The Ophthalmology Workplace Survey Committee has completed the first phase of its work. On September 14, we presented our findings and recommendations to Keith and Eileen. Specifically, we shared with them that the most important areas to be addressed as a result of the survey are:

1) Information Sharing – internal communication about changes in people, roles, processes is not always timely enough or communicated to all those with a need to know.

2) Role Clarification – we don’t always know who handles what – this gets in the way of being efficient, we’re not always sure who to go to with a question or information.

3) Employee Involvement – our supervisors do not always ask for our input about processes or the way in which our work is being done. We don’t always feel that our supervisors listen to our ideas when we offer them.

As a result of our discussions in the meeting with Keith and Eileen, it was agreed to pursue the following actions:

- Develop a central electronic tool available to all internal staff that provides helpful information (e.g., availability, policies, process changes, etc.) to staff members. Sara Gelo is investigating a platform for this tool as part of the department intranet. Our committee will develop a recommendation for the content and design. It is expected that this tool will not require a great deal of time for any one individual to maintain.

- Create an organization chart with names and titles identified that will clarify reporting relationships and will be accessible to all electronically. Our committee will create the organization chart and provide for distribution to staff.

- Re-institute quarterly employee participation meetings for the C&T staff and their supervisors, with additional meetings when significant changes are upcoming. This is an opportunity for C&T employees to bring their issues and ideas forward for open discussion. In order to maintain the service levels for the clinical areas, we may need to consider holding smaller group meetings rather than one large one each quarter. However, outcomes from these meetings will be shared with everyone to avoid miscommunication. Our committee is drafting guidelines for scheduling and conducting these employee participation meetings.

- Eliminate the department suggestion boxes; they are not used and having them raises expectations that they will be. We want to encourage face-to-face communication of ideas and suggestions. The suggestion boxes will be removed shortly.

- Establish a method to collect topics for discussion at Town Hall meetings and share agenda items with department in advance of the meetings. Our committee will review and recommend a means to do this.

- Reinforce the open door policy within the department – which states that every employee has the right to bring forward ideas and issues to their supervisor and any other manager for consideration. It is recommended that employees come to these discussions with solutions, not just problems.

- Continue the workplace survey committee as a means to continue to identify and work through departmental issues. Membership may change on a rotating basis to provide the opportunity to all those with interest. The committee will recommend some operating principles for members/meetings going forward.
In addition, as a result of feedback at the department retreat on Friday, September 16, the Workplace Survey Committee will also set up a process to communicate the great things that our patients say about us and our service to them. This will serve to remind us of our commitment to our patients and keep us inspired to do our best work.

Over the course of the next few weeks, the committee will be meeting to finalize the recommendations noted above. We welcome your thoughts and ideas and as we’ve said before, please feel free to contact one of the committee members if you’d like to offer your perspectives.

Thank you.
The Ophthalmology Workplace Survey Review Committee

Alison Abbott Sandra Hanrahan Maria Rodriguez
Lori Debroisse Katie McFarland Deana Spadacenta

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