

A Needs Assessment to Guide SE Health Employee Engagement 2.0

The HR department has partnered with the SE Research Centre to conduct a needs assessment of SE Health staff to better understand the range of factors that contribute to positive employee experience at SE Health. To do this, the Research Centre team will be conducting a series of interviews and focus groups with Senior Leadership and staff members. It is hoped that this needs assessment will lead to a better understanding of current staff perspectives on positive employee engagement at SE Health, so that workforce programs, policies and practices can be implemented to meet the employee needs.

The HR department is collaborating with the SE Research Centre on a project exploring employee experiences at SE Health. The project will leverage the opinions and experiences of SE Health employees to better understand factors that are valued and essential for employee engagement and positive (workplace) experiences across SE Health. Knowledge gathered from the project will be used by SE Health's HR department and Senior Leadership Team as a foundation for Employee Experience 2.0. Aligned with our *PeopleEverything* approach, new workplace policies, programs and practices will be designed to reflect employee perspectives. The SE Research Centre will also use information from this project to design a new employee experience survey unique to SE Health.

Project Overview

SE Health is a leading social enterprise that comprises about 8,000 staff members. These staff members work together to assist clients realize their health goals and to improve how clients live and age at home. Over the past few years, SE Health, like other social enterprises, has faced issues relating to staff recruitment and retention. These challenges have been compounded by other challenges brought on about by the onset of the

COVID-19 pandemic. In response to these challenges, the Senior Leadership Team at SE Health launched its *PeopleEverything* program. The *PeopleEverything* program is an initiative that is spearheaded by the HR department. It recognizes that the greatest asset SE Health has is its workforce and commits to taking concerted actions to reorient the organization towards a focus on its employee workforce. However, to ensure

that the actions taken by the organization reflect the needs of the SE health workforce it is highly important to better understand the perspectives and perceptions of staff members working at SE Health. This will help the HR department to identify the current state of the employee experience at SE Health and the level of support, programs, policies, and practices that may need to be implemented by the HR leadership to meet the changing needs of employees.

The HR leadership has partnered with the SE Research Centre on this project, with the Research Centre taking the lead on the needs assessment and the HR team responsible for taking actionable steps to address the findings from the needs assessment upon project completion. The first step in the needs assessment will be to collect the opinions of staff members and organizational leadership, leveraging the evidence-based concept of *Organizational Support* to identify the range of organizational inputs and outputs that are known to be important to optimizing the employee experience at SE Health. This information will be aggregated and shared with the HR department to inform relevant organizational changes. In addition, it will also serve as the foundation for future Employee Engagement 2.0 survey development work.

What is the concept of Organizational Support?

The concept of *Organizational Support* suggests that how employees are treated by the organization they work for, the relationship between employees and

leadership and HR practices and job conditions affect how they perform in their roles, their commitment to their employers and their overall wellbeing.

What will this involve?

A series of interviews with the Senior Leadership Team at SE Health and focus groups with staff members across the various departments in the organization will be conducted. The interviews and focus groups will be carried out in line with the principles of good research practices. Each interview/ focus group session will take about 1 hour. The focus group session will include about 8-12 SE Health staff members and will be led by members of the SE Research Centre. Both the interviews and focus group sessions will be conducted online using Microsoft Teams. The interviews and focus groups will seek to better understand the range of factors that the SE Health staff members believe to be important, unique and needed to improve employee engagement and positive experiences across SE Health.

What will be the overall impact?

Information obtained from the interviews and focus groups will be used by SE Health's HR department and Senior Leadership to understand the current state of employee engagement at SE Health and the type of workforce policies, programs and practices that might need to be implemented to attain an optimal state of employee engagement. It will also be used by the SE Research Centre to design a more tailored employee experience survey for SE Health in the future.

How is the project funded and supported?

This research is funded and supported by: SE Health, one of Canada's largest social enterprises.

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About the SE Research Centre

The SE Research Centre is funded by SE Health to conduct impact-oriented health services research and evaluation for the benefit of Canadians. We study the needs of people, their caregivers, and health care providers, to develop evidence-based solutions to tough health and social care problems. Our researchers collaborate with a wide variety of community and academic partners across Canada.

In the SE Research Centre there are four fields of research and evaluation: Aging in Society; Dying, Death and Grief; Health and Care Experiences; and Models of Care Delivery.

SE Research Centre. Creating a brighter future of health.

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