Engage to Perform

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NSW Health Whole of Hospital Program

Medical Engagement Masterclass

2nd May 2014

Session outline

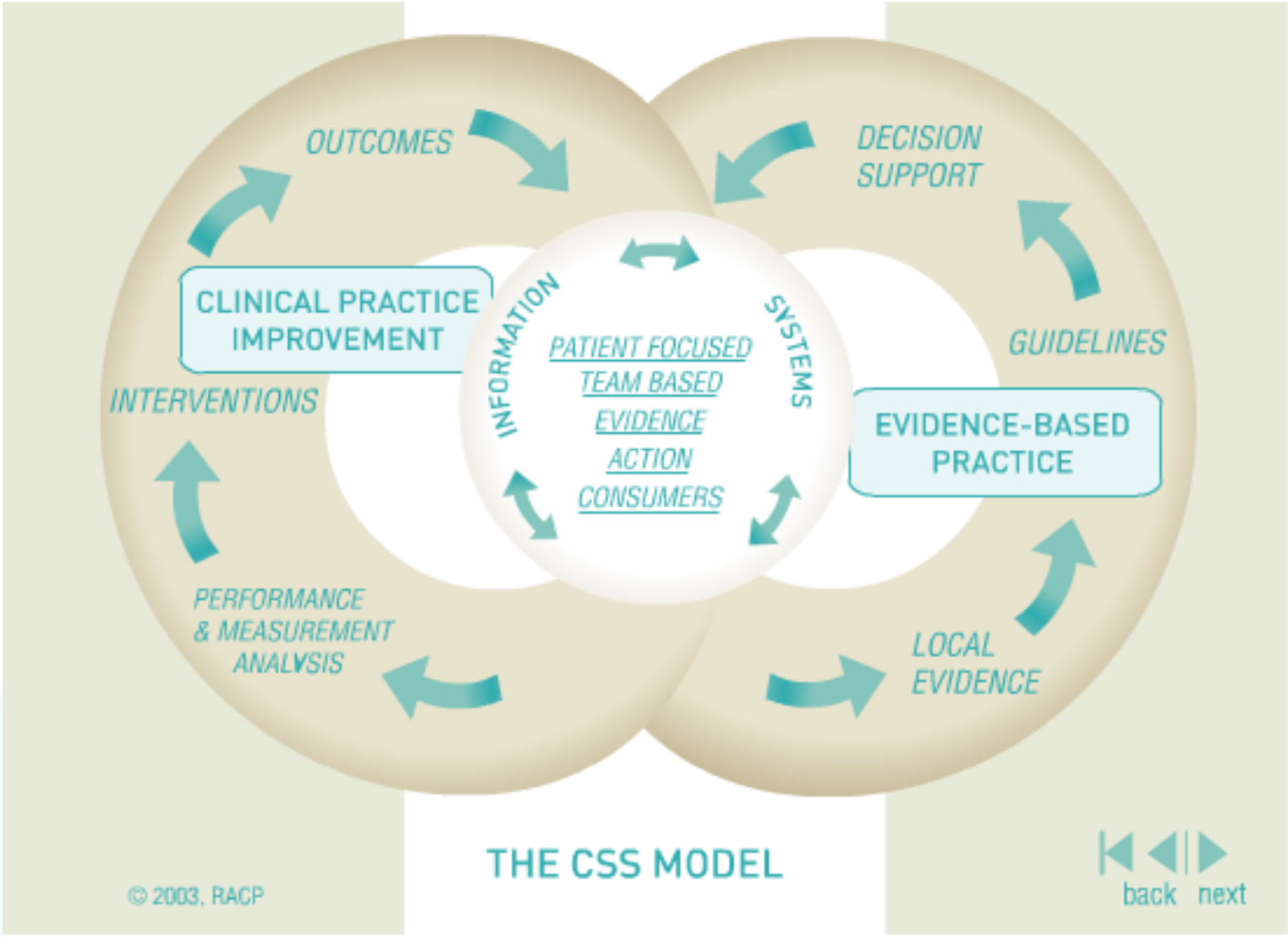0915 - International, NSW and local perspectives

0930 - Medical Engagement in the UK and elsewhere

1015- Morning tea and networking

1045 – Medical Engagement in NSW
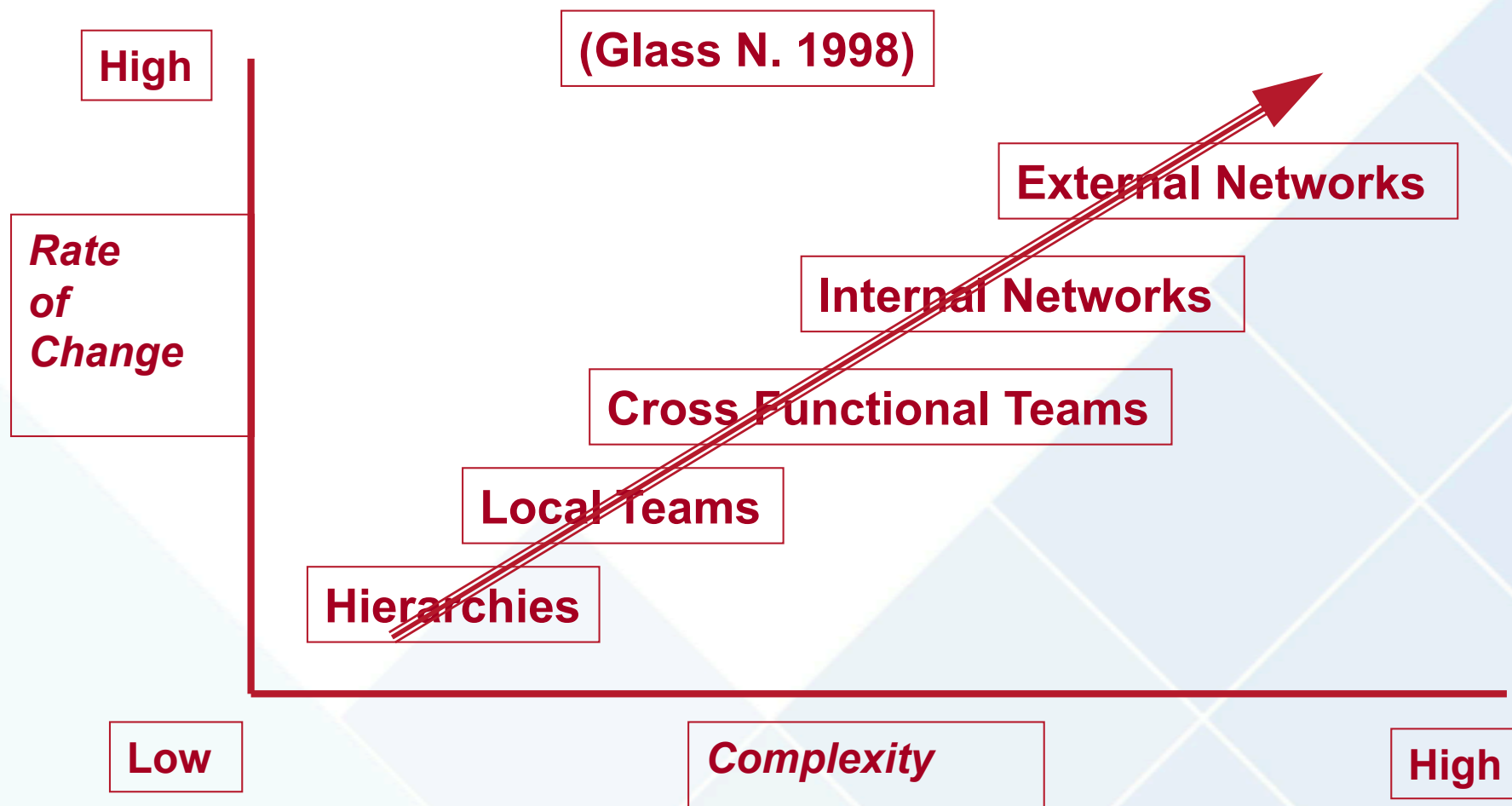
1115 – Medical Engagement WSLHD

1200 - Lunch

THE CSS MODEL

CLINICAL LEADERS WORKSHOP

Yarraglen

March 2004

Organisational survival in a complex, changing environment

(Glass N. 1998)

Rate of Change

High

External Networks

Internal Networks

Cross Functional Teams

Local Teams

Hierarchies

Low   *Complexity*   **High**

What is Shared Leadership?

Self-leadership : feeling confident to contribute and act

Acts of **leadership can come from any individual** in the organisation, as appropriate, at different times

Leadership is **not restricted** to those who hold designated leadership roles

A dynamic, interactive **influencing** process among individuals in groups

There is a **collective shared responsibility for success** of the organisation and its services

Emphasises **teamwork and collaboration**; objective is to lead one another to achieve group goals

The Medical Leadership Competency Framework
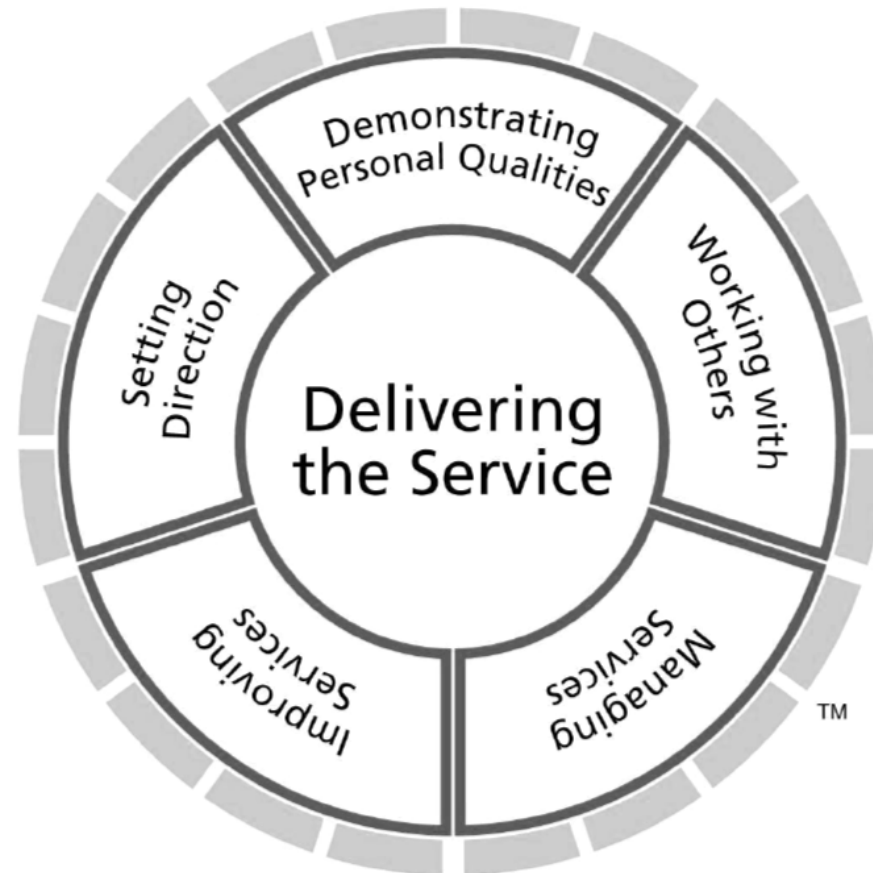
NSW Health Leadership Framework

Use of Term "Engagement"

Not
 - as process of consultation
 - as act "to do"

Rather

  Intra individual notion
  Reservoir of motivation
  Willingness to get involved

UK wide levels of engagement, across sectors said to be relatively low.

Approx 1/3 workforces truly engaged

Hence any increase in the 1/3 increases organisation capacity, and therefore performance

From Competence to Engagement cont'd.

So engagement is reciprocally beneficial

    a) Organisation- performance, customer satisfaction, reduced absenteeism, turnover

    b) Individual- improved job satisfaction, lower burnout rate

Definition of engagement built into MES is therefore

"The active and positive contribution of doctors within their normal working roles to maintaining and enhancing the performance of the organisation which itself recognises this commitment in supporting and encouraging high quality care"

                                    (Spurgeon, Barwell and Mazelan 2008)

MES Medical Engagement Model

The MES model emphasises the interaction between the individual doctor and the organisation

Meta-Scale 1: Working in a collaborative culture

➢ Sub-Scale 1: Climate for positive learning
➢ Sub-Scale 2: Good interpersonal relationships

Meta-Scale 2: Having purpose and direction

➢ Sub-Scale 3: Appraisal and rewards effectively aligned
➢ Sub-Scale 4: Participation in decision-making and change

Meta-Scale 3: Feeling valued and empowered

➢ Sub-Scale 5: Development orientation
➢ Sub-Scale 6: Work satisfaction

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MES Index: Position on Model for 4 Pilot Trusts

Many Organisational Opportunities

Doctors feel
CHALLENGED

Doctors feel
ENGAGED

● Trust D

Trust A ●

● Trust B

Restricted Individual Capacities

Expanded Individual Capacities

Trust C ●

Doctors feel
POWERLESS

Doctors feel
FRUSTRATED

Few Organisational Opportunities

Meta-Scales: Position on Model for 4 Pilot Trusts

Many Organisational Opportunities

Doctors feel CHALLENGED	Doctors feel ENGAGED
	● Trust D
	● Trust B
Trust A ●	
	● Trust C
Doctors feel POWERLESS	Doctors feel FRUSTRATED

Restricted Individual Capacities

Few Organisational Opportunities

Many Organisational Opportunities

Doctors feel CHALLENGED	Doctors feel ENGAGED
	● Trust D
● Trust A	
● Trust B	
● Trust C	
Doctors feel POWERLESS	Doctors feel FRUSTRATED

Few Organisational Opportunities

Many Organisational Opportunities

Doctors feel CHALLENGED	Doctors feel ENGAGED
	Trust D ●
	● Trust B
Trust A ●	
Trust C ●	
Doctors feel POWERLESS	Doctors feel FRUSTRATED

Expanded Individual Capacities

Few Organisational Opportunities

Meta-Scale 1:
Working in an open culture

Meta-Scale 2:
Having Purpose & Direction

Meta-Scale 3:
Feeling Valued & Empowered

MES Medical Engagement Model

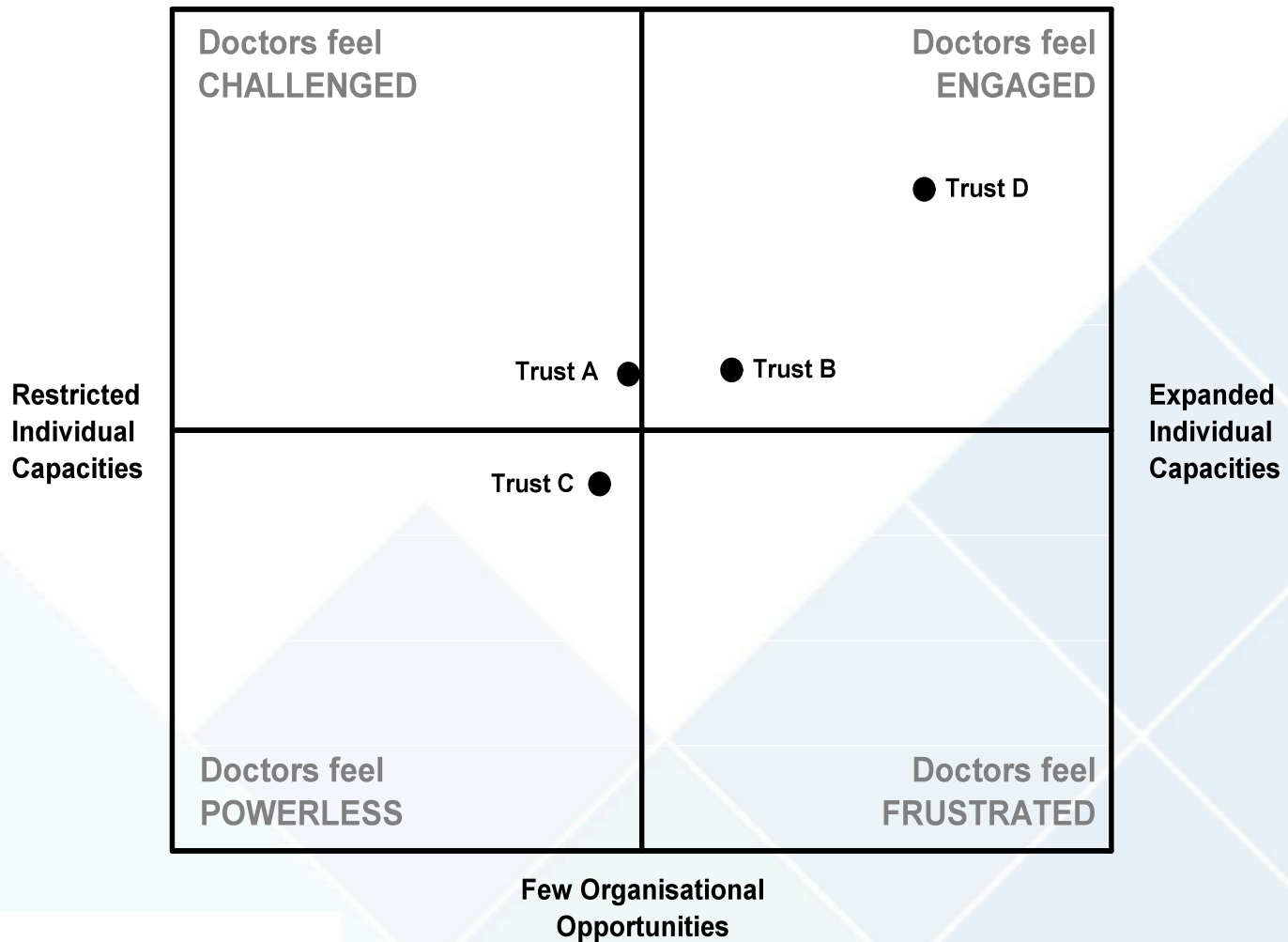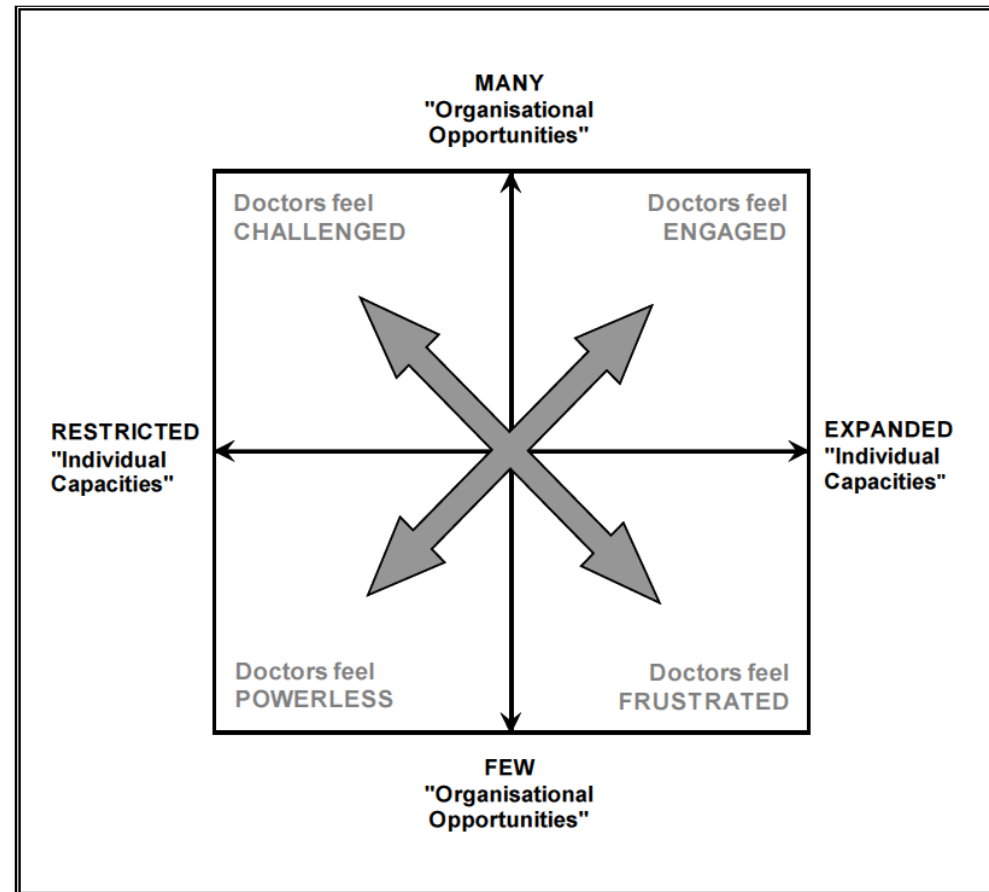The MES model emphasises the interaction between the individual doctor and the organisation

Levels of Medical Engagement for All Trusts in Current Sample

	Engagement	Meta Scale 1	Meta Scale 2	Meta Scale 3	Sub Scale 1	Sub Scale 2	Sub Scale 3	Sub Scale 4	Sub Scale 5	Sub Scale 6
Trust 1	6	10	4	7	4	23	7	3	11	7
Trust 2	15	24	13	11	23	21	20	8	12	10
Trust 3	26	23	26	26	20	22	26	23	26	25
Trust 4	22	20	22	14	22	14	23	12	16	13
Trust 5	4	4	5	4	6	5	5	6	5	4
Trust 6	11	5	17	19	7	4	14	21	13	19
Trust 7	12	9	18	15	13	6	13	25	9	23
Trust 8	27	26	28	28	26	26	29	26.5	28	28
Trust 9	19	22	10	23	15	27	10	10	27	17
Trust 10	7	6	6	10	5	12	15	1	22	6
Trust 11	10	11	9	13	8	15	8	11	19	9
Trust 12	2	2	3	1	2	1	3	5	1	2
Trust 13	14	15	16	12	19	10	11	26.5	8	18
Trust 14	9	7	8	8	10	9	6	13	6	12
Trust 15	3	3	2	3	3	8	2	4	4	3
Trust 16	8	8	11	6	9	11	16	7	10	5
Trust 17	20.5	14	23	17	11	20	22	20	17	16
Trust 18	29	29	29	29	29	25	28	29	29	27
Trust 19	18	17	20	16	18	13	25	9	21	11
Trust 20	30	30	30	30	30	30	30	28	30	30
Trust 21	1	1	1	2	1	2	1	2	3	1
Trust 22	23	25	19	20	25	24	18	19	14	21
Trust 23	24	21	25	24	22	16	24	24	24	22
Trust 24	5	12	7	5	12	7	4	17	2	8
Trust 25	20.5	16	15	21	16	17	19	16	23	20
Trust 26	28	28	27	27	28	28	27	22	25	29
Trust 27	16	13	14	22	14	18	12	15	18	24
Trust 28	17	18	24	9	27	3	17	30	7	14
Trust 29	25	27	21	25	24	29	21	18	15	26
Trust 30	13	19	12	18	17	19	9	14	20	15

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CQC Ratings Against Top/Bottom MES Scores

The table below illustrates the quantitative data in more concrete terms by showing the difference in performance level achieved on Care Quality Commission ratings by those Trusts in the top 10 and bottom 10 on the MES.

Trust ID (Trust names withheld for confidentiality)	Overall Medical Engagement Scale Index (in descending order)	CQC - NHS performance ratings 2008/09				
		Overall quality score	Financial management score	Core standards score (as a provider of services)	Existing commitments score (as a provider of services)	National priorities score (as a provider of services)
21	65.8	Good	Excellent	Fully Met	Fully Met	Good
12	65.2	Good	Good	Fully Met	-	Good
15	63.4	Excellent	Good	Fully Met	Fully Met	Excellent
5	62.0	Excellent	Excellent	Fully Met	Fully Met	Excellent
24	60.8	Good	Excellent	Fully Met	-	Good
1	60.4	Excellent	Excellent	Fully Met	Fully Met	Excellent
10	59.9	Good	Excellent	Almost Met	Fully Met	Good
16	59.8	Good	Fair	Fully Met	Almost Met	Excellent
14	59.7	Excellent	Excellent	Fully Met	Fully Met	Excellent
11	58.8	Excellent	Excellent	Fully Met	Fully Met	Excellent

CQC Ratings Against Top/Bottom MES Scores

Trust ID (Trust names withheld for confidentiality)	Overall Medical Engagement Scale Index (in descending order)	CQC - NHS performance ratings 2008/09				
		Overall quality score	Financial management score	Core standards score (as a provider of services)	Existing commitments score (as a provider of services)	National priorities score (as a provider of services)
25	56.8	Fair	Fair	Almost Met	Fully Met	Poor
4	56.7	Fair	Fair	Almost Met	Fully Met	Fair
22	55.7	Fair	Fair	Partly Met	Almost Met	Good
23	55.3	Fair	Good	Almost Met	Partly Met	Excellent
29	54.4	Good	Excellent	Fully Met	Fully Met	Good
3	54.3	Fair	Excellent	Fully Met	Fully Met	Poor
26	53.1	Fair	Fair	Almost Met	Almost Met	Fair
8	52.7	Good	Good	Fully Met	Almost Met	Good
18	52.1	Fair	Fair	Fully Met	Partly Met	Good
20	47.0	Poor	Poor	Almost Met	Not Met	Fair

Exercise 1

Using the multi-dimensional perspective on the table and the coloured dots.

2 mins. Individually - How engaged at the doctors at your organisation?

5 mins. How does this compare with colleagues at the table?

8 mins. How does this compare with colleagues in the room?
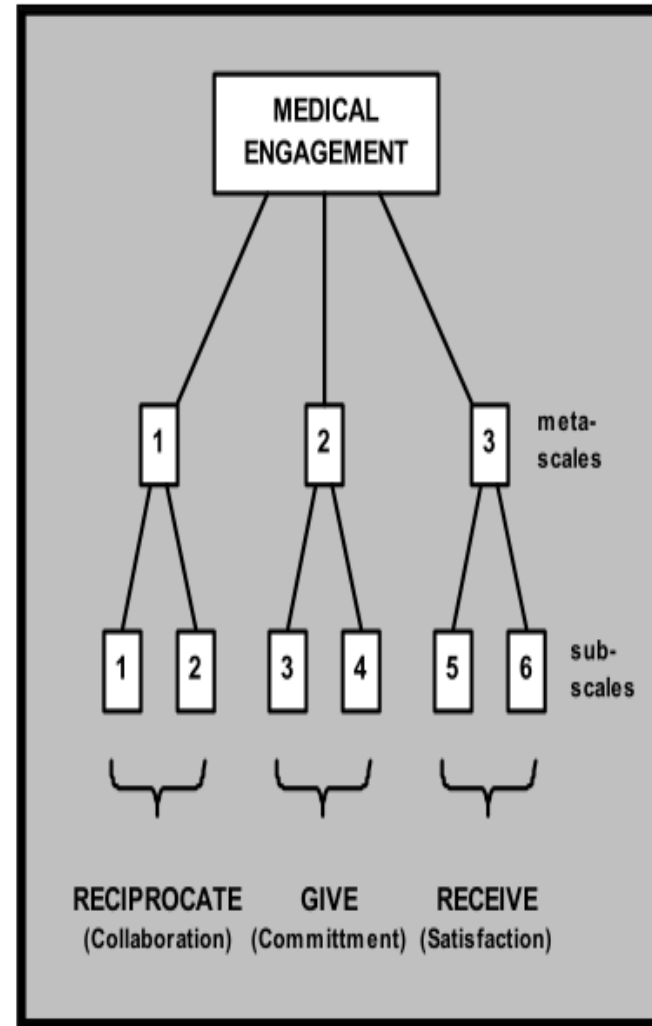
Meta-Scale 1: Working in a collaborative culture

- ➢ Sub-Scale 1: Climate for positive learning
- ➢ Sub-Scale 2: Good interpersonal relationships

Meta-Scale 2: Having purpose and direction

- ➢ Sub-Scale 3: Appraisal and rewards effectively aligned
- ➢ Sub-Scale 4: Participation in decision-making and change

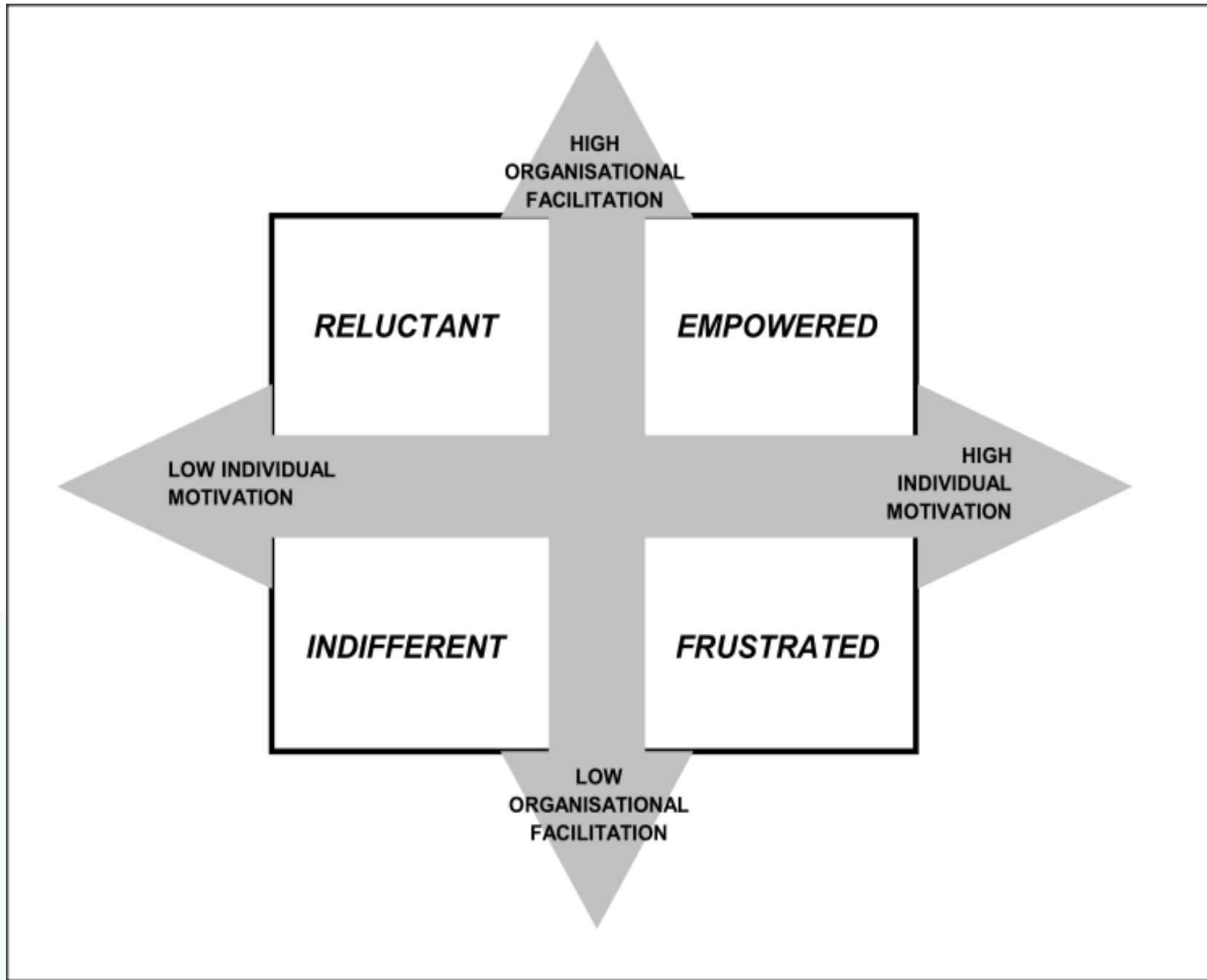## Meta-Scale 3: Feeling valued and empowered

- ➢ Sub-Scale 5: Development orientation
- ➢ Sub-Scale 6: Work satisfaction

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MEDICAL ENGAGEMENT

meta-scales: 1 2 3

sub-scales: 1 2 3 4 5 6

RECIPROCATE (Collaboration)   GIVE (Committment)   RECEIVE (Satisfaction)

0

1

HIGH
ORGANISATIONAL
FACILITATION

RELUCTANT

EMPOWERED

LOW INDIVIDUAL
MOTIVATION

HIGH
INDIVIDUAL
MOTIVATION

INDIFFERENT

FRUSTRATED

LOW
ORGANISATIONAL
FACILITATION

Exercise 2

2 mins. Individually – What does ME mean for your organisation and patient care

5 mins. How does this compare with colleagues at the table?

8 mins. How does this compare with colleagues in the room?

Exercise 2a

2 mins. Individually – How do you build ownership of ME and joint accountability across the organisation silos

5 mins. How does this compare with colleagues at the table?

8 mins. How does this compare with colleagues in the room?

Exercise 3

2 mins. Individually – How is your organisation going to show that they have acted on the feedback?

5 mins. How does this compare with colleagues at the table?

8 mins. How does this compare with colleagues in the room?

Exercise 4

2 mins. Individually – Where is ME owned in your organisation

5 mins. How does this compare with colleagues at the table?

8 mins. How does this compare with colleagues in the room?

Exercise 5

2 mins. Individually – What other questions would you ask medical staff?

5 mins. How does this compare with colleagues at the table?

8 mins. How does this compare with colleagues in the room?

Percentage of Respondents (n = 399) who fell into High, Medium and Low Normative Bands

	High	Medium	Low
Medical Engagement Index	20.5%	9.8%	69.7%
Meta-Scale 1: Working in a Collaborative Culture	21.0%	18.3%	65.4%
Meta-Scale 2: Having Purpose and Direction	14.8%	10.0%	79.7%
Meta-Scale 3: Feeling Valued & Empowered	22.1%	8.3%	69.7%

The table below summarises the percentages of medical staff who were the most engaged (Bands A and B) and the least engaged (Bands D and E) for each of the ten MES scales

MES Scale	Percentage Most Engaged (Bands A & B)	Percentage Least Engaged (Bands D & E)
MEI: Index of Medical Engagement	12.0	69.7
Meta Scale 1: Working in a Collaborative Culture	10.0	65.4
Meta Scale 2: Having Purpose & Direction	9.3	75.2
Meta Scale 3: Feeling Valued & Empowered	15.3	69.7
Sub Scale 1: Climate for Positive Learning	16.5	67.7
Sub Scale 2: Good Interpersonal Relationships	20.3	68.2
Sub Scale 3: Appraisal & Rewards Effectively Aligned	11.8	61.1
Sub Scale 4: Participation in Decision Making & Change	17.0	68.9
Sub Scale 5: Development Orientation	15.0	71.4
Sub Scale 6: Work Satisfaction	17.5	70.2

Extracts of Australian Site Results

Percentage of Respondents (n = 237) who fell into High, Medium and Low Normative Bands

	High	Medium	Low
Medical Engagement Index	65.40%	9.70%	24.89%
Meta-Scale 1: Working in a Collaborative Culture	55.70%	17.30%	27.00%
Meta-Scale 2: Having Purpose and Direction	64.98%	10.97%	24.05%
Meta-Scale 3: Feeling Valued & Empowered	59.92%	8.86%	31.22%

	Hospital A	Hospital B	Hospital C	Hospital D
Engagement Scale	Red	Green	Red	Green
Meta Scale 1: Working in A Collaborative Culture	Red	Green	Red	Yellow
Meta Scale 2: Having Purpose & Direction	Red	Green	Red	Green
Meta Scale 3: Being Valued & Empowered	Red	Green	Red	Yellow
Sub Scale 1: Climate for Positive Learning	Red	Green	Green	Green
Sub Scale 2: Good Inter Personal Relationships	Red	Green	Red	Yellow
Sub Scale 3: Appraisal & Rewards Effectively Aligned	Red	Green	Green	Green
Sub Scale 4: Participation on Decision Making & Change	Red	Green	Red	Yellow
Sub Scale 5: Development Orientation	Red	Green	Red	Yellow
Sub Scale 6: Work Satisfaction	Red	Green	Red	Green

Relative Levels of Medical Engagement by Clinical Division

	Cardiovascular, Renal & Endocrine (n=16)	Critical Care & Investigative Services (n=37)	Medicine & Community Care (n=29)	Mental Health (n=61)	Neurosciences, Haematology, Medical Oncology Services & Infectious Diseases (n=31)	Surgery, Periperative, Trauma and Surgical Oncology Services (n=51)
Engagement Scale	H	M	H	H	M	L
Meta Scale 1: Working in A Collaborative Culture	H	M	H	H	M	L
Meta Scale 2: Having Purpose & Direction	H	H	H	H	M	L
Meta Scale 3: Being Valued & Empowered	H	M	H	H	M	L
Sub Scale 1: Climate for Positive Learning	H	H	H	H	H	L
Sub Scale 2: Good Inter Personal Relationships	H	L	H	H	L	L
Sub Scale 3: Appraisal & Rewards Effectively Aligned	H	H	H	H	H	L
Sub Scale 4: Participation on Decision Making & Change	H	M	H	H	L	L
Sub Scale 5: Development Orientation	H	L	H	H	L	L
Sub Scale 6: Work Satisfaction	H	H	H	H	H	L

Professional Engagement Index
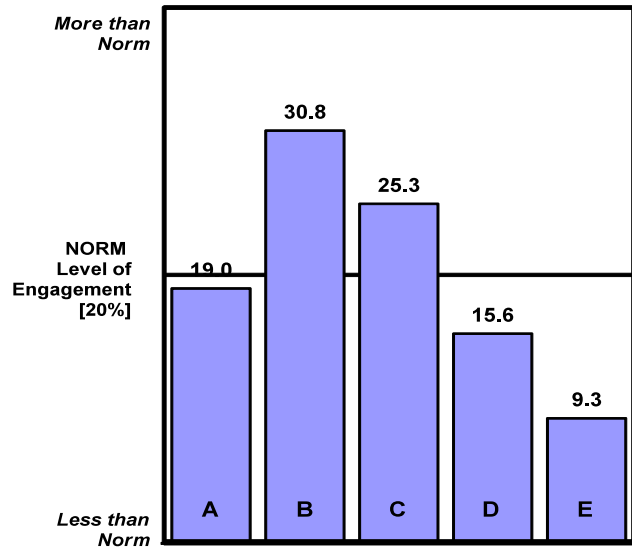
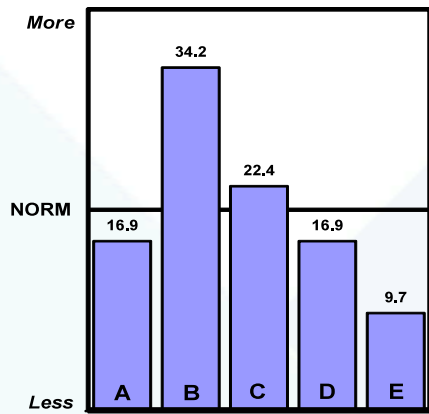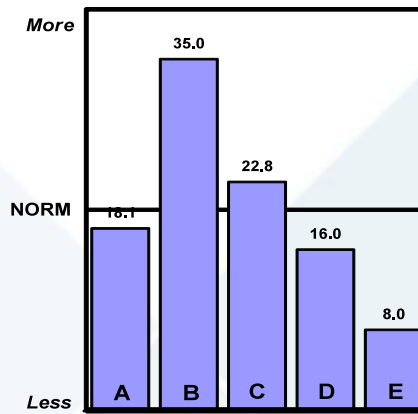**Relative Levels of Medical Engagement [Percentage of Medical Staff in 5 Bandwidths A - E]**

BANDS

A = Most Strongly Engaged Medical Staff
B = Strongly Engaged Medical Staff
C = Moderately Engaged Medical Staff
D = Weakly Engaged Medical Staff
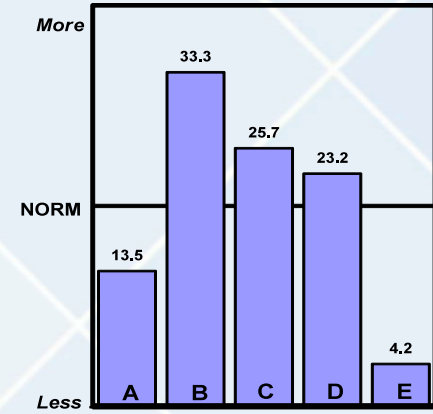**E** = Most Weakly Engaged Medical Staff

Meta 1: Working in an Open & Fair Culture

## Meta 2: Having Purpose & Direction

Meta 3: Being Valued & Empowered

# Relative Levels of Medical Engagement by Clinical Division

	Anaesthesia (n=6)	Cancer & Neurosciences (n=23)	Critical Care (n=43)	Imaging (n=16)	Lab Medicine (n=7)	Medical Specialties (n=85)	Rehab & Orthopaedics (n=10)	Surgical (n=53)
Engagement Scale	H	H	H	H	H	M	H	H
Meta Scale 1: Working in A Collaborative Culture	H	H	H	M	H	M	H	H
Meta Scale 2: Having Purpose & Direction	H	H	H	H	H	M	H	H
Meta Scale 3: Being Valued & Empowered	H	M	H	M	H	L	H	H
Sub Scale 1: Climate for Positive Learning	H	H	H	H	H	H	H	H
Sub Scale 2: Good Inter Personal Relationships	H	H	M	L	H	L	H	M
Sub Scale 3: Appraisal & Rewards Effectively Aligned	H	H	H	H	H	H	H	H
Sub Scale 4: Participation on Decision Making & Change	H	H	H	H	H	L	H	H
Sub Scale 5: Development Orientation	H	M	M	M	H	L	H	M
Sub Scale 6: Work Satisfaction	H	H	H	H	H	M	H	H

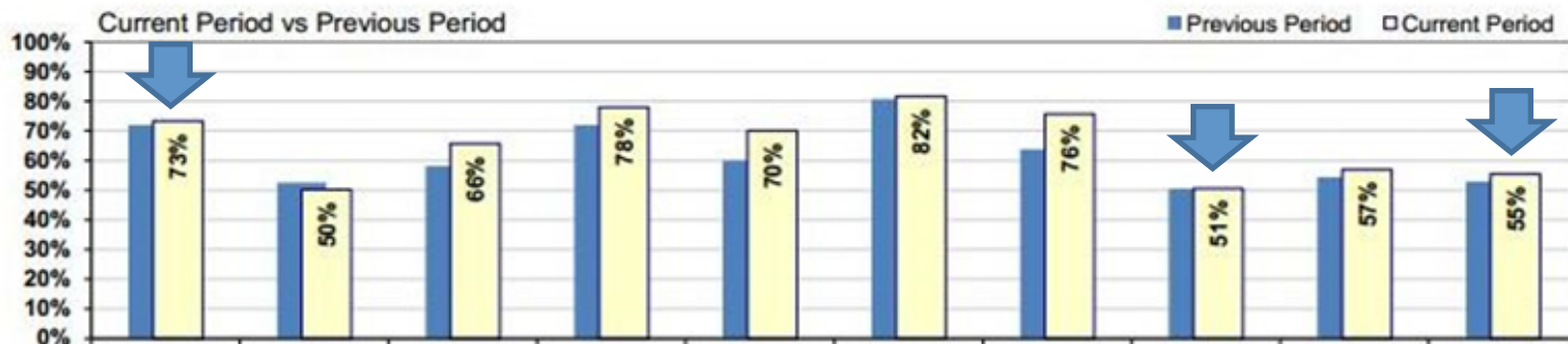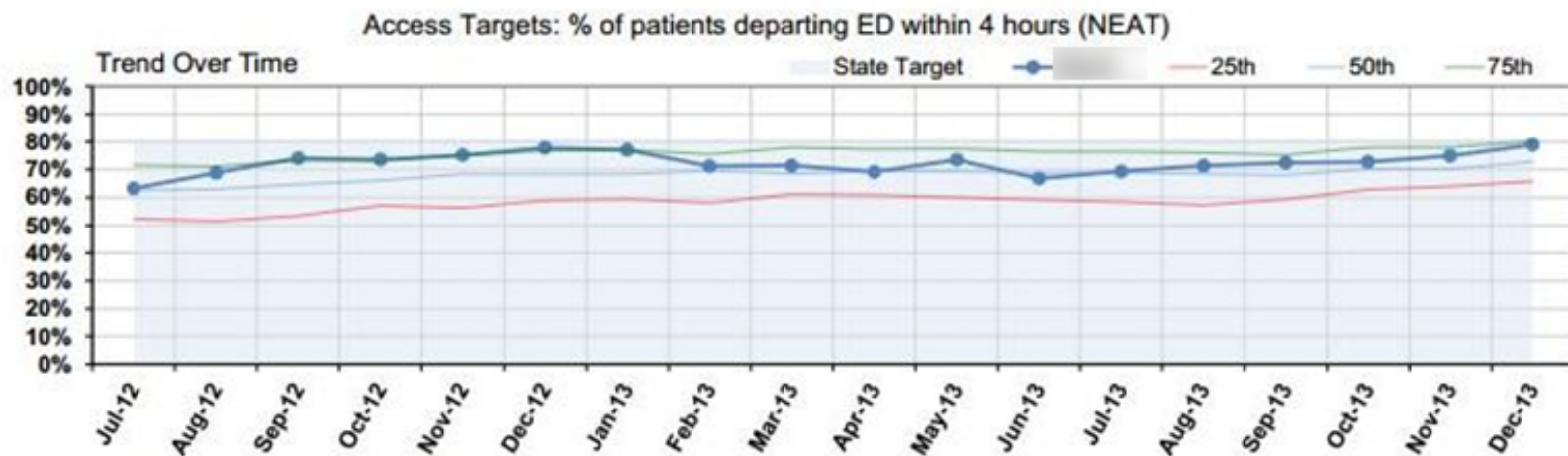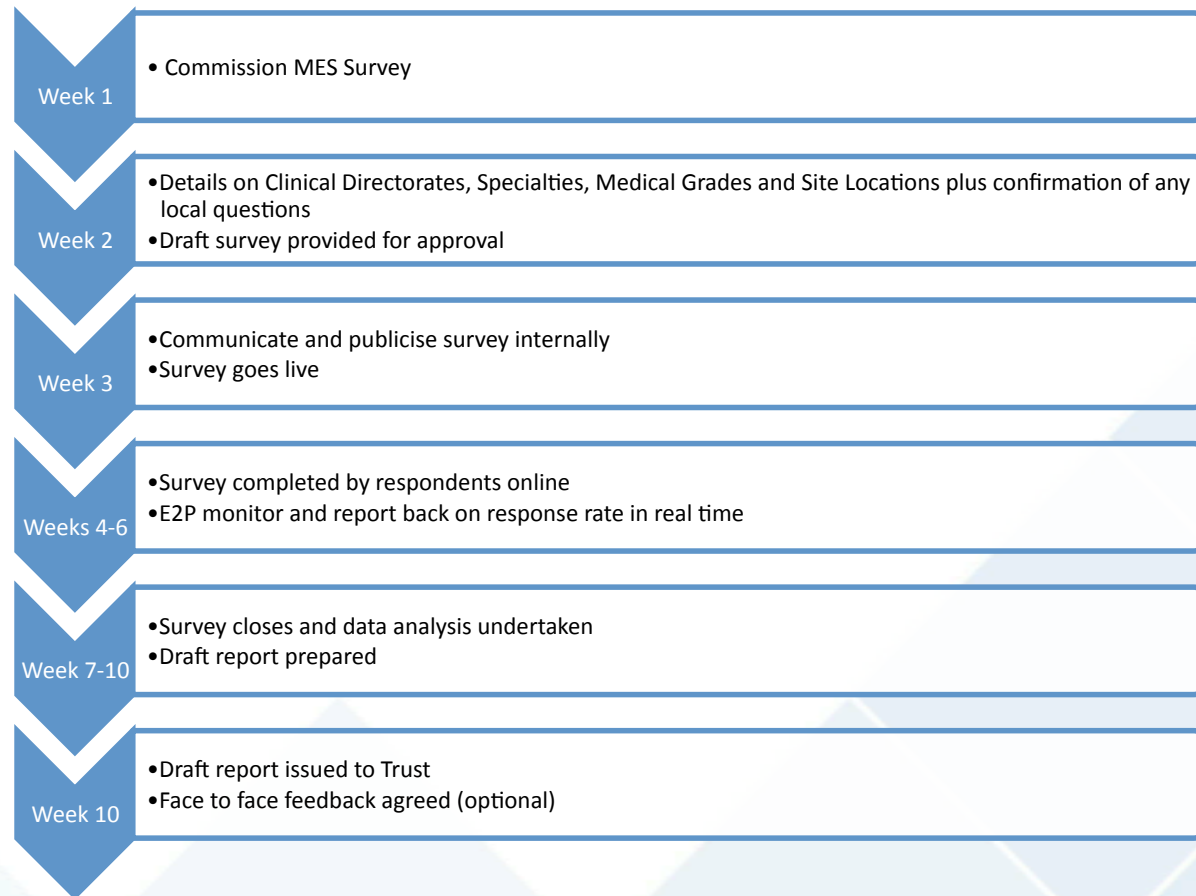| MES Scale	Percentage Most Engaged (Bands A & B)	Percentage Least Engaged (Bands D & E)
MEI: Index of Medical Engagement	39.37%	33.07%
Meta Scale 1: Working in a Collaborative Culture	44.49%	33.86%
Meta Scale 2: Having Purpose & Direction	46.06%	31.10%
Meta Scale 3: Feeling Valued & Empowered	34.65%	41.73%
Sub Scale 1: Climate for Positive Learning	49.61%	28.74%
Sub Scale 2: Good Interpersonal Relationships	33.46%	46.85%
Sub Scale 3: Appraisal & Rewards Effectively Aligned	50.79%	22.44%
Sub Scale 4: Participation in Decision Making & Change	38.58%	31.50%
Sub Scale 5: Development Orientation	28.35%	52.36%
Sub Scale 6: Work Satisfaction	42.91%	34.65%
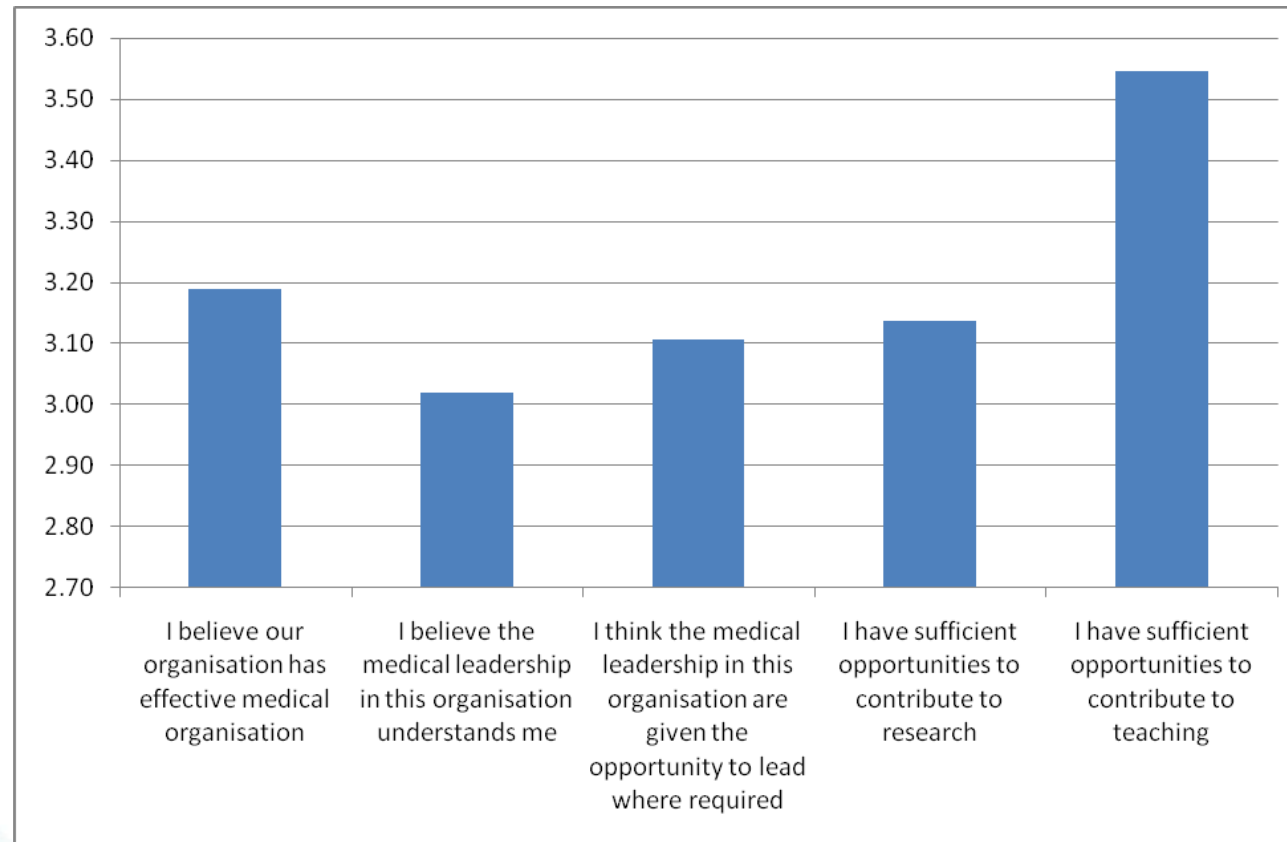
RSI for major teaching hospitals (2013)
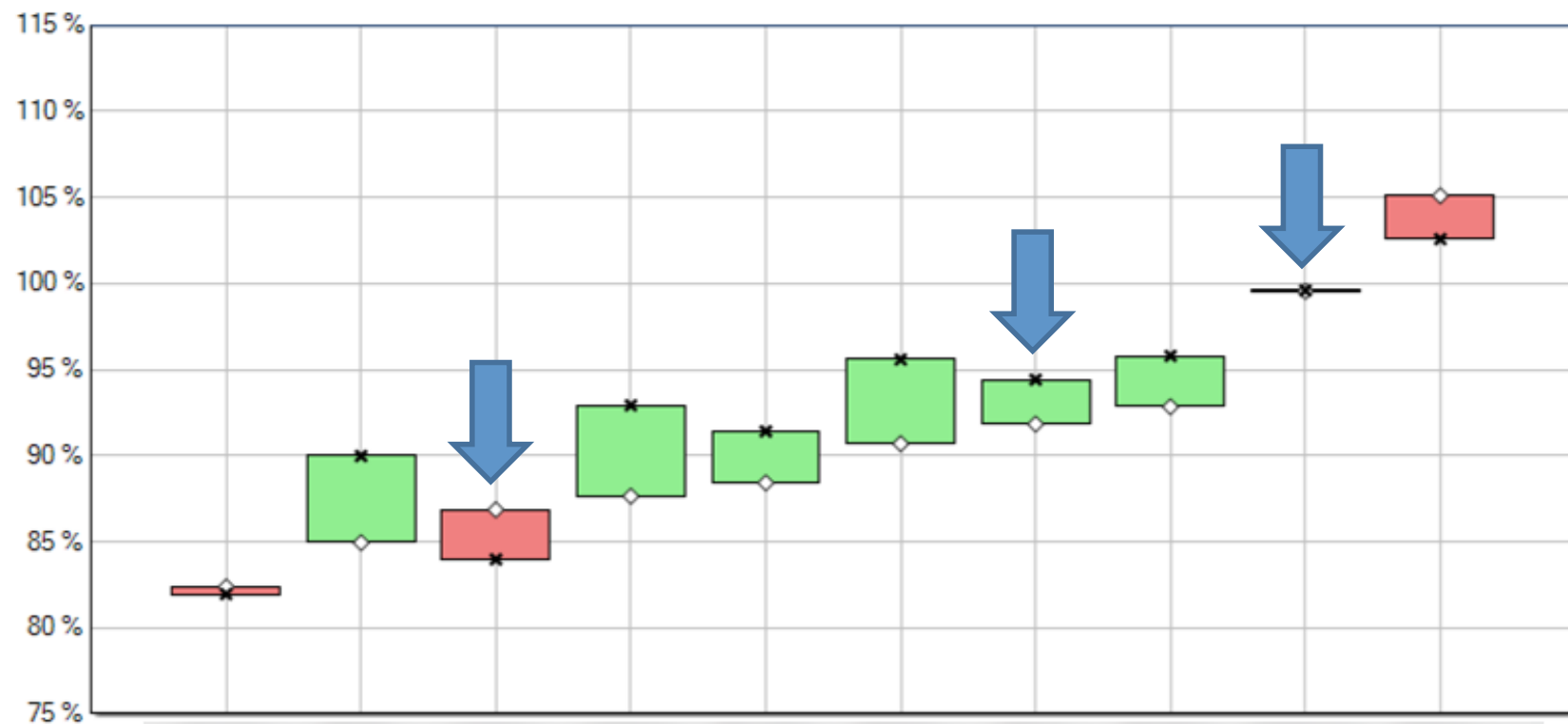
Non Mental Health Acute Caretype episodes

processed 73% of patients within the 4 hour target in the 2013 Jul-Dec period

Access Targets: % of patients departing ED within 4 hours (NEAT)

MES: So what's the process?

Week 1	• Commission MES Survey
Week 2	• Details on Clinical Directorates, Specialties, Medical Grades and Site Locations plus confirmation of any local questions • Draft survey provided for approval
Week 3	• Communicate and publicise survey internally • Survey goes live
Weeks 4-6	• Survey completed by respondents online • E2P monitor and report back on response rate in real time
Week 7-10	• Survey closes and data analysis undertaken • Draft report prepared
Week 10	• Draft report issued to Trust • Face to face feedback agreed (optional)

MES: So how do we get one?

For further information contact Paul W Long telephone 0437 339 489 or email paul@pwlong.com go to www.engage2perform.com