The Corporation of the City of Kawartha Lakes

Agenda

Victoria Manor Committee of Management Meeting

VMC2019-07

Monday, November 18, 2019

1:30 P.M.

Victoria Manor Boardroom

Victoria Manor, Second Floor

220 Angeline Street South, Lindsay, Ontario

Members:

Deputy Mayor Doug Elmslie
Councillor Patrick O'Reilly
Councillor Kathleen Seymour-Fagan

Accessible formats and communication supports are available upon request.

The Corporation of the City of Kawartha Lakes

Minutes

Victoria Manor Committee of Management Meeting

VMC2019-06
Monday, September 16, 2019
3:00 P.M.
Victoria Manor Boardroom
Victoria Manor, Second Floor
220 Angeline Street South, Lindsay, Ontario

Members:
Deputy Mayor Doug Elmslie
Councillor Patrick O'Reilly
Councillor Kathleen Seymour-Fagan

Accessible formats and communication supports are available upon request.

1.   Call to Order

Deputy Mayor Elmslie called the meeting to order at 3:05 p.m. Councillors P. O'Reilly and K Seymour-Fagan were in attendance.

Executive Director Pamela Kulas, Director Rod Sutherland, Executive Assistant Holly Russett and Sienna Senior Living VP Operations and Long Term Care Sanja Freeborn were also in attendance.

2.   Adoption of Agenda

VMCM2019-057
Moved By Councillor Seymour-Fagan
Seconded By Councillor O'Reilly

That the agenda be adopted as circulated.

Carried

3.   Disclosures of Pecuniary Interest

There were no declarations of pecuniary interest disclosed.

4.   Deputations and Presentations

None

5.   Approval of the Minutes of the Previous Meeting

VMCM2019-058
Moved By Councillor O'Reilly
Seconded By Councillor Seymour-Fagan

That the minutes of the Victoria Manor Committee of Management meeting held on July 15, 2019, be adopted as circulated.

Carried

6.   Business Arising from Previous Meetings

7.   Correspondence

8.   Reports

8.1   Victoria Manor Operations Report to Committee of Management, July and August 2019

VMCM2019-059
Moved By Councillor Seymour-Fagan
Seconded By Councillor O'Reilly

That the Victoria Manor Operations Report to Committee of Management, July and August 2019, provided by Sienna Senior Living, be received for information.

Carried

8.2 Report VMC2019-08 2020 Capital Budget

VMCM2019-060
Moved By Councillor Seymour-Fagan
Seconded By Councillor O'Reilly

Resolved That Report VMC2019-08, "2020 Victoria Manor Capital Budget", be received; and

That the Committee of Management recommends to City Council the approval of the Victoria Manor 2020 Capital Budget, included in Table 1 Report VMC2019-08, "Victoria Manor 202 Capital Budget", in the amount of $150,000.

Carried

It was noted that the Capital Budget could be reduced by moving the lifts of $35,000 to the operating budget if needed.

9.   Closed Session

VMCM2019-061
Moved By Councillor Seymour-Fagan
Seconded By Councillor O'Reilly

That the Victoria Manor Committee of Management convene into closed session in order to consider matters on the Monday, September 16, 2019 Closed Session Agenda and that are permitted to be discussed in a session closed to the public pursuant to Section 239(2)(b)(d)(e)(g) of the Municipal Act, S.O. 2001. S.25

Carried

10.   Matters from Closed Session

10.1 Report VMC2019-07 2020 Victoria Manor Operating Budget

VMCM2019-068
Moved By Councillor Seymour-Fagan
Seconded By Councillor O'Reilly

Resolved That the 2020 Operating Budget for Victoria Manor, as outlined in attachment A to Report VMC2019-07, is endorsed by the Victoria Manor Committee of Management for inclusion in the 2020 City Operating Budget.

11. **Other New Business**

Toronto Star news article was discussed regarding crisis in Long Term Care.

Pamela Kulas is sitting on the Quality Committee with Ross Memorial Hospital.

12. **Next Meeting**

November 18, 2019, Victoria Manor Boardroom, commencing at 1:30 p.m.

13. **Adjournment**

VMCM2019-069
Moved By Councillor O'Reilly
Seconded By Councillor Seymour-Fagan

That the Victoria Manor Committee of Management Meeting adjourn at 3:47 a.m.

Carried

The Corporation of The City Of Kawartha Lakes

Human Services Department

Memorandum

To: **Victoria Manor Committee of Management**
From: **Rod Sutherland, Director**
Date: **November 18, 2019**
RE: **2020 Proposed Meeting Dates**

The following are proposed meeting dates for 2020 for the Committee's consideration.

Month	Meeting Date
January	Monday, January 20th
March	Monday, March 16th
May	Monday, May 11th
July	Monday, July 20th
September	Monday, September 21st
November	Monday, November 16th

- All meetings will be at 01:00 p.m. in the Victoria Manor Boardroom
- It may become necessary to change dates when considering the budget, depending on the timing of Council budget deliberations.

Human Services Department
PO Box 2600, 68 Lindsay Street North, Lindsay, ON K9V 4S7
Tel: (705) 324-9870 fax: (705) 328-2875
website: www.kawarthalakes.ca

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September and October 2019 Victoria Manor Operations Report to Committee of Management

Submission Date: November 18, 2019

Information for the Months of: September and October 2019

Financials

Table 1: Victoria Manor Executive Summary Statement of Earnings for August 2019

	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Resident Days	43,985	44,638	653
Occupancy %	97.1%	98.5%	1.4%
Nursing Envelope Funds	5,088,325	5,160,511	72,186
Nursing Expenses	6,107,268	6,046,899	(60,369)
Net Nursing Envelope	**1,018,943**	**886,389**	**32,554**
Program Envelope Funds	549,220	556,542	7,323
Program Expenses	544,327	566,296	21,969
Net Program Envelope	**4,893**	**9,754**	**14,647**
Food Envelope Funds	432,334	435,248	2,914
Food Expenses	432,245	435,248	3,003
Net Food Envelope	**89**	**0**	**89**
Accommodation Revenue	**3,027,629**	**3,008,652**	**18,977**
Accommodation Expenses			
Dietary Expenses	889,653	878,629	(11,025)
Housekeeping Expenses	410,119	377,873	(32,246)
Laundry Expenses	167,847	192,506	24,660
Maintenance Expenses	374,789	394,210	19,421
Administration Expenses	351,469	435,011	83,542

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	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Facility Expenses	684,072	791,461	107,389
Accommodation Expenses	**2,877,949**	**3,069,690**	**191,741**
Other Accommodation - NOI	**149,680**	**61,037**	**210,718**
Over/Under Adjustment	1,014,050	896,143	89
Net Operating Income	**864,370**	**957,180**	**92,810**
Capital Reserve	240,848	240,848	0
Net Income (Loss)	**1,105,218**	**1,198,028**	**92,810**

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is unfavorable ($72K) mainly due to lower Level of Care funding ($27K), lower hi-intensity claims ($78K), lower BSO funding ($55K); offset by higher RN FTE funding ($80K), higher MDS RAI funding ($1K), and higher Falls Prevention funding ($7K).

Nursing Expenses – Direct: YTD are unfavorable ($294K) mainly due to higher benefits ($225K), higher RPN wages ($53K), higher PSW wages ($252K), higher RN FTE wages ($37K), higher agency wages ($51K); offset by lower RN wages ($179K), lower BSO wages ($120K), and lower MDS RAI wages ($25K).

Nursing Expenses – Administration: YTD are favorable ($234K) mainly due to lower wages ($42K), lower benefits ($2K), lower NP wages ($2K), lower computer expenses ($7K), lower high intensity costs ($70K), lower equipment expenses ($5K), lower medical supplies ($82K), lower recovered costs ($19K); offset by higher IT allocations ($11K), higher incontinence supplies ($3K), higher staff costs ($1K), and higher falls prevention equipment expenses ($5K).

Program Revenue: YTD Program is unfavorable ($7K) due to lower Level of Care funding ($6K) and lower Physio funding ($1K).

Program Expenses: YTD Program expenses are favorable ($22K) mainly due to lower wages ($7K), lower physio ($1K), lower exercise ($2K), lower purchased services ($2K), lower supplies ($10K); offset by higher transportation costs ($1K).

Food Revenue: YTD Food revenue is unfavorable (3K).

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Food Expenses: YTD Food expense is unfavorable ($3K).

Accommodation Revenue: YTD is favorable ($19K) mainly due to higher basic accommodation ($3K), higher preferred revenue ($58K), higher prior period LTC reconciliation ($6K), higher other income from haircare services ($3K); offset by lower accreditation funding ($16K), lower miscellaneous income ($26K), and lower pharmacy-LTC ($8K).

Dietary Expenses: YTD Dietary expenses are unfavorable ($11K) mainly due to higher benefits ($35K); offset by lower wages ($7K), lower equipment expenses ($11K), lower chemical and cleaning supplies ($2K), lower dishes, cutlery and utensils ($2K), and lower recovered costs ($2K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable ($32K) mainly due to higher wages ($15K), higher benefits ($18K), higher other supplies ($4K); offset by lower chemical and cleaning supplies ($3K), and lower equipment expenses ($2K).

Laundry Expenses: YTD Laundry expenses are favorable ($25K) mainly due to lower wages ($9K), lower benefits ($3K), lower bedding and linen ($3K), and lower equipment expenses ($11K).

Maintenance Expenses: YTD Maintenance expenses are favorable ($19K) mainly due to lower alarm ($4K), lower electrical ($5K), lower elevator expenses ($5K), lower fire system ($2K), lower grease trap ($1K), lower heating and air conditioning ($9K), lower landscaping and snow removal ($3K), lower lighting ($3K), lower pest control ($2K), lower plumbing ($8K), lower travel expenses ($1K); offset by higher wages ($5K), higher building repair ($7K), higher equipment expenses ($4K), higher generator ($2K), higher contracted services ($2K), higher painting and decorating supplies ($1K), and higher other supplies ($2K).

Administration Expenses: YTD Administration expenses are favorable ($84K) due to lower bad debt expense ($11K), lower collection costs ($2K), lower computer expenses ($10K), lower office equipment ($18K), lower professional fees ($56K), lower promotion expenses ($2K), lower purchased services ($7K), lower allocations ($2K), lower travel expenses ($1K); offset by higher wages ($4K), higher benefits ($8K), higher accreditation expenses ($2K), higher staffing costs ($7K), higher IT allocations ($2K), and higher association fees ($2K).

Facility Expenses: YTD Facility expenses are favorable ($107K) mainly due to lower management fees ($5K), lower gas ($8K), lower hydro ($84K), lower water and sewage ($9K), and lower waste removal ($1K).

Table 2: Year to Date Capital Expenses: September 2019

Capital Expense	Year-to-Date Expenses	Approved 2019 Budget
Dietary Freezer	$12,000	$13,500
Roof Top HVAC Unit for 2nd Floor Offices	$17,000	$18,000
Hi-Low Electric Beds	$13,000	$9,600
Laundry Carts	On hold	$10,000
Resident Room Furniture	$20,000	$22,000
Interior Finishes	In progress	$25,000
Resident Bathroom Cabinets	On hold	$20,376
Hot Holding Cabinet	Waiting on invoice	$15,000
Flooring	Work in progress	$18,000
Totals		**$151,476**

Scorecard: Quality

Table 3: Canadian Institute for Health Information (CIHI) quarter 1 (April 2019 to June 2019) results.

Indicator	2019 Q1 Current Performance	Target
Reduce transfers to Emergency department	19.27	19.00
Reduce Antipsychotic medications	17.90	18.80
Reduce stage 2-4 pressure ulcers	1.20	2.10
Reduce worsened stage 2-4 pressure ulcers	1.40	2.60
Reduce the number of falls	17.20	16.60
Reduce the number of restraints	3.80	3.10
Reduce pain	5.30	5.10
Reduce worsened pain	12.80	9.60

Improve Resident Satisfaction	94.00	94.00
Percentage of complaints received by a LTCH that were acknowledged to the individual who made a complaint within 10 business days.	100	100

Continue with actions plans that were developed in February 2019. Indicators are monitored monthly during Resident Safety meetings.

Scorecard: People

Employee Engagement Survey

- 25 team members were recognized by family members and peers through the Spot A Star program

- Team member engagement surveys occurred in the month of July. A new organization hosted the survey. Overall response rate was 35%. Highest drivers of engagement include meaningful work, goal setting and accomplishment. Action plan is being developed with team members.

Sienna Support Services Updates

Sienna Partner Visits:

- October 21, 2019 – Quality Partner

Projects, Location Events and Other

- On September 6, residents and team members participated in our annual whole home Bar-B-Que

- Resident's and volunteers enjoyed a day out at the Lindsay Exhibition on September 19

- On September 25, Life Enrichment department hosted a workshop to share information and best practices to participants who work in life enrichment/programs in 7 long term care homes

- Eight Co-op students have arrived to spend the semester working along side team members

- Resident's Council hosted a Food and Clothing drive to benefit the Women's Resource Centre

- Halloween Party held on October 31

Long Term Care Update

Occupancy (data since last report)

- 97.1% occupancy

- 1 Discounted Private or Semi–private beds (under 60%)

- 28 move ins and 38 discharges

Regulatory visits i.e. MOL, Public Health

Public Health arrived on October 3, 2019 to complete an inspection. No findings were noted.

Ministry of Health Inspector arrived on October 29, 2019 to complete an inspection. Ministry will be in the home for at least 5 days.

On October 30, the home successfully completed an annual mandatory code red evacuation drill that was observed by the City of Kawartha Lakes Fire Prevention.

Written and Verbal Complaints Summary

Verbal complaint received regarding incurred telephone charges because another resident is using their telephone without permission. Resolved

Verbal complaint received regarding the care provided to a resident by a PSW. Resolved

Compliments Summary

Several cards of thank you received from families for the wonderful care provided by team members.

Occupational Health and Safety Issues

Ministry of Labour completing a safety blitz in long term care homes to focus on violence in the workplace.

Resident and Family Satisfaction Survey

Resident's Council was provided with an update of quality improvement activities taking place to improve overall resident satisfaction.

Resident and Family Satisfaction Surveys held for September 11 to September 25. Results will be available in December 2019

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Resident/Family Council Updates

Family Council met in September and October. Minutes posted on the Family Council board

Emergency Preparedness and Environmental concerns

Tested code red on days September 28 and October 15, on evenings September 29 and October 24, on nights September 19 and October 30.

The Corporation of the City of Kawartha Lakes

Victoria Manor Committee of Management

Report VMC2019-09

Meeting Date: November 18, 2019

Meeting Time: 1:30 a.m.

Meeting Place: Victoria Manor Boardroom, 220 Angeline St. S, Lindsay

Subject: 2019 Employee Engagement Survey

Author Name and Title: Pamela Kulas, Executive Director

Recommendation(s):

Resolved That Report VMC2019-09, "2019 Employee Engagement Survey", be received for information.

_____   _____
Director   Other

Background:

Sienna Senior Living used a new company called Peakon (www.peakon.com) to deliver the 2019 employee engagement survey. Staff was asked to complete an online survey. 61 front line staff/managers completed the survey in the month of July a rate of 35%. The survey focuses on how the staff perceive their own job satisfaction. Surveying employees for their perception of the workplace is one important means of assessing an organization's performance.

The analysis focused on three areas of work with subcategories in each area of focus:

1. Engagement
2. Accomplish
3. Autonomy
4. Environment
5. Freedom of Opinion
6. Goal Setting
7. Growth
8. Management Support
9. Meaningful Work
10. Organizational Fit
11. Peer Relationships
12. Recognition
13. Reward
14. Strategy
15. Workload

A detailed review of the results will allow the home's leadership team and well established Quality of Worklife committee to focus on areas of strength and opportunities for improvement with an overall goal to improve the employee work experience.

Overall the results decreased from 71.6% in 2017 to 58% in 2019. Results indicate a high level of satisfaction with meaningful work, accomplishment, goal setting and peer relationships. Areas of opportunity include freedom of opinion, growth and strategy.

The survey also includes opportunities for staff to add narrative commentary. These comments have not been included in this report to maintain confidentiality. The common threads are staff shortages, workload, timely communication and follow up. However, there are positive comments such as loving working at the Manor, hope to be here for many more years, and thanks for educational opportunities offer outside the home.

Consultations:

Pamela Kulas, Executive Director
Rod Sutherland, Director Human Services

Attachments:

2019 Employee Engagement Survey Results

Director: Rod Sutherland
Phone: 705-324-9870 ext. 3206
E-Mail: rsutherland@kawarthalakes.ca

Peakon

Engagement report

Victoria Manor   July 2019

Table of Contents

Engagement

The engagement score is your best focus point to understand overall employee engagement. It can range from 0 to 10, and represents your employee population's average response to the following questions::

ENGAGEMENT
How likely is it that you would recommend Sienna Senior Living as a place to work?

BELIEF
How likely is it that you would recommend Sienna Senior Living's products or services to friends and family?

SATISFACTION
Overall, how satisfied are you working at Sienna Senior Living?

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Engagement score

5.8 /10

-1.2 below company benchmark (7.0)

35% aggregated participation rate

eNPS: **-23**

28% promoters (17)
21% passives (13)
51% detractors (31)

eNPS BREAKDOWN

Key drivers of engagement

SCORE	DRIVER	BENCHMARK	IMPACT

To improve your score, look at:

⚠ **5.6**	Growth	-1.3	
⚠ **5.7**	Strategy	-1.1	
⚠ **4.6**	Freedom of Opinion	-1.7	

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Key drivers of engagement

Key drivers are the aspects of your organization's culture and strategy that have the greatest influence on employee engagement.

Those presented as **Strengths** represent your success stories. Peakon has found they make a major positive contribution to the engagement of your employees.

Whereas **Priorities** represent areas where targeted improvements would increase overall engagement. These are often aspects of work life that people feel strongly about, but are not entirely satisfied with.

The questions behind each driver can be found at the end of this slideshow.
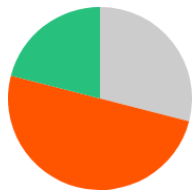
Peakon

![Sienna SENIOR LIVING]

ⓘ Growth

Not enough rounds

Aug   Sep   Oct   Nov
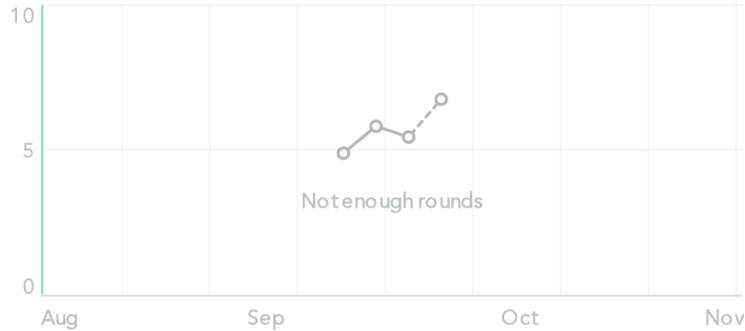
5.6 /10

-1.3 below company benchmark (6.9)

eNPS: -30

21% promoters (13)

28% passives (18)

51% detractors (32)

ⓘ Priority

Peakon has identified that **Growth** is a strong driver of engagement amongst employees in your team.

Growth is performing below the company benchmark.

Improving **Growth** by 1 will increase Engagement by 0.2.

Growth is a priority driver with potential for improvement.

Improving **Growth** should be a priority for you.

ABOUT

Relates to the opportunities that employees perceive they have, in terms of personal and career development.
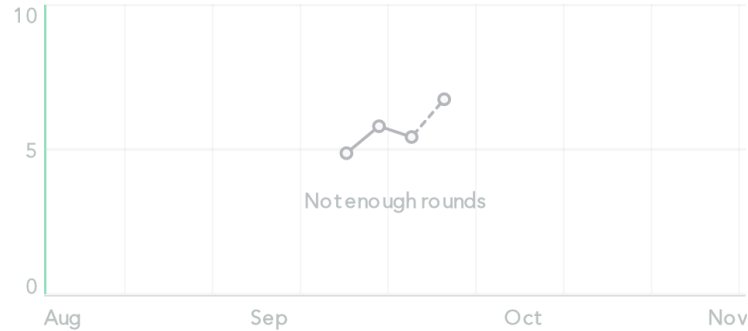
QUESTIONS

I feel that I'm growing professionally.

My job enables me to learn and develop new skills.

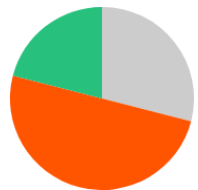Either my manager or a mentor encourages and supports my development.

![Peakon]

⊗ Strategy

Not enough rounds

5.7 /10

-1.1 below company benchmark (6.8)

eNPS: **-29**

21% promoters (13)

29% passives (18)

50% detractors (31)

⊗ Priority

Peakon has identified that **Strategy** is a strong driver of engagement amongst employees in your team.

Strategy is performing below the company benchmark.

Improving **Strategy** by 1 will increase Engagement by 0.4.

Strategy is a priority driver with potential for improvement.

Improving **Strategy** should be a priority for you.

ABOUT

Relates to the degree employees understand and agree with the overall strategy for the organization.

QUESTIONS

The overall business goals and strategies set by senior leadership are taking Sienna Senior Living in the right direction.

Our organization does a good job of communicating the goals and strategies set by senior leadership.

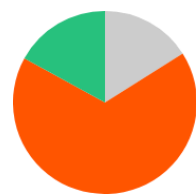I'm inspired by the purpose and mission of our organization.

⊘ Freedom of Opinion

4.6 /10

-1.7 below company benchmark (6.3)

eNPS: **-49**

17% promoters (11)

16% passives (10)

67% detractors (42)

⊘ Priority

Peakon has identified that **Freedom of Opinion** is a strong driver of engagement amongst employees in your team.

Freedom of Opinion is performing below the company benchmark.

Freedom of Opinion is a priority driver with potential for improvement.

Improving **Freedom of Opinion** should be a priority for you.

ABOUT

Reflects the extent to which employees feel they are able to express their opinions without fear of retribution.

QUESTIONS

At work, my opinions seem to count.

Driver scores and questions 1/4

DRIVER	SCORE	BENCHMARK	QUESTIONS
Engagement	5.8	-1.2	"How likely is it that you would recommend Sienna Senior Living as a place to work?"
Belief	5.7	-1.2	"How likely is it that you would recommend Sienna Senior Living's products or services to friends an..."
Satisfaction	6.0	-1.1	"Overall, how satisfied are you working at Sienna Senior Living?"
Accomplishment	7.2	-0.8	"Most days, I feel a sense of accomplishment from what I do."
Autonomy	6.2	-1.1	"I feel like I am given enough freedom to decide how to do my work."
Environment	6.2	-0.9	
Equipment	6.2	-0.9	"I have the materials and equipment that I need to do my job well."
⊘ Freedom of Opinion	4.6	-1.7	"At work, my opinions seem to count."

Driver scores and questions 2/4

DRIVER	SCORE	BENCHMARK	QUESTIONS
Goal Setting	**7.6**	-0.7	"At work, I know what is expected of me every day."
Alignment	**6.9**	-1.1	"I understand how my work supports the goals of my team and department."
⊙ Growth	**5.6**	-1.3	"I feel that I'm growing professionally."
Learning	**5.6**	-1.5	"My job enables me to learn and develop new skills."
Mentoring	**5.4**	-1.2	"Either my manager or a mentor encourages and supports my development."
Management Support	**5.4**	-1.6	"My manager provides me with the support that I need to complete my work."
Meaningful Work	**7.9**	-0.5	"The work I do is meaningful to me."
Fit	**6.9**	-1.0	"At work, I have the opportunity to do what I do best every day."

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Driver scores and questions 3/4

DRIVER	SCORE	BENCHMARK	QUESTIONS
Organizational fit	**6.6**	-0.7	"Sienna Senior Living's values provide a good fit with the things that I consider important in life."
Peer Relationships	**7.2**	-0.7	"I can count on my coworkers to help out when needed."
Recognition	**4.7**	-1.7	"If I do great work, I know that it will be recognized."
Performance	**5.2**	-1.5	"I get enough feedback to understand if I'm doing my job well."
Reward	**5.0**	-0.7	"I am rewarded fairly (e.g. pay, promotion, training) for my contributions to Sienna Senior Living."
Process	**5.3**	-0.5	"The processes for calculating pay in our organization seem fair and unbiased."
⚠ Strategy	**5.7**	-1.1	"The overall business goals and strategies set by senior leadership are taking Sienna Senior Living ..."

Sienna
SENIOR LIVING

Driver scores and questions 4/4

DRIVER	SCORE	BENCHMARK	QUESTIONS
Communication	**5.5**	-1.0	"Our organization does a good job of communicating the goals and strategies set by senior leaders..."
Mission	**6.2**	-0.9	"I'm inspired by the purpose and mission of our organization."
Workload	**5.1**	-1.4	"I find my workload manageable."

Peakon

Values

Using Values, you can now track whether people feel their experience at work is aligned with your stated company values. At Peakon, we see values as a way of steering your company culture to create an organization that can fulfil your long-term vision, while also being a way of describing what are desirable behaviors in the here and now.

To deliver this insight, Peakon asks each employee to answer the following question with a rating on a 0–10 scale (each value is prefixed before the question, for example):

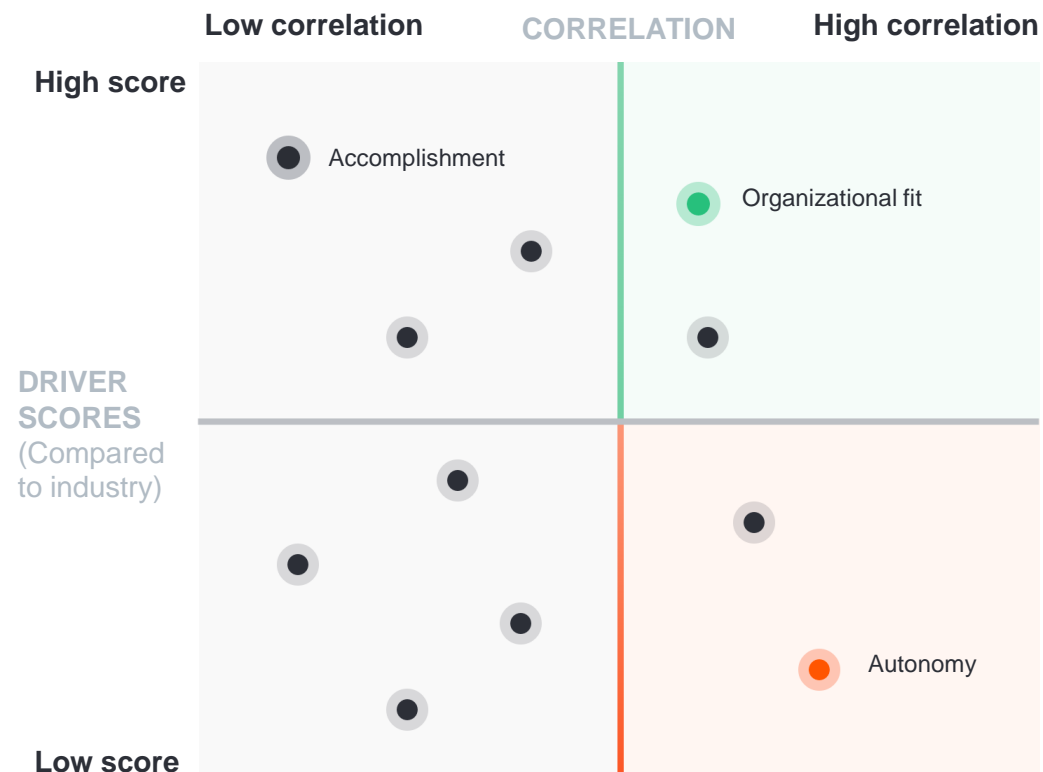Leading the Future: Does your day-to-day experience of working here feel aligned to this value?

Sienna
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Values Overview

SCORE	VALUE	BENCHMARK	DISTRIBUTION (**DETRACTORS**, PASSIVES, **PROMOTERS**)

6.0 Leading the Future -0.9 | 51% | 22% | 27% |

5.5 Management Behaviour -1.0 | 57% | 17% | 26% |

References

Drivers Analysis

EXAMPLE GRAPH AND DATA

● Drivers

Determining score and correlation with engagement

First we determine whether the company scores high or scores low compared to the industry benchmark (on the y-axis). A high score is defined as being in the top 25% of the industry, and a low score as being in the bottom 75%. Peakon then identifies what drivers have the highest impact on Engagement. This is described as the correlation between the driver and Engagement (on the x-axis).
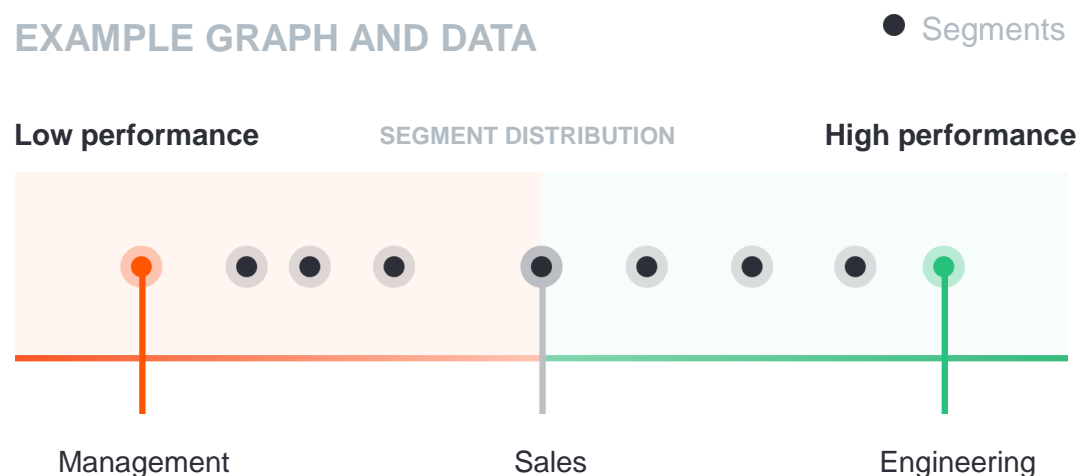
Identifying strengths

A strength is a driver with a high score and a high correlation with engagement. In our example on the left, Peakon would identify Organizational Fit as a strength.

Identifying priorities

A priority is a driver with a low score and a high correlation with Engagement. In our example, Peakon would identify Autonomy as a priority, meaning you would be able to raise Engagement significantly by working on it.

Segment Analysis

EXAMPLE GRAPH AND DATA

● Segments

Low performance SEGMENT DISTRIBUTION **High performance**

Management   Sales   Engineering

Peakon can also highlight specific segments that are interesting, without you having to sift through all the slices of data.
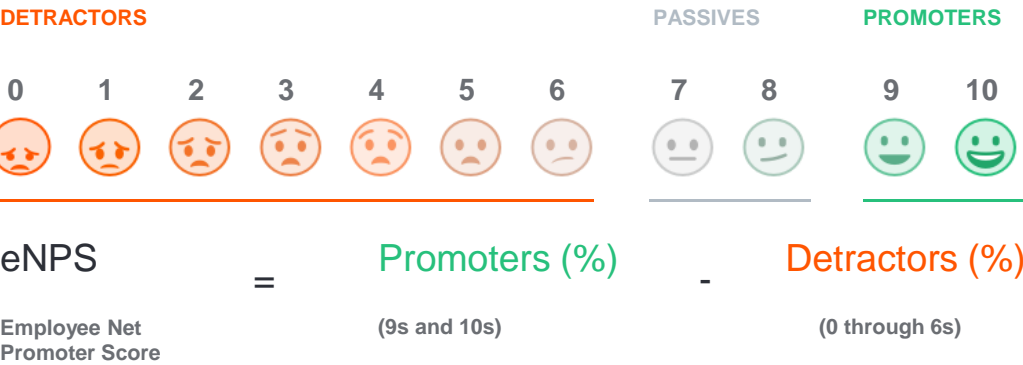
Identifying strengths
A segment highlighted in strengths scores highly across multiple drivers, and is usually a case of best-practise management within the organization.

Identifying priorities
Priority segments generally score badly on multiple drivers, and therefore usually require management attention as there is a big opportunity to improve.

eNPS

DETRACTORS   PASSIVES   PROMOTERS

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

$$eNPS = Promoters\ (\%) - Detractors\ (\%)$$

Employee Net Promoter Score   **(9s and 10s)**   **(0 through 6s)**

Peakon's engagement question ("How likely is it that you would recommend Sienna Senior Living as a place to work?") follows the methodology of eNPS (employee Net Promoter Score). eNPS is a variant of NPS, a metric you may be familiar with as a measure of customer loyalty. Therefore, it's possible to present your engagement score in the eNPS format, with the result ranging from -100 to 100. To do so, the calculation on the left is used.

Engagement Outcomes

Theses scores provide a more granular view of the outcomes associated with employee engagement. Together with the eNPS question, outcome questions make up the composite engagement score.

BELIEF
"How likely is it that you would recommend Sienna Senior Living's products or services to friends and family?"

Employees internalize the company's goals as their own and take it upon themselves to help the company achieve them through what Self-Determination Theory refers to as "autonomous motivation."

SATISFACTION
"Overall, how satisfied are you working at Sienna Senior Living?"

When employees feel their needs are satisfied by their jobs they experience an increase in psychological, and often physical, well-being that has a cyclical and reinforcing effect on engagement.