



Great-West Life presents
healthyworkplacemonth
Healthy workplaces... all year round

October 4th - October 31st, 2010



Healthy minds at work

New research showing that mental illness is costing the Canadian economy \$51 billion a year in lost productivity leaves little doubt that employers simply cannot afford to neglect the psychological well-being of their employees.

In a report published earlier this month in the Journal of Environmental Medicine, researchers at the Toronto-based Centre for Addiction and Mental Health (CAMH) found that, on average, the actual cost of mental health leave is double the cost of a

leave for a physical illness.

Dr. Carolyn Dewa, head of CAMH's Work and Well-being Research and Evaluation Program and lead investigator on the study, says in an average year, a firm with 1,000 employees might expect about 145 disability cases. Although only a fraction of the cases are due to mental illness, they cost employers the most – nearly double the cost due to physical illness.

Kathy Jurgens, national program manager of the Canadian Mental Health Association's Mental Health Works

program, says while CAMH's findings on the cost of mental illness to the economy is "staggering," it's not just lost work time due to mental illness that negatively impacts organizations.

"There's also the issue of retention; often an employee with a mental illness or who feels that the working environment is damaging their mental health will simply leave an organization if the issues are not being adequately addressed," says Ms. Jurgens.

Joti Samra, a research scientist and adjunct professor in

the Faculty of Health Sciences at Simon Fraser University in Vancouver, says a psychologically healthy workplace is the core of a well-functioning and sustainable organization.

Although there is currently no national benchmark against which organizations can measure their efforts to create a mentally healthy workplace, the Mental Health Commission of Canada is taking a lead in spearheading the development of national standards in the area of psychological safety and health, says Dr. Samra.

In the meantime, programs

such as Guarding Minds @ Work (GM@W), a free, evidence-based strategy that helps employers protect and promote psychological safety and health in their workplace, are considered to be at the leading edge of promoting mental healthy workplaces.

Dr. Samra, who played a leading role in developing GM@W, says employers need to focus on more than just supporting individuals who have mental health issues. They also need to ensure the work environment promotes and ensures psychological health.

"Guarding Minds @ Work provides a comprehensive set of resources employers can use to effectively address the impact of 12 psychosocial risk factors known to have a powerful impact on organizational health, the health of individual employees, and the financial bottom line," says Dr. Samra.

Mary Ann Baynton, a business consultant and specialist in workplace mental health, says risks to mental health in the workplace need to be removed in the same way that risks to physical health and safety are removed.

"Most employers are understandably focused on staying

viable in this economy. A psychologically healthy workplace is rarely on the agenda until problems arise such as a human rights violation or a rise in grievances, turnover or absences," says Ms. Baynton. "The irony is that a psychologically healthy workplace has been shown by Watson Wyatt and the American Psychological Association to also be among the most profitable, so it should be a focus during times of economic downturn."

Ms. Baynton says while GM@W has brought together many valid and practical applications that have been available for years and put them into a comprehensive set of tools that looks at psychological safety in the workplace, the program is not meant for measuring the mental health of individuals, but other assessments are available to do just that through organizations such as Mood Disorders Association of Ontario.

"It is important to know whether the assessment is a valid tool or if it is simply a fun quiz," says Ms. Baynton. "Organizations must investigate this carefully before recommending screening to their employees."



October is Canada's Healthy Workplace Month. Organizations are invited to get involved.

Canada's Healthy Workplace Month offers employers an opportune time to introduce or strengthen a commitment to workplace health.

Among other things, managers can put their organizations to the test by taking part in a series of weekly challenges.

The weekly themes include:

- Being a Positive Workplace (Oct 4 - 10)
- Being Positive With Family & Friends (Oct 11 - 17)
- Being Positive About Life/Work Harmony (Oct 18 - 24)
- Being Positive About Community (Oct 25 - 31)

For hundreds of suggested activities your workplace could do, and hundreds more that individuals can do, visit www.healthyworkplacemonth.ca.

Expert opinion

Closing the gap between workplace wellness and improved employee health

By Lori Casselman
Assistant Vice-President,
Health and Productivity
Solutions, Sun Life Financial



An exercise bike can be an excellent way to improve your health, but if it sits unused in your basement for 10 years, all it really does is collect dust. Similarly, a workplace wellness program can be an incredibly useful tool for health management. But it's only as good as what employers and employees put into it.

Workplace wellness programs are becoming the norm in many Canadian organizations. According to the 2009 National Wellness Survey by Buffett & Company, the number of organizations in Canada offering workplace wellness initiatives has virtually doubled in the last 10 years; now nine out of 10 have them.

With these employer-sponsored efforts in mind, it seems employee health should be improving simultaneously. But that hasn't been the case; the health of the population is declining and the cost of health care is rising – certainly somewhat attributable to an aging population, but alarmingly, also largely associated with poor lifestyle habits.

In its 2005 report, titled Preventing Chronic Diseases: A Vital Investment, the World Health Organization identified the main risk factors for chronic disease as an unhealthy diet, physical inac-

tivity and tobacco use.

This report also indicated that 80 per cent of heart disease, stroke and type 2 diabetes, as well as 40 per cent of all cancer cases, could be avoided through reducing risk in these three lifestyle related areas alone – a truly astounding finding when you think about the significant personal, societal and financial impact of these diseases. These findings support the importance of education and awareness surrounding healthy behaviours, thus making the case for workplace wellness programs all the more convincing.

So, if workplace health initiatives are becoming commonplace, why does there continue to be such a gap between wellness strategies and improved employee health? There appear to be three main areas causing this gap: misalignment of program offerings with employee needs; absence of broad, targeted communication strategies; and lack of inspiration for employees.

"The workplace provides an excellent forum to motivate

people to get healthy," says Stuart Monteith, senior vice-president, Group Benefits, Sun Life Financial. "However, both employers and employees need to do more to ensure they reap the full benefits of wellness programs."

At Sun Life, our team of wellness experts has developed some tools and tips to assist in combating these challenges:

Align programs to meet employee needs

- Employees should have input on what type of programs are offered. Assessing the needs and interests of employees is an important planning step.
- It's also important to measure the program results and employee feedback in order to gauge success and continuously improve.

Communicate wellness programs effectively

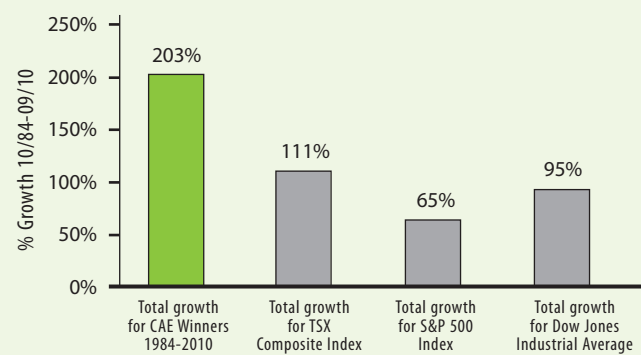
- Employers need to promote their wellness programs regularly. Communication strategies should be broad-based, using a number of different methods to ensure all employees are aware of the programs available.
- Communication should include top-down strategies such as leader blogs, management training and education sessions, web and e-mail messaging. Employee newsletters, posters or desk-drops also serve to build awareness, ownership and accountability.

Engagement

- Ultimately, it's up to employees to actively manage their own health and use the resources available to them. But employers can make it easier for employees to become engaged. For example, they can provide employees with the opportunity to play an active role in program planning and implementation by creating wellness committees and encouraging individuals to become 'wellness champions' within their work departments and teams.
- Incentives also increase participation; employees can participate in team health challenges and win prizes such as gift certificates, spending account credits or personal time off.

While workplace wellness is readily becoming an important business strategy, both employers and employees need to play their part. Employers need to ensure they're offering the right programs and actively promoting them, while employees need to take the time to understand those programs and participate. We all need to take accountability for our own health and the health of our family members, and that begins with information – knowing how to achieve better health, and taking advantage of all of the tools and resources around us to support our efforts. It's not enough just to have the bike, it's about using it.

Comparison of investment growth for CAE award winners 1984-2010 (As of September 1, 2010)



Some Results Reported by CAE Recipients:

- 91% improvement in employee turnover rate
- 215% increase in cost savings
- 90% increase in customer satisfaction
- 33% increase in employee satisfaction
- 82% reduction in cycle time
- 59% in price savings to clients
- 57% decrease in injuries
- 55% increase in employee pride
- 48% increase in trust in leadership

Profile: Saint Elizabeth Health Care

Patient-centred approach rewards all

After marking its 100th anniversary in 2008, Saint Elizabeth Health Care decided the time was right for a new organizational vision – to articulate the value it sought to provide in a 21st century health-care system.

"To honour the human face of health care" reflects more than Saint Elizabeth's long-held organizational values, says president and CEO Shirlee Sharkey; it is also a stretch goal. "It's a bold statement, designed to take the much-discussed idea of patient-centred care to new heights. Now our task is to legitimize it, measure it, make sure we have processes in place to implement it, and be absolutely accountable for the results."

As Ontario's largest home and community health service provider strives to make this vision operational, it continues to rely upon the guideposts of external experts and reviewers in organizational excellence. A key partner in this endeavour is the National Quality Institute (NQI).

Saint Elizabeth started working with the NQI in 2006, with the goal of building on existing quality and healthy

workplace initiatives, such as accreditation and recognition as a top employer. Excellence and the drive to innovate were already strong cultural values, says Ms. Sharkey. "We saw the NQI process as an opportunity to put some real discipline, structure and consistency into all our energy and excitement about innovating and doing things differently," she says.

Just two years later, the organization was recognized under the Canada Awards of Excellence program, with a Bronze trophy for Quality and Healthy Workplace. In 2010, it received the Gold trophy in the same category. Saint Elizabeth's leaders believe the NQI framework has supported a number of positive results, including stronger engagement of its 4,500 employees, and better mechanisms for translating evidence and new technologies into innovative ways to deliver care to clients and help them manage their health.

"Working with NQI has given us new tools to analyze how our key processes affect our employees and our clients, and the experience they are

See Excellence NQI 2

Great-West Life presents

Healthyworkplacemonth
Healthy workplaces... all year round

October 4th - October 31st, 2010



Senior executives need to embrace employee engagement, urges wellness expert

The era of employees chasing ever-increasing salaries at the expense of job satisfaction and personal health are over. The new focus, particularly among younger workers, is on opportunities for career growth and work-life balance.

Karen Seward, executive vice president, business development and marketing, with Shepell•fgi, a leading provider of integrated health and productivity solutions that address the mental, physical and social health issues affecting the workplace, says this shift means employers need to be more focused than ever on employee engagement.

“People generally want to work for organizations that value their contribution, and where they are happy and healthy, rather than simply earning a big salary,” says Ms. Seward.

This means employers need to pay closer attention than ever before to employee engagement strategies that don't just measure the level of workforce engagement as a function of the human resources department, but are also supported and driven from the organization's most senior ranks.

“If the senior executives are not engaged, then it's likely that the rest of the employees will not be engaged

either,” says Ms. Seward.

In essence, she says, employee engagement means making people feel valued so that they take responsibility for and ownership of what they do.

“Obviously, there's a bottom line benefit. Generally, employees who are happy and satisfied will remain with an organization longer than those who are not. They are also likely to be more productive.”

Ms. Seward says while employee engagement has grown strong as a strategic business tool over the past seven or eight years, the latest trend is employee health engagement.



Among other things, employers are encouraged to pay close attention to employee engagement strategies that don't just measure the level of workforce engagement as a function of the human resources department, but which are supported and driven from the organization's most senior ranks. PHOTO: ISTOCKPHOTO.COM

“For example, do employees have control over their health; are they getting

enough sleep, eating the right meals and having an annual medical check-up? Healthy

employees in a healthy workplace improve productivity,” she says.

Ms. Seward points out that recent research by Kenexa Research Institute ranks Canada fourth in an 18-country survey of country-level employee engagement.

When the survey results were released, Kenexa executive director Jack Wiley said employee engagement was impeded if employees felt there was no promising future for them in an organization, their work contributions were not recognized, and they were surrounded by unmotivated co-workers.

“To succeed, organizations need a strong financial standing and business strategy, solid growth potential, a clear vision, a set of values, well-aligned goals, satisfied customers and skilful talent. When you add engagement to that mix, you can really start to achieve high performance,” said Mr. Wiley.

Saint Elizabeth pushing boundaries of health care innovation

Excellence from NQI 1

having,” says Rheta Fanizza, senior vice-president, operations. “This gave us knowledge to streamline some of our processes and enable better outcomes. Since we started this journey, we have made huge improvements in our overall organizational results.”

Saint Elizabeth continues to push the envelope in health care innovation. Notable examples include new technologies to support advanced wound care, and web-based training and informational tools for employees, clients and their families. It has also developed a social media portal (www.caretoknow.org) to engage stakeholders in discus-

sions about the future of the health-care system.

“Being recognized as a quality leader and innovator has helped us pioneer leading initiatives in partnership with other providers and to shape new ideas in health care provision,” says Ms. Fanizza. “We hope these initiatives will ease pressures on the system by ensuring people receive high-quality care in their homes and other community settings.”

Through this leadership, Saint Elizabeth aims to inspire other organizations to join in broader transformation, adds Ms. Sharkey. “We are imagining a system that will keep people healthy and informed, and receiving the best care and service in their communities.” ■



In order to help bring its model of patient-centred care to new heights, Saint Elizabeth Health Care president and CEO Shirlee Sharkey sought input from external consultants, including the National Quality Institute. “We saw the NQI process as an opportunity to put some real discipline, structure and consistency into all our energy and excitement about innovating and doing things differently.” PHOTO: SUPPLIED

Cost? Benefit.

Increase health and productivity.
Increase the bottom line.

Leading organizations choose Shepell•fgi to manage employees' mental, physical and social health issues. A Shepell•fgi Health Solutions Architect will show you how to maximize your employee assistance program, absence and disability program and other health-related initiatives to gain employee health engagement and productivity.

Call for a complimentary consultation and determine how you can increase the health of your employees while reducing overall costs.

1-800-461-9722
www.shepellfgi.com





STRETCH YOUR BENEFITS

It's easier than you think to get healthy at work. Your workplace may already offer wellness assessments, education sessions, and lifestyle change programs to help you improve and maintain wellness over time.* So take advantage of what's available in your workplace today!

If you're part of a Sun Life Financial plan, you may already have access to many of these wellness resources. You know that benefits bring value to your life, and that Sun Life stretches the limits of health at work.

Visit us at www.sunlife.ca to learn more.

*91% of Canadian employers currently offer workplace wellness initiatives
(Source: Buffett & Company National Wellness Survey Report 2009)

Life's brighter under the sun

**GROUP BENEFITS | GROUP RETIREMENT SERVICES |
INDIVIDUAL INSURANCE AND INVESTMENTS**
© Sun Life Assurance Company of Canada, 2010.

Sun 
Life Financial

Accessibility laws yield employee engagement and customer satisfaction

People with disabilities represent a huge demographic group of over 4.2 million Canadians. As a result of ground-breaking Ontario legislation, all employers in that province are now obliged to comply with Accessibility Standards that will level the playing field for over 1.85 million Ontarians with disabilities. The first of five standards became law in January 2008. Just 15 months remain until the compliance deadline of January 1, 2012, when over 350,000 private sector organizations in Ontario must have customer service policies and procedures in place, and must have provided staff training that complies with the new laws.

With the federal and several provincial governments eyeing the Ontario initiative, it is only a matter of time before all of Canada benefits from similar legislation. What Ontario has mandated through the Accessibility for Ontarians with Disabilities Act 2005 (AODA) is a staged implementation of five sets of standards focused on creating a fully accessible society by 2025. These standards address Customer Service, Employment, Information & Communications, Transportation, and Built Environment. Organizations would be wise to develop an implementation strategy early to minimize costs and disruption and to avoid penalties by meeting the deadlines.

The Ontario Ministry of Community and Social Services is responsible for creating



Ontario's ground breaking Accessibility for Ontarians with Disabilities Act became law in 2005, setting in motion the implementation of a set of standards designed to improve working opportunities and customer services for people who live with disabilities. Other governments are expected to embrace similar legislation. PHOTO:ISTOCKPHOTO.COM

Data illustrates impacts of disabilities in Canada

People with Disabilities (PwD) population in Canada	4.2 million
% of population in Canada	14.3%
% of population over age 65 with disabilities	47.2%
% of population with loved-one or friend with a disability	About 50%
% of PwD with more than one disability	81%
% of PwD able to work who are employed	54%
% of People without disabilities and able to work who are employed	80%
% earnings gap of PwD below people without disabilities	35%

Source: Statistics Canada, Participation and Activity Limitation Survey, 2006

and enforcing the standards, and has enlisted the partnership of some 40 not-for-profit organizations to raise awareness and develop aids to implementation. The National Quality Institute (NQI) is one of them and is an authority on developing cultures of excellence in workplaces. NQI has created an accessibility division called People Access (www.peopleaccess.ca) to provide organizations with time-saving tools, templated guides, resources and direct support through coaching and training.

As the numbers in Figure 1 show, both the impact and the potential that people with disabilities represent is sizable, as is their influence on friends and family. It is estimated that working-age Canadians with disabilities control consumer spending power of about \$25 billion per year (Royal Bank Financial Group analysis, 2000). Businesses will be opening their doors wider to this demographic and to their families and friends. The work to implement the standards is not insignificant, but the outcomes of the Customer Service Standards are equal access to goods and services and improved customer satisfaction overall.

On the matter of employment, studies have shown that employers who hire people with disabilities enjoy higher overall rates of employee engagement, not to mention a much higher loyalty rate from people with disabilities themselves. The cost of accommo-

dating most disabilities is very small, but the payback is significant. Mark Wafer is the owner of Megleen, a Tim Hortons franchisee with six locations and over 200 employees. He has been hiring people with disabilities for 15 years, and they comprise 8 per cent of his staff. Mark says, "We are in a high turnover industry for labour, but people with disabilities stay seven times longer than others. All of the staff appreciates an inclusive workplace, and the customers also like being served by people who appreciate their jobs."

As the economy moves towards increased activity over the next 20 years, a shortfall of up to a million qualified workers in Ontario has been projected. Increased education and employment opportunities for people with disabilities represent a solution to much of that shortfall.

Help for AODA Early Adopters

Is your organization ready to declare itself an early adopter of Accessibility for People with Disabilities? To learn more about accessibility, and for support services to help with compliance, visit the National Quality Institute, a not-for-profit organization, at www.peopleaccess.ca. There is a \$150 subsidy until December 31, 2010, for the first 500 companies that buy the People Access Web Tool for implementing the AODA Customer Service Standards. The net cost after subsidy is just \$75 for the tool, with a one-hour baseline assessment by phone.

This report was produced by RandallAnthony Communications Inc. (www.randallanthony.com) in conjunction with the advertising department of The Globe and Mail. Richard Deacon, National Business Development Manager, rdeacon@globeandmail.com.

Building an environment where quality and innovation flourish

It's always better to be home.

Saint Elizabeth invests heavily in innovation to bring quality health care into people's homes.

We have the team and services to help you or your loved ones stay at home.

- Nursing •
- Rehabilitation •
- Personal Support •
- Research •
- Consultation •
- Charitable Foundation •

saint
ELIZABETH
HEALTH CARE

www.saintelizabeth.com



Great-West Life presents

healthyworkplacemonth
Healthy workplaces... all year round

October 4th - October 31st, 2010



Six drivers seen as key to implementing and maintaining healthy workplace

By Stan Murray

Director, Healthy Workplace Programs, National Quality Institute

Employee fitness. Active living in the workplace. Corporate health promotion. Workplace wellness. Stress management. Work-life balance. Over the years, all of these terms describe what organizations have attempted in Canada and around the world in a concerted drive to improve worker health, therefore worker productivity, and therefore organizational success. But why?

In Canada, because of our socialized medical systems, the driving force is multifaceted. Among the reasons that drive organizations to look more closely at what makes a work-



place healthy are improved worker productivity, customer satisfaction, reduced absenteeism, turnover rates, changing demographics, employer of choice status and corporate social responsibility.

Back in the 1960s, one size fit all and unless you had an on-site fitness facility, your organization wasn't taking care of you. Nowadays, organiza-

tions have discovered that what is suitable for one worksite may not suit all worksites. Programs need to be customized to account for size of worksite, risk profiles of employee populations, industry type, business culture, behaviour change status, location and maybe even budgets. As a result, targeted programs are more impactful and beneficial to both the employees and to the organization. Proper planning and evaluation processes lead to proper implementation and, most importantly, to results that show improved health of not only individual employees, but of the organization as well.

So what are workplaces trying to achieve with today's healthy workplace initiatives? Asked more simply, what is a healthy workplace? Experts

from across Canada came together to answer those questions and ultimately developed the National Quality Institute (NQI) roadmap called the Canadian Healthy Workplace Framework. They decided that there were six drivers that shaped a healthy workplace and were deemed necessary by the experts to keep organizations on the right road to ensure a healthy workplace.

One such driver incorporates principles that include an understanding that health in all its aspects (physical, mental, emotional and organizational) is a joint responsibility of employer and employee. The other drivers include a supportive and committed leadership, proper planning strategies, effective processes, the need to support staff involvement in the development and running of the related activities, and, of course, results. When properly measured, results support the ongoing planning cycle and become the proof that the journey has been worth the effort.

As competition for market share and for talent increases in Canada, the organizations that plan to still exist five or 10 years hence are driven to ensure that health is a strategic focus among their tactics to survive. New routes need new roadmaps. Do you want to learn how to drive the new routes? Does your organization need a new roadmap? Speak to the National Quality Institute. There has never been a more urgent need to do so.

Breaking Through Barriers to Excellence at the 26th Annual NQI Summit and Awards Event

As anyone involved on a journey to excellence can attest, trials and tribulations are part of the landscape, but then nothing worthwhile ever comes easy!

On October 20th, COME & LEARN first-hand from the CEOs and senior leaders of organizations, both quality and healthy workplace role models, that are receiving the 2010 Canada Awards for Excellence (CAE). You will hear about their success stories and results achieved, and how they overcame obstacles and broke down barriers in their quest for the Gold. Following is a town hall Q&A session.

The National Quality Institute is also honoured to present a truly motivational panel of four Paralympic and Olympic Champions who will discuss their personal breakthroughs to excellence, namely: Joannie Rochette, Lauren Woolstencroft, Adam Van Koeverdan and Viviane Forest!

The day begins with a hot, healthy breakfast compliments of Sun Life Financial. A one-hour networking session at noon will also enable the summit attendees to mingle and talk with CAE recipients.

Full-day attendance is encouraged to enjoy the complete motivational day of excellence that is topped off by the teamwork exploits of the 51st Canadian to reach the summit of Mount Everest!

Who should attend and how? Any person or team responsible for implementing: organizational excellence and continuous quality improvement; change management; healthy workplace strategy; and employee engagement strategy. To register, please call 1-800-263-9648 ext 225, or visit www.nqi.ca/summit. The summit will be held at the Westin Harbour Castle in Toronto, Ontario.



While there are many reasons organizations desire healthy workplaces, six key drivers have been deemed necessary to keep organizations on this pursuit of excellence. Among them is an understanding that health is a joint responsibility of both employer and employees.

PHOTO:ISTOCKPHOTO.COM

What it takes to be a

CHAMPION

Dependability. Dedication. Experience.

multifunction
systems

colour

high volume

fax machines

printers

scanners

RICOH

World Class Office Solutions



Great-West Life presents

Healthy Workplace Month
Healthy workplaces... all year round

October 4th - October 31st, 2010



Employers with a culture of excellence outperform

Each year, NQI's Canada Awards for Excellence honour organizations for innovative practices that help make them better, healthier places to work. Here are just few examples of recent recipients and the measures they've taken.

Ricoh Canada

Canada Awards for Excellence – Silver Award, Quality (2006); Gold Trophy, Quality (2007)

The challenge

Like so many businesses, Ricoh Canada didn't have an easy time leading up to the year 2000. Facing the expected "Y2K crisis," the copier and printer manufacturer spent the last couple of years of the 1990s implementing a major change in its IT operating system. At the same time, it was struggling to reach sales and profit targets, and undergoing a senior management change. "It was a challenging time," says Kevin Braun, director, Quality & Strategic Planning for Ricoh Canada. "Employees were grappling with new tools and processes, trying to learn the new system, and customers had a lot of questions about why things were different."



Fostering a healthy workplace has enabled Ricoh Canada to overcome a number of former challenges, says Kevin Braun, director, Quality & Strategic Planning at Ricoh. Among the benefits, he says the company's efforts helped it to remain stable and avoid layoffs through the recent economic downturn. PHOTO: SUPPLIED

The economic pressures of the day created a work environment that was more about beating the competition and surviving than about values and customer service, according to Mr. Braun. "We knew we had to raise the bar for both our customers and our employees."

The solution

Ricoh Canada did some work with its U.S. parent company on quality initiatives and then connected with the National Quality Institute in 2001 to build on those foundations. "Selling to Canadian customers, we thought it was right to embrace our own country's excellence criteria," says Mr. Braun.

"We began with the senior managers reflecting on the core values at which we wanted to excel, and developing their leadership skills so they could truly demonstrate those values."

Staff at all levels got involved in a team that

assessed Ricoh's performance against the NQI Quality criteria, assessed gaps and developed action plans. Some restructuring occurred; for example, a new management group called People and Excellence was created with responsibility for HR, quality, communications, and learning and development. Other changes included an improved employee recognition system, tools for process improvement, a balanced scorecard and a new complaint management program.

Measures of employee engagement and customer satisfaction have steadily risen, and Mr. Braun believes the company's transformation has allowed it to remain stable and avoid layoffs through some of the economic downturn of the last couple of years.

Globally, Ricoh recently acquired IKON Office Solutions, which in Canada has meant an expansion of the employee base from 800 to 2,200 and a foray into new business lines. "We are confident that our quality journey has helped make this merger a smooth transition and has put us in a strong position for our next challenge of growth," says Mr. Braun.

Research in Motion

Canada Awards for Excellence – Silver Award, Healthy Workplace – 2009

The challenge

From its 1984 founding in Waterloo, Ontario, Research in Motion (RIM) has grown into a leading international player in the wireless mobile communications market, employing over 14,000 people in dozens of offices worldwide. The creator of the BlackBerry smartphone recognized from the beginning that a healthy workplace powers innovation.

"The biggest driver of our healthy workplace programs is to support our employees to realize their full potential," says Elizabeth Roe Pfeifer, vice president, Organizational Development, at RIM. "We hire the best, most innovative employees, and a sustainable drive for innovation and high performance requires healthy and engaged employees."

In 2005, RIM gave a new structure to its healthy workplace culture with development of its Healthy@RIM program. The next challenge was to extend the program across its expanding global operations. "RIM's growth has been exponential, and the main challenge we wanted to address was to implement a strategic and comprehensive approach to our healthy workplace program so that it could



Research in Motion vice president, Organizational Development, Elizabeth Roe Pfeifer says among other things, the company's healthy workplace program allows RIM to distinguish itself in a competitive labour market and assist with employee recruitment.

PHOTO: SUPPLIED

be scalable and sustainable," says Ms. Roe Pfeifer.

The solution

Healthy@RIM was based on the National Quality Institute (NQI) Healthy Workplace model and the framework of the Progressive Excellence Program (PEP). "It takes years to create a sustainable healthy workplace culture, and the NQI PEP shows respect for the development time to build a strong foundation," says Ms. Roe Pfeifer.

In 2008, RIM rolled out its Global Wellness Strategy, anchored by a Healthy@RIM website, global communications and customized programs developed with input from local employees.

Healthy@RIM stresses comfortable and healthy workspaces, using best practices in ergonomics to optimize design of office and home workstations, manufacturing facilities, training and meeting rooms, and laboratories. The program offers numerous health and wellness services, including: the Balanced Bite program to promote healthy eating; Path to Health events that help employees identify and address personal health risks; on-site massage therapy; and smoking cessation and physical activity programs.

RIM's global wellness strategy is yielding positive dividends for employees and the organization, with RIM consistently scoring above the norm, in the health and wellness category, for global high-technology and high-performing companies in the Towers Watson employee engagement index. In addition to NQI recognition, RIM received a 2010 UK Healthy Workplace Award from Business in the Community.

"A healthy workplace also supports healthy global growth," says Ms. Roe Pfeifer.

"Our healthy workplace program allows RIM to distinguish ourselves in a competitive labour market and assist with employee recruitment."

Delta Hotels and Resorts

Canada Order of Excellence, Quality (2007); Canada Awards for Excellence – Gold Trophy for Quality (2000) and Healthy Workplace (2004)

The challenge

Delta Hotels and Resorts was already a Canadian success story in 1996. What had begun in 1962 as a single motor inn in Richmond, British Columbia, had grown into a strong, financially successful company with hotel and resort properties across the country.

The company believed the time had come to adopt a "more holistic approach to how we defined our business success," says Janice Smith, Delta director of excellence and recruitment. "We recognized that the NQI excellence framework would guide us to expand beyond financial results and to enhance our focus on the people side of the business – employees, guests, suppliers and partners."

"We wanted to do better with employee engagement," she adds. "We also saw the opportunity to be a lot more strategic and to develop a common approach to measuring our business performance across all our hotels."

Delta was conducting employee surveys in the 1990s, but according to Ms. Smith, nobody was doing much with the results. Today, it's a much different story.

The solution

"Our employee opinion survey is now a culture," says Ms. Smith. "We communicate the results and have created an inclusive planning process to address issues that are raised. All our hotels are committed to addressing challenges identified by the employees."

Delta developed an excellence business assessment model, against which the hotels evaluate their performance and through which they can earn an Excellence Improvement Award – Delta's internal recognition system. "We have extended the assessment process beyond management," Ms. Smith says. "We have employee focus groups and customer validation. We are including more and more of our stakeholders to help us assess the individual performance at each of our hotels."

The benefits of Delta's excellence initiatives are clear on a number of fronts. In addition

to its National Quality Institute awards, the company has been named to The Globe and Mail Report on Business annual "50 Best Employers in Canada" nine times, and in 2010 was ranked among the "Best Workplaces in Canada" by the Great Place to Work Institute.

"Our employees are more empowered and engaged, and that is directly impacting the 'service delight' we are delivering to our guests," says Ms. Smith. Guest surveys have shown a steady increase in customer satisfaction and customer loyalty.

In all areas, says Ms. Smith, continuous improvement is a core philosophy. "We are always looking for opportunities to do better – no matter how well we are doing. It's embedded in the DNA of everything we do."

Real Estate Board of Greater Vancouver

Order of Excellence, Quality (2010); Canada Awards for Excellence – Gold Trophy, Quality – 2007; Canada Awards for Excellence – Bronze Award, Quality (2005)

The challenge

Founded in 1919, the Real Estate Board of Greater Vancouver (REBGV) is one of Vancouver's most storied organizations. In the mid-1990s, the board's senior leadership recognized a need for change; complacency had set in and the association had lost sight of its mission to serve the professional needs of its member realtors.

"Our attitude was basically, 'We're the only game in town and if you want to use our products and services, here's the way they are,'" says chief operating officer Brad Scott. "We didn't have a good service attitude or track record."

Mary Galaugher, chief financial officer and manager, human resources, says not only were the board's members unhappy, but many of the staff members weren't very happy either. "We realized we needed to enhance customer



Once fraught with organizational challenges, the Real Estate Board of Greater Vancouver turned the tables through various workplace initiatives. Among its recent accolades, in 2009 the board ranked first place in its category in B.C. Business magazine's annual list of the Best Companies to Work for in B.C. PHOTO: SUPPLIED

service, understanding it wasn't just about service to clients outside the building – it was also about service inside the building."

Mr. Scott adds, "We wanted to convert ourselves into an organization that provides world-class service, continually improves everything we do, and has positive relationships with both members and employees."

The solution

In 1998, REBGV began working through the levels of the National Quality Institute (NQI) Progressive Excellence Program (PEP). Changes included documentation and improvement of key business processes and workflow, evaluation of suppliers on quality measures, and creation of two employee surveys – to both measure satisfaction and gather suggestions for quality improvements.

Employee survey results led to many workplace enhancements. Today, the board's 85 employees benefit from team-building social events, a staff gym and a peer recognition system in which employees recognize colleagues for exemplary service. And in 2009, the board ranked first place in the non-profit/professional association/public sector category in B.C. Business magazine's annual list of the Best Companies to Work for in B.C.

Measurement also shows that the 10,000 real estate professionals in the association have never been more satisfied with employee service. "In our main annual member survey, we ask questions about staff availability, responsiveness, knowledge and courtesy. All four of those rankings have been going up steadily and in 2009 and again this year, they all received the highest ratings ever," says Mr. Scott.

"We've also seen a substantial increase in members' ratings of the value they receive from the fees they pay," says Ms. Galaugher. "Knowing our clients see value in membership is a huge performance measure for us and is very gratifying."

CONGRATULATIONS TO CANADA AWARDS FOR EXCELLENCE RECIPIENTS



2009 ORDER OF EXCELLENCE AWARD

- Quality Award
- Diversicare Canada Management Services Co., Inc.
 - Region of Peel

ORGANIZATIONAL QUALITY AND HEALTHY WORKPLACE®

- Bronze Award
- Ceridian Canada - LifeWorks

HEALTHY WORKPLACE® AWARD

- Gold Award
- Calian Technologies Ltd., Business and Technology Services Division
 - College of Registered Nurses of Nova Scotia
 - Pfizer Canada Inc.
 - Region of Peel
 - Seaview Manor Corporation
- Silver Award
- Research In Motion
 - Windsor Regional Hospital

HEALTHY WORKPLACE® AWARD FOR SMALL ORGANIZATION

- Silver Award
- Centre for Health & Safety Innovation

QUALITY AWARD

- Gold Award
- ASRC Energy Services Tri Ocean Engineering Ltd.
 - City of Prince George
 - Manulife Financial - Individual Wealth Management Operations
 - Ontario Ministry of Northern Development, Mines and Forestry
 - Ontario Parks, Ontario Ministry of Natural Resources
 - Pulp and Paper Health and Safety Association
- Silver Award
- City of Dawson Creek
 - CMA Canada
 - OTIP RAEQ
 - Social Services Department, Regional Municipality of Durham
- Bronze Award
- Revenue Operations & Client Services Branch, Corporate & Quality Service Division, Ontario Ministry of Finance

2010 ORDER OF EXCELLENCE AWARD

- Quality Award
- Mullen Trucking LP
 - Real Estate Board of Greater Vancouver Quality & Healthy Workplace®
 - College of Physicians & Surgeons of Nova Scotia
 - Homewood Health Centre
 - Toronto East General Hospital

ORGANIZATIONAL QUALITY AND HEALTHY WORKPLACE®

- Gold Award
- Saint Elizabeth Health Care
- Silver Award
- Bank of Canada - Currency function
 - The Corporation of the Town of Markham

HEALTHY WORKPLACE® AWARD

- Gold Award
- Groupe Esprit de Corps Inc.
- Silver Award
- Ontario Ministry of Labour

QUALITY AWARD

- Gold Award
- Office of the Ombudsman at Canada Post
- Silver Award
- Modernization Division, HROntario - Ministry of Government Services, Government of Ontario
- Bronze Award
- Windsor Regional Hospital
- Certificate of Merit - Project Category
- Carseland-Bow River Main Canal and McGregor Dam Rehabilitation Project, Alberta Transportation
 - e-FMT Redesign of Freehold Mineral Tax, Alberta Energy Programs and Services Website Redesign Project, Service Alberta
 - Rhodiola Rosea Commercialization, Alberta Agriculture and Rural Development

CUSTOMER SERVICE AWARD FOR SMALL BUSINESS

- Gold Award
- Histovet Surgical Pathology

To learn about the Canada Awards for Excellence program, please contact us at (800) 263-9648 or visit our website www.nqi.ca

The National Quality Institute (NQI) thanks the many sponsors that have shown their support for NQI and the Excellence Movement in Canada through their generosity.

Champions of Excellence

Benefactor Sponsors

Supporter Sponsors

CAE Adjudicator



Industry Sponsors

Media Sponsors

