

A Review and Analysis of Measurable Outcomes and Team Results

Experienced by WRHA Teams

using

“Agreements for Excellence”

as a

System for Building High Performance Teams

(2003 – 2006)

**Organization and Staff Development,
Human Resources, WRHA
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Executive Summary

A Review and Analysis of Measurable Outcomes and Team Results Experienced by WRHA Teams using Agreements for Excellence as a System for Building High Performance Teams (2003-2006)

Introduction:

Since 2003, the Agreements for Excellence (“AFE”) program has been available to WRHA teams as a system to enhance health sector team performance and effectiveness. In the fall and winter of 2006-07, Organization & Staff Development, (OSD) undertook a project to review and assess the changes experienced by health sector teams through their participation in AFE.

This study encompasses a review and analysis of the results reported by 44 teams, at both the Management/Leadership and Frontline levels, who had participated in an initial AFE working session and a subsequent follow up between 2003 and 2006. Data reflecting three of the measurable aspects of team functioning which are documented and tracked within the AFE process, were used: “Success Factors,” “Improvement Goals” and “Team Interaction” ratings. Baseline measures for these data were established at the initial AFE sessions, and the changes and improvements achieved were calculated based on measurements gathered at the subsequent follow up sessions.

Measurable Results:

The study identified that an overwhelming majority of 44 teams in this study achieved measurable positive results from their participation in the AFE process.

- Leadership teams, on average, reported improvement in performance on over 64% of their Success Factors, while Frontline teams reported improvement in over 35% of their Success Factors.
- Leadership teams identified that they were on track with over 80% of the improvement goals they had undertaken through the AFE process, in order to strengthen their teams’ performance execution. Frontline teams reported that on average, 53% of their improvement plans were on track.
- 93% of Leadership teams experienced measurable improvements in their team interactions, reporting improvements in the 17% to 30% range. For Leadership teams, the aspects of team interaction that showed the strongest levels of improvement encompassed not only behaviours related to individual interpersonal relationships, but also behaviours that reflect greater alignment and cross-functional commitment within the team. Frontline teams experienced improvements in team interactions in the 1% to 15% range, with the greatest improvements being reported in behaviours that related to interpersonal behaviours among individual team members.

- Although a small number of the teams (one Leadership Team and 4 Frontline teams) reported overall decreases in their team interaction ratings, the degree of these decreases was low compared to the degree of improvement in team interactions experienced by the majority of teams,. Also, the outcomes reported by these five teams were not consistently negative. This same small group reported overall increases in their Success Factor ratings. The reasons for anomalies such as this are not clear. Although they may be a result of the relatively small sample size, they do point to topics for further analysis.

Conclusions:

This study demonstrates that Agreements for Excellence consistently provides teams with measurable improvements in team performance between the Initial AFE Session and the First Follow-up, regardless of their organization level. Leadership teams, on the whole, experience greater increases in team performance than do Frontline Teams.

The results of this review support and reinforce the positive conclusions regarding the benefits of AFE that were compiled through an externally conducted Managers' Telephone Survey in the winter of 2007.

This review has identified a number of possible avenues for further study, which could serve not only to clarify our understanding of the AFE process but to provide insight and direction for further refinement and development of AFE as a process to strengthen and enhance team performance within our Region and the health sector.

For a full copy of this document please contact Rilla Edwards, Manager, Organization & Staff Development at 787-1083.
