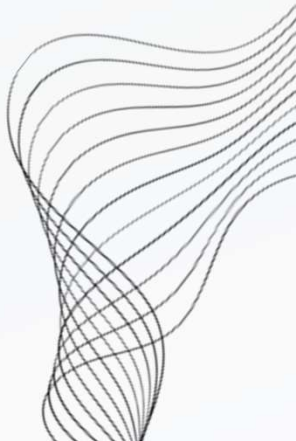




The Impact of Leadership Competencies on Allied Health Engagement

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PROBLEM- Employee Engagement

Figure 1 – Survey Outcomes Allied Health Vs. Rest of Runnymede

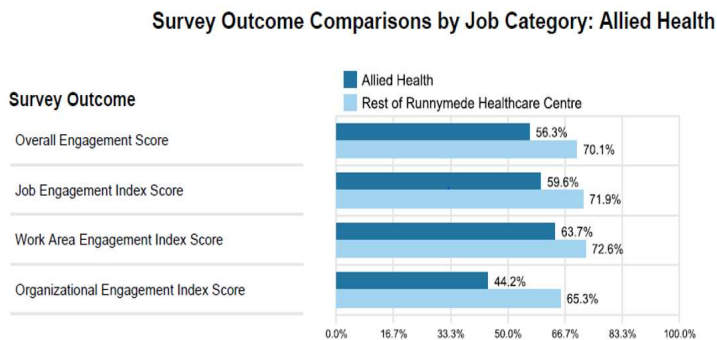


Figure 2 – Drivers of Strength or For Review

Comparisons by Difference from Rest Average

| Job Category | Drivers of Strength | Drivers for Review | Difference |
|----------------------------|---|---|------------|
| Director, Executive | 7, 4, 3, 12, 5, 23, 34, 16, 15, 24, 22, 31, 29, 19, 21, 30, 39, 42, 26, 8, 14, 40, 41, 20, 10, 18, 27, 28, 36, 17, 11, 35, 37, 32, 25, 33, 38 | | +17.9% |
| Supervisor, Manager | 6, 3, 4, 23, 10, 26, 5, 7, 19, 12, 16, 15, 22, 9, 8, 30, 27, 29, 20, 18, 11, 32, 21, 31, 34, 24, 14, 41, 25, 36, 42, 38, 35, 28, 39, 40, 37 | 13 | +13.5% |
| Other | 4, 5, 8, 7, 22, 10, 19, 17, 12, 20, 15, 14, 18, 11, 16, 30, 27, 26, 23, 38, 24, 34, 28, 25, 31, 35, 33, 29, 32, 40, 36, 39, 37, 41, 42 | | +12.7% |
| Registered Practical Nurse | 36 | 5, 6, 11, 22, 26, 27, 30, 35, 34, 38, 41 | -2.1% |
| Registered Nurse | 4, 13, 27, 29 | 19, 12, 16, 10, 22, 20, 24, 17, 21, 30, 34, 32, 38, 39, 40, 37, 42, 35 | -4.3% |
| Allied Health | | 1, 3, 4, 8, 7, 12, 16, 10, 17, 14, 18, 15, 19, 20, 24, 26, 27, 30, 32, 25, 23, 35, 38, 28, 33, 34, 37, 31, 29, 36, 39, 40, 41, 42 | -13.8% |

Drivers of Strength: Those drivers whose means are observably (more than +5.0%) higher than their rest average.

Drivers for Review: Those drivers whose means are observably (less than -5.0%) lower than their rest average.

Difference: The difference of the group's Grand Average from the group's Grand Rest Average. The value is green if observably higher and red if observably lower.



PURPOSE

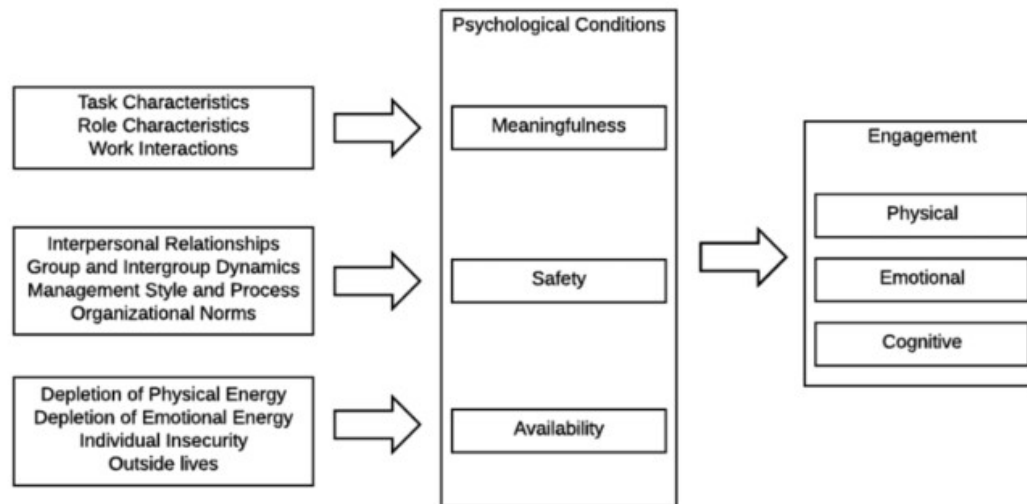
This study aims to:

- Examine the reasons behind poor engagement in Allied Health staff at Runnymede
- Identify core leadership competencies that impact engagement and
- Provide recommendations for enhancing leadership competencies and, subsequently, engagement among Allied Health professionals at Runnymede.

Employee Engagement Theory

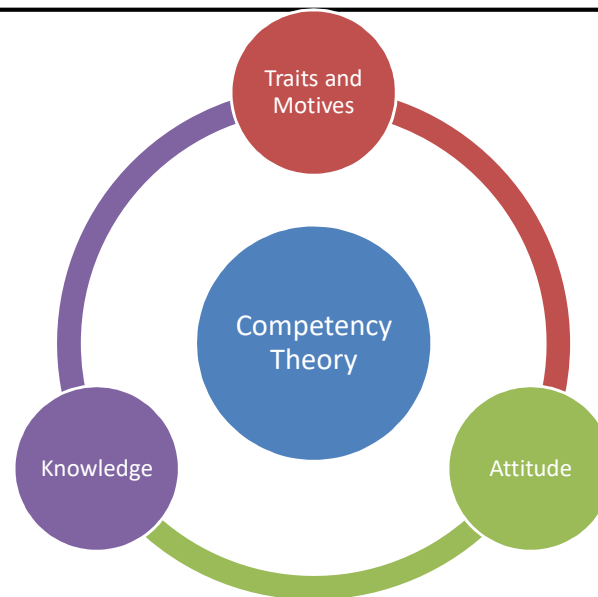
“Harnessing of organizational members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during their role performance”.

(Kahn, 1990, p. 694)



Competency Theory

An underlying characteristic of a leader that results in effective/superior performance
(Spencer and Spencer, as cited in Kim & McLean, 2015).



Why Bother about Leadership Competency?

- Empirical evidence confirming positive association between leadership attributes and employee engagement
- Leadership attributes are the greatest predictors of employee engagement
(Carasco-Saul, et.al., 2015; Kahn, 1990; Rana, et.al., 2014; Xu & Thomas, 2011).
- Competent leaders create an environment of trust, clear communication, empowerment, support and flexibility
- Engaged employees demonstrate increased utilization of their capabilities and productivity, experience enhanced well-being, and have better retention rates
(Rana, et.al. 2014; Xu & Thomas, 2011).



Case Study Methodology

- Single Case Study
- Runnymede – Case Organization
- **Why:** Why is employee engagement lower in Allied Health staff when compared to other departments at Runnymede
- **What:** What leadership competencies can enhance employee engagement
- **How:** How can leaders promote employee engagement in staff

(Ebneyamini & Sadeghi-Moghadam 2018; Yin, 2018).



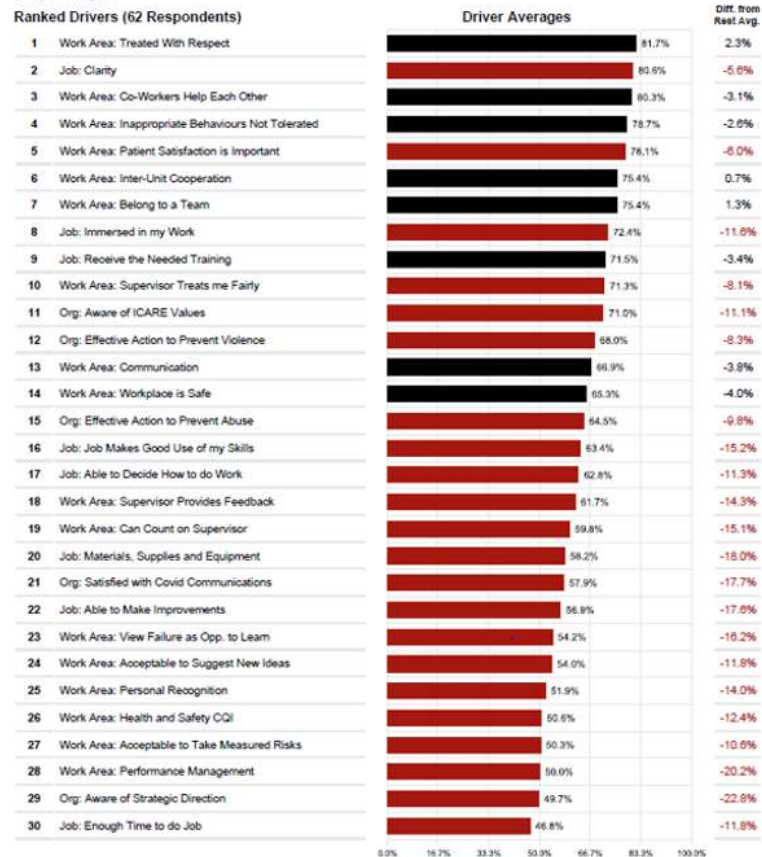
Analysis and Findings

Analysis

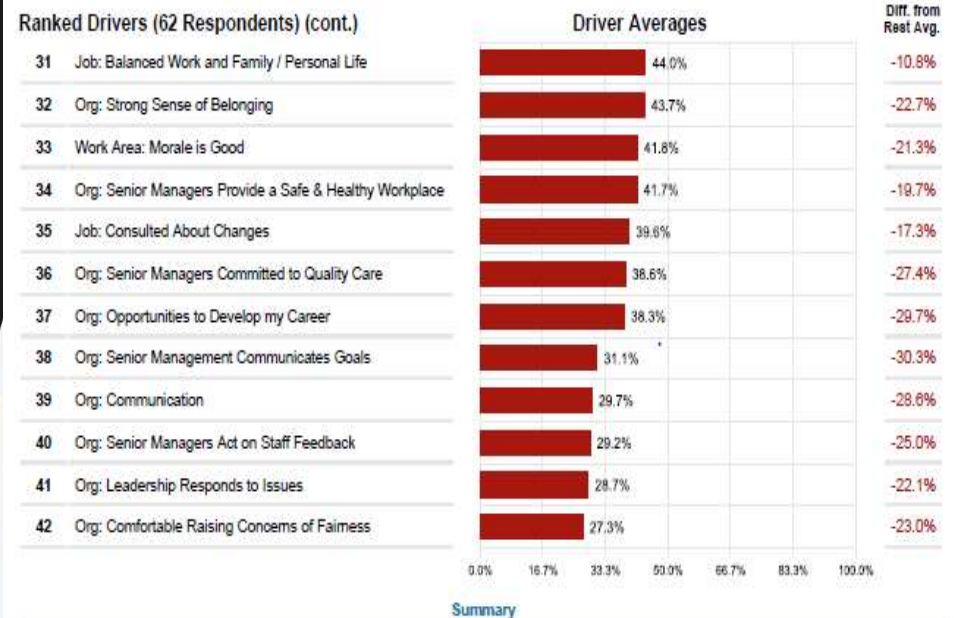
Driver Comparisons by Job Category: Allied Health

The Diff. from Rest Avg. is a form of internal comparison with the other groups in Runnymede Healthcare Centre, (i.e., your comparator group), excluding your group's averages. The Diff. from Rest Avg. displays the percentage point differences of your group's averages.

Ranked Drivers (62 Respondents)



Ranked Drivers (62 Respondents) (cont.)



Grand Average: 58.3%

Rest Average: 70.1%

Difference: -13.8%

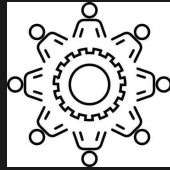
Number of observably higher drivers: 0

Number of observably lower drivers: 34

Findings



**Provide Rewards
and Recognition**



**Promote a culture
of Health, Safety,
and well-being**



**Communicate
effectively**



**Promote
Innovation and
Creativity**



EXCELLENCE

**Commit to
Excellence**



**Visible
Leadership**

Creating Culture
of Accountability

Findings



Professional
development



Empower Staff



Create Culture of
Accountability



Treat staff fairly

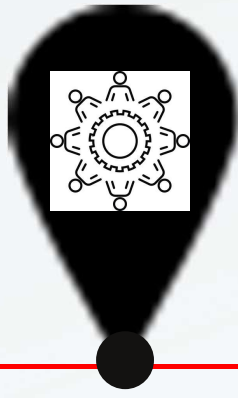


Work Life
Balance

Five Core Competencies



**Communicate
Effectively**



**Promote
culture of
health,
safety and
well-being**



**Demonstrate
Visible
Leadership**



**Empower
Staff**



**Integrate
Rewards
and
Recognition**

Communication

What did we see?

- Staff are aware of the strategic direction of the hospital (-22.8%)
- Enough organizational communication is passed on to people at my level (-15.7%)
- Senior management effectively communicates the organizational goals (-30.3%)

What Staff Said?

- *“Communication between ourselves is good but communication with upper management isn't”*

What is the Best Practice?

- Employees feel engaged when leaders provide transparent communication at individual, group and organizational level.

(Jiang & Shen, 2023; Pihlainen, et.al. 2015)

Culture of Safety and Well-being

What did we see?

- Senior managers are committed to providing a safe and healthy workplace (-19.7%)
- Staff feel comfortable raising concerns of fairness and appropriate business practices with the leadership team in the organization (CEOs and VPs) (-17.7%).

What is the Best Practice?

- Strong association exists between employee engagement and healthcare worker perceptions of safety culture (Biddison, et.al., 2015; De-la-Calle-Duran & Rodriguez-Sanchez, 2021; Rasool, et.al., 2021).
- Leaders manifesting visible presence, exemplifying healthy lifestyles, and exhibiting respectful, considerate and empathetic conduct are positioned advantageously to promote staff's emotional and physical well-being (Dickson & Tholl, 2020)

Visible Leadership

What did we see?

- Organizational leadership team (CEO and VPs) effectively respond to issues raised (-28.7%)
- Senior managers act on staff feedback (-25%)
- Staff can count on supervisors to assist with difficult tasks (-15.1%)

What Staff Said?

- *“Just hear the upper management names but doesn’t know what they mean or how they relate to us”*
- *“It’s overwhelming seeing emails every week not knowing who’s who. It doesn’t feel good.”*

What is the Best Practice?

Leadership presence and timely responsiveness to the issues can result in higher EE

(Bailey, et.al., 2022, Sexton, et. al., 2018; Studer, 2011)

Empowering Front-line Staff

What did we see?

- Staff are able to decide how to do their work (-11.3%)
- Staff are able to make improvements in how their work is done (-17.6%)
- Staff are consulted about changes affecting their job (-17.3%).

What is the Best Practice?

Empowered staff exhibit higher confidence executing their job, experience greater job satisfaction, a reduced turnover intentions, and enhanced work performance

(Hocine & Zhang; Jose & Mampilly, 2014).

What Staff Said?

- *"I think maybe senior's management, before they implement change, should inquire from the people that would be affected by the decision. Instead of saying we're gonna start doing this, they should follow up with those people who are actually with the patients."*
- *Changes are always going through and we are not part of the decision making".*

Recognition

What did we see?

- Staff receive recognition for good work (-14%).

What is the Best Practice?

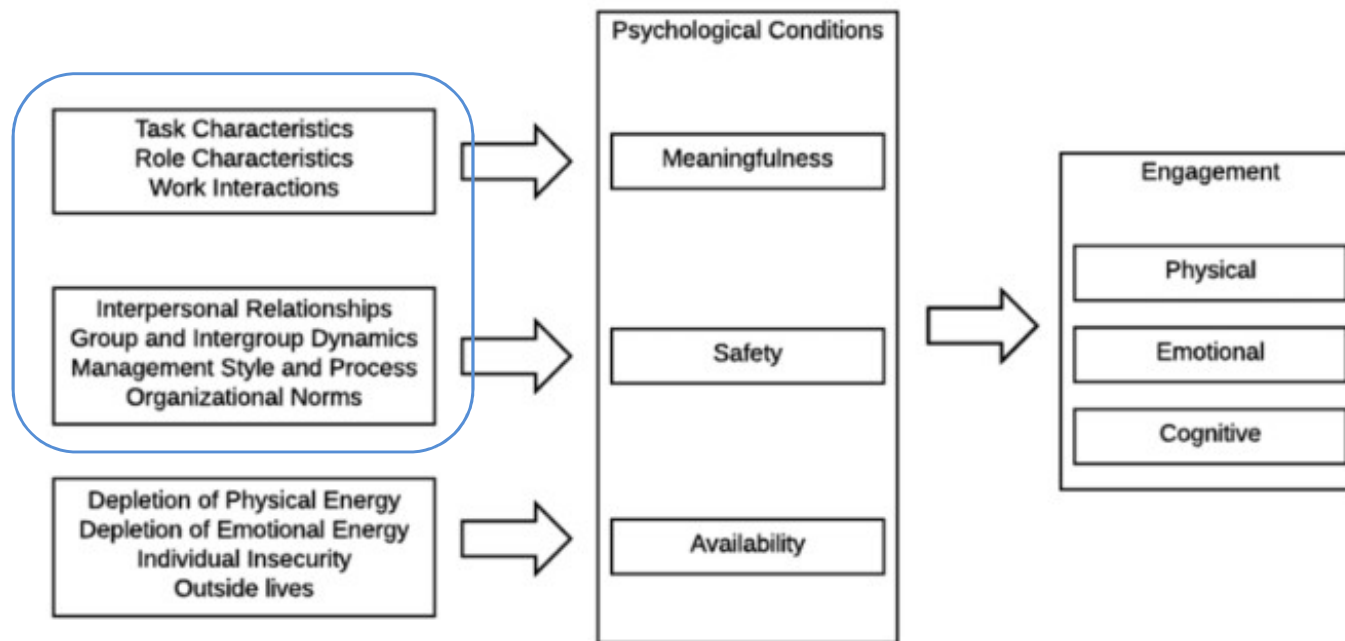
Manager-delivered recognition of employee performance boosts engagement the way a turbo-charger cranks up a sports car's horsepower

(Watson, as cited in Majernik & Patrnchak (2014))

Organizations struggling with low engagement can boost engagement levels by 60% by having leaders recognize their employees

(Majernik & Patrnchak).

Implications



Recommendations

- Establish leadership Commitment to conduct daily rounds during “No Fly Zone”
 - Establish a peer mentoring process to support novice leaders
- Rounding for Outcomes
 - What is working well today?
 - Are there any individuals whom I should be recognizing?
 - Is there anything we can do better?
 - Do you have the tools and equipment to do your job?” (Studer, 2003, p. 144).

Recommendations

- Establish a process to identify, document, respond and escalate issues identified during leadership rounds.
 - Document issues using stop-light report
 - Post stoplight report on huddle board

LRE8: STOPLIGHT REPORT (Example 1 of 2)

To think about as you construct your report

- | | |
|-------------------------|-------|
| Department/Unit/Clinic: | Date: |
| | |

[illegible]



Recommendations

- Communicate better using multiple communication channels to facilitate bi-directional communication between leaders and staff.
 - Town Hall Meetings
 - Safety Rounds
 - Leadership Rounding
 - Team meetings
 - Establish feedback mechanisms and act on it



Recommendations

- Foster Just Culture
 - Number of incident reports
 - Feedback box
- Establish employee engagement Committee
- Establish reward and recognition practices
 - Thank you note tradition

Dear Judy Lynn

During my rounds on the unit, you were recognized for living up to values of Runnymede. Your commitment to iCARE is truly remarkable and has positive impact on pts & staff. Thank you for doing what you do & for making the journey of our patients more bearable & hopeful.

Thank you for your outstanding work.
— Karimah

Dear Fahmida,

it is my honour to write you ^{a second} ~~this~~ letter in a span of 1 month. This shows that your commitment, hardwork & compassion is very much appreciated by the staff & peers.

Fahmida, thank you for your outstanding work and for being a role model for all of us.

— Karimah



Implications

1. Recognize that visible and responsive leadership significantly impacts how employees perceive and trust their leaders.
2. Promote effective communication and a supportive work environment that values autonomy
3. Strive to create an atmosphere where employees feel safe to voice their opinions, share concerns, and take calculated risks without fear of negative consequences.
4. Implement a system of rewards and recognition that can motivate employees and reinforce their sense of value within the organization.

Conclusion

- Leadership Competencies are crucial element for staff engagement
- Five leadership competencies were identified as key contributing traits effecting staff engagement. These competencies include:
 - Effective Communication,
 - Promoting a Culture of Safety and Well-being
 - Visible Leadership
 - Empowering Front-line Staff, and
 - Recognition.

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Thank you

Questions

