Employee/Physician Opinion Survey

March 2023

Executive Summary

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Employee Opinion Survey

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What is Employee Engagement?

Emotional: Pride, desire for the organization to succeed, and affective commitment.

Cognitive : Employees' strong belief in the organization's values, mission, and vision.

Behavioral: Employees' willingness to go the extra mile (i.e., discretionary effort).

Why Engagement Matters?

More Productive

Lower Turnover Rates

Better Organizational Performance

Better Service & Product Quality

Lower Absenteeism

Higher Profitability
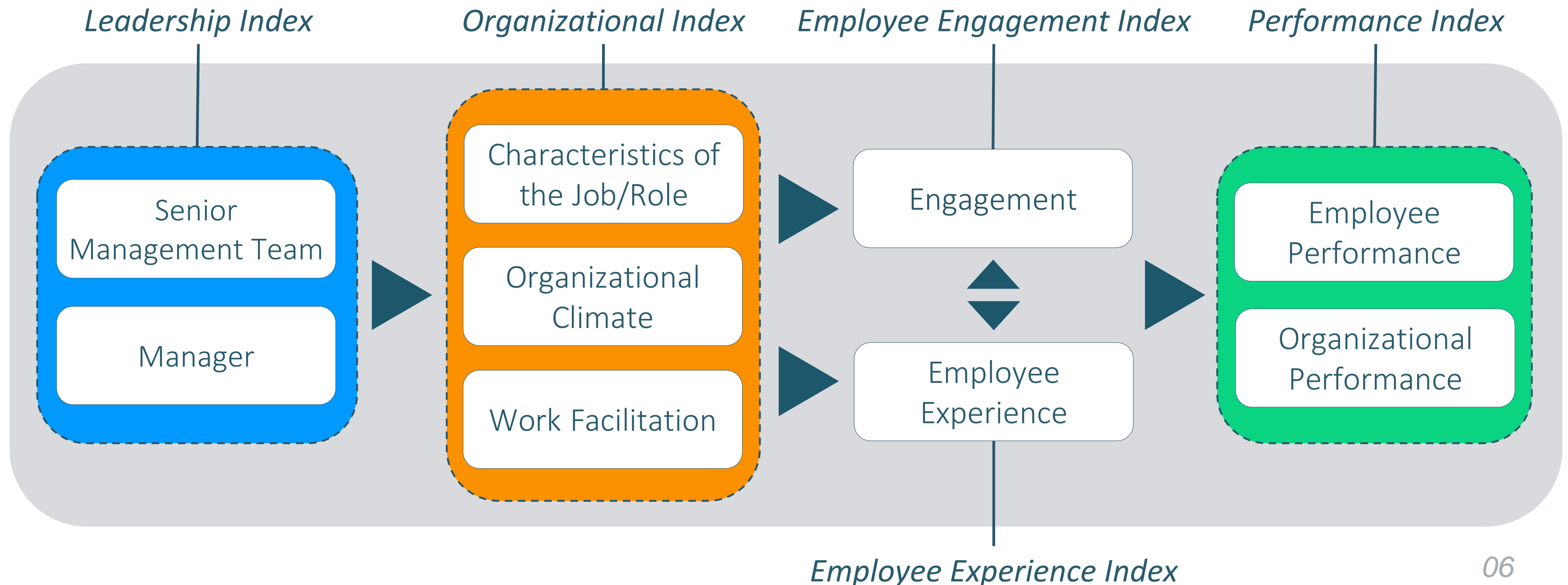
Employee Loyalty & Positive Attitude

Better Health & Safety Records

Increased Customer Loyalty

EPSI Engagement Model

Additional The Royal Dimensions/Index included in the 2023 survey: "Communication and Teamwork", "Personal Recovery", "Flexible Working Arrangements", "Health, Safety and Wellness", "Diversity and Inclusion", and "Psychological Health Index".

Leadership Index   *Organizational Index*   *Employee Engagement Index*   *Performance Index*

- Senior Management Team
- Manager

- Characteristics of the Job/Role
- Organizational Climate
- Work Facilitation

- Engagement
- Employee Experience

- Employee Performance
- Organizational Performance

Employee Experience Index

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Survey Overview
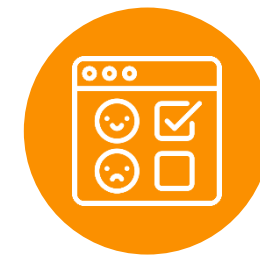
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Survey Overview

Survey Administration

→ *Survey period:* **January 24 – February 21**
→ *Confidential (Results are not shown for groups with less than 5 respondents)*

Methodology

→ *82 five-point Likert scale questions*
→ *8 demographic questions*
→ *1 open-ended question*
→ *10 dimensions*
→ *5 indices*

Reporting

→ *Scores presented represent **% Favourable** ("Agree" and "Strongly Agree" response options) unless otherwise stated.*
→ *Results are presented for the Overall Organization with Breakouts provided by: Department*

Comparisons

→ *2020 Previous period comparison where applicable*
→ *EPSI Health & Social Assistance benchmark*
This benchmark includes organizations primarily engaged in providing health care by diagnosis and treatment, providing residential care for medical and social reasons, and providing social assistance.
→ *Ontario Shores Benchmark*

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How to Read Your Report

% Unfavourable: *% Strongly Disagree + Disagree*

% Neutral: *% Neither Agree nor Disagree*

% Favourable: *% Strongly Agree + Agree*

Index

80 % Fav

12

5

	% Fav	+/-
Industry Benchmark	*74*	**+6**
Ontario Shores Benchmark	*69*	**+11**

"+" Indicates how many percentage points the current year overall score is __higher__ than the Industry/ Ontario Shores Benchmark
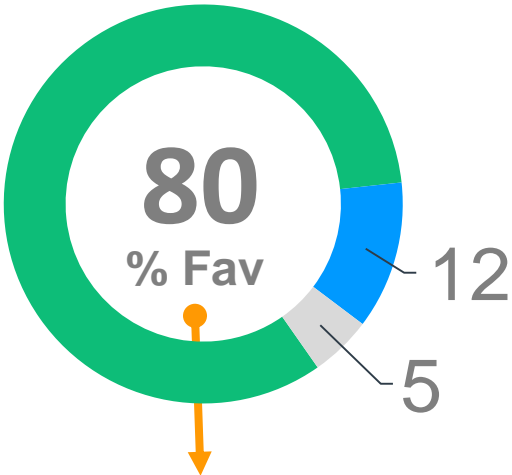*"-" Indicates how many percentage points the current year overall score is __lower__ than the Industry/ Ontario Shores Benchmark*

N/A shown for any item in these two columns indicate that there is no available comparison. % Favourable scores are shown.

Overall Current Year % Favourable Score

Overall Score = Average of all questions displayed in the bar graph unless otherwise stated

Indicates item is one of the five highest/lowest favourable responses among the survey items

	2023 (%)		2020	Industry Benchmark	Ontario Shores Benchmark
Question 1 (Q1)	5 / 10 / 85		80	79	65
Question 2 (Q2)	7 / 6 / 82		N/A	72	70
TOP 5 — Question 3 (Q3)	4 / 10 / 76		82	70	72
BOTTOM 5 — Question 4 (Q4)	6 / 4 / 90		73	75	70

Participation Rate

Participation Rate - Overall

48%

		+/-
2020 (n=827)	*54%*	-6

Summary

The overall participation rate is **48%** whereas when casuals are not included, the participation jumps to **57%**, which is a relatively strong participation for the health care sector, and certainly good enough to provide a statistically representative sample. However results in certain departments should be interpreted with caution, and all employees should be encouraged to participate in subsequent conversations to better understand issues raised in the survey. The survey was administered to **1508** employees, and **730** employees participated.

Participation Rate – by Department

● 2023

Bar chart showing participation rates by department:
- Leadership (n=10): 83%
- Corporate Services (n=145): 76%
- Innovation & Transformation (n=24): 77%
- Patient Care & Community Mental Health (n=287): 56%
- IMHR (n=29): 43%
- Patient Care & Nursing Professional Practice (n=167): 27%
- Foundation (n=14): 100%
- Chief Information Officer (n=42): 70%
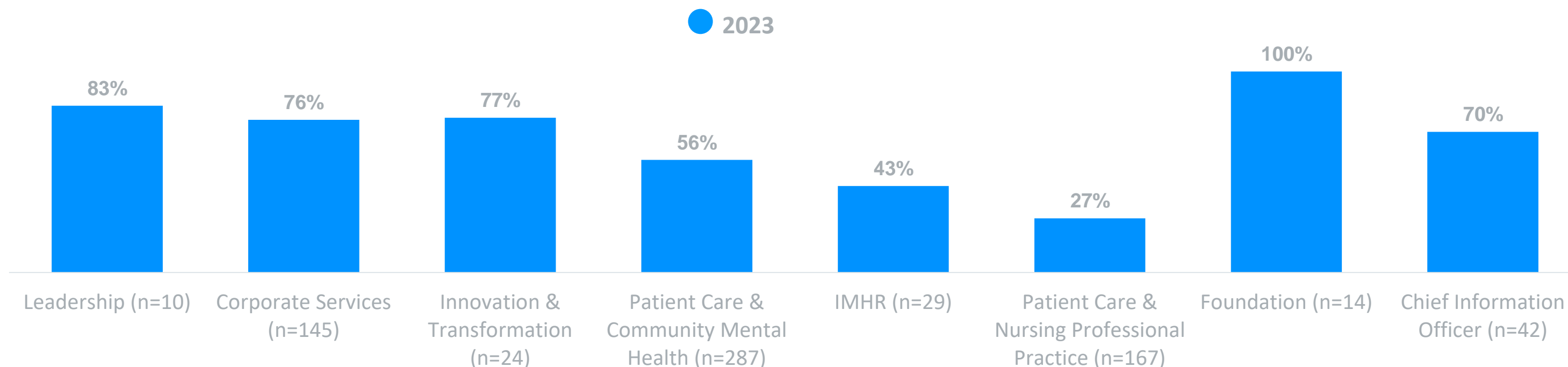
Employee Engagement Index

Employee Engagement

76 % Fav

16

8
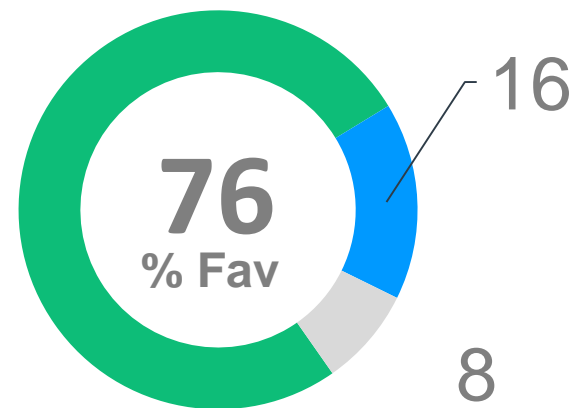
	% Fav	+/-
Industry Benchmark	*79*	*-3*
Ontario Shores Benchmark	*73*	*+3*

- Overall engagement approaches industry benchmark, and is slightly above the Ontario Shores benchmark.
- Drive for success is very high (opportunity).
- Very low % "disengaged" (grey), but there is opportunity in those who are neutral (~20%).
- Only 52% agree/strongly agree that they would rarely think about working elsewhere – the reasons will become apparent throughout the report.

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
I feel proud to be part of The Royal. (Q70)	7	19	74	80	86	71
TOP 5 I really want The Royal to succeed. (Q71)	5		95	N/A	78	94
I rarely think about working for another organization. (Q72)	26	22	52	N/A	69	44
I strongly believe in The Royal's values, mission and vision. (Q73)	4	18	78	N/A	76	79
I fully invest my energy and passion into The Royal. (Q74)	5	16	79	N/A	83	75
I am always willing to put in extra effort to contribute to The Royal's success. (Q75)	4	15	80	87	80	75

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Employee Engagement Breakdown

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Employee Engagement by Department

The Royal 2023 Overall Employee Engagement % Favourable: **76%**

2023 (%)
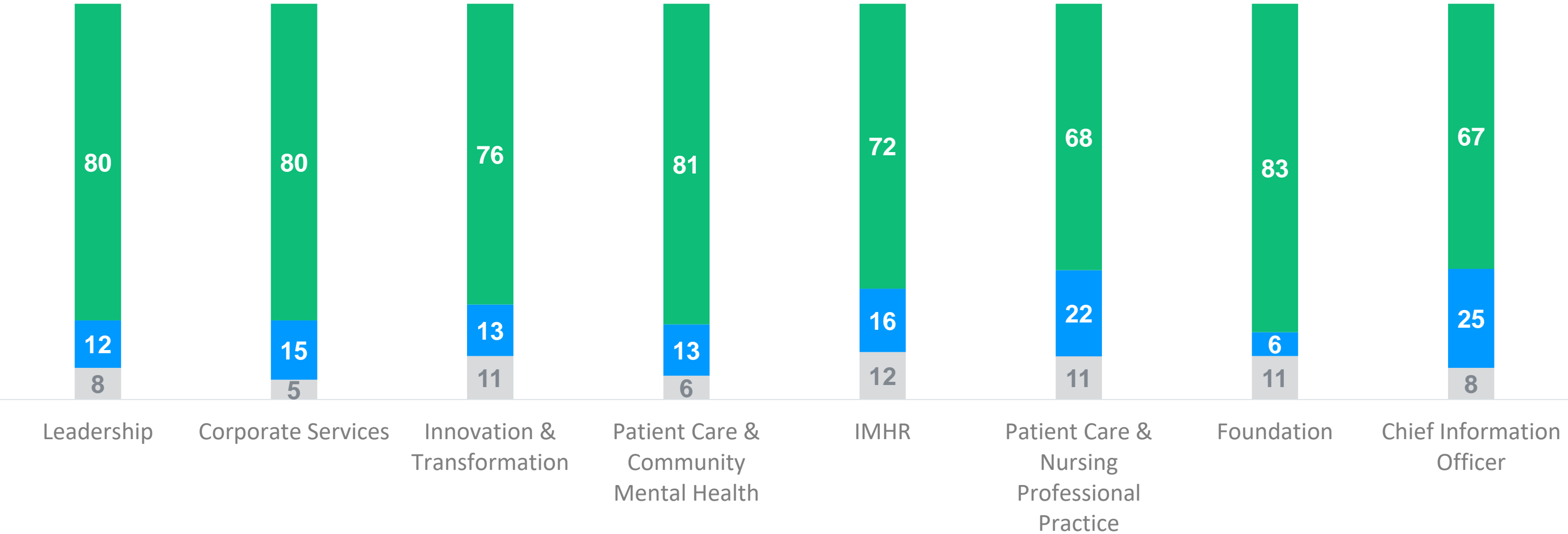
Leadership	Corporate Services	Innovation & Transformation	Patient Care & Community Mental Health	IMHR	Patient Care & Nursing Professional Practice	Foundation	Chief Information Officer
80	80	76	81	72	68	83	67
12	15	13	13	16	22	6	25
8	5	11	6	12	11	11	8

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Employee Experience Index

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Employee Experience

73 % Fav

17

10
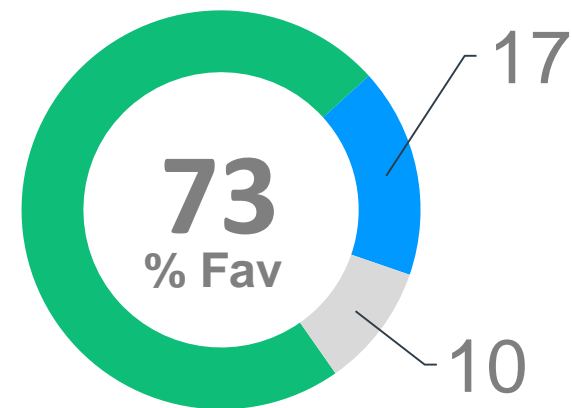
	% Fav	+/-
Industry Benchmark*	*78*	--
Ontario Shores Benchmark	*68*	*+5*

Note:

*Industry Benchmark score = Average of all questions below excluding Q69.

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
I believe that my career's future is with The Royal. (Q63)	11	23	65	N/A	71	58
I would not hesitate to recommend The Royal as a good place to work. (Q64)	16	20	64	N/A	77	63
I feel that I have a close relationship with my coworkers. (Q65)	7	16	78	N/A	81	78
I like working for my manager. (Q66)	6	13	81	N/A	77	76
Most of the time, I am happy doing my job for The Royal. (Q67)	7	11	82	N/A	86	74
I feel my job is secure with The Royal. (Q68)	11	16	72	N/A	73	63
I would feel comfortable having friends and family receive care at The Royal. (Q69)	10	21	69	76	N/A	65

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Index/Dimension Summary

Indices
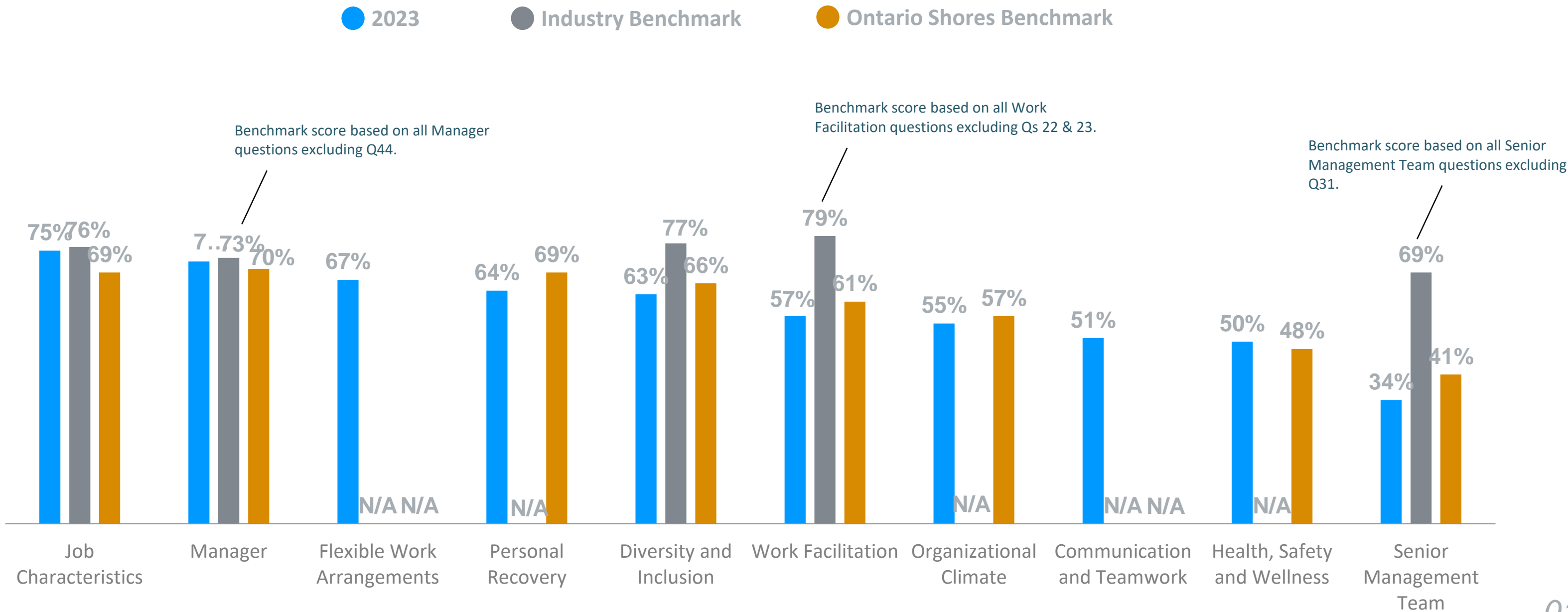
- ● **2023**
- ● **Industry Benchmark**
- ● **Ontario Shores Benchmark**

Average of all questions under the Senior Management Team (excluding Qs 30 & 36), and Manager dimensions.

Benchmark score based on all Senior Management Team & Manager questions excluding Qs 31 & 44.

Benchmark score based on all Employee Experience questions excluding Q69.

Index	2023	Industry Benchmark	Ontario Shores Benchmark
Organizational Index	61%	n/a	61%
Leadership Index	56%	72%	57%
Psychological Health Index	56%	N/A	58%
Employee Experience Index	73%	78%	68%
Employee Engagement Index	76%	79%	73%

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Organizational Index

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Organizational Index

	% Fav	+/-
Industry Benchmark	*N/A*	*N/A*
Ontario Shores Benchmark	*61*	*0*

The Organizational Index

Numerous studies have shown that job characteristics, organizational climate as well as the level of support (or work facilitation) provided by the organization play an important role in creating a high level of satisfaction and engagement in employees. These three factors are assessed independently and then all questions under these factors are averaged to calculate the "Organizational Index."

Job Characteristics

	% Fav	+/-
Industry Benchmark	*76*	*-1*
Ontario Shores Benchmark	*69*	*+6*

Organizational Climate

	% Fav	+/-
Industry Benchmark	*N/A*	*N/A*
Ontario Shores Benchmark	*57*	*-2*

Work Facilitation

	% Fav	+/-
Industry Benchmark*	*79*	*--*
Ontario Shores Benchmark	*61*	*-4*

*Benchmark score based on all Work Facilitation questions excluding Qs 22 and 23.

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Job Characteristics

75 % Fav

16

9

	% Fav	+/-
Industry Benchmark	*76*	*-1*
Ontario Shores Benchmark	*69*	*+6*

- Purpose driven: very strong positive feelings towards contribution and inherent characteristics of the work. This provides the **resilience** to deal with the challenges of the employee experience.

	2023 (%)			**2020**	**Industry Benchmark**	**Ontario Shores Benchmark**
TOP 5 I understand how my job contributes to The Royal's objectives. (Q1)	3	8	89	N/A	77	88
I have the authority to make decisions about the way I do my job. (Q2)	13	21	66	85	71	54
TOP 5 I find my job very interesting because it requires many different skills and talents. (Q3)	4	9	87	N/A	81	78
My job allows me to complete a project or task from beginning to end with a concrete outcome. (Q4)	13	17	70	N/A	84	62
I receive direct feedback from internal or external clients on the work that I do for them. (Q5)	11	23	65	N/A	69	63

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Organizational Climate

55
% Fav

24
21
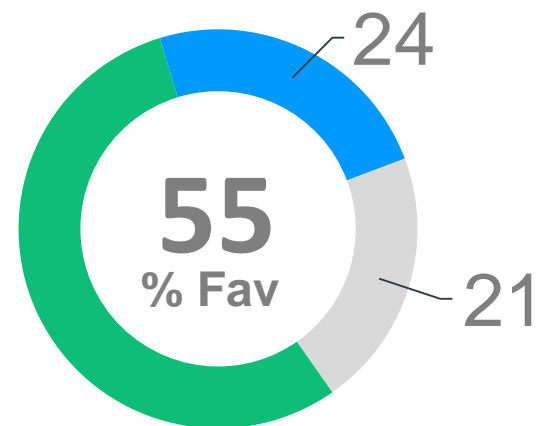
	% Fav	+/-
Industry Benchmark	*N/A*	*N/A*
Ontario Shores Benchmark	*57*	*-2*

- Strong "esprit de corps" from co-workers, which also contributes to resilience.
- Significant minorities do not feel that The Royal cares about their well-being or other aspects of their sense of community, inclusion, growth, development, safety or wellness – all prerequisites to the overall emotional connection necessary for engagement, as well as key drivers.
- Sense of being treated equally regardless of origin, etc. is significantly below benchmark average.

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
The Royal provides me with the support I need in order to succeed. (Q6)	21	23	56	N/A	67	53
I feel supported at work by my coworkers. (Q7)	9	10	80	N/A	83	83
I am satisfied with the balance between my work and personal life. (Q8)	18	16	67	77	58	57
I work in a positive organizational environment. (Q9)	25	20	55	N/A	80	55
The Royal cares about the well-being of its employees. (Q10)	27	27	46	61	76	48
The Royal offers services or benefits that adequately address my psychological and mental health. (Q11)	22	23	56	N/A	N/A	52
The Royal provides self-care tools to help staff look after their own psychological well-being. (Q12)	20	36	44	N/A	N/A	53
I feel I am a part of The Royal's community. (Q13)	21	29	49	73	N/A	57
The Royal encourages the growth, development, safety and wellness of its staff. (Q14)	22	25	52	N/A	N/A	53
At The Royal, all employees are treated equally and fairly regardless of their origin, background or personal characteristics. (Q15)	25	25	50	N/A	83	59

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Work Facilitation

57 % Fav

22

20
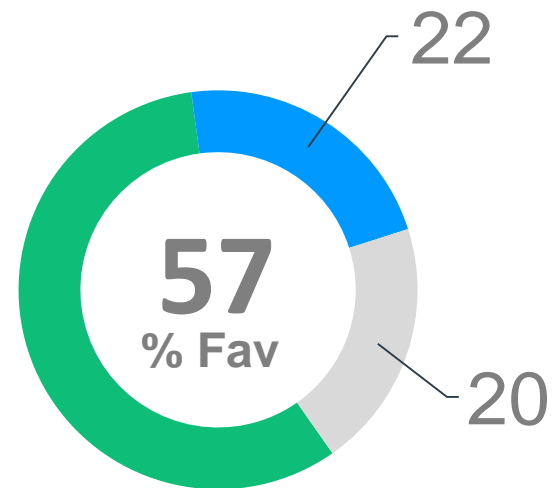
	% Fav	+/-
Industry Benchmark*	*79*	--
Ontario Shores Benchmark	*61*	*-4*

Note:

*Industry Benchmark score = Average of all questions below excluding Qs 22 & 23.

- Progress has been made since 2020 in terms of being informed of changes that impact one's job.
- Significant minorities do not feel they have what they need to perform their roles effectively, specifically training and development (key driver of engagement)
- Also, almost half of employees do not agree that the organization places great importance on H&S, a basic need necessary before higher-order engagement can be achieved.

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
I have the tools, materials and equipment I need to do my job in an efficient manner. (Q17)	18	14	68	72	81	67
The Royal trains and develops its employees to guarantee a high level of efficiency on the job. (Q18)	29	27	44	N/A	79	54
I believe we have efficient organizational policies. (Q19)	24	30	46	N/A	70	55
The Royal places great importance on the health and safety of its employees. (Q20)	20	24	56	N/A	82	50
I have access to the information I need to do my job efficiently. (Q21)	11	16	73	N/A	82	78
I am informed of changes that can have an impact on my job. (Q22)	24	22	54	45	N/A	64
Staff are able to do their jobs in a way that meets their personal and professional standards. (Q23)	17	22	61	N/A	N/A	58

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Psychological Health Index

Psychological Health Index

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
Overall Psychological Health Index	19	25	56	N/A	N/A	58
Work-Life Balance (Q8)	18	16	67	77	58	57
Psychological and Social Support (Q11)	22	23	56	N/A	N/A	52
Support for Psychological Self-Care (Q12)	20	36	44	N/A	N/A	53
Organizational Culture (Q13)	21	29	49	73	N/A	57
Civility and Respect (Q15)	25	25	50	N/A	83	59
Workload Management (Q17)	18	14	68	72	81	67
Growth and Development (Q18)	29	27	44	N/A	79	54
Protection of Physical Safety (Q20)	20	24	56	N/A	82	50
Involvement and Influence (Q22)	24	22	54	45	N/A	64
Protection from Moral Distress (Q23)	17	22	61	N/A	N/A	58
Psychological Demands (Q36)	18	50	32	N/A	N/A	46
Clear Leadership and Expectations (Q39)	12	17	72	63	79	69
Reward and Recognition (Q44)	8	12	80	N/A	N/A	77
Psychological Protection (Patient to Staff) (Q60)	18	36	45	N/A	N/A	44
Psychological Protection (Staff to Staff) (Q61)	25	33	42	N/A	N/A	47
Engagement (Q75)	4	15	80	87	80	75
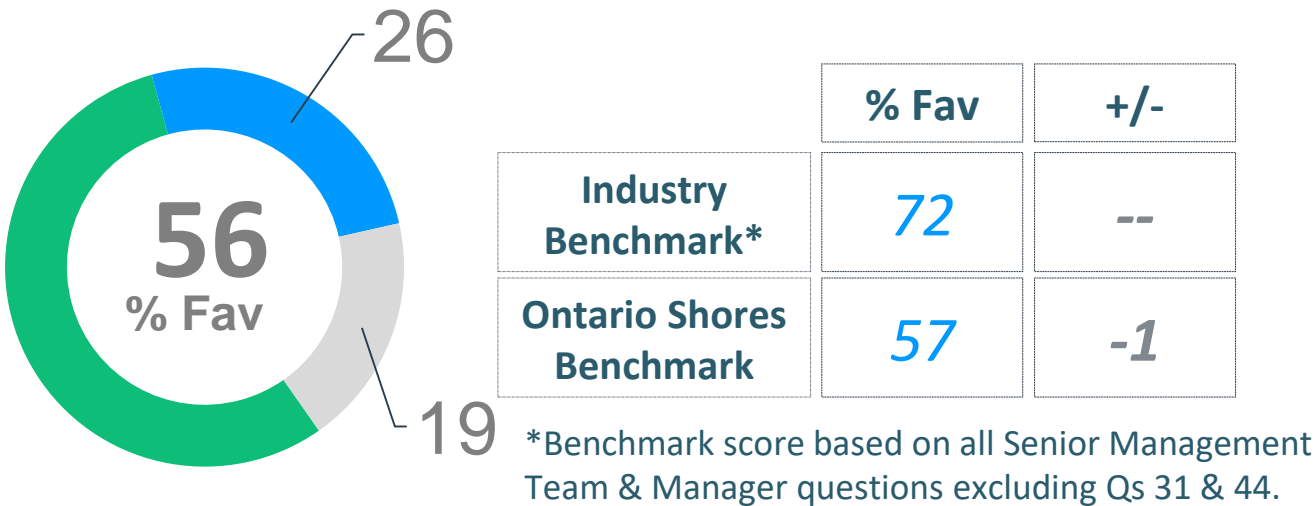
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Leadership Index

Leadership Index

26

56 % Fav

19

	% Fav	+/-
Industry Benchmark*	72	--
Ontario Shores Benchmark	57	-1

*Benchmark score based on all Senior Management Team & Manager questions excluding Qs 31 & 44.

The Leadership Index

The Leadership Index assesses transformational leadership for the entire organization focusing on two levels of management: Senior Management Team and Manager. These two factors are assessed independently and all questions under these factors are averaged to calculate the "Leadership Index".

Note: Leadership Index is an average of all questions under the Senior Management Team (excluding Qs 30 & 36), and Manager dimensions.

Senior Management Team

38

34 % Fav

28

	% Fav	+/-
Industry Benchmark*	69	--
Ontario Shores Benchmark	41	-7

*Benchmark score based on all Senior Management Team questions excluding Q31.

Manager

72 % Fav

18

10

	% Fav	+/-
Industry Benchmark*	73	--
Ontario Shores Benchmark	70	+2

*Benchmark score based on Manager questions excluding Q44.

Senior Management Team

34 % Fav

38

28
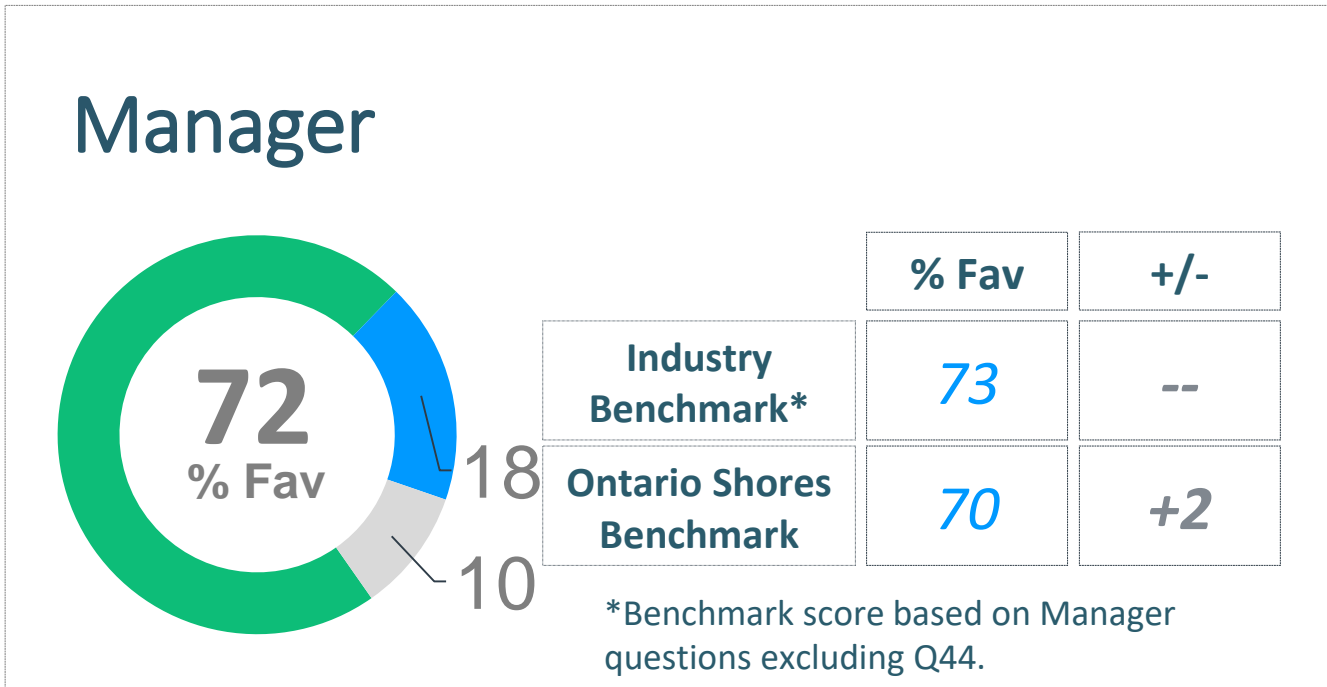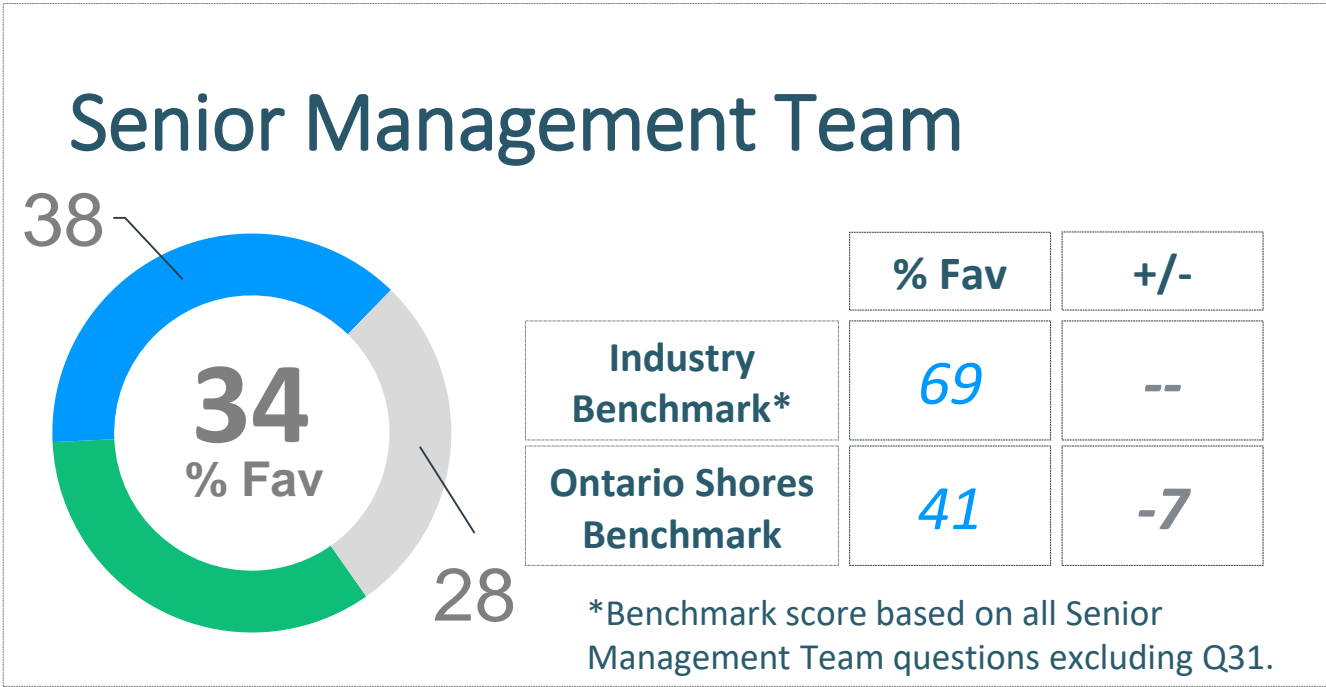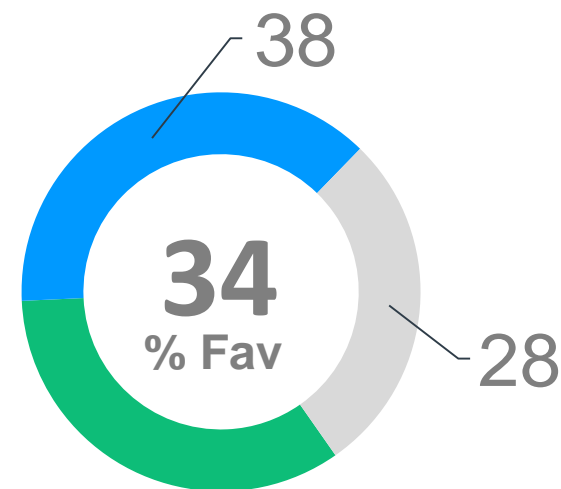
	% Fav	+/-
Industry Benchmark*	*69*	--
Ontario Shores Benchmark	*41*	-7

Note:

*Industry Benchmark score = Average of all questions below excluding Q31.

> Frustrations and feelings of not being cared for by the organization are taken out on views of senior leadership, especially due to the lack of visibility and presence, which is interpreted as lack of caring. Employee comments indicate that much of this was directed at the previous CEO, but the large proportion of 'neutral' responses indicate that employees have not yet formed new opinions on the 'new' leadership.

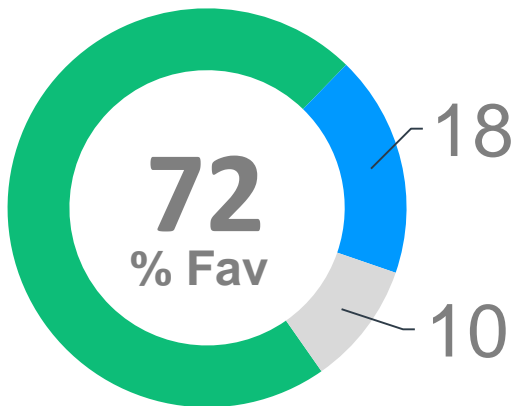|	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
At The Royal, the senior management team acts consistently with our mission and values. (Q30)	24	36	40	60	71	45
At the Royal, the senior management team provides opportunities for input into decisions. (Q31)	33	35	32	48	N/A	38
BOTTOM 5 I am motivated by the vision communicated by the senior management team of The Royal. (Q32)	28	40	32	N/A	72	38
BOTTOM 5 At The Royal, communication between the senior management team and employees is open and honest. (Q33)	36	35	29	N/A	67	34
At The Royal, the senior management team promotes and fosters a culture of innovation. (Q34)	24	38	38	N/A	72	51
BOTTOM 5 The senior management team at The Royal gets personally involved and shows leadership when changes need to be made. (Q35)	33	36	31	N/A	64	39

Question 36 is not included in Senior Management Team Overall Dimension Score/ Leadership Index

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
The senior management team at The Royal believe that social skills are as valuable as other skills. (Q36)	18	50	32	N/A	N/A	46

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Manager

	% Fav	+/-
Industry Benchmark*	*73*	--
Ontario Shores Benchmark	*70*	**+2**

72 % Fav — 18 — 10

Note:

*Industry Benchmark score = Average of all questions below excluding Q44.

> Relationships with immediate managers are largely positive, and resemble the overall benchmark averages.

	2023 (%)		2020	Industry Benchmark	Ontario Shores Benchmark
My manager does an effective job at supporting me to develop my skills. (Q38)	12 / 13	75	N/A	72	68
My manager provides me with constructive feedback, which helps improve my performance. (Q39)	12 / 17	72	63	79	69
I can count on my manager to treat employees fairly. (Q40)	10 / 13	77	N/A	79	73
My manager takes action if there is a conflict or a problematic situation between employees. (Q41)	12 / 22	65	N/A	58	63
I clearly know what my manager is expecting of me. (Q42)	7 / 12	82	N/A	92	82
My manager encourages their employees to take reasonable risks to achieve better results. (Q43)	10 / 35	55	N/A	60	59
My manager appreciates my work. (Q44)	8 / 12	80	N/A	N/A	77

Additional Dimensions

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Personal Recovery

64 % Fav

30

7

	% Fav	+/-
Industry Benchmark	*N/A*	*N/A*
Ontario Shores Benchmark	*69*	*-5*

	2023 (%)		2020	Industry Benchmark	Ontario Shores Benchmark
At The Royal, we have effective ways of involving and connecting patients to their families and friends. (Q46)	8 / 36	56	N/A	N/A	67
At The Royal, we use hopeful language with patients and believe their recovery is possible. (Q47)	3 / 24	73	N/A	N/A	82
At The Royal, we help patients develop a positive identity apart from their diagnosis. (Q48)	6 / 29	65	N/A	N/A	72
At The Royal, we celebrate patients and their successes. (Q49)	4 / 23	74	N/A	N/A	77
At The Royal, we encourage patients to make their own choices and decisions. (Q50)	6 / 32	63	N/A	N/A	71
At The Royal, we draw on lived experience by partnering with patients and families in a variety of ways. (Q51)	5 / 30	65	N/A	N/A	66
At The Royal, we model a positive service culture that promotes the inclusion of people with lived experience and their families at all levels of the organization. (Q52)	9 / 34	57	N/A	N/A	62
The Royal effectively balances the need for patient safety and the need for productivity. (Q53)	11 / 33	56	N/A	N/A	52

Health, Safety and Wellness

50 % Fav

33

17
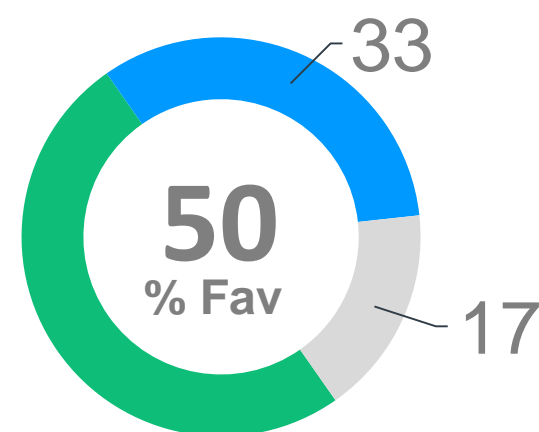
	% Fav	+/-
Industry Benchmark	*N/A*	*N/A*
Ontario Shores Benchmark	*48*	*+2*

Many employees do not feel protected by the organization, a.k.a. that the organization "has their back".

	2023 (%)			**2020**	**Industry Benchmark**	**Ontario Shores Benchmark**
The Royal takes effective action if staff are physically attacked by patients/clients, their relatives or other members of the public. (Q58)	14	31	55	N/A	N/A	45
The Royal takes effective action if staff are physically attacked by other members of staff. (Q59)	6	43	50	N/A	N/A	49
The Royal takes effective action if staff are bullied, harassed or abused by patients/clients, their relatives or other members of the public. (Q60)	18	36	45	N/A	N/A	44
The Royal takes effective action if staff are bullied, harassed or abused by other members of staff. (Q61)	25	33	42	N/A	N/A	47
I feel confident reporting issues of Workplace Harassment/Workplace Violence. (Q62)	21	22	57	N/A	N/A	54

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Diversity and Inclusion

63 % Fav

25

12
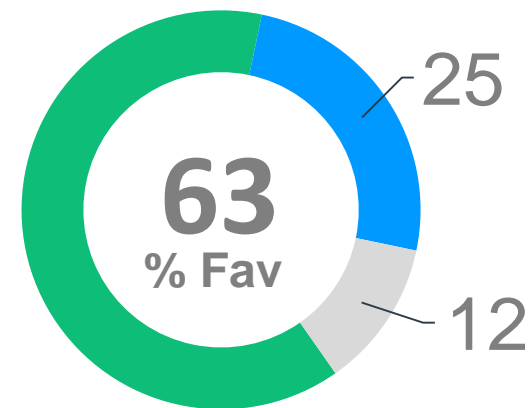
	% Fav	+/-
Industry Benchmark	*77*	*-14*
Ontario Shores Benchmark	*66*	*-3*

- Diversity and Inclusion in the organization is an issue for a significant minority of employees.
- 25% feel they are not treated in an equitable manner.

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
At The Royal, all employees are treated equally and fairly regardless of their origin, background or personal characteristics. (Q15)	25	25	50	N/A	83	59
The Royal values all aspects of diversity including origin, race, age, gender and thought. (Q77)	7	19	74	N/A	79	74
The Royal promotes a culture of openness and acceptance of individual differences. (Q78)	8	17	75	N/A	83	74
At The Royal, policies and procedures are fair and provide equal opportunities for all. (Q79)	11	23	67	N/A	72	66
It is easy for anybody to fit in and be accepted at The Royal. (Q80)	15	28	56	72	80	60
My chances to succeed at The Royal are the same as those who have similar abilities and backgrounds. (Q81)	9	24	67	N/A	69	67
The senior management team at The Royal takes all the necessary actions to maintain a diverse workforce. (Q82)	11	37	52	N/A	77	60
Our organizational culture allows for the expression of diverse perspectives. (Q83)	11	27	62	N/A	74	64

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The Royal
Custom Dimensions

Communication and Teamwork

51 % Fav

20
29
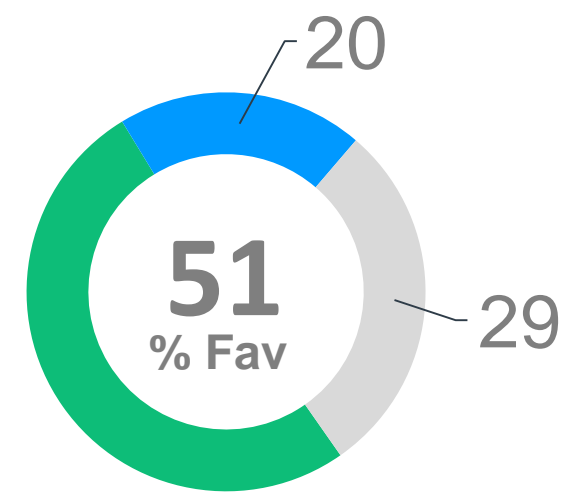
	% Fav	+/-
Industry Benchmark	*N/A*	*N/A*
Ontario Shores Benchmark	*N/A*	*N/A*

- Cross-departmental communication is clearly an issue at The Royal.

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
At The Royal, important matters are communicated to me in a timely and effective manner. (Q27)	26	21	53	N/A	77	N/A
BOTTOM 5 There is good communication between departments across my organization. (Q28)	48	28	24	N/A	N/A	N/A
In my department/unit, people work well as a team. (Q29)	13	12	75	N/A	N/A	N/A

Flexible Work Arrangements

67 % Fav

25

8
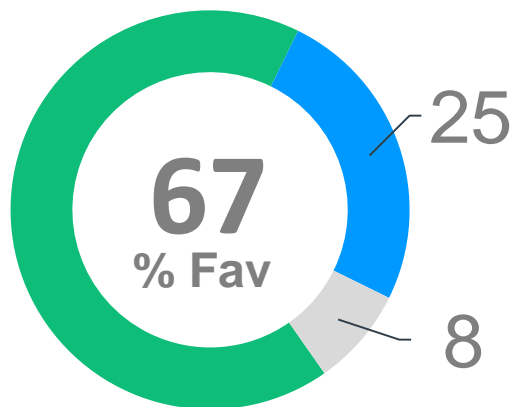
	% Fav	+/-
Industry Benchmark	*N/A*	*N/A*
Ontario Shores Benchmark	*N/A*	*N/A*

- 2/3 are favourable towards flexible work, but fully one-third are expressing reservations and/or that it does not apply to them.

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
I have access to the resources (e.g., materials, equipment, technology, support services, etc.) I need to do my job effectively when working remotely. (Q54)	11	28	61	N/A	N/A	N/A
TOP 5 I feel that my manager trusts me to balance my personal obligations and my work. (Q55)	3	12	85	N/A	N/A	N/A
While working in a virtual environment, I feel that I am engaged during meetings and other interactions. (Q56)	7	28	65	N/A	N/A	N/A
The hybrid/remote work approach does not interfere with daily operations. (Q57)	12	33	55	N/A	N/A	N/A

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The Royal
Custom Questions

Custom Questions

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
ORGANIZATIONAL CLIMATE: At The Royal, employees feel that mistakes they may make are not held against them. (Q16)	21	36	43	30	N/A	N/A
WORK FACILITATION: I am given enough time to do my work. (Q24)	18	15	67	68	N/A	N/A
BOTTOM 5 WORK FACILITATION: I believe we have enough staff to handle the workload. (Q25)	53	17	29	44	N/A	N/A
WORK FACILITATION: At The Royal, we have sufficient time to plan before taking action. (Q26)	24	34	43	36	N/A	N/A
COMMUNICATION AND TEAMWORK: At The Royal, important matters are communicated to me in a timely and effective manner. (Q27)	26	21	53	N/A	77	N/A
BOTTOM 5 COMMUNICATION AND TEAMWORK: There is good communication between departments across my organization. (Q28)	48	28	24	N/A	N/A	N/A
COMMUNICATION AND TEAMWORK: In my department/unit, people work well as a team. (Q29)	13	12	75	N/A	N/A	N/A
SENIOR MANAGEMENT TEAM: The Royal gives me the support I need when changes are made. (Q37)	25	37	38	N/A	72	N/A
TOP 5 MANAGER: I feel supported at work by my manager when I am dealing with personal and/or family issues. (Q45)	5	12	82	N/A	N/A	N/A
FLEXIBLE WORK ARRANGEMENTS: I have access to the resources I need to do my job effectively when working remotely. (Q54)	11	28	61	N/A	N/A	N/A
TOP 5 FLEXIBLE WORK ARRANGEMENTS: I feel that my manager trusts me to balance my personal obligations and my work. (Q55)	3	12	85	N/A	N/A	N/A
FLEXIBLE WORK ARRANGEMENTS: While working in a virtual environment, I feel that I am engaged during meetings and other interactions. (Q56)	7	28	65	N/A	N/A	N/A
FLEXIBLE WORK ARRANGEMENTS: The hybrid/remote work approach does not interfere with daily operations. (Q57)	12	33	55	N/A	N/A	N/A

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Demographics

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Were you born in Canada?
(Base count = 730)

- Yes (n=559) — 77%
- No (n=132) — 18%
- Do not know (n=0) — 0%
- Prefer not to answer (n=39) — 5%

Are you a primary caregiver for any of the following people?
(Select all that apply- Base count = 730)

- Child under 21 years of age (n=278) — 38%
- No dependent care responsibilities (n=244) — 33%
- Parent (n=84) — 12%
- Spouse/Partner (n=59) — 8%
- Other Dependent (n=43) — 6%
- Do not know (n=4) — 1%
- Prefer not to answer (n=117) — 16%

To which ethnic group do you best identify?
(Select all that apply- Base count = 730)

- Caucasian (n=492) — 67%
- Black (n=33) — 5%
- South Asian (n=22) — 3%
- Not listed (n=15) — 2%
- Filipino (n=13) — 2%
- Indigenous (n=12) — 2%
- Latin American (n=12) — 2%
- Southeast Asian (n=10) — 1%
- Arab (n=9) — 1%
- Middle Eastern (n=9) — 1%
- Chinese (n=7) — 1%
- Japanese (n=4) — 1%
- West Asian (n=4) — 1%
- Korean (n=3) — Less than 0.5%
- Do not know (n=3) — Less than 0.5%
- Prefer not to answer (n=113) — 15%

Do you experience any of the following disabilities?
(Select all that apply- Base count = 730)

- No disabilities (n=394) — 54%
- Chronic illness/injury (n=63) — 9%
- Mental health disability (n=57) — 8%
- Episodic disability (n=24) — 3%
- Learning disability (n=17) — 2%
- Temporary disability (n=15) — 2%
- Not listed (n=13) — 2%
- Physical disability (n=8) — 1%
- Sensory disability (n=7) — 1%
- Drug or alcohol dependence (n=5) — 1%
- Developmental disability (n=3) — Less than 0.5%
- Cognitive disability (n=3) — Less than 0.5%
- Do not know (n=20) — 3%
- Prefer not to answer (n=154) — 21%

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With which gender do you identify?
(Select all that apply- Base count = 730)

Female (n=515)	71%
Male (n=135)	18%
Not listed (n=4)	1%
Non-binary (n=1)	Less than 0.5%
Genderqueer/ Gender Nonconforming (n=1)	Less than 0.5%
Intersex (n=0)	0%
Trans (n=0)	0%
Do not know (n=2)	Less than 0.5%
Prefer not to answer (n=75)	10%

With which sexual orientation do you identify?
(Select all that apply- Base count = 730)

Straight or Heterosexual (n=520)	71%
Bisexual (n=20)	3%
Gay (n=14)	2%
Asexual (n=10)	1%
Queer (n=10)	1%
Lesbian (n=6)	1%
Pansexual (n=6)	1%
Not listed (n=4)	1%
Questioning (n=3)	Less than 0.5%
Two-spirited (n=0)	0%
Do not know (n=7)	1%
Prefer not to answer (n=141)	19%

With which religious or spiritual affiliation do you identify?
(Base count = 730)

None (n=315)	43%
Please specify (n=157)	22%
Do not know (n=12)	2%
Prefer not to answer (n=246)	34%

What is your current marital status?
(Base count = 730)

Legally married (and not separated) (n=323)	44%
Never legally married (n=111)	15%
Common law relationship (n=102)	14%
Divorced (n=38)	5%
Separated, but still legally married (n=23)	3%
Widowed (n=11)	2%
Do not know (n=4)	1%
Prefer not to answer (n=118)	16%

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Highest % Neutral

Items with Highest Percentage Neutral

2023 (%)

SENIOR MANAGEMENT TEAM	The senior management team at The Royal believe that social skills are as valuable as other skills. (Q36)	50%
HEALTH, SAFETY AND WELLNESS	The Royal takes effective action if staff are physically attacked by other members of staff. (Q59)	43%
SENIOR MANAGEMENT TEAM	I am motivated by the vision communicated by the senior management team of The Royal. (Q32)	40%
SENIOR MANAGEMENT TEAM	At The Royal, the senior management team promotes and fosters a culture of innovation. (Q34)	38%
DIVERSITY AND INCLUSION	The senior management team at The Royal takes all the necessary actions to maintain a diverse workforce. (Q82)	37%

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Most and Least Percentage Favourables

Most and Least Percentage Favourables

5 Most Favourable

2023 (%)

EMPLOYEE ENGAGEMENT	I really want The Royal to succeed. (Q71)	95%
JOB CHARACTERISTICS	I understand how my job contributes to The Royal's objectives. (Q1)	89%
JOB CHARACTERISTICS	I find my job very interesting because it requires many different skills and talents. (Q3)	87%
FLEXIBLE WORK ARRANGEMENTS	I feel that my manager trusts me to balance my personal obligations and my work. (Q55)	85%
CUSTOM QUESTIONS (MANAGER)	I feel supported at work by my manager when I am dealing with personal and/or family issues. (Q45)	82%

5 Least Favourable

2023 (%)

COMMUNICATION AND TEAMWORK	There is good communication between departments across my organization. (Q28)	24%
SENIOR MGMT TEAM	At The Royal, communication between the senior management team and employees is open and honest. (Q33)	29%
CUSTOM QUESTIONS (WORK FACILITATION)	I believe we have enough staff to handle the workload. (Q25)	29%
SENIOR MGMT TEAM	The senior management team at The Royal gets personally involved and shows leadership when changes need to be made. (Q35)	31%
SENIOR MGMT TEAM	I am motivated by the vision communicated by the senior management team of The Royal. (Q32)	32%

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Heatmap

The Royal — Heatmap

● Significantly **higher** than Your Organization's Overall Score
● Significantly **lower** than Your Organization's Overall Score

	Overall TheRoyal (% Favourable 2023 n=730)	Industry Benchmark (% Favourable 2023)	Ontario Shores Benchmark (% Favourable 2023)	Leadership (% Favourable 2023 n=10)	Comparison	Corporate Services (% Favourable 2023 n=145)	Comparison	Innovation & Transformation (% Favourable 2023 n=24)	Comparison	Patient Care & Community Mental (% Favourable 2023 n=287)	Comparison	IMHR (% Favourable 2023 n=29)	Comparison	Patient Care & Nursing Professional Practice (% Favourable 2023 n=167)	Comparison	Foundation (% Favourable 2023 n=14)	Comparison	Chief Information Officer (% Favourable 2023 n=42)	Comparison
Organizational Index	61%	N/A	61%	77%	+16 pts	67%	+6 pts	67%	+6 pts	64%	+3 pts	65%	+4 pts	47%	-14 pts	68%	+7 pts	52%	-9 pts
→ Job Characteristics	75%	76%	69%	96%	+21 pts	79%	+4 pts	88%	+13 pts	79%	+4 pts	83%	+8 pts	62%	-13 pts	81%	+6 pts	68%	-7 pts
→ Organizational Climate	55%	N/A	57%	69%	+14 pts	63%	+8 pts	58%	+3 pts	58%	+3 pts	61%	+6 pts	42%	-13 pts	64%	+9 pts	48%	-7 pts
→ Work Facilitation	57%	N/A	61%	76%	+19 pts	63%	+6 pts	64%	+7 pts	62%	+5 pts	58%	+1 pts	44%	-13 pts	64%	+7 pts	47%	-10 pts
Leadership Index	56%	N/A	57%	62%	+6 pts	60%	+4 pts	64%	+8 pts	59%	+3 pts	62%	+6 pts	44%	-12 pts	65%	+9 pts	49%	-7 pts
→ Senior Management Team	34%	N/A	41%	69%	+35 pts	42%	+8 pts	26%	-8 pts	36%	+2 pts	34%	0 pts	23%	-11 pts	42%	+8 pts	20%	-14 pts
→ Manager	72%	N/A	70%	57%	-15 pts	73%	+1 pts	92%	+20 pts	76%	+4 pts	83%	+11 pts	60%	-12 pts	82%	+10 pts	72%	0 pts
Additional Dimensions																			
→ Personal Recovery	64%	N/A	69%	66%	+2 pts	59%	-5 pts	61%	-3 pts	73%	+9 pts	53%	-11 pts	61%	-3 pts	59%	-5 pts	35%	-29 pts
→ Health, Safety and Wellness	50%	N/A	48%	78%	+28 pts	56%	+6 pts	49%	-1 pts	54%	+4 pts	40%	-10 pts	38%	-12 pts	46%	-4 pts	49%	-1 pts
→ Diversity and Inclusion	63%	77%	66%	74%	+11 pts	65%	+2 pts	57%	-6 pts	65%	+2 pts	68%	+5 pts	57%	-6 pts	62%	-1 pts	64%	+1 pts
→ Communication and Teamwork	51%	N/A	N/A	47%	-4 pts	53%	+2 pts	58%	+7 pts	55%	+4 pts	62%	+11 pts	38%	-13 pts	62%	+11 pts	41%	-10 pts
→ Flexible Work Arrangements	67%	N/A	N/A	95%	+28 pts	68%	+1 pts	93%	+26 pts	71%	+4 pts	84%	+17 pts	47%	-20 pts	95%	+28 pts	62%	-5 pts
Psychological Health Index	56%	N/A	58%	71%	+15 pts	62%	+6 pts	59%	+3 pts	59%	+3 pts	59%	+3 pts	44%	-12 pts	62%	+6 pts	51%	-5 pts
Employee Experience Index	73%	N/A	68%	67%	-6 pts	76%	+3 pts	81%	+8 pts	79%	+6 pts	70%	-3 pts	60%	-13 pts	80%	+7 pts	70%	-3 pts
Employee Engagement Index	76%	79%	73%	80%	+4 pts	80%	+4 pts	76%	0 pts	81%	+5 pts	72%	-4 pts	68%	-8 pts	83%	+7 pts	67%	-9 pts

Note:
1. To calculate significant differences, the size of each department is taken into account. Smaller departments require a larger difference for it to be deemed statistically significant.
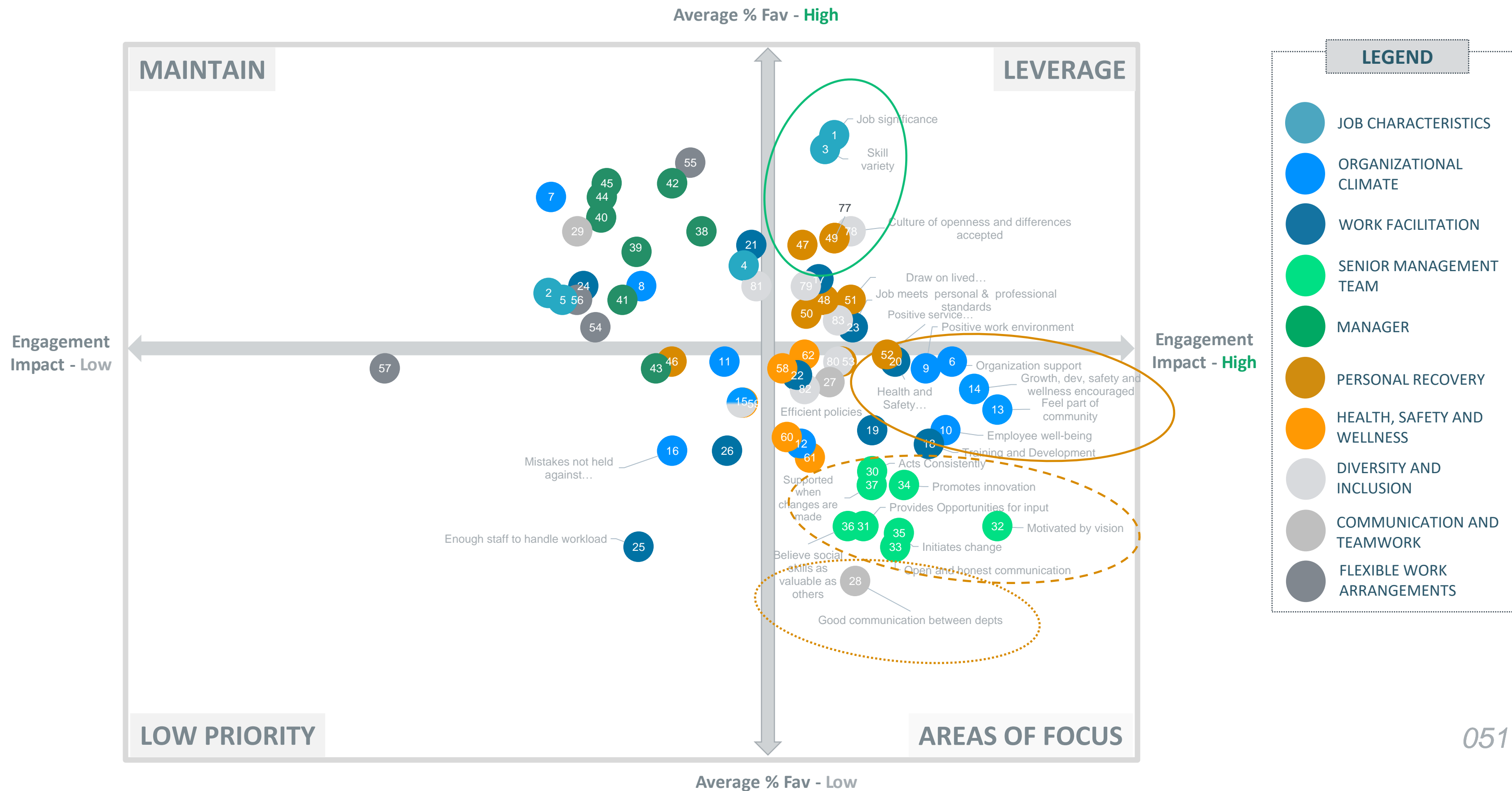
Key Drivers Of Engagement

Key Drivers of Engagement

Driver Analysis (Pearson Correlation)

Pearson Correlation is used to determine the "Key Drivers of Engagement". Each survey item is correlated with the Engagement Index. The correlation coefficient is used to indicate the strength of the relationship between each item and the Engagement Index. Correlation coefficients range from 0 to 1 Correlation coefficients closer to 1 signify a very strong correlation with Engagement. The higher the correlation coefficient, the higher the impact this item has on Engagement.
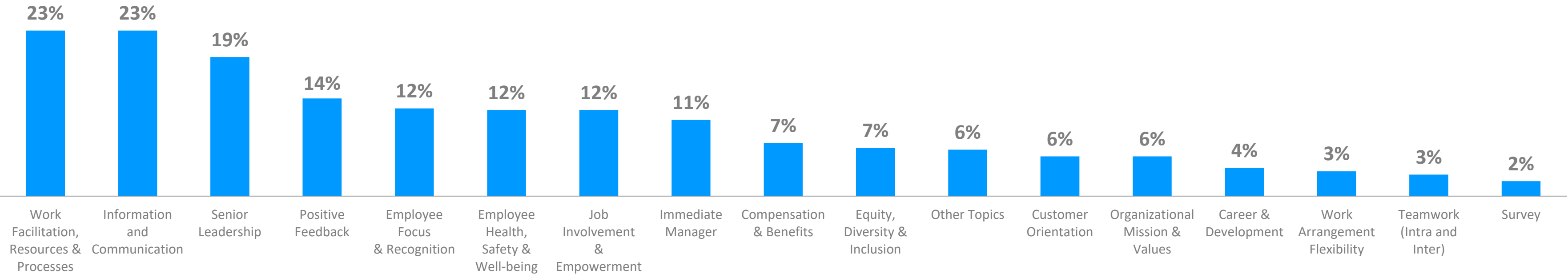
Q 1-5	JOB CHARACTERISTICS
Q 6-15,16	ORGANIZATIONAL CLIMATE
Q 17-23, 24-26	WORK FACILITATION
Q 30-36, 37	SENIOR MANAGEMENT TEAM
Q 38-44, 45	MANAGER
Q 46-53	PERSONAL RECOVERY
Q 58-62	HEALTH, SAFETY AND WELLNESS
Q 15, 77-83	DIVERSITY AND INCLUSION
Q 27-29	COMMUNICATION AND TEAMWORK
Q 54-57	FLEXIBLE WORK ARRANGEMENTS

Employee Experience Index items (grey) are outcome measures (Key Drivers 1-4). Key Drivers (5-10) are those which are directly actionable.

Pearson Correlation → **EMPLOYEE ENGAGEMENT** → *Key Drivers*

#	
1	**Employee Experience:** I would not hesitate to recommend The Royal as a good place to work. (Q64)
2	**Employee Experience:** Most of the time, I am happy doing my job for The Royal. (Q67)
3	**Employee Experience:** I believe that my career's future is with The Royal.
4	**Employee Experience:** I would feel comfortable having friends and family receive care at The Royal. (Q69)
5	**Senior Management Team:** I am motivated by the vision communicated by the senior management team of The Royal. (Q32)
6	**Organizational Climate:** I feel I am a part of The Royal's community. (Q13)
7	**Organizational Climate:** The Royal encourages the growth, development, safety and wellness of its staff. (Q14)
8	**Organizational Climate:** The Royal provides me with the support I need in order to succeed. (Q6)
9	**Organizational Climate:** The Royal cares about the well-being of its employees. (Q10)
10	**Work Facilitation:** The Royal trains and develops its employees to guarantee a high level of efficiency on the job. (Q18)

Correlations range from 0.159 to 0.697

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Comment Analysis

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One Message

→ **If you had one message for your senior management team, what would it be? – Comment Themes**

● **2023 (Base count = 436)**

23%	Work Facilitation, Resources & Processes
23%	Information and Communication
19%	Senior Leadership
14%	Positive Feedback
12%	Employee Focus & Recognition
12%	Employee Health, Safety & Well-being
12%	Job Involvement & Empowerment
11%	Immediate Manager
7%	Compensation & Benefits
7%	Equity, Diversity & Inclusion
6%	Other Topics
6%	Customer Orientation
6%	Organizational Mission & Values
4%	Career & Development
3%	Work Arrangement Flexibility
3%	Teamwork (Intra and Inter)
2%	Survey

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→ **If you had one message for your senior management team, what would it be? – Comment Themes**

23%

1. WORK FACILITATION, RESOURCES & PROCESSES

Numerous comments related to Work Facilitation, Resources & Processes referred to having a heavy workload and requiring additional and improved resources to become more effective in their role. Several employees believe they would benefit from having more staff at all levels to help reduce and support the workload.

Subsequently, several comments addressed the need for better recruitment processes and the hiring of qualified and experienced candidates in many different positions. It was also suggested to have proper onboarding processes and incorporate appropriate training for new employees. Certain also added to require more training to do their job better.

Also, several employees cited requiring access to better technological resources such as new computers and adapted automated solutions. Some referred to the scheduling system not working properly and finding a better alternative to clock in their work. Outdated technological resources (e.g. laptops and desktops computers) were a recurring theme to some work-related irritations and it would be beneficial to invest in better technology.

Additionally, some employees mentioned the inconsistency in the policies across programs as well as the need of having better processes.

"Technology is the future, every organization knows this, however the Senior management has turned a blind eye to this. They know our staff are struggling with their devices. Staff and wards are using computers well over 8-10 years old, laptops and desktops."

"Strong need to address recruitment and retention issues within this organization."

"need for additional human resources to support workload, resources to support operational change management (ex Nursing Education, Physician training, EHR support, Cluster EHR support, IT services)."

"The Royal needs to invest in adequate staffing levels in support services and in all others areas."

→ **If you had one message for your senior management team, what would it be? – Comment Themes**

23 %

2. INFORMATION AND COMMUNICATION

Information and Communication was also a recurring theme for many comments. A copious amount of these comments referred to the importance of transparency and openness in all communication, especially coming from the SMT. Some employees would like also like to see more communications from Leadership to the Front Line Staff.

More than a few referred to all the changes happening within the organization, especially within the Leadership team. Most of the employees mentioning this shared a sentiment of fear, anxiety and/or insecurity as they feel like they are not aware of the direction the organization is taking with all those important changes.

With regard to interdepartmental/team communication, many comments mention that there is still a lack of communication between departments and between some teams. Employees feel that many teams/departments are still working in silos, which makes communication and collaboration a challenge.

Furthermore, many employees would like to see Front Line Staff more involved or included in the decision-making process.

"I would suggest more transparency, collaboration, and open communication with frontline staff."

"More open communication with the rest of the employees at The Royal. Take everyone's input into consideration at all levels of the organization."

"Communication needs to improve across cross functional departments that support patient care in order to improve patient care overall."

"Please try to be open and honest about the upper management changes that are happening. It creates a sense of fear and anxiety when lower staff see so many changes but no explanation as to what the goal is."

"Have open communication with staff, include staff in decision-making process from the onset of new ideas/plans,"

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→ **If you had one message for your senior management team, what would it be? – Comment Themes**

19
%

3. SENIOR LEADERSHIP

Employees mentioned that they would like to receive more transparent, consistent, open and honest communication from SMT. Employees want to stay informed of the changes and their goals and must consider the impact of those changes on all employees. It was also shared that employees would like to see a more united SMT.

Many comments suggest that leadership is not present or visible enough, which in turn communicates a feeling of disconnect with the employees. They feel the SMT needs to be more present on the field to create mutual trust between them and the employees.

Some employees also raised a concern about the ability to keep a positive culture and staff members engaged. They also commented on the importance of retention and attracting better employees in reference to the concerns for the recruitment and onboarding process.

Finally, many employees would like to be more involved and included in the decision-making process.

"The culture of the "Ivory Tower" needs to go. Make site visits to the unit. Listen to what the staff are saying. It is discouraging to hear staff say that the senior management doesn't understand and they are right."

"Messaging from senior management is often vague and rarely addresses specific questions from staff during forums, which makes them difficult to connect with."

"There is a great disconnect between what the senior management team is doing and what staff are perceiving the senior management team to be doing. SMT needs to be more visible to frontline staff."

"I would like to see a united senior team, onboard with the strategic plan and allotting resources towards strategic initiatives. I sincerely want The Royal to move forward and succeed."

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→ **If you had one message for your senior management team, what would it be? – Comment Themes**

14%

4. POSITIVE FEEDBACK

14% of comments shared positive feedback. Several of those were in the form of "Good job!" or "Great work," but several also referred to the Royal as a great place to work or that they were proud of working there.

Certain comments mentioned the great work of some Immediate Supervisors, Directors and colleagues. Some of them also showed appreciation for the support given during the pandemic. Some employees noticed improvements lately but also understood there was still work to be done.
Most of the feedback provided under this category demonstrated a sense of pride to work toward helping the lives of patients and staff.

"I feel very supported by manager and director . I work in pleasant , friendly and supportive environment."

"I'm proud to be part of the Royal Ottawa team . Thank you for your continues support ,dedication, and leading the research for mental health while improving the lives of our patients and staff."

"The Royal is a Great place to work!!"

"I appreciate all the support I received over the course of the pandemic."

→ **If you had one message for your senior management team, what would it be? – Comment Themes**

12%

5. EMPLOYEES FOCUS & RECOGNITION

Many of the comments in this category reflected the importance of being more recognized and for the Leadership Team to value their efforts. They feel as if there is not enough appreciation for the work and dedication that the employees are providing on a daily basis.

Many employees voiced the importance for SMT to understand what teams and employees go through by being more present by spending more time alongside them.

In several occasions, respondents mentioned the morale being very low and recognizing the need for the SMT to make an effort to boost employee morale.

Finally, some employees mentioned being stressed or anxious about job security because of all the changes that are happening in the organization, especially at the Leadership level.

"As a non-clinician, I feel the senior management team does not recognize or value any input I would have for a better outcome for our clients."

"Excellent staff has been leaving this organization and finding employment elsewhere because senior management has not been treating them well."

"Staff morale is low in some areas of the organization and more needs to be done internally to unite staff and fuel a sense of pride."

"Staff don't feel like SMT has a good understanding of the effort that goes into day to day client care."

"Low moral on the unit. Appreciation not seen often within all shifts, seen often on day shifts and not evening and night shifts."

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Summary of Key Insights

Key Insights – Overall Engagement and Strengths

- **Participation (48%/57% not including casuals)** provides a high degree confidence that the results can be inferred to the total employee population. However, certain departments had significantly lower response rates, and are under-represented, and results from these departments should be interpreted with caution.

- **Overall engagement, at 76%, approaches the benchmark average** (79%), and is slightly above the Ontario Shores result (73%). Disengagement (i.e. a complete or almost complete emotional detachment) is minimal, and there is opportunity in the roughly 15-20% of employees who are "neutral". These are employees who hold positive views of the organization, but also perceive specific barriers which do not allow them to engage entirely. Addressing these barriers is shown to improve overall engagement.

- **The large majority of employees feel a strong sense of purpose, service culture, and commitment to patient care** (often typical in healthcare). This is combined with a "love of the job" itself, strong relationships with managers, a culture of openness and acceptance of differences, and a strong sense of camaraderie (support and collaboration with co-workers) which is often felt as groups endure challenges in common. All of these contribute to a sense of resilience which is necessary to deal with the issues and challenges. All of these (with the exception of relationship with managers) are also strong positive drivers of engagement, and the reasons why three in four Royal employees are 'engaged'.

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Opportunities For Improvement

Key Insights – Opportunities to Improve Engagement

- Only 52% of employees agree/strongly agree that they would rarely think about working elsewhere, indicating a **significant turnover risk**. This is corroborated by other results, where approximately one-third of employees do not agree that they would recommend The Royal as a good place to work, or do not believe their career's future is with The Royal.

- **Engagement is uneven across the organization**, with significantly more higher percentages of Leadership,the Foundation, Corporate Services and Patient Care & Community Mental Health employees having higher engagement, compared to lower engagement in Patient Care & Nursing Professional Practice and the CIO.

- Favourable scores are generally lower across the board with regard to **Organizational Climate**. The issues having the greatest negative impact on engagement relate to perceptions among many that the organization **does not care about the well-being of employees, that they do not feel part of The Royal's community, or that the organization doesn't encourage growth, development, safety and wellness of staff**.

→ As a result of the above, as well as a lack of leadership presence and visibility on the front-lines (which in turn leads to a perceived lack of empathy), many employees took out their frustrations by sending a strong message of dissatisfaction with senior leadership. We must also state that employee comments indicate that much of this was directed at the previous CEO; however, many employees have not yet formed opinions of the 'new' leadership.

Key Insights – Opportunities to Improve Engagement

Employees provided **mixed signals with regard to the theme of Diversity and inclusion**. While only 50% indicated they feel employees are treated equally regardless of their origin, background or personal characteristics, 75% believe The Royal promotes a culture of openness and acceptance of individual differences. Nevertheless, significant minorities do not agree with many of the D&I statements.

While most staff do not agree that there is enough staff to handle the workload, this does not have a measurable negative direct impact on engagement; however, this influences issues such as receiving support from the organization, which does impact engagement significantly.

Other key opportunities to improve engagement include:

→   Training and development, and

→   Cross-department communication

Preliminary Directions

While employees have raised many issues, efforts to improve employee engagement will be most successful if the organization *focuses* on only a few priorities, i.e. those where favourability is low *and* there is a greater impact on engagement. Therefore, we recommend focusing efforts on four major themes:

1. **Improve trust and confidence of the senior leadership team,** through a concerted effort to improve presence and visibility on the front-lines in order to demonstrate an understanding of day-to-day challenges (even if leaders have a good understanding already).

2. **Dispel the perception that the organization (i.e. leadership)** does not care about employee well—being, healthy, safety and/or growth and development. This requires the same actions as necessary to address theme #1, i.e. leadership outreach, meeting employees in small group, holding listening sessions, etc.

3. **(Re-) prioritize training and development.** Investing effort (and possibly resources) in training and development demonstrates an interest in employee growth and development, as well as augmenting competency and efficiency.

4. **Further explore attitudes towards diversity and inclusion.** The survey results reveal there are issues among some employees, but further investigation through small group conversations is necessary to understand root causes in order to augment policy development and implementation efforts.
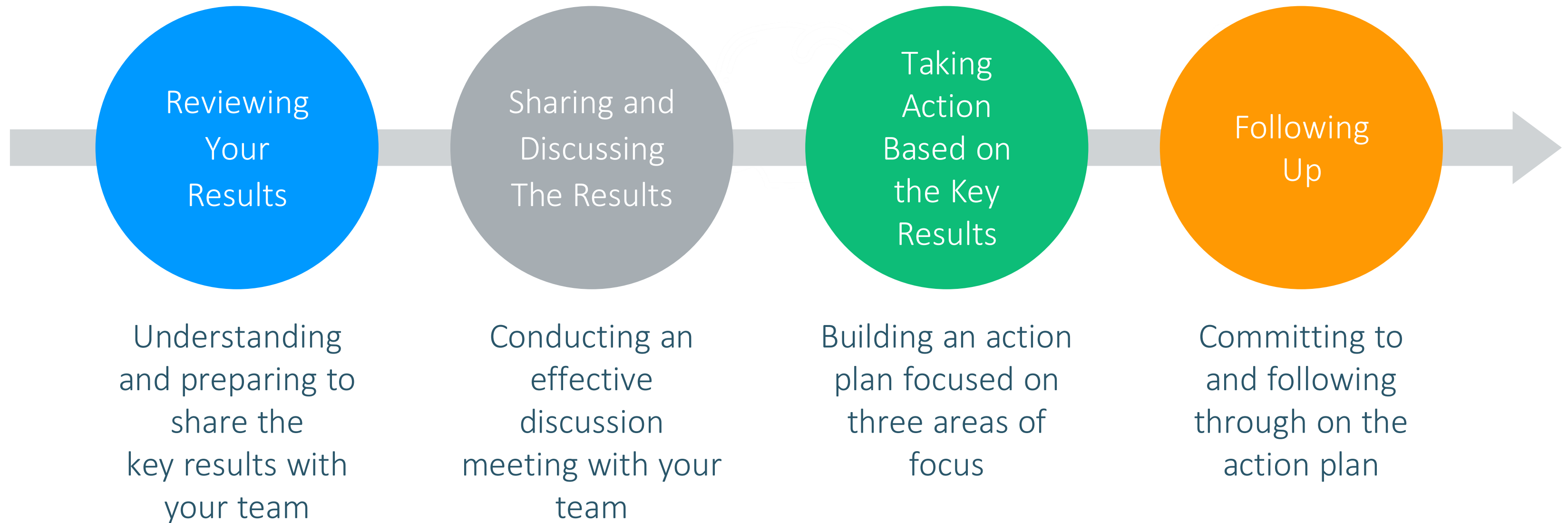
Building your Action Plan

→ Senior Management Team to determine the three (3) organizational-wide areas of focus

→ Use the opportunities for improvement provided in this report to determine your top priorities

→ Don't forget to keep in mind the organization's mission and values, as well as strategic objectives when conducting this exercise

→ Discuss the results with the different teams to ensure your action plans reflect employees' need

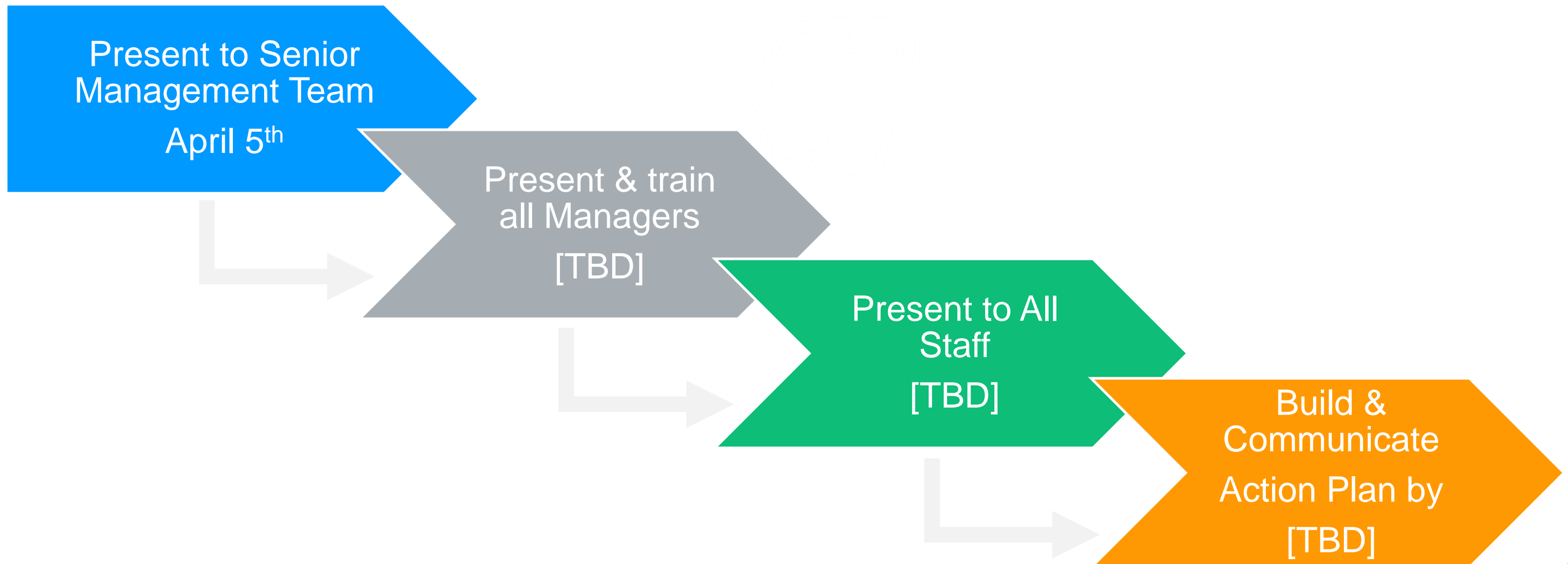→ Label and link the actions in a communication plan.

Ambition & Values

Strategic Objectives

Opportunities for Improvement

Action Plan

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Next Steps

Next Steps

Reviewing Your Results

Understanding and preparing to share the key results with your team

Sharing and Discussing The Results

Conducting an effective discussion meeting with your team

Taking Action Based on the Key Results

Building an action plan focused on three areas of focus

Following Up

Committing to and following through on the action plan

Engagement Survey Results:
Rollout Plan

Present to Senior Management Team

April 5th

Present & train all Managers

[TBD]

Present to All Staff

[TBD]

Build & Communicate Action Plan by

[TBD]

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Thank you!

Physician Opinion Survey

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What is Physician Engagement?

Emotional: Pride, desire for the organization to succeed, and affective commitment.

Cognitive : Physicians' strong belief in the organization's values, mission, and vision.

Behavioral: Physicians' willingness to go the extra mile (i.e., discretionary effort).

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Why Engagement Matters?

More Productive

Lower Turnover Rates

Better Organizational Performance

Better Service & Product Quality

Lower Absenteeism

Higher Profitability

Employee Loyalty & Positive Attitude

Better Health & Safety Records

Increased Customer Loyalty

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EPSI Engagement Model

Additional The Royal Dimensions/Index included in the 2023 survey: "Communication and Teamwork", "Personal Recovery", "Flexible Working Arrangements", "Health, Safety and Wellness", "Diversity and Inclusion", and "Psychological Health Index".
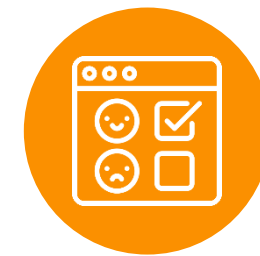

Leadership Index

Organizational Index

Physician Engagement Index

Performance Index

Senior Management Team

Manager

Characteristics of the Job/Role

Organizational Climate

Work Facilitation

Engagement

Employee Experience

Employee Performance

Organizational Performance

Physician Experience Index

Survey Overview

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Survey Overview

Survey Administration

→ Survey period: **January 24 – February 21**
→ Confidential (Results are not shown for groups with less than 5 respondents)

Methodology

→ 82 five-point Likert scale questions
→ 8 demographic questions
→ 1 open-ended question
→ 10 dimensions
→ 5 indices

Reporting

→ Scores presented represent **% Favourable** ("Agree" and "Strongly Agree" response options) unless otherwise stated.
→ Results are presented for the Overall Organization with Breakouts provided by: Department

Comparisons

→ 2020 Previous period comparison where applicable
→ EPSI Health & Social Assistance benchmark
This benchmark includes organizations primarily engaged in providing health care by diagnosis and treatment, providing residential care for medical and social reasons, and providing social assistance.
→ Ontario Shores Benchmark

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How to Read Your Report

⬤ **% Unfavourable:** *% Strongly Disagree + Disagree*

🔵 **% Neutral:** *% Neither Agree nor Disagree*

🟢 **% Favourable:** *% Strongly Agree + Agree*

Index

80 % Fav

12

5

	% Fav	+/-
Industry Benchmark	*74*	**+6**
Ontario Shores Benchmark	*69*	**+11**

*"+" Indicates how many percentage points the current year overall score is **higher** than the Industry/ Ontario Shores Benchmark*
*"-" Indicates how many percentage points the current year overall score is **lower** than the Industry/ Ontario Shores Benchmark*

N/A shown for any item in these two columns indicate that there is no available comparison. % Favourable scores are shown.

Overall Current Year % Favourable Score

*Overall Score = Average of all questions displayed in the bar graph unless otherwise stated*

Indicates item is one of the five highest/lowest favourable responses among the survey items

TOP 5

BOTTOM 5

	2023 (%)		**2020**	**Industry Benchmark**	**Ontario Shores Benchmark**
Question 1 (Q1)	5 10	85	80	79	65
Question 2 (Q2)	7 6	82	N/A	72	70
Question 3 (Q3)	4 10	76	82	70	72
Question 4 (Q4)	6 4	90	73	75	70

Participation Rate

Participation Rate - Overall

66%

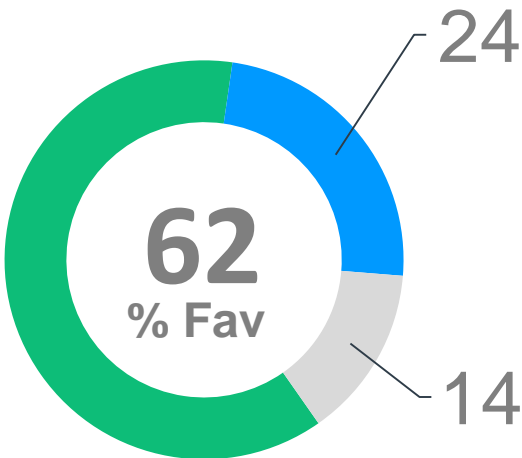|	2020 (n=41)	72%	**+/-** -6
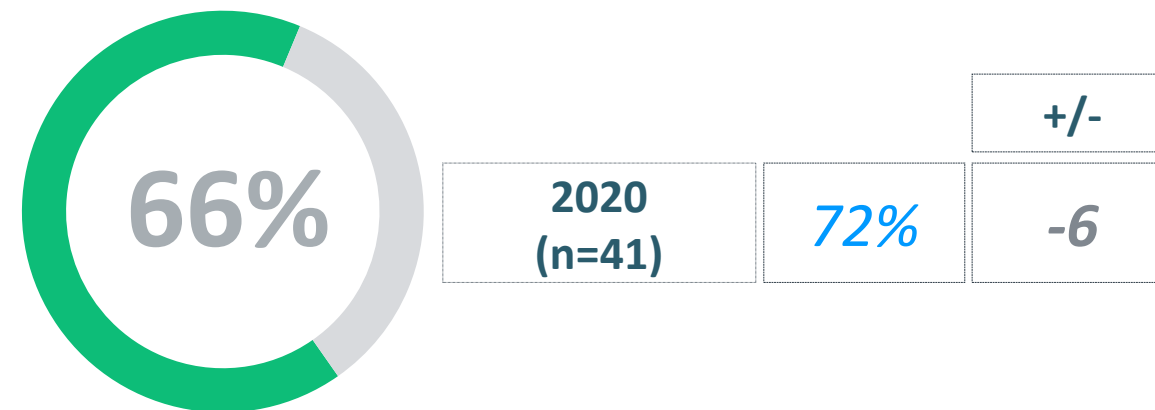
Summary

The overall participation rate is **66%**, which is sufficient to draw reliable and valid conclusions regarding opinions of the total population of physicians. The survey was administered to **82** employees, and **54** employees participated.

Physician Engagement Index

Physician Engagement

62 % Fav

24 · 14

	% Fav	+/-
Industry Benchmark	*79*	*-17*
Ontario Shores Benchmark	*71*	*-9*

- Strong sense of purpose and desire for success; however, there are also significant indicators of turnover risk (also on next slide).

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
I feel proud to be part of The Royal. (Q70)	17	35	48	70	86	69
TOP 5 I really want The Royal to succeed. (Q71)	6		94	N/A	78	94
I rarely think about working for another organization. (Q72)	39	24	37	N/A	69	47
I strongly believe in The Royal's values, mission and vision. (Q73)	9	33	57	N/A	76	72
I fully invest my energy and passion into The Royal. (Q74)	11	26	63	N/A	83	75
I am always willing to put in extra effort to contribute to The Royal's success. (Q75)	7	22	70	88	80	72

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Physician Experience Index

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Physician Experience

63 % Fav

25

13
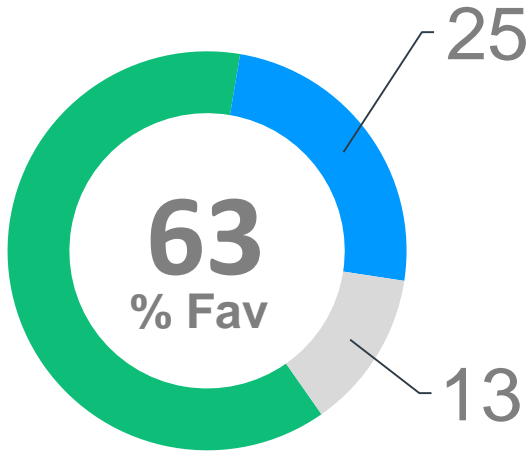
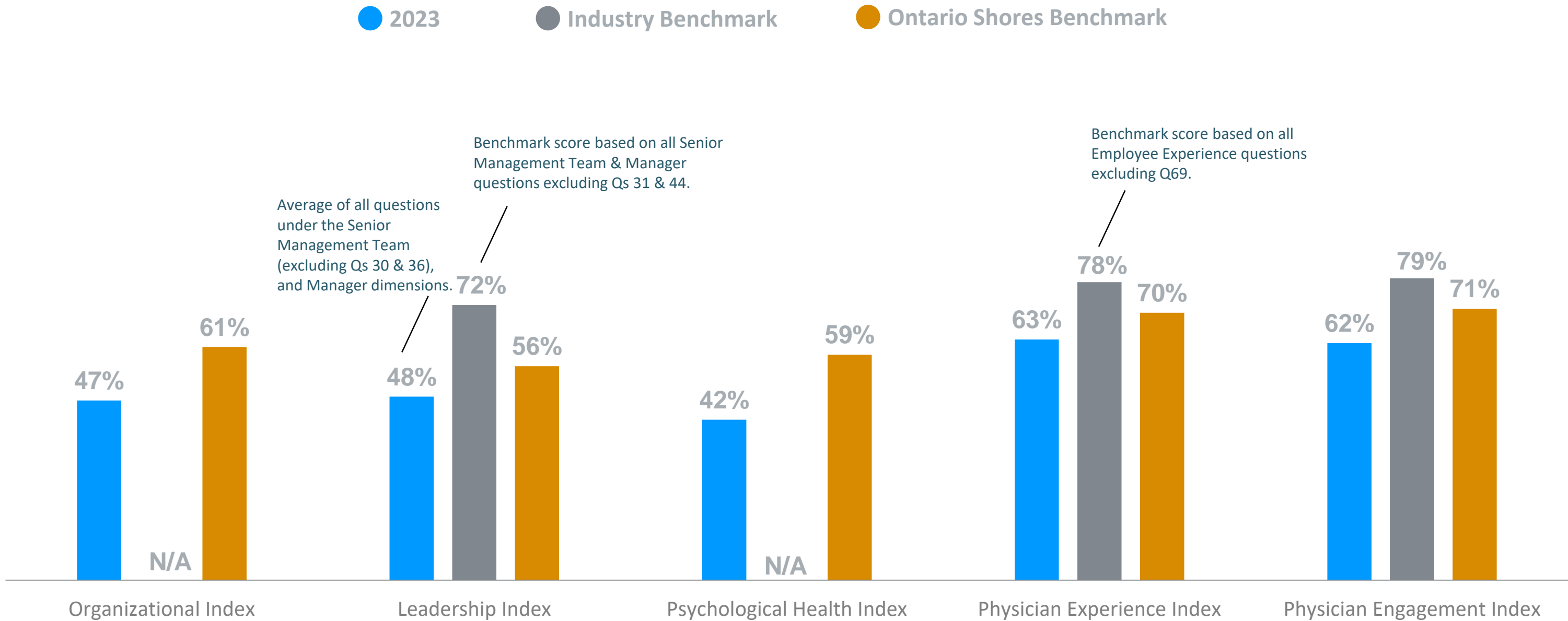|	% Fav	+/-
Industry Benchmark*	*78*	--
Ontario Shores Benchmark	*70*	-7

Note:

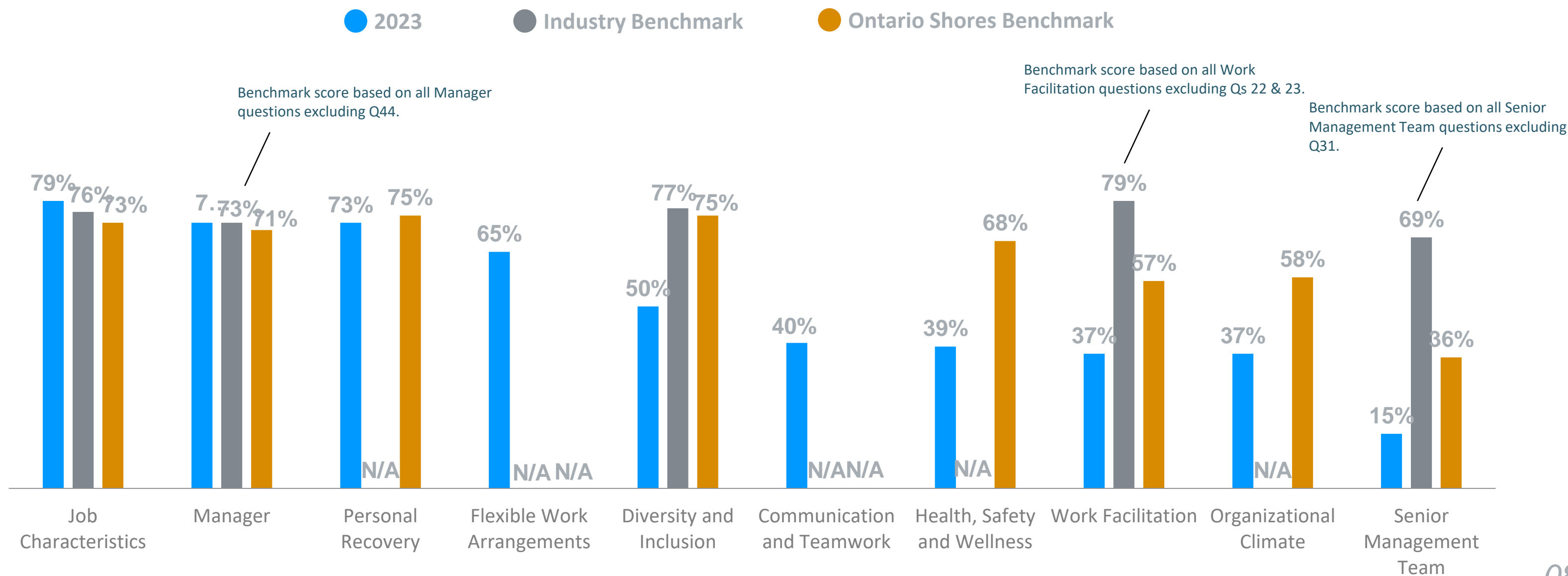*Industry Benchmark score = Average of all questions below excluding Q69.

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
I believe that my career's future is with The Royal. (Q63)	17	37	46	N/A	71	47
I would not hesitate to recommend The Royal as a good place to work. (Q64)	31	33	35	N/A	77	59
I feel that I have a close relationship with my peers. (Q65)	2	22	76	N/A	81	84
I like working with my manager. (Q66)	7	13	80	N/A	77	72
Most of the time, I am happy doing my job for The Royal. (Q67)	11	19	70	N/A	86	72
I feel my job is secure with The Royal. (Q68)	15	22	63	N/A	73	66
I would feel comfortable having friends and family receive care at The Royal. (Q69)	6	26	69	78	N/A	88

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Index/Dimension Summary

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Indices

Dimensions – Highest to Lowest % Favourable

● 2023　　　● Industry Benchmark　　　● Ontario Shores Benchmark

Benchmark score based on all Manager questions excluding Q44.

Benchmark score based on all Work Facilitation questions excluding Qs 22 & 23.

Benchmark score based on all Senior Management Team questions excluding Q31.

	Job Characteristics	Manager	Personal Recovery	Flexible Work Arrangements	Diversity and Inclusion	Communication and Teamwork	Health, Safety and Wellness	Work Facilitation	Organizational Climate	Senior Management Team
2023	79%	7.73%	73%	65%	50%	40%	39%	37%	37%	15%
Industry Benchmark	76%	73%	N/A	N/A	77%	N/A	N/A	79%	N/A	69%
Ontario Shores Benchmark	73%	71%	75%	N/A	75%	N/A	68%	57%	58%	36%

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Organizational Index

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Organizational Index

22

47
% Fav

31

	% Fav	+/-
Industry Benchmark	*N/A*	*N/A*
Ontario Shores Benchmark	61	-14

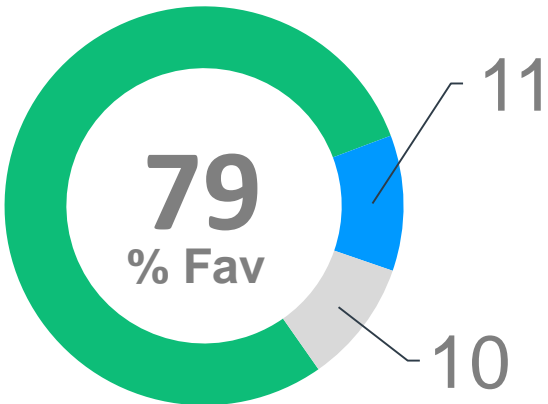## *The Organizational Index*

Numerous studies have shown that job characteristics, organizational climate as well as the level of support (or work facilitation) provided by the organization play an important role in creating a high level of satisfaction and engagement in employees. These three factors are assessed independently and then all questions under these factors are averaged to calculate the "Organizational Index."

Job Characteristics

11

79
% Fav

10

	% Fav	+/-
Industry Benchmark	76	+3
Ontario Shores Benchmark	73	+6

Organizational Climate

25

38

37
% Fav

	% Fav	+/-
Industry Benchmark	*N/A*	*N/A*
Ontario Shores Benchmark	57	-20

Work Facilitation

27

36

37
% Fav

	% Fav	+/-
Industry Benchmark*	79	--
Ontario Shores Benchmark	58	-21

*Benchmark score based on all Work Facilitation questions excluding Qs 22 and 23.

Job Characteristics

79 % Fav

Donut chart: 79 (green), 11 (blue), 10 (grey)

	% Fav	+/-
Industry Benchmark	76	+3
Ontario Shores Benchmark	73	+6

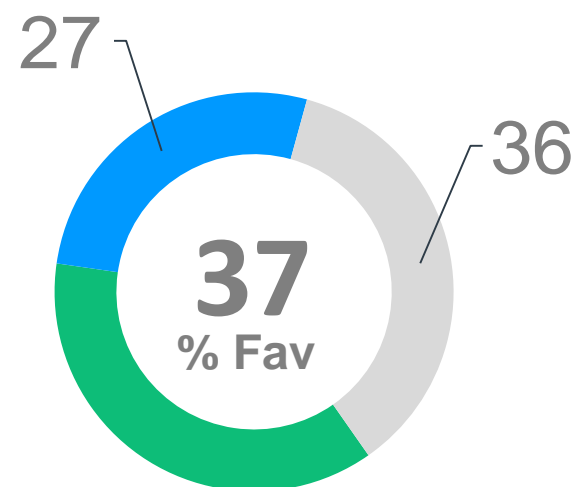|	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
TOP 5 I understand how my clinical work contributes to The Royal's objectives. (Q1)	7	9	83	N/A	77	84
I have the authority to make decisions about the way I provide patient care. (Q2)	11	9	80	73	71	59
TOP 5 I find my job very interesting because it requires many different skills and talents. (Q3)		11	89	N/A	81	88
My job allows me to fully complete projects and tasks from beginning to end. (Q4)	24	15	61	N/A	84	66
I receive direct feedback from internal or external clients on the care they receive. (Q5)	7	13	80	N/A	69	69

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Organizational Climate

37 % Fav

25
38
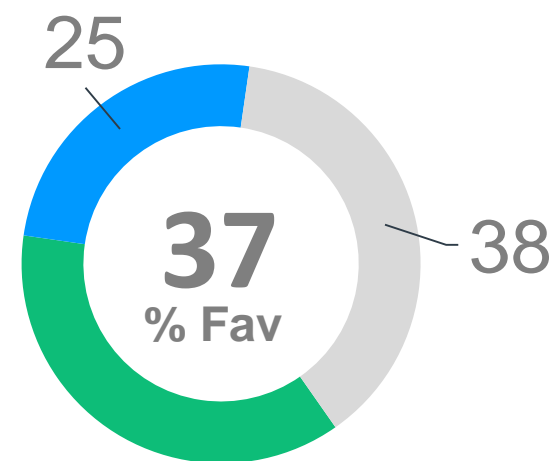
	% Fav	+/-
Industry Benchmark	*N/A*	*N/A*
Ontario Shores Benchmark	*58*	*-21*

- As with staff, strong "esprit de corps" from peers, which also contributes to resilience.
- Significant minorities, and sometimes even the majority of physicians, do not feel that The Royal cares about their well-being or other aspects of their sense of community, inclusion, growth, development, safety or wellness – all prerequisites to the overall emotional connection necessary for engagement.
- Sense of being treated equally regardless of origin, etc. is significantly below benchmark average.

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
The Royal provides me with the support I need in order to succeed. (Q6)	31	26	43	N/A	67	59
TOP 5 I feel supported at work by my peers. (Q7)	6 7		87	90	83	84
I am satisfied with the balance between my work and personal life. (Q8)	37	9	54	56	58	75
I work in a positive organizational environment. (Q9)	50	24	26	N/A	80	53
The Royal cares about the well-being of its physicians. (Q10)	63	17	20	46	76	47
The Royal offers services and supports that adequately address my psychological and mental health. (Q11)	37	44	19	N/A	N/A	38
BOTTOM 5 The Royal provides self-care tools to help physicians look after their own psychological well-being. (Q12)	41	48	11	N/A	N/A	34
I feel I am a part of The Royal's community. (Q13)	26	30	44	75	N/A	56
The Royal encourages the growth, development, safety and wellness of its physicians. (Q14)	44	28	28	N/A	N/A	50
At The Royal, all employees are treated equally and fairly regardless of their origin, background or personal characteristics. (Q15)	43	17	41	N/A	83	78

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Work Facilitation

27

36

37
% Fav

	% Fav	+/-
Industry Benchmark*	*79*	--
Ontario Shores Benchmark	*57*	*-20*

Note:

*Industry Benchmark score = Average of all questions below excluding Qs 22 & 23.

- Many physicians also do not believe they have the necessary tools, resources, or policies to do their work effectively.
- Also, only 19% say the Royal places great importance on physician health & safety, also a prerequisite to having a sense of emotional connection which is the foundation of engagement.

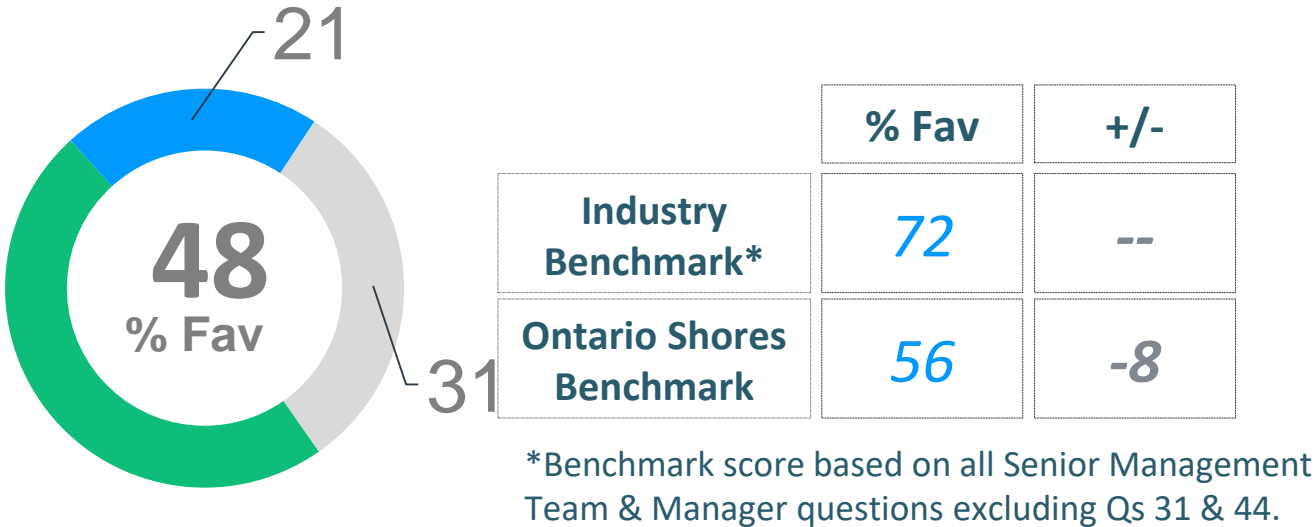|	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
I have the tools, materials and equipment I need to do my job in an efficient manner. (Q17)	41	13	46	N/A	81	63
The Royal trains and develops its employees to provide a high level of efficiency on the job. (Q18)	35	28	37	N/A	79	47
I believe we have efficient organizational policies. (Q19)	37	43	20	N/A	70	47
The Royal places great importance on the health and safety of its physicians. (Q20)	43	39	19	N/A	82	66
I have access to the information I need to do my job efficiently. (Q21)	17	24	59	N/A	82	75
I am informed of changes that can have an impact on my job. (Q22)	54	15	31	68	N/A	44
Physicians are able to do their jobs in a way that meets their personal and professional standards. (Q23)	26	26	48	N/A	N/A	56

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Psychological Health Index

Psychological Health Index

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
Overall Psychological Health Index	31	27	42	N/A	N/A	59
Work-Life Balance (Q8)	37	9	54	56	58	75
Psychological and Social Support (Q11)	37	44	19	N/A	N/A	38
BOTTOM 5 Support for Psychological Self-Care (Q12)	41	48	11	N/A	N/A	34
Organizational Culture (Q13)	26	30	44	75	N/A	56
Civility and Respect (Q15)	43	17	41	N/A	83	78
Workload Management (Q17)	41	13	46	N/A	81	63
Growth and Development (Q18)	35	28	37	N/A	79	47
Protection of Physical Safety (Q20)	43	39	19	N/A	82	66
Involvement and Influence (Q22)	54	15	31	68	N/A	44
Protection from Moral Distress (Q23)	26	26	48	N/A	N/A	56
Psychological Demands (Q36)	37	43	20	N/A	N/A	44
Clear Leadership and Expectations (Q39)	11	17	72	N/A	79	69
Reward and Recognition (Q44)	6	13	81	N/A	N/A	81
Psychological Protection (Patient to Staff) (Q60)	20	43	37	N/A	N/A	56
Psychological Protection (Staff to Staff) (Q61)	33	33	33	N/A	N/A	69
Engagement (Q75)	7	22	70	88	80	72

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Leadership Index

Leadership Index

21
48 % Fav
31

	% Fav	+/-
Industry Benchmark*	*72*	*--*
Ontario Shores Benchmark	*56*	*-8*

*Benchmark score based on all Senior Management Team & Manager questions excluding Qs 31 & 44.

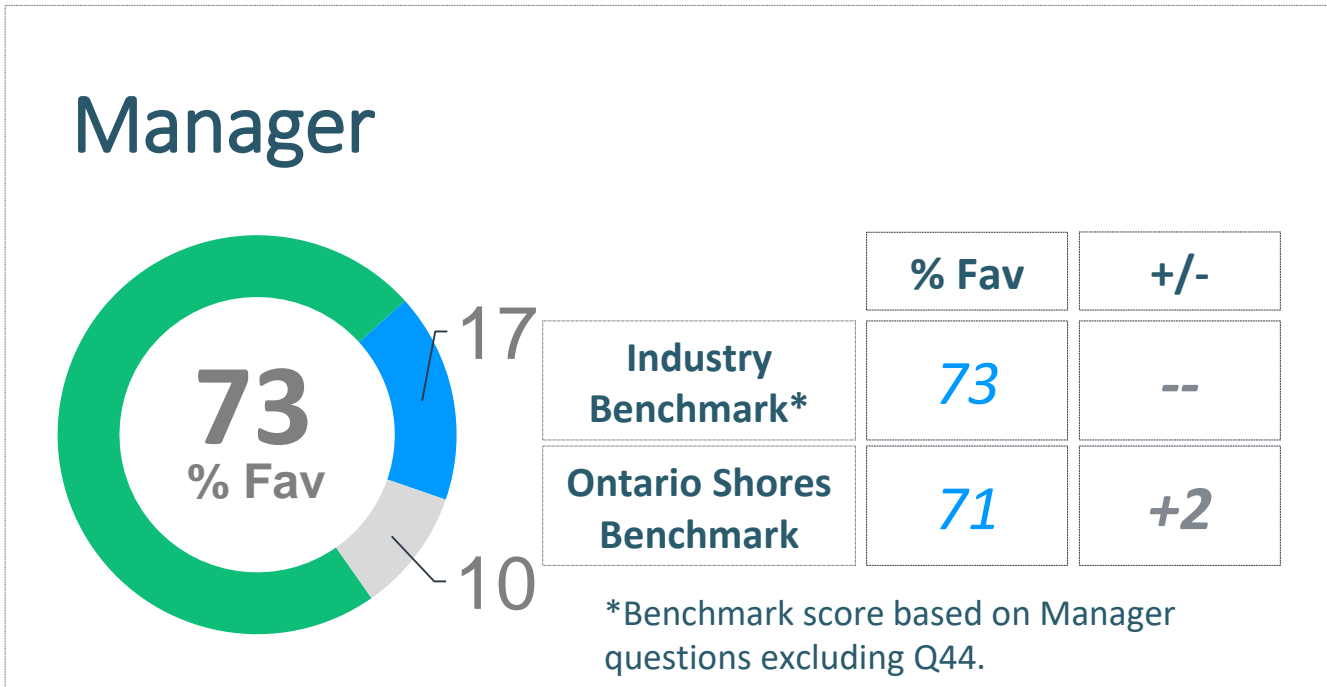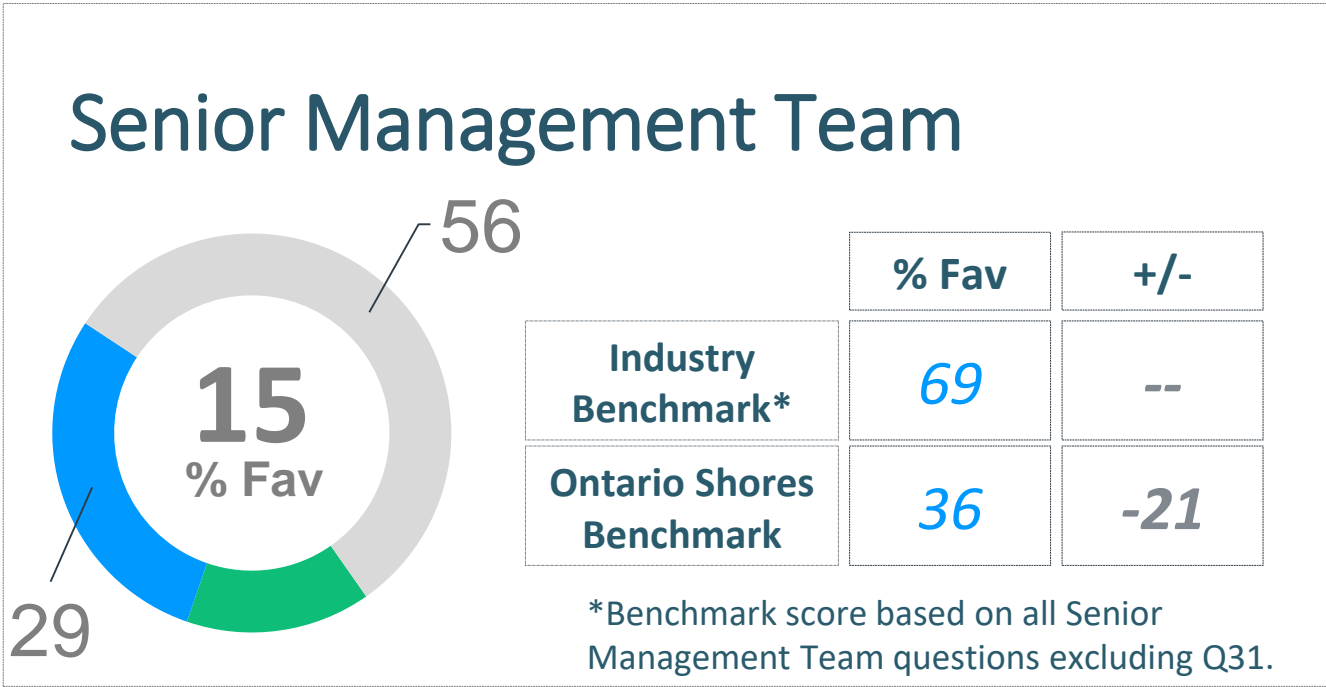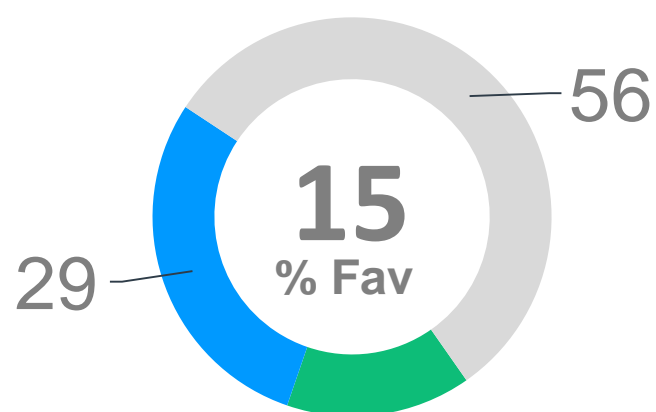## *The Leadership Index*

The Leadership Index assesses transformational leadership for the entire organization focusing on two levels of management: Senior Management Team and Manager. These two factors are assessed independently and all questions under these factors are averaged to calculate the "Leadership Index".

Note: Leadership Index is an average of all questions under the Senior Management Team (excluding Qs 30 & 36), and Manager dimensions.

Senior Management Team

56
15 % Fav
29

	% Fav	+/-
Industry Benchmark*	*69*	*--*
Ontario Shores Benchmark	*36*	*-21*

*Benchmark score based on all Senior Management Team questions excluding Q31.

Manager

17
73 % Fav
10

	% Fav	+/-
Industry Benchmark*	*73*	*--*
Ontario Shores Benchmark	*71*	*+2*

*Benchmark score based on Manager questions excluding Q44.

Senior Management Team

Note:

* Industry Benchmark score = Average of all questions below excluding Q31.

15 % Fav

56
29

	% Fav	+/-
Industry Benchmark*	*69*	*--*
Ontario Shores Benchmark	*36*	*-21*

- As with staff, dissatisfaction with organizational climate has led most physicians send a strong message of dissatisfaction, which has also had a significant impact on the level of engagement (key driver of engagement)

	2023 (%)			**2020**	**Industry Benchmark**	**Ontario Shores Benchmark**
At The Royal, the senior management team acts consistently with our mission and values. (Q30)	50	31	19	62	71	44
BOTTOM 5 At The Royal, the senior management team provides opportunities for input into decisions. (Q31)	65	22	13	35	N/A	28
I am motivated by the vision communicated by the senior management team of The Royal. (Q32)	57	30	13	N/A	72	31
BOTTOM 5 At The Royal, communication between the senior management team and physicians is open and honest. (Q33)	74	19	7	N/A	67	25
At The Royal, the senior management team promotes and fosters a culture of innovation. (Q34)	54	28	19	N/A	72	41
The senior management team at The Royal gets personally involved and shows leadership when changes need to be made. (Q35)	56	28	17	N/A	64	47

Question 36 is not included in Senior Management Team Overall Dimension Score/ Leadership Index

	2023 (%)			**2020**	**Industry Benchmark**	**Ontario Shores Benchmark**
The senior management team at The Royal believe that social skills are as valuable as other skills. (Q36)	37	43	20	N/A	N/A	44

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Manager

73 % Fav

17
10
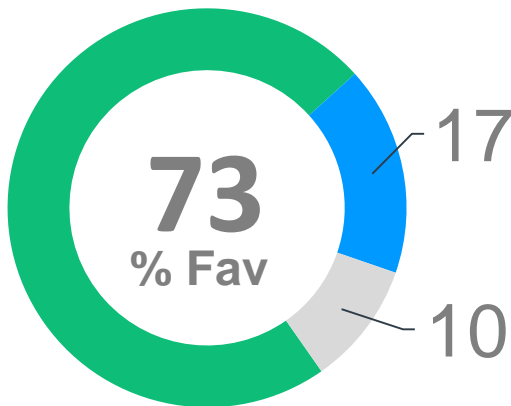
	% Fav	+/-
Industry Benchmark*	*73*	--
Ontario Shores Benchmark	*71*	**+2**

Note:

*Industry Benchmark score = Average of all questions below excluding Q44.
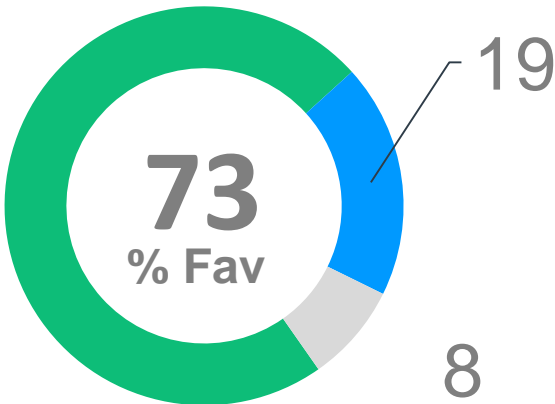
- Most physicians' relationships with their managers represent a positive source of satisfaction and engagement.

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
My manager does an effective job at supporting me to develop my skills. (Q38)	13	15	72	N/A	72	66
My manager provides me with constructive feedback which helps improve my performance. (Q39)	11	17	72	N/A	79	69
I can count on my manager to treat physicians fairly. (Q40)	7	19	74	N/A	79	75
My manager takes action if there is a conflict or a problematic situation between physicians or employees. (Q41)	11	17	72	N/A	58	69
I clearly know what my manager is expecting of me. (Q42)	7	17	76	N/A	92	81
My manager encourages me to take reasonable risks to achieve better results. (Q43)	15	24	61	N/A	60	59
My manager appreciates my work. (Q44)	6	13	81	N/A	N/A	81

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Additional Dimensions

Personal Recovery

73 % Fav

19

8

	% Fav	+/-
Industry Benchmark	*N/A*	*N/A*
Ontario Shores Benchmark	*75*	*-2*

	2023 (%)		2020	Industry Benchmark	Ontario Shores Benchmark
At The Royal, we have effective ways of involving and connecting patients to their families and friends. (Q46)	11 / 28 / 61		N/A	N/A	66
At The Royal, we use hopeful language with patients and believe their recovery is possible. (Q47)	6 / 17 / 78		N/A	N/A	81
At The Royal, we help patients develop a positive identity apart from their diagnosis. (Q48)	9 / 13 / 78		N/A	N/A	78
At The Royal, we celebrate patients and their successes. (Q49)	2 / 17 / 81		N/A	N/A	91
At The Royal, we encourage patients to make their own choices and decisions. (Q50)	2 / 15 / 83		N/A	N/A	78
At The Royal, we draw on lived experience by partnering with patients and families in a variety of ways. (Q51)	6 / 13 / 81		N/A	N/A	72
At The Royal, we model a positive service culture that promotes the inclusion of people with lived experience and their families at all levels of the organization. (Q52)	7 / 26 / 67		N/A	N/A	63
The Royal effectively balances the need for patient safety and the need for productivity. (Q53)	19 / 28 / 54		N/A	N/A	69

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Health, Safety and Wellness

39
% Fav

36

24

	% Fav	+/-
Industry Benchmark	*N/A*	*N/A*
Ontario Shores Benchmark	*68*	*-29*

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
The Royal takes effective action if staff are physically attacked by patients/clients, their relatives or other members of the public. (Q58)	22	28	50	N/A	N/A	72
The Royal takes effective action if staff are physically attacked by other members of staff. (Q59)	9	46	44	N/A	N/A	69
The Royal takes effective action if staff are bullied, harassed or abused by patients/clients, their relatives or other members of the public. (Q60)	20	43	37	N/A	N/A	56
The Royal takes effective action if staff are bullied, harassed or abused by other members of staff. (Q61)	33	33	33	N/A	N/A	69
I feel confident reporting issues of Workplace Harassment/Workplace Violence. (Q62)	37	31	31	N/A	N/A	72
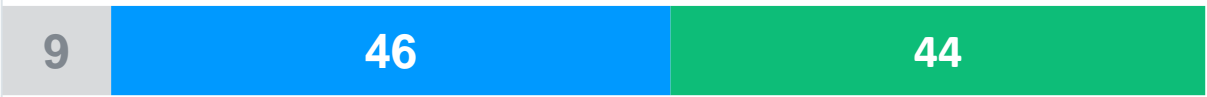
Diversity and Inclusion

50 % Fav

28 | 22
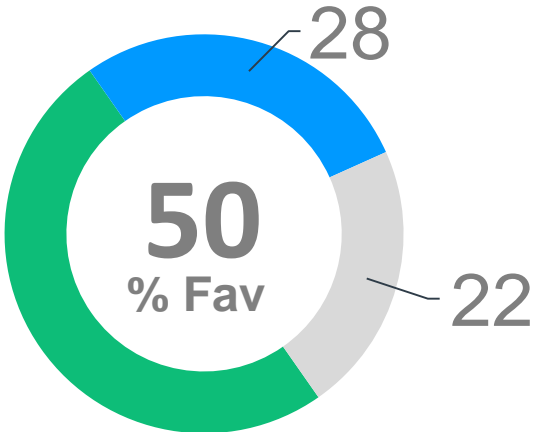
	% Fav	+/-
Industry Benchmark	*77*	*-14*
Ontario Shores Benchmark	*75*	*-25*

- Diversity and inclusion is an issue for an important minority of physicians, specifically with regard to being treated equally.

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
At The Royal, all employees are treated equally and fairly regardless of their origin, background or personal characteristics. (Q15)	43	17	41	N/A	83	78
The Royal values all aspects of diversity including origin, race, age, gender and thought. (Q77)	13	28	59	N/A	79	87
The Royal promotes a culture of openness and acceptance of individual differences. (Q78)	17	22	61	N/A	83	83
At The Royal, policies and procedures are fair and provide equal opportunities for all. (Q79)	13	28	59	N/A	72	81
It is easy for anybody to fit in and be accepted at The Royal. (Q80)	20	35	44	87	80	61
My chances to succeed at The Royal are the same as those who have similar abilities and backgrounds. (Q81)	19	19	63	N/A	69	87
The senior management team at The Royal takes all the necessary actions to maintain a diverse workforce. (Q82)	20	41	39	N/A	77	58
Our organizational culture allows for the expression of diverse perspectives. (Q83)	28	35	37	N/A	74	61

099

The Royal Custom Dimensions

Communication and Teamwork

18

40
% Fav

42

	% Fav	+/-
Industry Benchmark	N/A	N/A
Ontario Shores Benchmark	N/A	N/A

	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
At The Royal, important matters are communicated to me in a timely and effective manner. (Q27)	52	13	35	N/A	77	N/A
BOTTOM 5 There is good communication between departments across my organization. (Q28)	67	24	9	N/A	N/A	N/A
In my department/unit, people work well as a team. (Q29)	7	17	76	N/A	N/A	N/A

0101

Flexible Work Arrangements

65 % Fav

17
18

	% Fav	+/-
Industry Benchmark	*N/A*	*N/A*
Ontario Shores Benchmark	*N/A*	*N/A*

- Views regarding flexible work are mixed. While almost 9/10 feel trusted by their managers, fewer than half of physicians agree that the hybrid approach does not interfere with daily operations and almost ¼ say they have access to the resources they need.

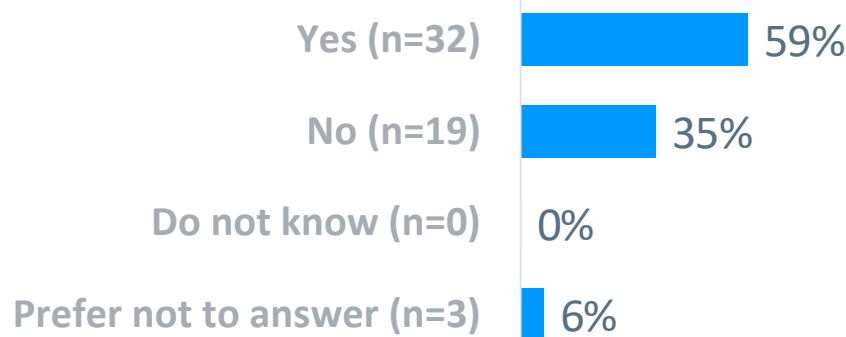|	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
I have access to the resources (e.g., materials, equipment, technology, support services, etc.) I need to do my job effectively when working remotely. (Q54)	24	15	61	N/A	N/A	N/A
TOP 5 I feel that my manager trusts me to balance my personal obligations and my work. (Q55)	2	9	89	N/A	N/A	N/A
While working in a virtual environment, I feel that I am engaged during meetings and other interactions. (Q56)	20	15	65	N/A	N/A	N/A
The hybrid/remote work approach does not interfere with daily operations. (Q57)	24	30	46	N/A	N/A	N/A

The Royal
Custom Questions

Custom Questions

- Very similar results as with staff.

Question	2023 (%)			2020	Industry Benchmark	Ontario Shores Benchmark
ORGANIZATIONAL CLIMATE: At The Royal, physicians feel that mistakes they may make are not held against them. (Q16)	41	33	26	43	N/A	N/A
WORK FACILITATION: I am given enough time to do my work. (Q24)	22	26	52	71	N/A	N/A
BOTTOM 5 WORK FACILITATION: I believe we have enough staff to handle the workload. (Q25)	80	11	9	55	N/A	N/A
WORK FACILITATION: At The Royal, we have sufficient time to plan before taking action. (Q26)	35	43	22	53	N/A	N/A
COMMUNICATION AND TEAMWORK: At The Royal, important matters are communicated to me in a timely and effective manner. (Q27)	52	13	35	N/A	77	N/A
COMMUNICATION AND TEAMWORK: There is good communication between departments across my organization. (Q28)	67	24	9	N/A	N/A	N/A
COMMUNICATION AND TEAMWORK: In my department/unit, people work well as a team. (Q29)	7	17	76	N/A	N/A	N/A
SENIOR MANAGEMENT TEAM: The Royal gives me the support I need when changes are made. (Q37)	61	20	19	N/A	72	N/A
MANAGER: I feel supported at work by my immediate manager when I am dealing with personal and/or family issues. (Q45)	7	17	76	N/A	N/A	N/A
FLEXIBLE WORK ARRANGEMENTS: I have access to the resources I need to do my job effectively when working remotely. (Q54)	24	15	61	N/A	N/A	N/A
TOP 5 FLEXIBLE WORK ARRANGEMENTS: I feel that my manager trusts me to balance my personal obligations and my work. (Q55)	2	9	89	N/A	N/A	N/A
FLEXIBLE WORK ARRANGEMENTS: While working in a virtual environment, I feel that I am engaged during meetings and other interactions. (Q56)	20	15	65	N/A	N/A	N/A
FLEXIBLE WORK ARRANGEMENTS: The hybrid/remote work approach does not interfere with daily operations. (Q57)	24	30	46	N/A	N/A	N/A

0104

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Demographics

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Were you born in Canada?
(Base count = 54)

Yes (n=32) — 59%
No (n=19) — 35%
Do not know (n=0) — 0%
Prefer not to answer (n=3) — 6%

Are you a primary caregiver for any of the following people?
(Select all that apply- Base count = 54)

Child under 21 years of age (n=26) — 48%
No dependent care responsibilities (n=12) — 22%
Spouse/Partner (n=9) — 17%
Parent (n=8) — 15%
Other Dependent (n=5) — 9%
Do not know (n=0) — 0%
Prefer not to answer (n=8) — 15%

To which ethnic group do you best identify?
(Select all that apply- Base count = 54)

Caucasian (n=26) — 48%
Chinese (n=2) — 4%
Indigenous (n=2) — 4%
Middle Eastern (n=2) — 4%
South Asian (n=2) — 4%
Black (n=1) — 2%
Korean (n=1) — 2%
Latin American (n=1) — 2%
Arab (n=0) — 0%
Filipino (n=0) — 0%
Japanese (n=0) — 0%
Southeast Asian (n=0) — 0%
West Asian (n=0) — 0%
Not listed (n=0) — 0%
Do not know (n=0) — 0%
Prefer not to answer (n=18) — 33%

Do you experience any of the following disabilities?
(Select all that apply- Base count = 54)

No disabilities (n=41) — 76%
Chronic illness/injury (n=3) — 6%
Physical disability (n=3) — 6%
Mental health disability (n=2) — 4%
Sensory disability (n=2) — 4%
Temporary disability (n=1) — 2%
Episodic disability (n=0) — 0%
Developmental disability (n=0) — 0%
Cognitive disability (n=0) — 0%
Learning disability (n=0) — 0%
Drug or alcohol dependence (n=0) — 0%
Do not know (n=0) — 0%
Prefer not to answer (n=8) — 15%
Not listed (n=0) — 0%

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With which gender do you identify?
(Select all that apply- Base count = 54)

- Female (n=21) — 39%
- Male (n=20) — 37%
- Genderqueer/ Gender Nonconforming (n=0) — 0%
- Intersex (n=0) — 0%
- Non-binary (n=0) — 0%
- Trans (n=0) — 0%
- Not listed (n=0) — 0%
- Do not know (n=0) — 0%
- Prefer not to answer (n=0) — 24%

With which sexual orientation do you identify?
(Select all that apply- Base count = 54)

- Straight or Heterosexual (n=32) — 59%
- Bisexual (n=3) — 6%
- Gay (n=2) — 4%
- Lesbian (n=1) — 2%
- Asexual (n=0) — 0%
- Queer (n=0) — 0%
- Questioning (n=0) — 0%
- Pansexual (n=0) — 0%
- Two-spirited (n=0) — 0%
- Not listed (n=0) — 0%
- Do not know (n=1) — 2%
- Prefer not to answer (n=15) — 28%

With which religious or spiritual affiliation do you identify?
(Base count = 54)

- None (n=23) — 43%
- Please specify (n=8) — 15%
- Do not know (n=0) — 0%
- Prefer not to answer (n=23) — 43%

What is your current marital status?
(Base count = 730)

- Legally married (and not separated) (n=31) — 57%
- Common law relationship (n=5) — 9%
- Divorced (n=3) — 6%
- Never legally married (n=2) — 4%
- Separated, but still legally married (n=1) — 2%
- Widowed (n=0) — 0%
- Do not know (n=0) — 0%
- Prefer not to answer (n=12) — 22%

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Highest % Neutral

Items with Highest Percentage Neutral

2023 (%)

ORGANIZATIONAL CLIMATE	The Royal provides self-care tools to help physicians look after their own psychological well-being. (Q12)	48%
HEALTH, SAFETY AND WELLNESS	The Royal takes effective action if staff are physically attacked by other members of staff. (Q59)	46%
ORGANIZATIONAL CLIMATE	The Royal offers services and supports that adequately address my psychological and mental health. (Q11)	44%
WORK FACILITATION	I believe we have efficient organizational policies. (Q19)	43%
CUSTOM QUESTIONS	At The Royal, we have sufficient time to plan before taking action. (Q26)	43%

Most and Least Percentage Favourables

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Most and Least Percentage Favourables - Physicians

5 Most Favourable

2023 (%)

PHYSICIAN ENGAGEMENT	I really want The Royal to succeed. (Q71)	**94%**
JOB CHARACTERISTICS	I find my job very interesting because it requires many different skills and talents. (Q3)	**89%**
FLEXIBLE WORK ARRANGEMENTS	I feel that my manager trusts me to balance my personal obligations and my work. (Q55)	**89%**
ORGANIZATIONAL CLIMATE	I feel supported at work by my peers. (Q7)	**87%**
JOB CHARACTERISTICS	I understand how my clinical work contributes to The Royal's objectives. (Q1)	**83%**

5 Least Favourable

2023 (%)

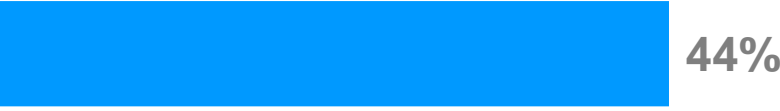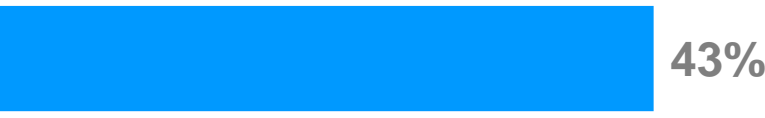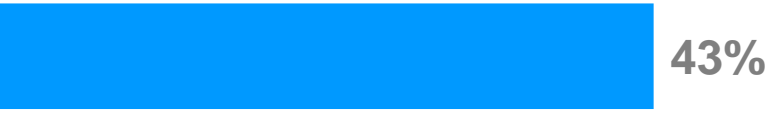|		
SENIOR MGMT TEAM	At The Royal, communication between the senior management team and physicians is open and honest. (Q33)	**7%**
CUSTOM QUESTIONS (WORK FACILITATION)	I believe we have enough staff to handle the workload. (Q25)	**9%**
COMMUNICATION AND TEAMWORK	There is good communication between departments across my organization. (Q28)	**9%**
ORGANIZATIONAL CLIMATE	The Royal provides self-care tools to help physicians look after their own psychological well-being. (Q12)	**11%**
SENIOR MGMT TEAM	At The Royal, the senior management team provides opportunities for input into decisions. (Q31)	**13%**

0111

Key Drivers
Of Engagement

Key Drivers of Engagement

Driver Analysis (Pearson Correlation)

Pearson Correlation is used to determine the "Key Drivers of Engagement". Each survey item is correlated with the Engagement Index. The correlation coefficient is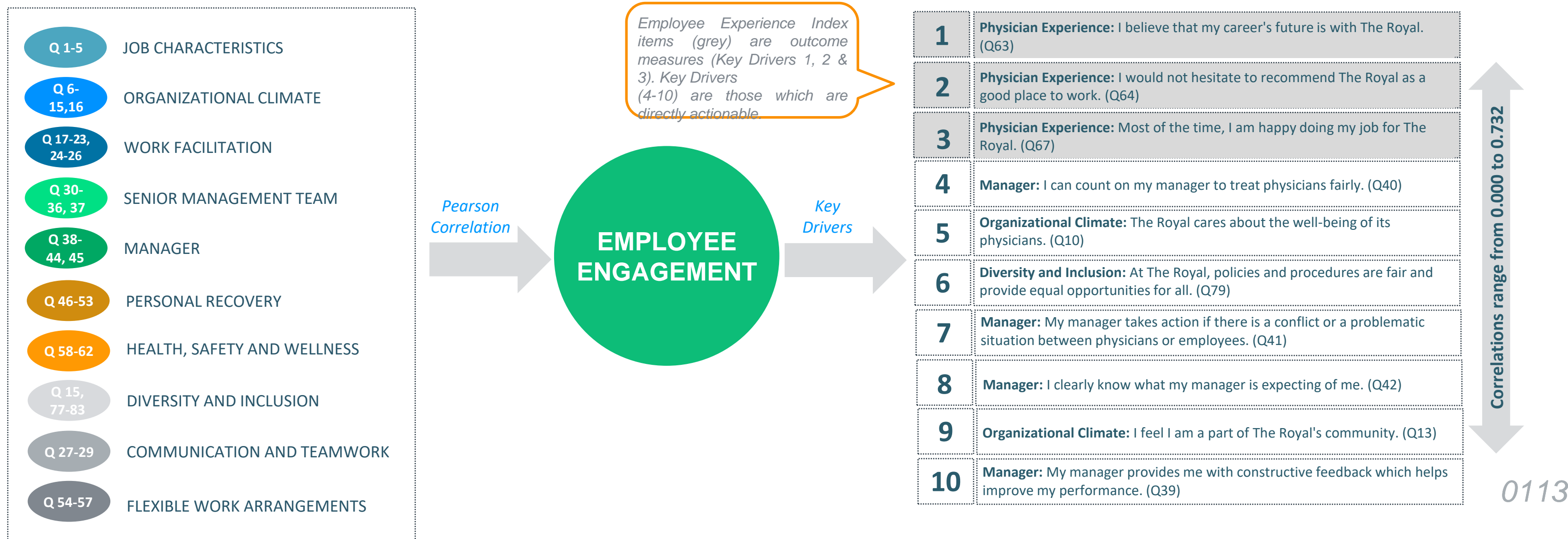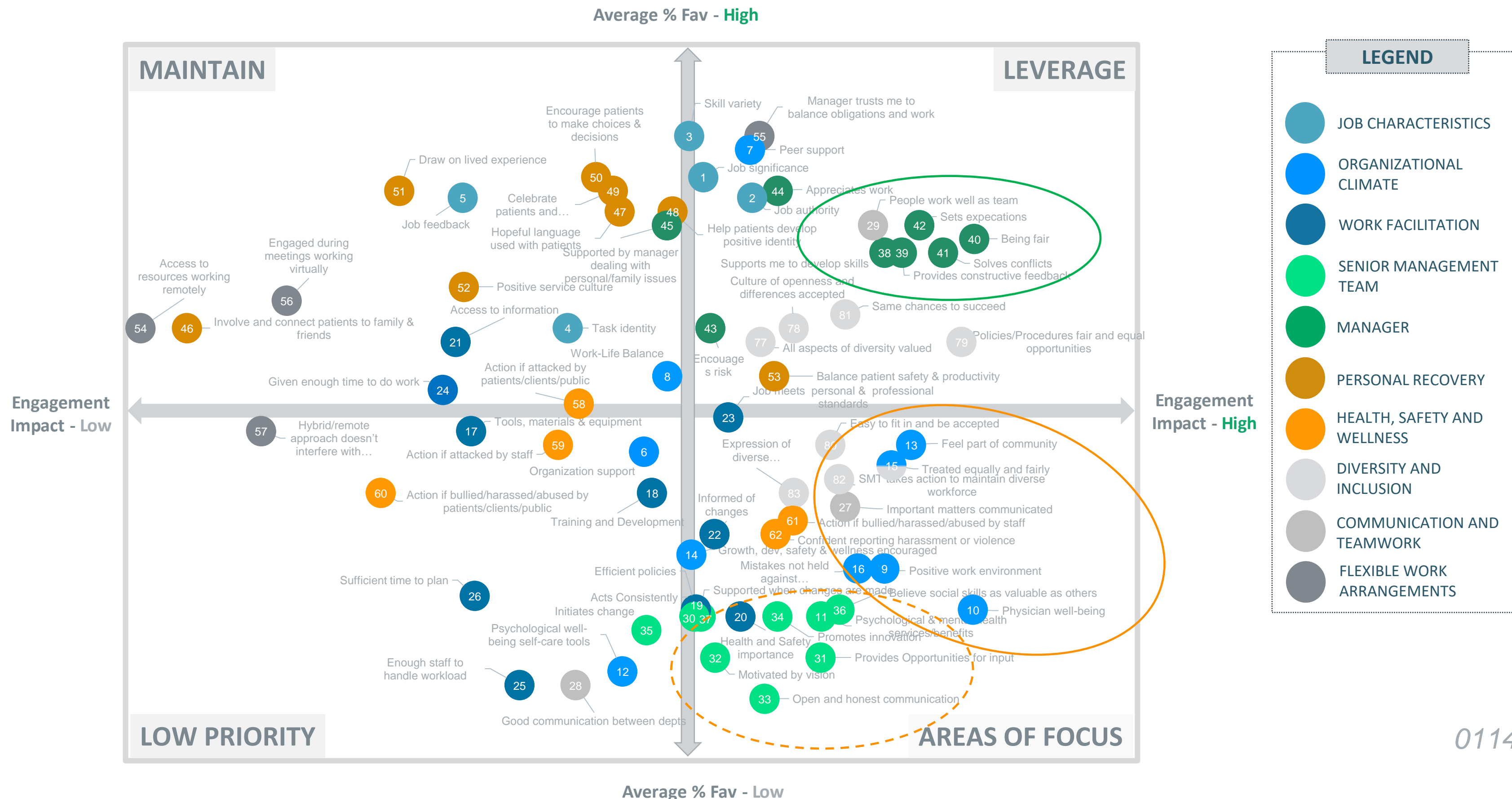 used to indicate the strength of the relationship between each item and the Engagement Index. Correlation coefficients range from 0 to 1 Correlation coefficients closer to 1 signify a very strong correlation with Engagement. The higher the correlation coefficient, the higher the impact this item has on Engagement.
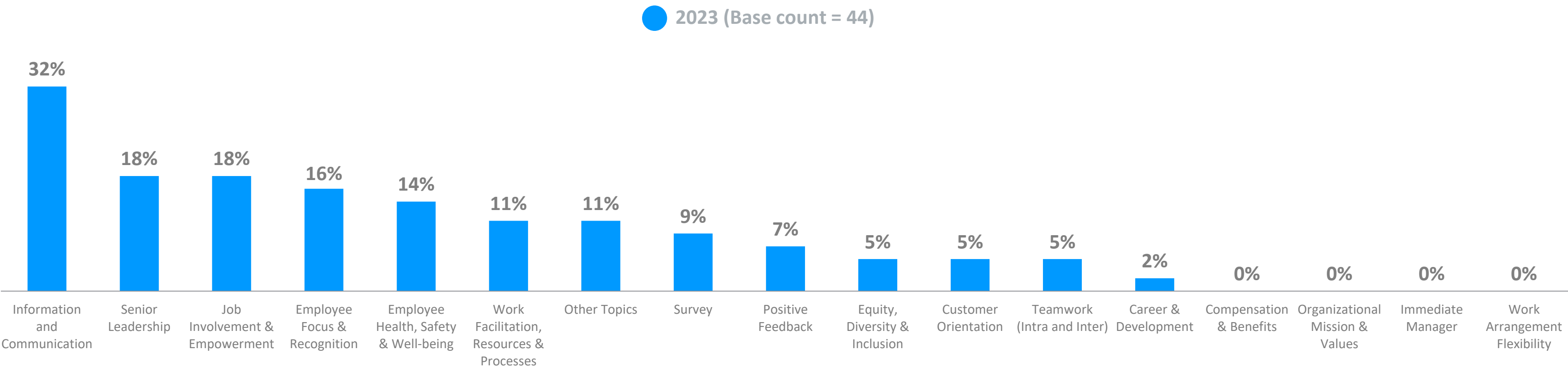
Q 1-5	JOB CHARACTERISTICS
Q 6-15,16	ORGANIZATIONAL CLIMATE
Q 17-23, 24-26	WORK FACILITATION
Q 30-36, 37	SENIOR MANAGEMENT TEAM
Q 38-44, 45	MANAGER
Q 46-53	PERSONAL RECOVERY
Q 58-62	HEALTH, SAFETY AND WELLNESS
Q 15, 77-83	DIVERSITY AND INCLUSION
Q 27-29	COMMUNICATION AND TEAMWORK
Q 54-57	FLEXIBLE WORK ARRANGEMENTS

Employee Experience Index items (grey) are outcome measures (Key Drivers 1, 2 & 3). Key Drivers (4-10) are those which are directly actionable.

Pearson Correlation → **EMPLOYEE ENGAGEMENT** → *Key Drivers*

1	**Physician Experience:** I believe that my career's future is with The Royal. (Q63)
2	**Physician Experience:** I would not hesitate to recommend The Royal as a good place to work. (Q64)
3	**Physician Experience:** Most of the time, I am happy doing my job for The Royal. (Q67)
4	**Manager:** I can count on my manager to treat physicians fairly. (Q40)
5	**Organizational Climate:** The Royal cares about the well-being of its physicians. (Q10)
6	**Diversity and Inclusion:** At The Royal, policies and procedures are fair and provide equal opportunities for all. (Q79)
7	**Manager:** My manager takes action if there is a conflict or a problematic situation between physicians or employees. (Q41)
8	**Manager:** I clearly know what my manager is expecting of me. (Q42)
9	**Organizational Climate:** I feel I am a part of The Royal's community. (Q13)
10	**Manager:** My manager provides me with constructive feedback which helps improve my performance. (Q39)

Correlations range from 0.000 to 0.732

0113

Comment Analysis

One Message

→ **If you had one message for your senior management team, what would it be? – Comment Themes**

● **2023 (Base count = 44)**

Category	%
Information and Communication	32%
Senior Leadership	18%
Job Involvement & Empowerment	18%
Employee Focus & Recognition	16%
Employee Health, Safety & Well-being	14%
Work Facilitation, Resources & Processes	11%
Other Topics	11%
Survey	9%
Positive Feedback	7%
Equity, Diversity & Inclusion	5%
Customer Orientation	5%
Teamwork (Intra and Inter)	5%
Career & Development	2%
Compensation & Benefits	0%
Organizational Mission & Values	0%
Immediate Manager	0%
Work Arrangement Flexibility	0%

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→ **If you had one message for your senior management team, what would it be? – Top 5 Themes Description**

32%

1. INFORMATION & COMMUNICATION

Transparency and open communication were mentioned in all the comments in this category. Most of them referring to the lack of transparency between the SMT and the physicians, however, some pointed out the positive and open communication currently being seen with the new Leadership Team.

For some, it was also important to be more present in face-to-face meetings with the physicians to encourage a more collaborative and open communication.

"To work on transparency and open communication"

"Collaboration and open communication with physicians is key."

"There have been major issues in the communication between senior administration and health care providers, due lack of transparency and lack of communication, which has caused major reciprocal trust issues."

"More transparency and face-to-face meetings with the teams."

"Please continue the more open and direct communication that we are currently seeing"

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→ **If you had one message for your senior management team, what would it be? – Top 5 Themes Description**

18%

2. SENIOR LEADERSHIP

As for Senior Leadership, some physicians recognized the actions that have been taken by the Administration and have felt more supported, but are hoping for these actions to remain consistent across SMT.

However, physicians are still under the impression that SMT does not have a good comprehension of what they are going through on a day-to-day basis. They are hoping for more constructive decisions and actions.

"It is critical that the SMT is made up of a group of people who are there because they care about patient care, who value and listen to those who are providing care and to those who are receiving care."

"I have felt mores supported in the last 3 months by physician leadership than i have in years. This survey is a good step in the remediation. I hope the results are noticed!"

"have been working hard to reach out to staff with new messages of support and validation but there are still questions as to whether this is consistent across SMT; it will take time and effort to re-gain the trust and goodwill that has been damaged."

"More constructive decisions and actions, less big words and going in circles."

"My impression is that management does not have a true understanding of what really happens in trenches; therefore, they do not really understand what is needed for patient care to properly work."

0118

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→ **If you had one message for your senior management team, what would it be? – Top 5 Themes Description**

18%

3. JOB INVOLVEMENT & EMPOWERMENT

Physicians are hoping to see some change and are hoping for SMT to encourage and embrace innovation and change. Some comments also reflected the importance of implicating and working closer with health care providers at The Royal as they are on the ground and could help in the decision-making process.

"Encourage, embrace and support innovation and continual quality improvement in all areas of the organization."

"Please, consider working closer with the health care providers working at The Royal, who to the job on the ground. Health care providers are passionate and have experience, which can be very helpful in decision making."

"I hope that medical leadership will embrace innovation and change."

"Please listen to the realities of front-line care and staff."

"in today's world change can only be made , if people are carried along, given a chance to proactively buy into the vision and their contributions explored if needed."

"Please involve physicians in decision making process and working on re-building respectful relationships."

0119

→ **If you had one message for your senior management team, what would it be? – Top 5 Themes Description**

16 %

4. EMPLOYEE FOCUS & RECOGNITION

Overall Physicians want to be heard and valued by SMT. They also mentioned that the morale and the culture is not good because of weak leadership and poor communication.

Despite the poor morale and culture being shared, some showed progress in the last 3 months and felt more supported.

"I have felt mores supported in the last 3 months by physician leadership than i have in years."

"Value our input"

"Please listen to your frontline staff and even your behind-the-scenes staff to see what we need to make the Royal an enjoyable, productive, and successful place to work. Take a tour."

"To empower their physicians as the main leaders of the treatment team and to understand them as responsible and as holding a great deal of liability when working with people and their families. To acknowledge the necessary competencies and knowledge that are inherent of the profession we hold, as well as the fact that we are always aware of our required duties. "

"The culture and morale right now throughout the organization is not good and this is a direct function of weak leadership at senior levels of the organization and poor communication."

→ **If you had one message for your senior management team, what would it be? – Top 5 Themes Description**

14%

5. EMPLOYEE HEALTH, SAFETY & WELL-BEING

Some physicians mentioned a current toxic work environment with SMT. According to the comments, SMT needs to foster a better and safer work environment for all employees allowing them to voice their concerns without fear of retribution.

Also, some comments referred to the importance of keeping an environment that encourages the wellbeing of the staff.

Finally, it was also mentioned that physicians and staff should be held accountable when there are acts of sexual harassment, racism and sexism.

"current environment with the SMT is toxic"

"The Royal SMT needs to foster a safer work environment for all staff and employees to be able to approach with concerns without fear of retribution or concerns being dismissed."

"promoting a social environment of wellbeing is necessary to conduct proper patient care, as people that we served are very sensible and aware of this. An environment that is not well organized and supported will never work. My impression is that management does not have a true understanding of what really happens in trenches; therefore, they do not really understand what is needed for patient care to properly work."

"Hold physicians and staff accountable when there is clear sexual harassment, racism and sexism."

Summary of Key Insights

Key Insights – Overall Similar to Staff Results

Results for physicians largely echo those of staff.   As with staff, organizational climate, and specifically views regarding the organization's consideration of physicians' well-being, health and safety are the key issues which are negatively impacting engagement. However, results for physicians differ in a number of important ways.

- First, **relationships with managers** are not only favourable for the large majority of physicians, but these favourable relations are a positive contributor to overall engagement.

- Second, **turnover risk is more acute** among physicians, and judging by comments, attrition is already taking place, meaning action to improve engagement is even more pressing.

- Third, **trust and confidence in senior leadership has been severely shaken**; however, this is partly due to the outgoing CEO, and many physicians are still reserving judgement.

- Fourth, views regarding **diversity and inclusion** also merit further investigation

- Finally, physicians express a **need to have their voices heard by leadership** and as with staff, for leadership to be more visible and present on the front-lines as many also have the perception leadership is "out of touch".

- Preliminary directions to improve engagement will be the same as with staff in general.
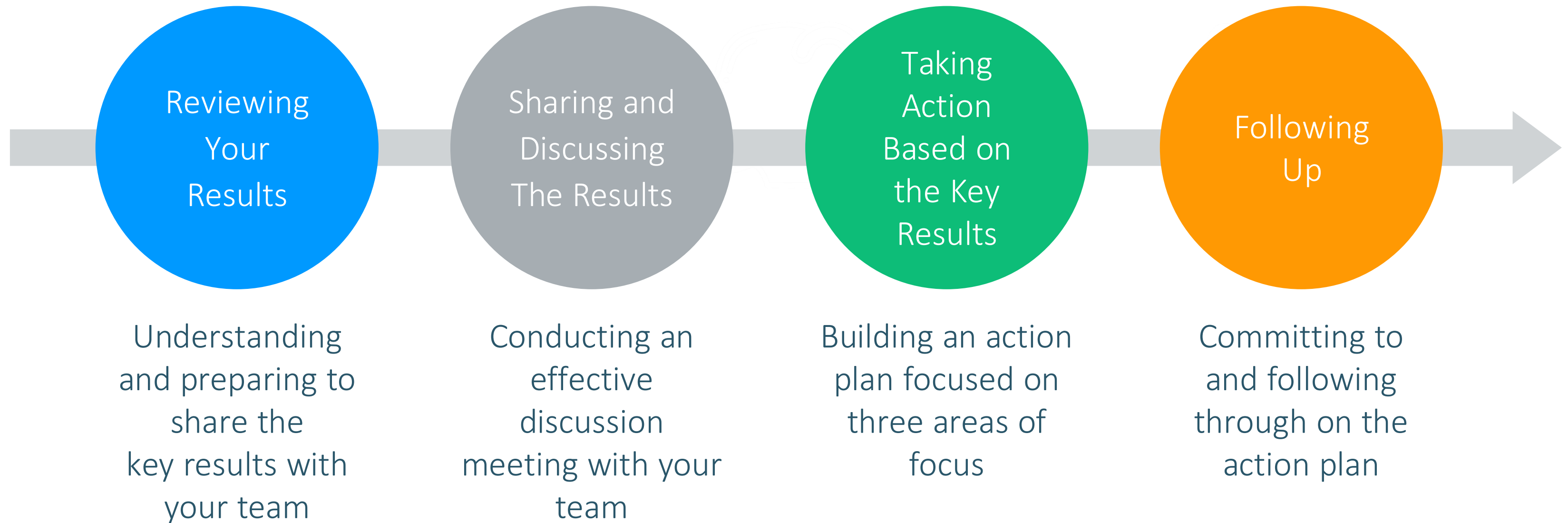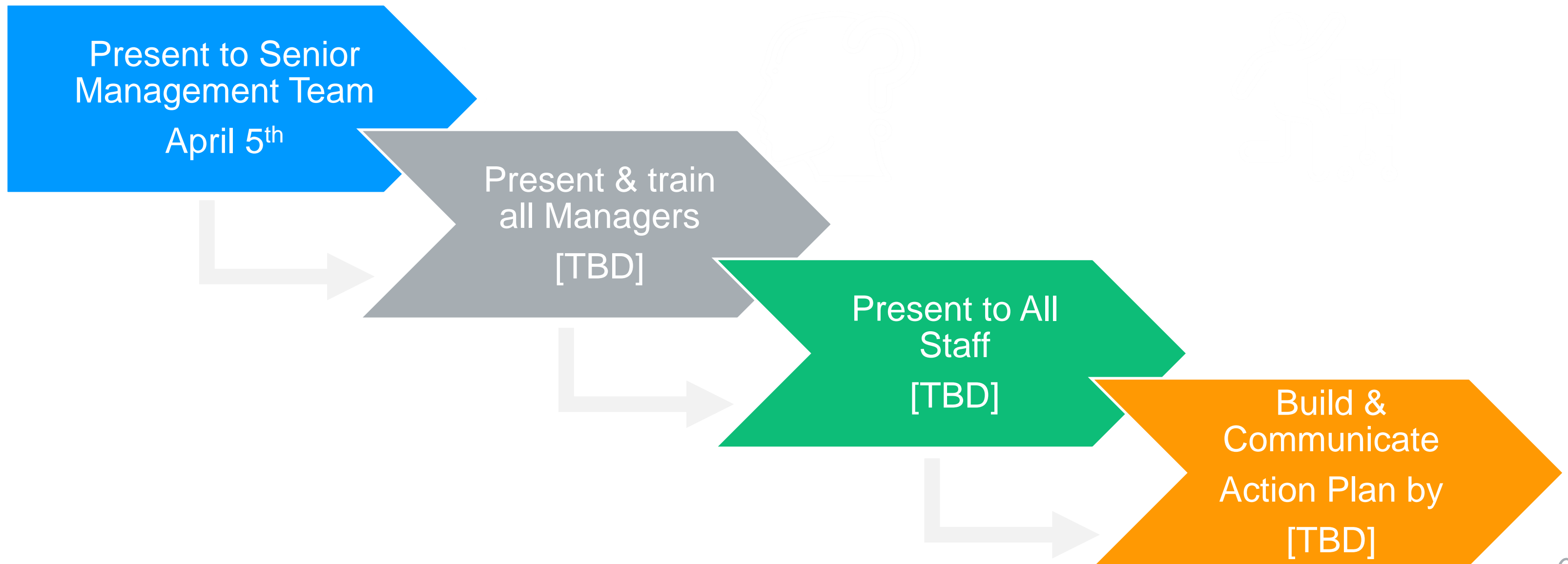
Next Steps

Building your Action Plan

→ Senior Management Team to determine the three (3) organizational-wide areas of focus

→ Use the opportunities for improvement provided in this report to determine your top priorities

→ Don't forget to keep in mind the organization's mission and values, as well as strategic objectives when conducting this exercise

→ Discuss the results with the different teams to ensure your action plans reflect employees' need

→ Label and link the actions in a communication plan.

Ambition & Values

Strategic Objectives

Opportunities for Improvement

Action Plan

Next Steps

Reviewing Your Results

Sharing and Discussing The Results

Taking Action Based on the Key Results

Following Up

Understanding and preparing to share the key results with your team

Conducting an effective discussion meeting with your team

Building an action plan focused on three areas of focus

Committing to and following through on the action plan

0126

Thank you!