



**Name of your organization:** Horizon Health

**How do you use the People Insights Platform today?**

We are utilizing candidate, onboarding, exit and on demand platform as part of our overall Listening Strategy for Horizon Health.

**Please share your EX Impact story. Detail your challenge, solution, and impact.**

Horizon is the largest regional health authority – and one of the largest employers – in New Brunswick, and the second-largest health authority in Atlantic Canada. Our leadership and health care providers are experts in diverse areas of health and community services and provide services to a half a million people.

Horizon has more than 14,000 employees, 1,242 physicians and many volunteers, as well as 17 foundations and 16 auxiliaries and alumnae organizations. Horizon has over 120 facilities across our province that provide healthcare services to New Brunswickers.

Emerging from the COVID-19 pandemic our workforce was tired, disengaged and we were experiencing significant recruitment and retention difficulties as an organization.

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Our pain story was as follows: Healthcare is in crisis. We are facing the perfect storm of an aging demographic, a generation after the boomers who is less healthy and facing chronic illness sooner in life, and the better part of three years without regular check-ups is all crashing down on the system. Internally, we are facing exhaustion from fighting a Pandemic, and a shortage of critical resources throughout our system. Much of the Experience has left the system and we are reliant on young / new talent and a transient workforce (Travel Nurses) We must focus to improve and innovate faster than ever before.

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Listening to our employees and physicians was a critical component to ensure we were making the right changes to promote recruitment and retention of staff.

We procured Perceptyx technology in the spring of last year and aggressively implemented candidate, onboarding and exit surveys. We started using the on-demand platform for departmental specific surveys so that we could really understand the pulse of the organization and start formulating a strategy that would make the biggest impact.

As a result of the data we were collecting we developed a retention strategy called "Our Promise". Our Promise was developed as an authentic, transparent program to help build trust with employees and physicians. Strengthening employee engagement directly improves patient experience and outcomes. The program is also intended to serve as a reminder that retention is a top priority for Horizon. There are four focus areas: Listen & Act, Recognize & Appreciate, Health, Safety & Belonging and Learning & Development.



Based on survey data, we launched 19 projects initially to target the four key focus areas. We now have over 24 and continue to look for ways to improve our employee experience.

In the summer of 2023, we launched an on demand pulse check (Perceptyx) with questions that we asked our staff the year prior to during an accreditation survey. The results were incredible! We saw a 10 point increase in overall employee experience rating and a 20 point increase in the question, "Overall, how would you rate your organization as a place to work".

Listening and acting on feedback is making a difference and we know it will continue to! We are beyond excited about the benefits that Perceptyx technology provides us as an organization. Accessing data continuously and having dashboards to reflect the ongoing pulse of the organization has been a game changer.

**Which business outcome measures did your organization use to determine the impact on employees?**

- Increased participation rates (surveys and listening events)
- Improved pride in the company, improved morale and sentiment
- Improved intent to stay with the company, decreased employee turnover
- Improved sense of personal accomplishment, and discretionary effort
- Increased willingness to recommend the company's products and services

**Do you have any additional KPIs/Metrics to demonstrate your impact on EX?**

Our voluntary turnover rate in 2022 peaked at 11.7%, after the implementation of our listening technology and Our Promise retention strategy - we dropped to a low of 8.4% in 2023.

Additional information on the results of our latest pulse survey is in the attachment!