Getting Engaged

Examining the association between employee engagement and patient recovery in mental health care

Centre of Education and Organizational Development
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Learning Objectives:

• Explain how the psychosocial factor of “Engagement” impacts one’s sense of workplace mental health

• Analyze how engagement impacts Recovery outcomes
The 13 Psychosocial Factors that Impact Workplace Mental Health and Wellbeing
According to the Guarding Minds @ Work:

“Psychosocial factors are elements that impact employees’ psychological responses to work and work conditions, potentially causing psychological health problems” (p. 1).
According to the Guarding Minds @ Work, the psychosocial factor of engagement is:

“a work environment where employees feel connected to their work and are motivated to do their job well.”
Analyzing How Engagement Impacts Recovery Outcomes

(Schaufeli, 2013)

<table>
<thead>
<tr>
<th>Year</th>
<th>Vendor</th>
<th>All Emp</th>
<th>Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td></td>
<td></td>
<td>37%</td>
</tr>
<tr>
<td>2009</td>
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<td>2011</td>
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<td>2017</td>
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<td>75.8%</td>
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• Recovery-Oriented Practice and the Recovery Philosophy drives the work at Ontario Shores

• Use the Recovery Assessment Scale (RAS) to gauge patient progress and treatment outcome

• RAS focused on hope, connection with others, and self-determination

• Scores on the RAS can range from 24-120; higher scores represent higher achievement of recovery

• RAS administered at patient admission and again at discharge to track rate of improvement
Average Rate of Improvement on RAS Scores by Unit Engagement (Fall 2017)

RAS Difference

<table>
<thead>
<tr>
<th>Engagement</th>
<th>RAS Difference</th>
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<tbody>
<tr>
<td>low engagement</td>
<td>3.23</td>
</tr>
<tr>
<td>high engagement</td>
<td>8.48</td>
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n=119

n=557
• Ontario Shores has applied a meaningful change analysis to the RAS data

• This analysis determines how much change on the scale is associated with meaningful change

• A 4 point change in either direction on the scale is considered meaningful

• A 4 point decrease at discharge means patient was in decline; 4 point increase means meaningful improvement

• A difference less than four means no change in recovery status
Rate of Meaningful Change on RAS Scores by Unit Engagement (Fall 2017)

- Low Engagement: n=119
  - In Decline: 21
  - No Change: 41.2
  - Meaningful Improvement: 37.8

- High Engagement: n=557
  - In Decline: 15.8
  - No Change: 22.3
  - Meaningful Improvement: 61.9
Explaining How the Psychosocial Factor of Engagement Impacts Workplace Mental Health
Psychosocial Factor: Engagement
How’s your sense of ‘engagement’ in the workplace?
Engaged Employees are:

“passionate, put forth the discretionary effort at work. They are the organization’s most desirable employees, who consistently show innovation and commitment.”
Non-Engaged Employees are:

“sleep walkers, [who] act as if they were working but actually [are] not. They contribute minimal effort and energy.”

(Bhuvanaiah & Raya, 2015)
Disengaged Employees are:

“the biggest liability for an organization as they are the unhappiest people who intend to spread their unhappiness to others [causing] decreased employee contribution and satisfaction.”

(Bhuvanaiah & Raya, 2015)
Engagement Fluctuations

• Employees who are engaged today, may not be engaged in the same way tomorrow

• Engagement is constantly renegotiated as employee connect physically, mentally, and cognitively to their work

• Hindrances to physical and psychological wellbeing that impact engagement include work pressures, emotional demands, and burnout

• A non-engaged employee can become an engaged employee with the right support; increasingly challenging to engage a disengaged employee

(Bakker & Demerouti, 2014; Bhuvanaiah & Raya, 2015)
How’s your sense of ‘engagement’ in the workplace?
Questions?
What Is Your Take-A-Way?

• On your way out the door, take an “Engagement Ring” (Ring Pop® candy! Mmmmm!)

• Your engagement ring can serve as a reminder of the commitment you are making to remain or become engaged in the workplace to enhance your own sense of workplace mental health and wellbeing


