



Workplace Assessment Report

Strictly Confidential

Kings County Memorial Hospital

Submission Date: November 2025

RESONANCE

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A. BACKGROUND INFORMATION

Kings County Memorial Hospital (“KCMH”) is a community hospital located in Montague, Prince Edward Island. The facility is under the provincial health authority, Health PEI, and serves the Kings County region of the Island. Montague itself is part of the Town of Three Rivers (amalgamated in 2018), in eastern Prince Edward Island.

The hospital’s core services include an emergency department, inpatient care and ambulatory care services. The emergency department is open Monday to Friday from 0800 to 2000. KCMH coordinates with Queen Elizabeth Hospital in Charlottetown and other provincial facilities for services outside its scope.

The hospital has an associated auxiliary volunteer organization and a foundation that helps raise funds to support medical equipment and patient comfort. These groups reflect active community engagement with the facility.


As a rural community hospital, KCMH acts as an essential healthcare access point for residents in that area of PEI. In a rural healthcare context, such hospitals both reduce travel burden for patients and support community-based care.

B. MANDATE

Following receipt of concerns respecting the hospital’s culture, Resonance was retained by Health PEI to conduct a workplace assessment of KCMH. The assessment consisted of (1) data collection in the form of interviews and a survey to identify organizational issues; (2) development of findings and recommendations based on the information collected; and (3) delivery of the final report.

C. SUMMARY OF CONCLUSION

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D. ASSESSMENT PROCESS

Interviews Conducted

Interviews with management and staff were conducted between September 15 and October 29, 2025. Interviews occurred primarily in person with 5 interviews occurring via MS Teams and over the telephone. 44 interviews were conducted in total.

The unions were also offered an opportunity to share their concerns via interview. As of the date of this report, only one union acknowledged the invitation, and no firm appointments have been made.

Survey

An online survey was also released for voluntary completion by employees and managers. The survey was launched on August 4, 2025 and remained open until September 30, 2025. 92 surveys were completed.

E. METHODOLOGY

The framework adopted by Resonance in its organizational assessment process is based on the management framework model developed by Henri Fayol in the early part of the 20th century as well as current research and best practices in management, leadership development, and human resources. At Resonance, we use this knowledge to define the following dimensions reviewed in organizational assessments:

Organizational Structure	Leading People	Enabling Systems and Processes
<ul style="list-style-type: none"> • Formal structure • Informal structure <ul style="list-style-type: none"> ○ Culture ○ Social Networks • External relationships 	<ul style="list-style-type: none"> • Leadership Competencies and Effectiveness • Motivating Employees • Engaging Employees • Team Effectiveness 	<ul style="list-style-type: none"> • Communication Processes • Organizational Policies • People Management Processes

F. THEMES

Based on the confidential surveys and interviews conducted, the following themes emerged.

1. Organizational Structure

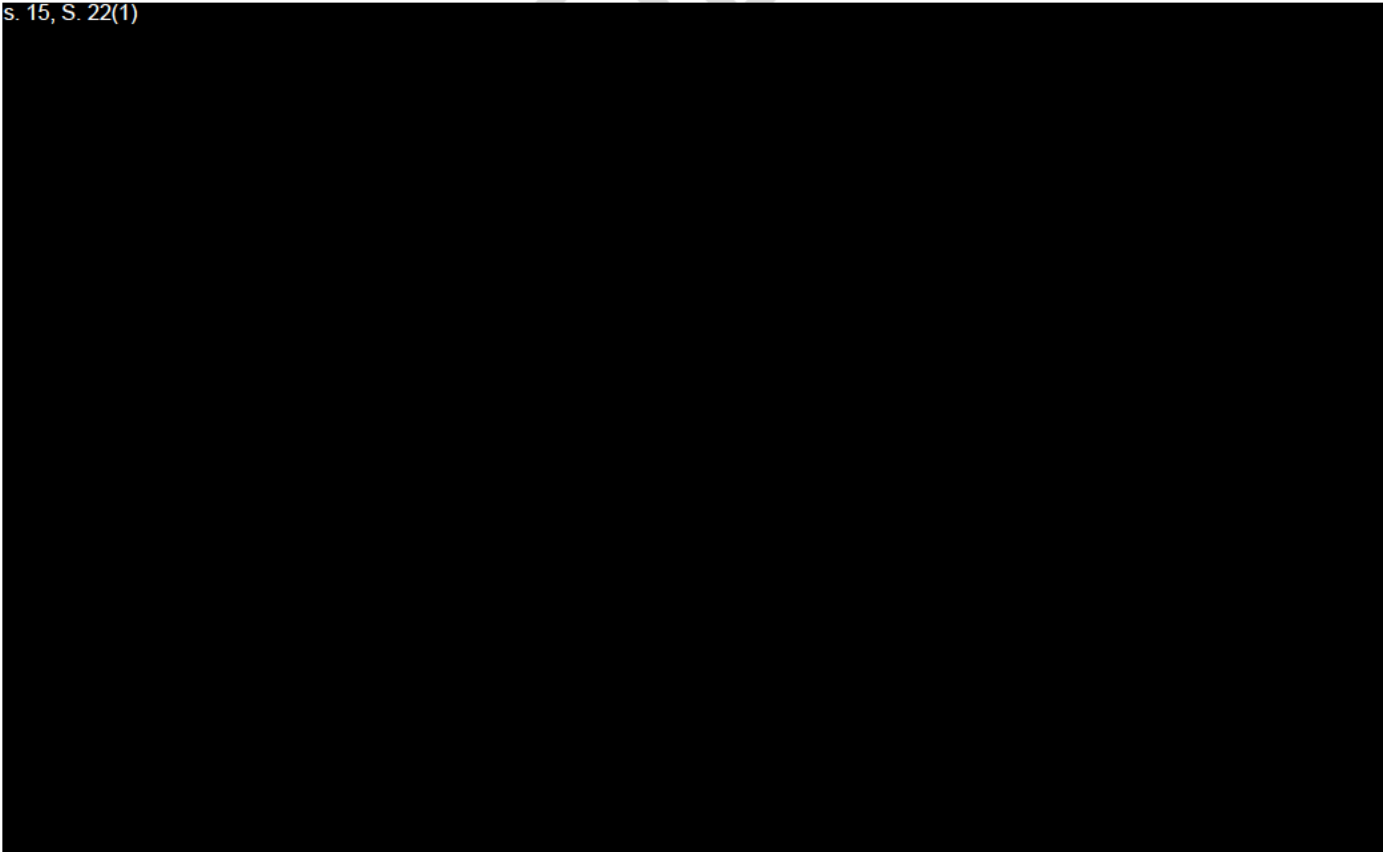
Organizational structure includes the formal and informal internal structures of an organization and captures how activities are controlled and coordinated.

a. Formal Structure

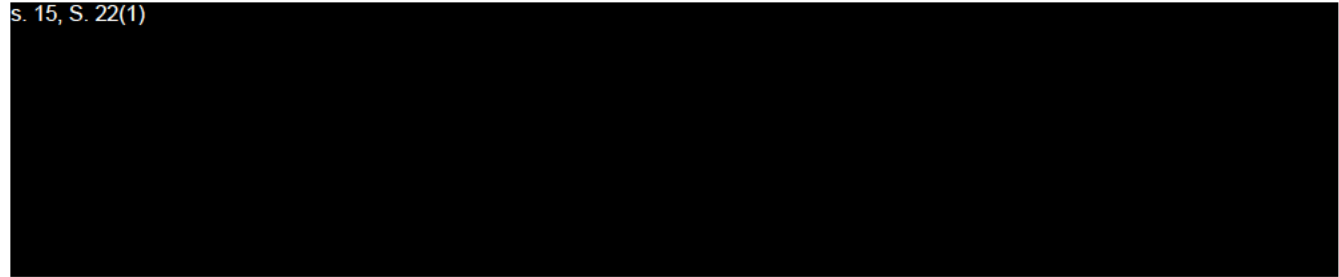
Organizational design is the planned coordination and management of individual and team work to accomplish the organization's objectives. It includes how decision-making occurs, the formalization of the workplace, the levels in the organizational hierarchy, and the level of departmentalization.

i. Centralization of Decision-Making

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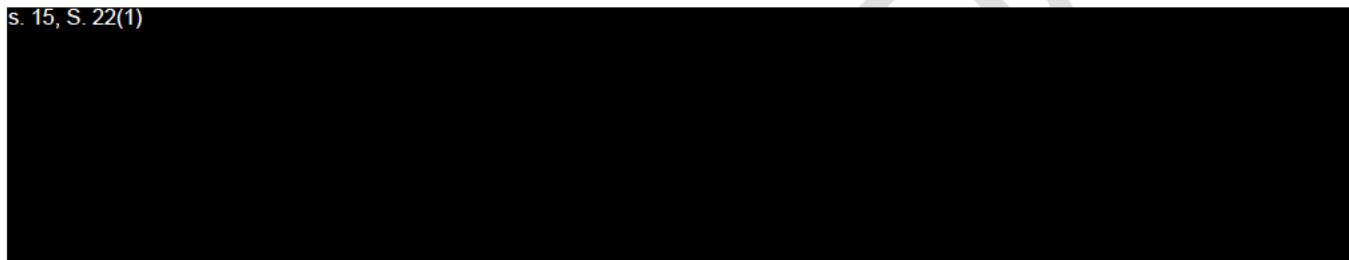
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ii. Formalization and Standardization

Formalization refers to the extent to which an organization's policies, procedures, job descriptions, rules, etc. are written and clearly articulated.

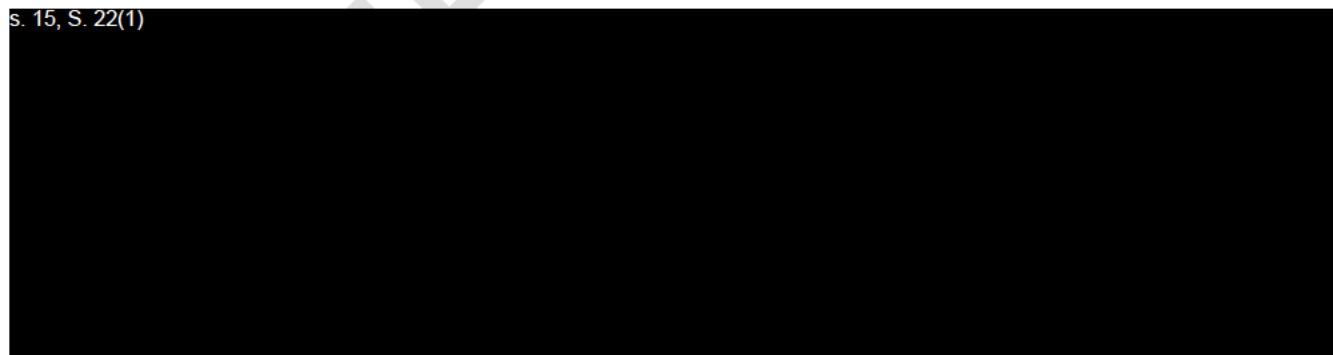
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iii. Levels of Hierarchy

Organizations can be tall, with several layers of hierarchy between the organizational chief executives and frontline employees, or flat, with few layers of hierarchy.

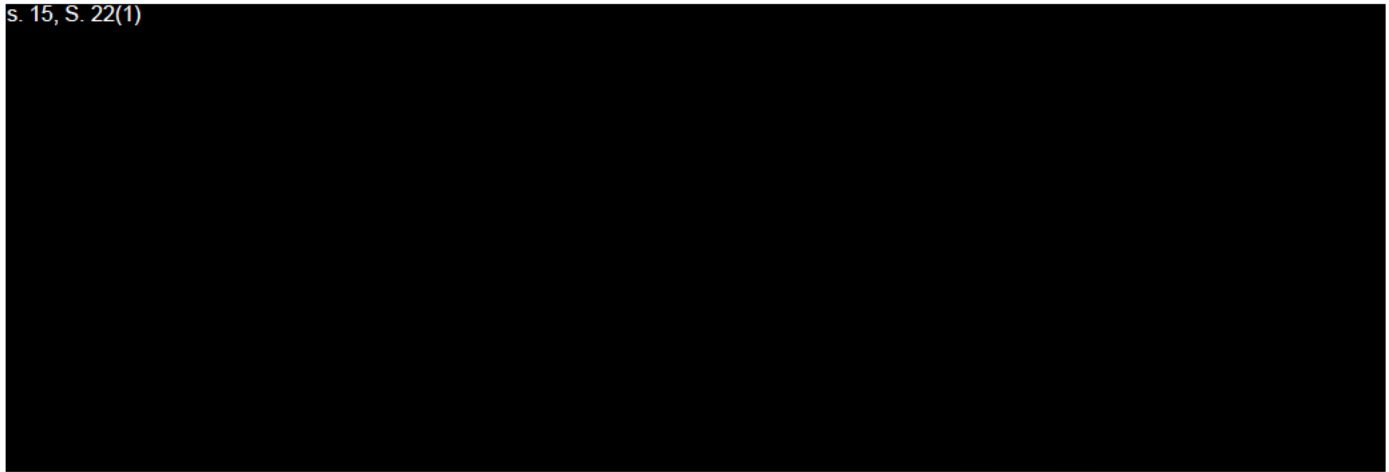
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iv. Departmentalization

Departmentalization at KCMH is organized around functional groups. Each unit reports through operational leadership to hospital management and ultimately to Health PEI's governance structure.

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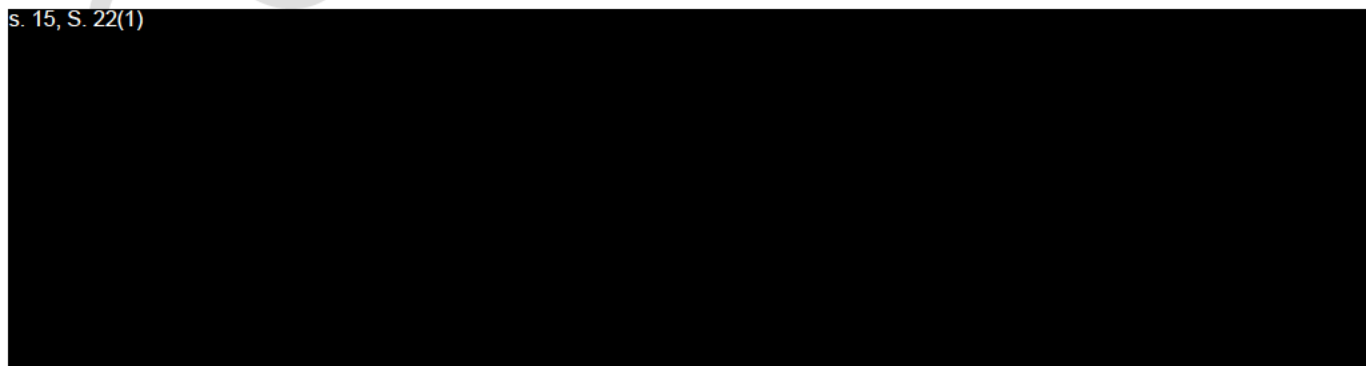
b. Informal Structure

In addition to formal organizational structures that exist, informal structures also develop in workplaces. As the name suggests, informal structures are not intentionally planned: they arise as employees work together to accomplish the organization's goals and reflect its culture and social networks.

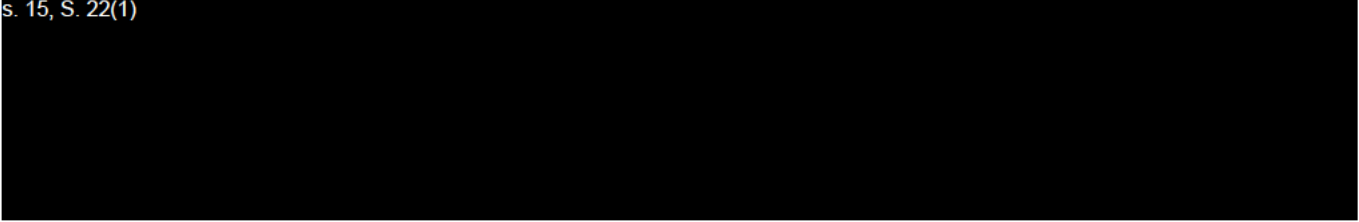
i. Culture

An organization's culture is comprised of the shared backgrounds, norms, values, and beliefs among members of a group. One of the ways in which culture is demonstrated is through the workplace's response to four competing values: collaboration, creation, competition, and control. These values compete for a workplace's limited resources (money, time, and people). Depending on how these values are demonstrated in a workplace, one of four common organizational cultures will typically dominate: clan, adhocracy, market, and hierarchy. Understanding a workplace's primary culture helps to identify the leadership competencies best suited to the organization and can be used to motivate and engage employees.

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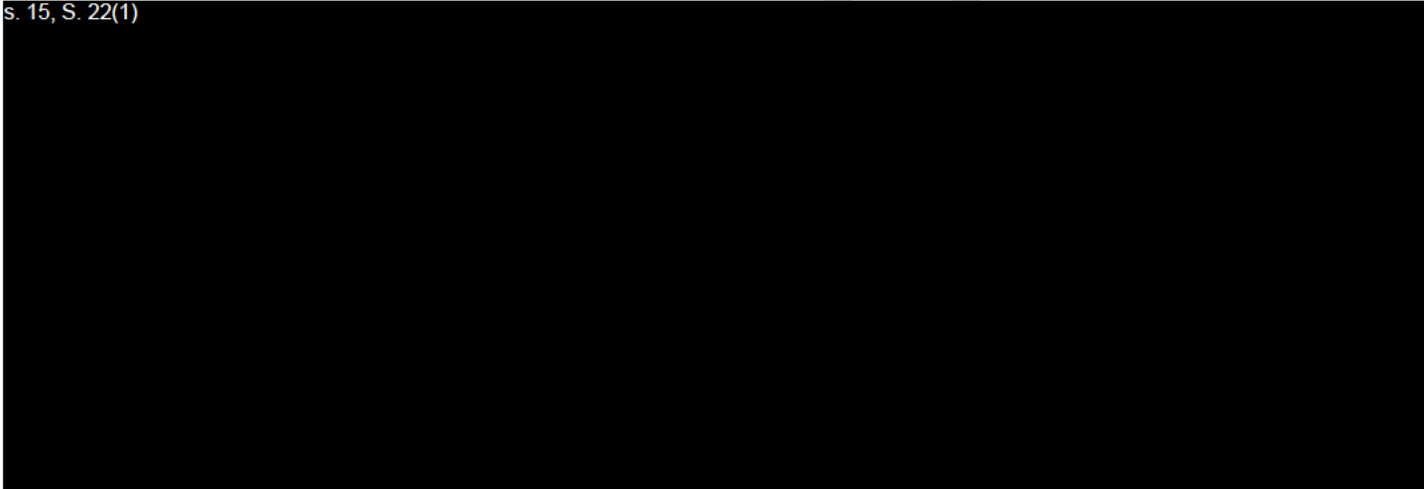
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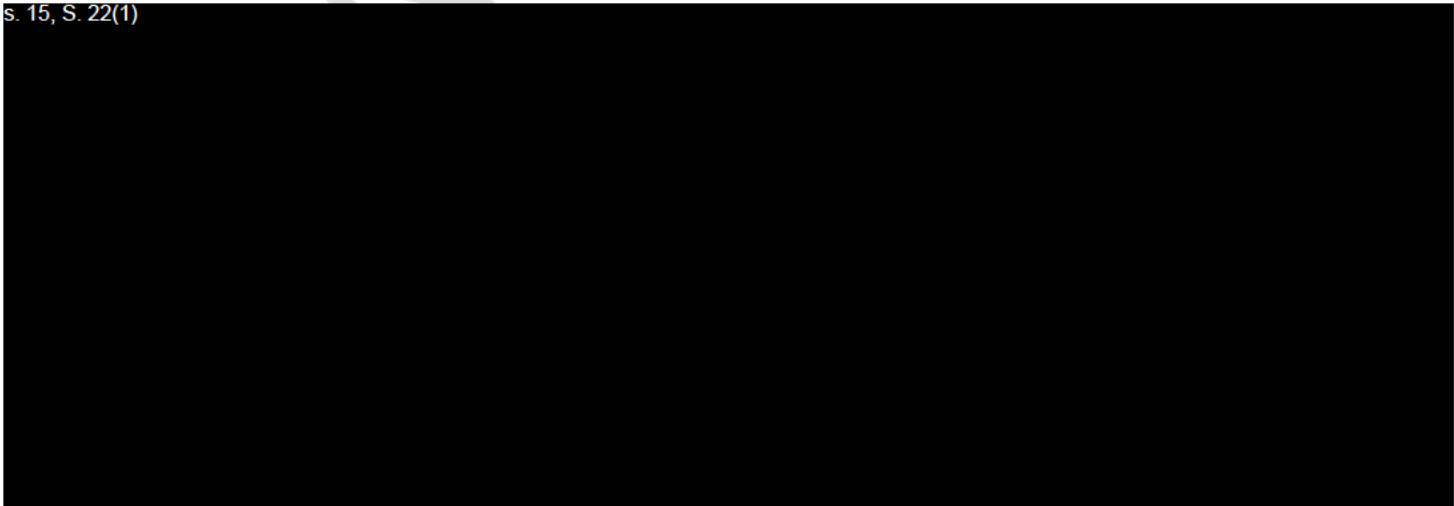
ii. Social Networks

Social networks are the informal relationships and structures that exist throughout organizations. Employees in organizations often have their own pathways related to communication, problem-solving, information, knowledge, and access. These pathways exist outside of the chain of command and can facilitate completion of tasks and resolution of issues.

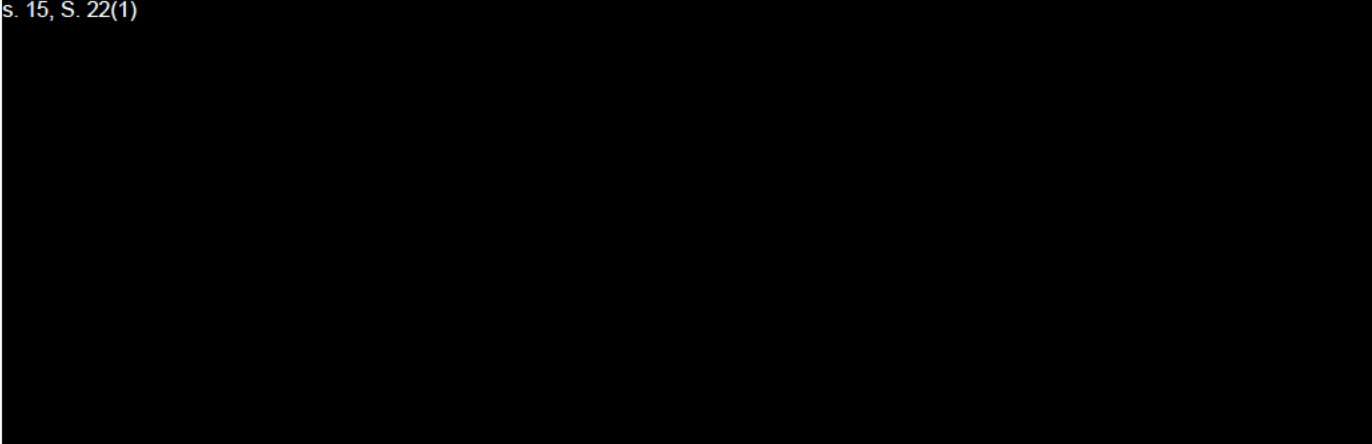
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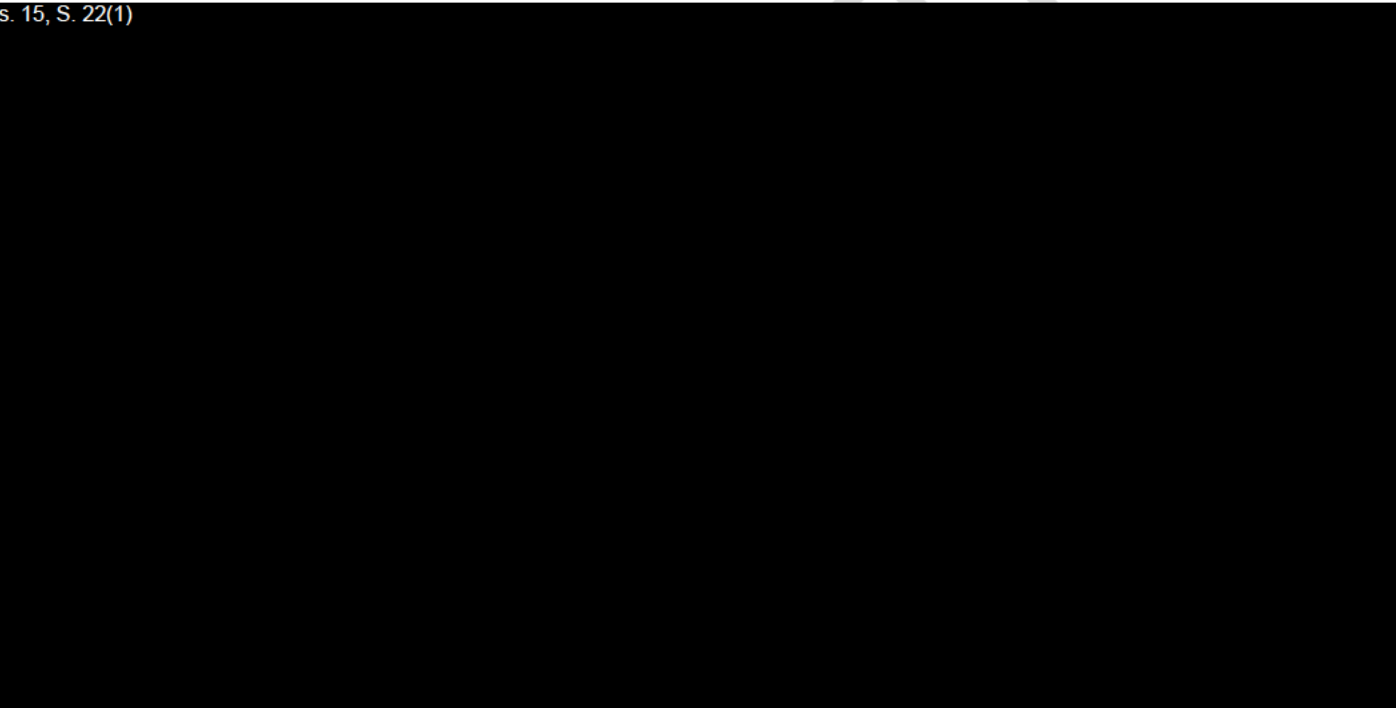


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c. External Relationships

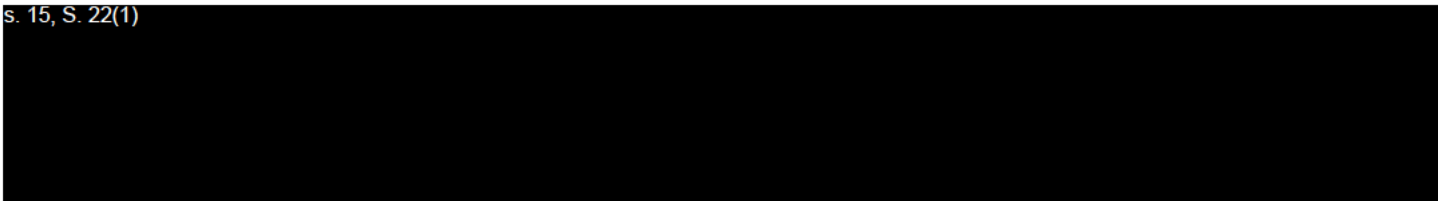
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2. Leading People

a. Leadership Competencies and Effectiveness

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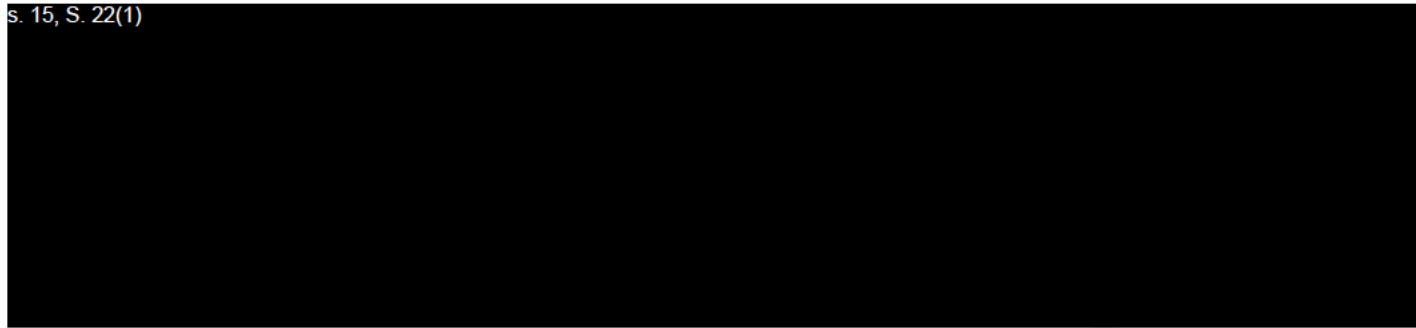


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¹ The OCEAN model describes personality through five broad traits: Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. In the context of leadership, these traits influence how individuals think, behave, and relate to others. Leaders high in Openness tend to be creative and visionary, while those high in Conscientiousness are typically organized, dependable, and effective at following through on plans. Extraverted leaders often communicate energetically and motivate their teams, whereas agreeable leaders cultivate trust and cooperation. Low levels of Neuroticism contribute to emotional stability, helping leaders remain resilient and composed under pressure. Together, these traits help explain why different leadership styles are effective in different situations.

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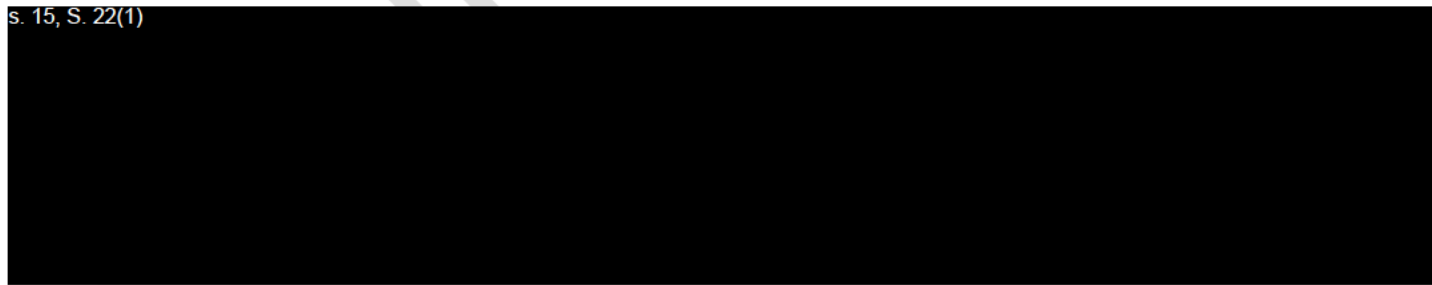
b. Motivating Employees

Employee engagement is the sense of commitment and emotional connection to an organization as felt by its employees. Motivation is the energy an employee has to act on those feelings.

Polls estimate that if companies could get 3.7% more work out of each employee, or 18 additional minutes of work per 8-hour shift, the GDP of the U.S. would increase by \$355 billion (Gallup Inc.). The ability to motivate others is a fundamental leadership skill that has strong connections to building cohesive, goal-oriented teams and getting results through others. Creating highly motivated employees depends mostly on understanding others.

Appealing to their needs is one way to motivate employees to accomplish the organization's goals. According to author Daniel Pink, the three fundamental needs that motivate employees are autonomy, mastery, and meaning.

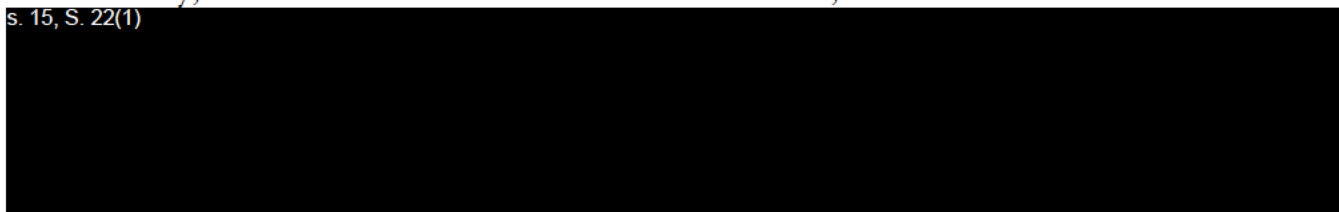
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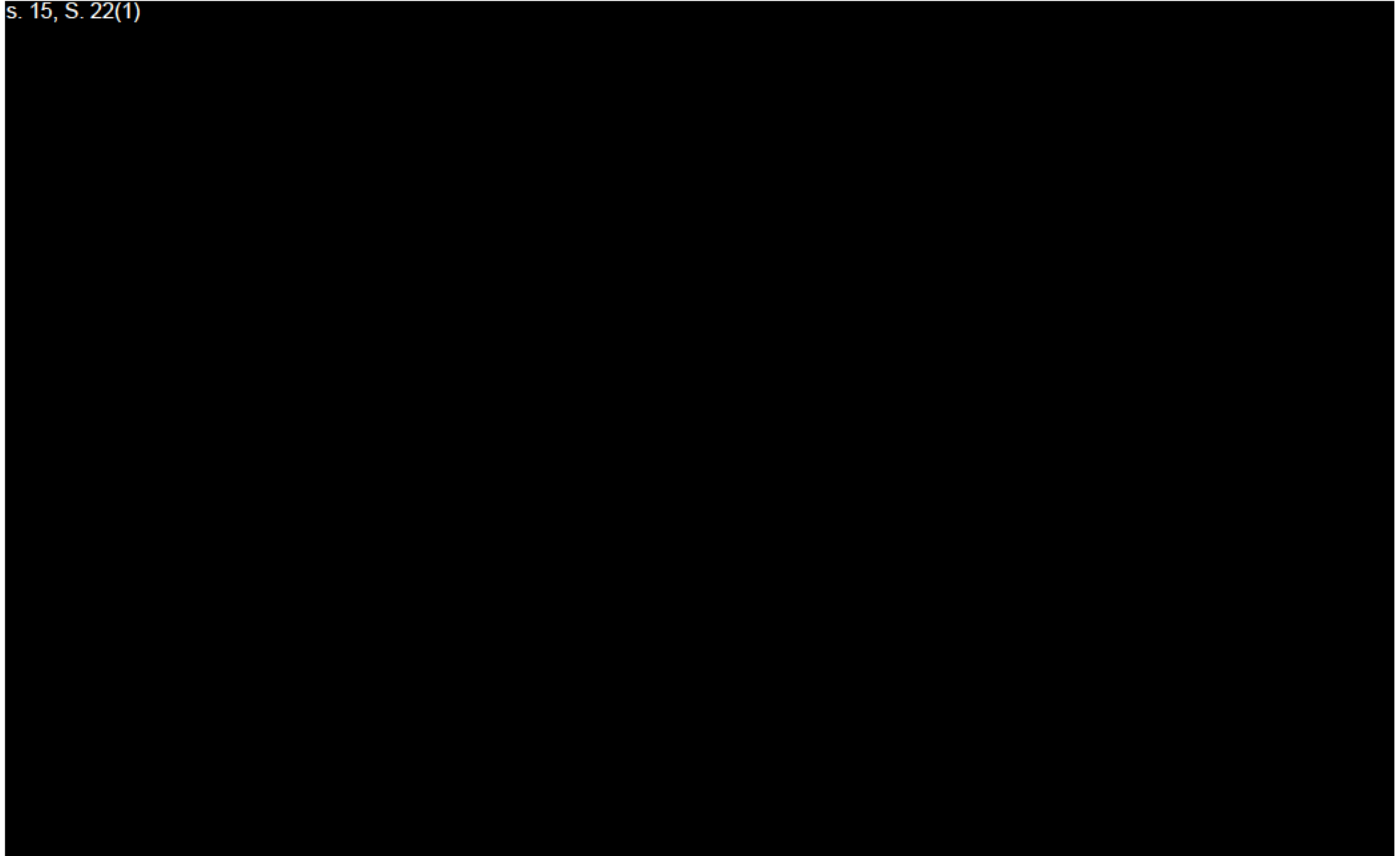
i. Autonomy

Autonomy, or the desire to have control over one's work, is a critical driver of motivation.

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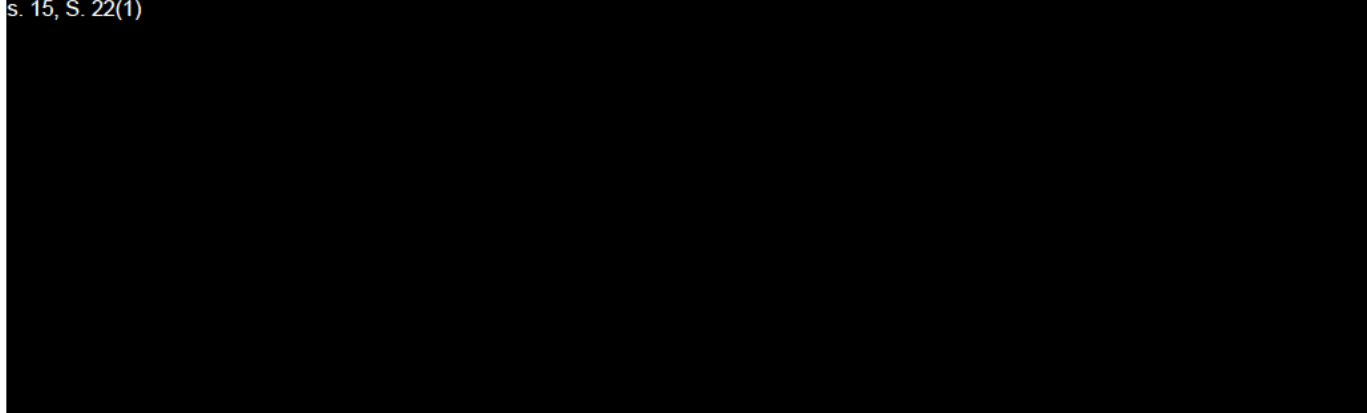
ii. Mastery

Mastery, or the drive to improve and excel in one's work,

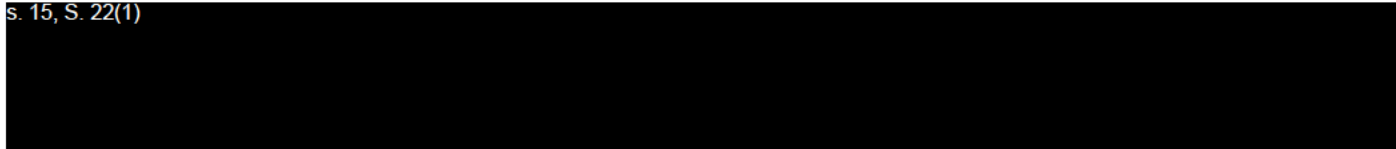
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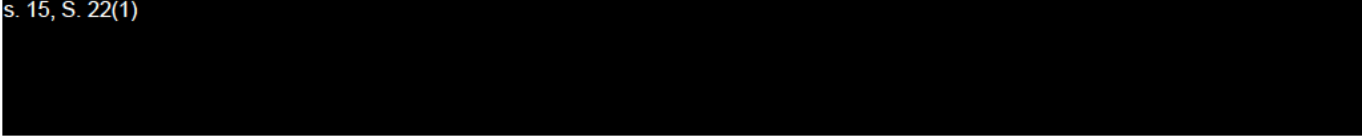
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iii. Meaning

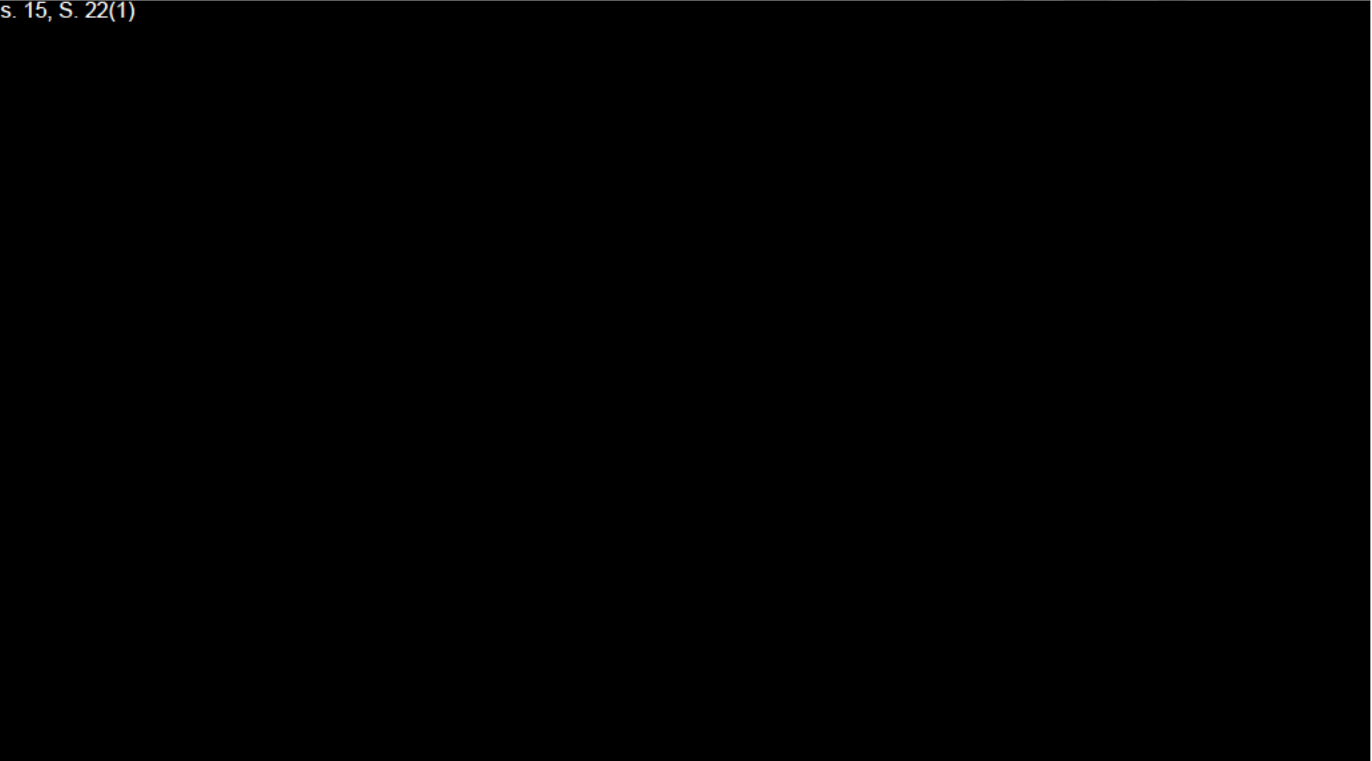
The third pillar of Pink's framework, meaning, refers to the sense of purpose employees derive from their work. s. 15, S. 22(1)



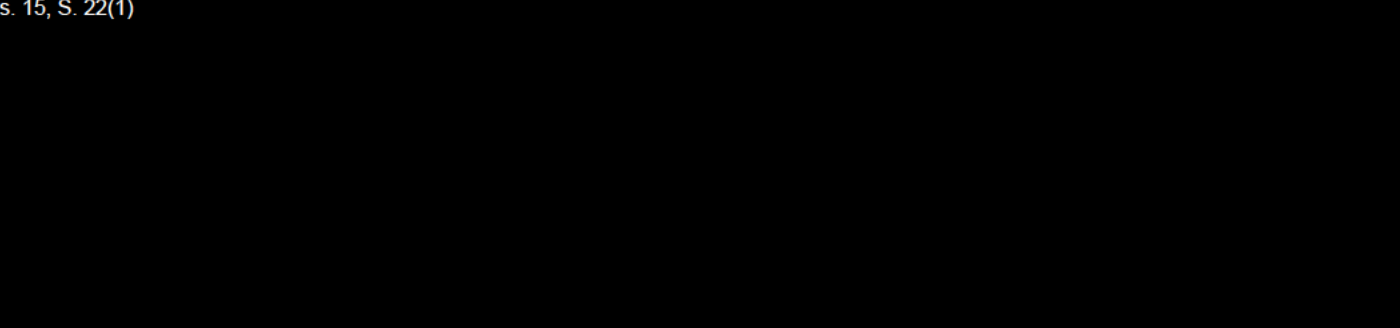
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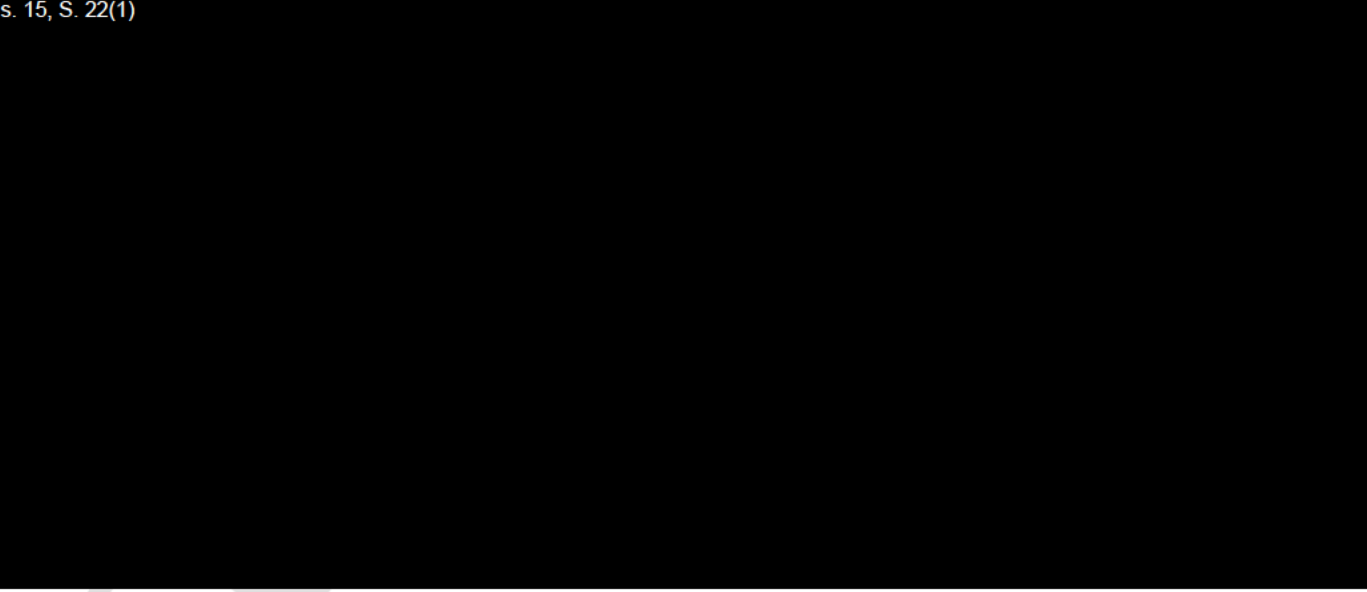


c. Employee Engagement

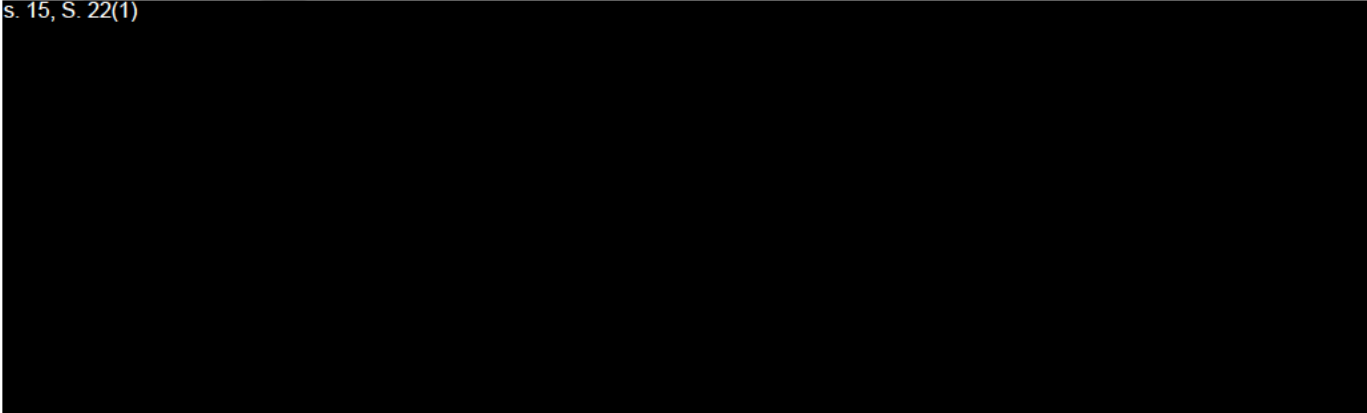
Employee engagement refers to employee attitudes about their organization and work activities. Fully engaged employees are more committed to team and organizational success, put forth more work directed effort, and put in the hours necessary to complete assigned tasks. Disengaged employees do not care about organizational success and are more interested in collecting paycheques than completing work assignments. High employee engagement correlates with increased productivity, retention, and patient satisfaction.

According to psychologist Frederick Herzberg, the key to employee engagement is based on satisfying “hygiene factors” and increasing “motivators”. Hygiene factors (company policies, supervision, pay and benefits, working conditions, and job security) cause employment disengagement if not adequately satisfied. Motivators increase employee engagement and include achievement, recognition, the work itself, responsibility, and advancement.

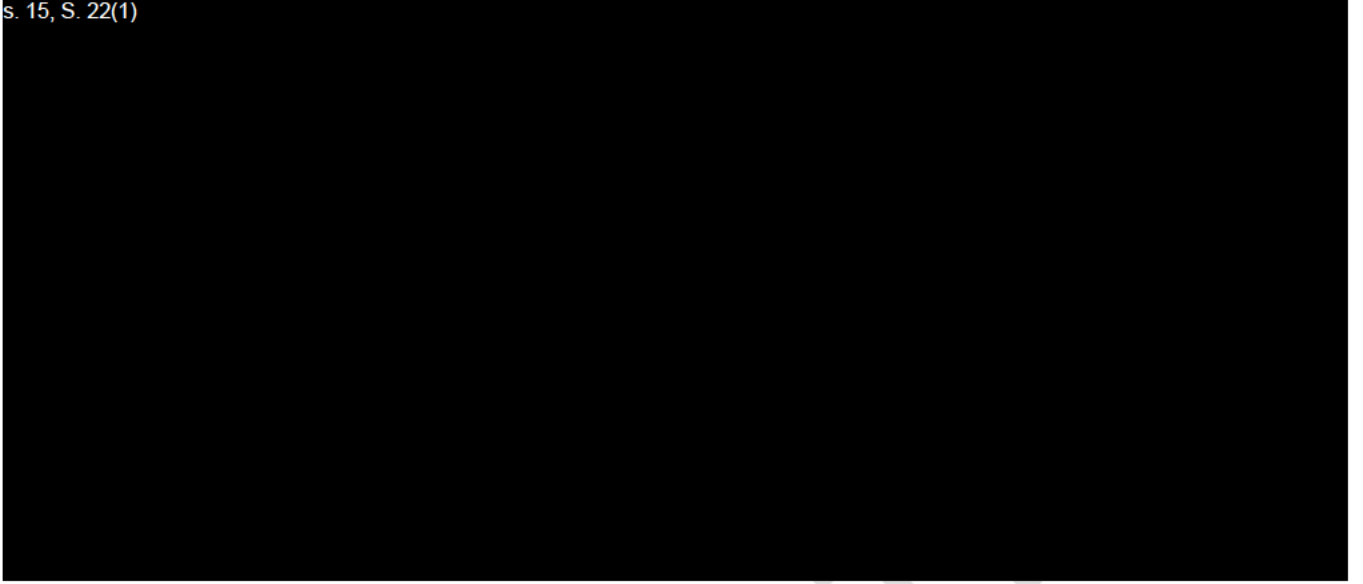
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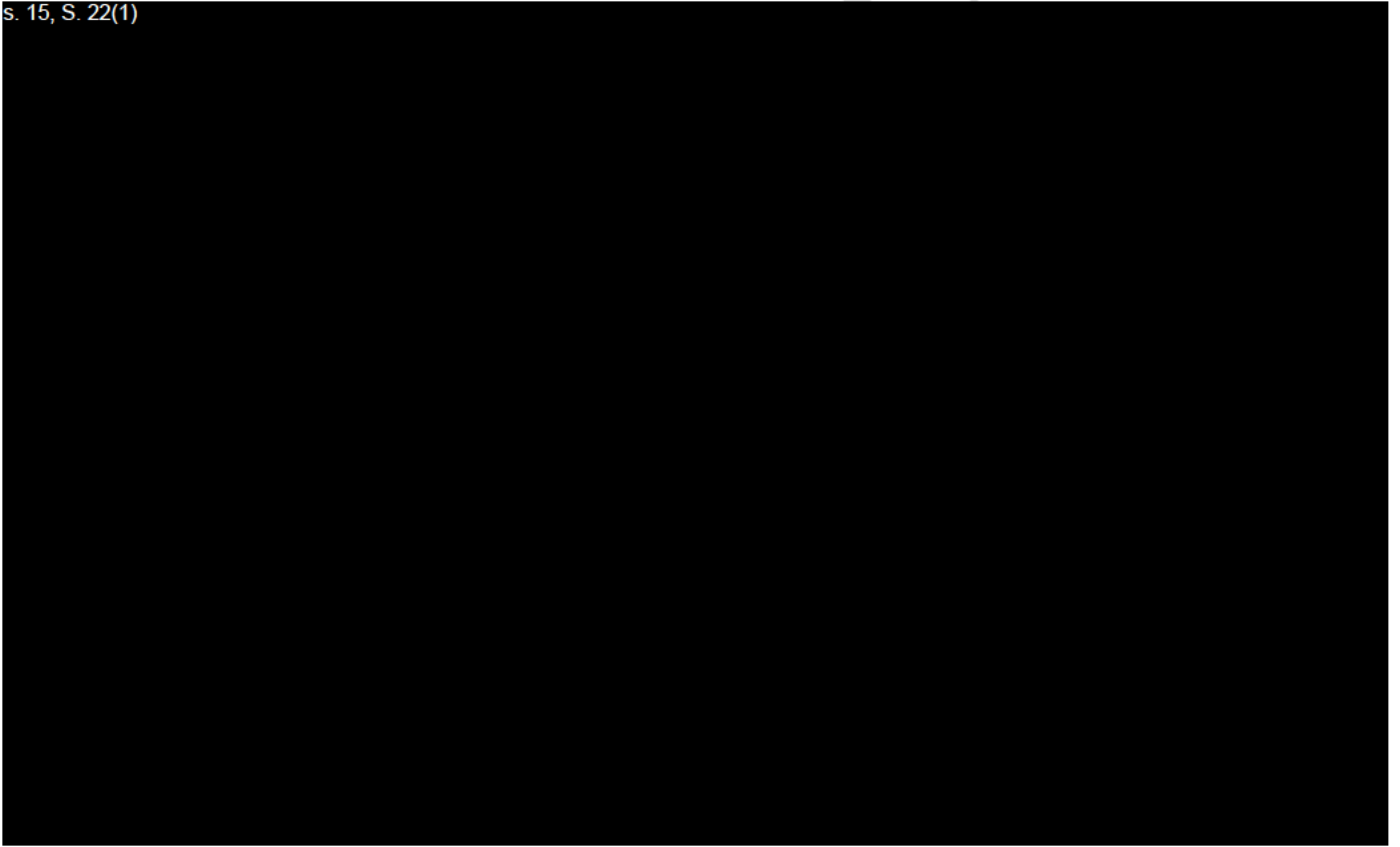


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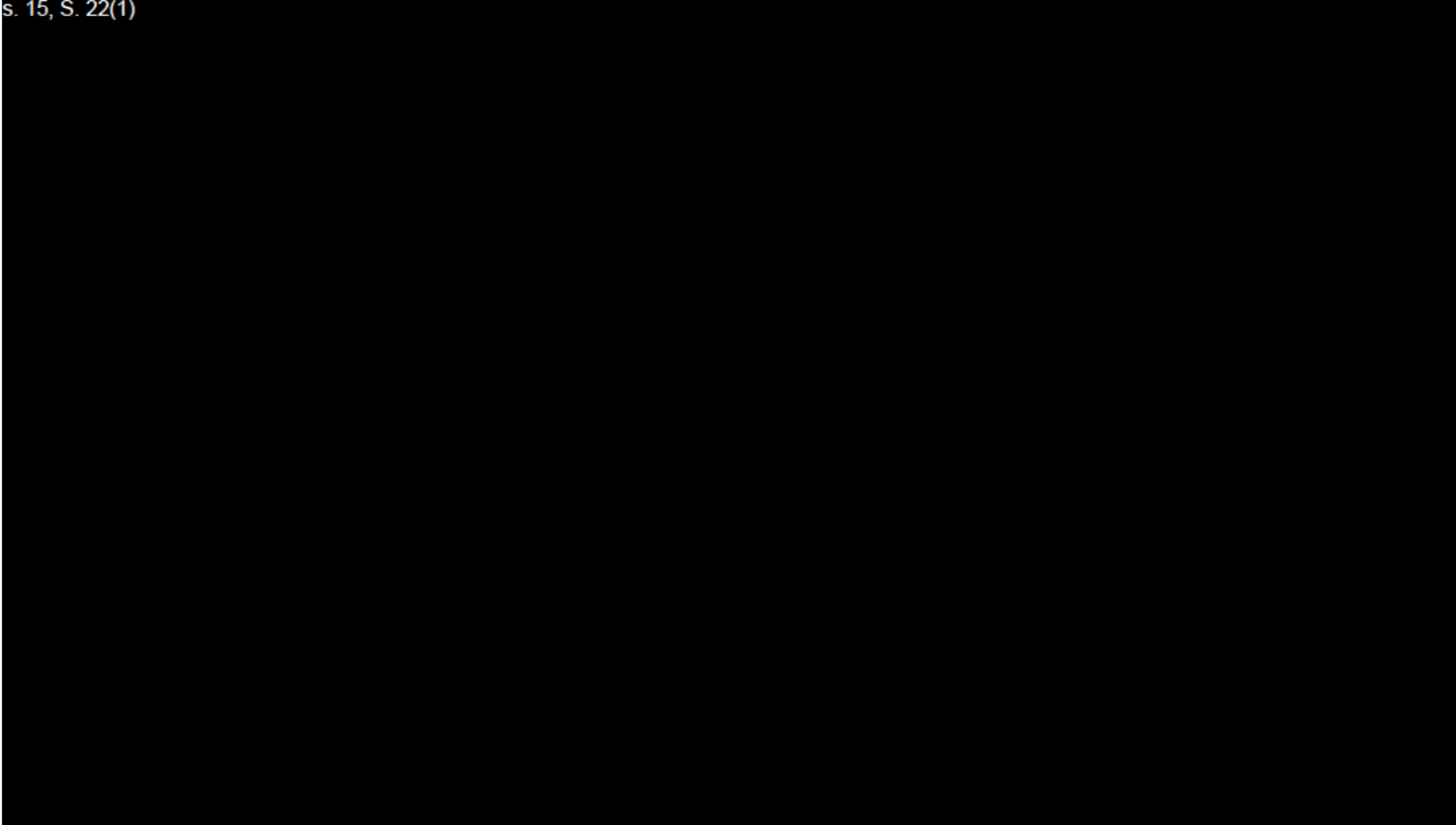


d. Team Effectiveness

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3. Enabling Systems and Processes

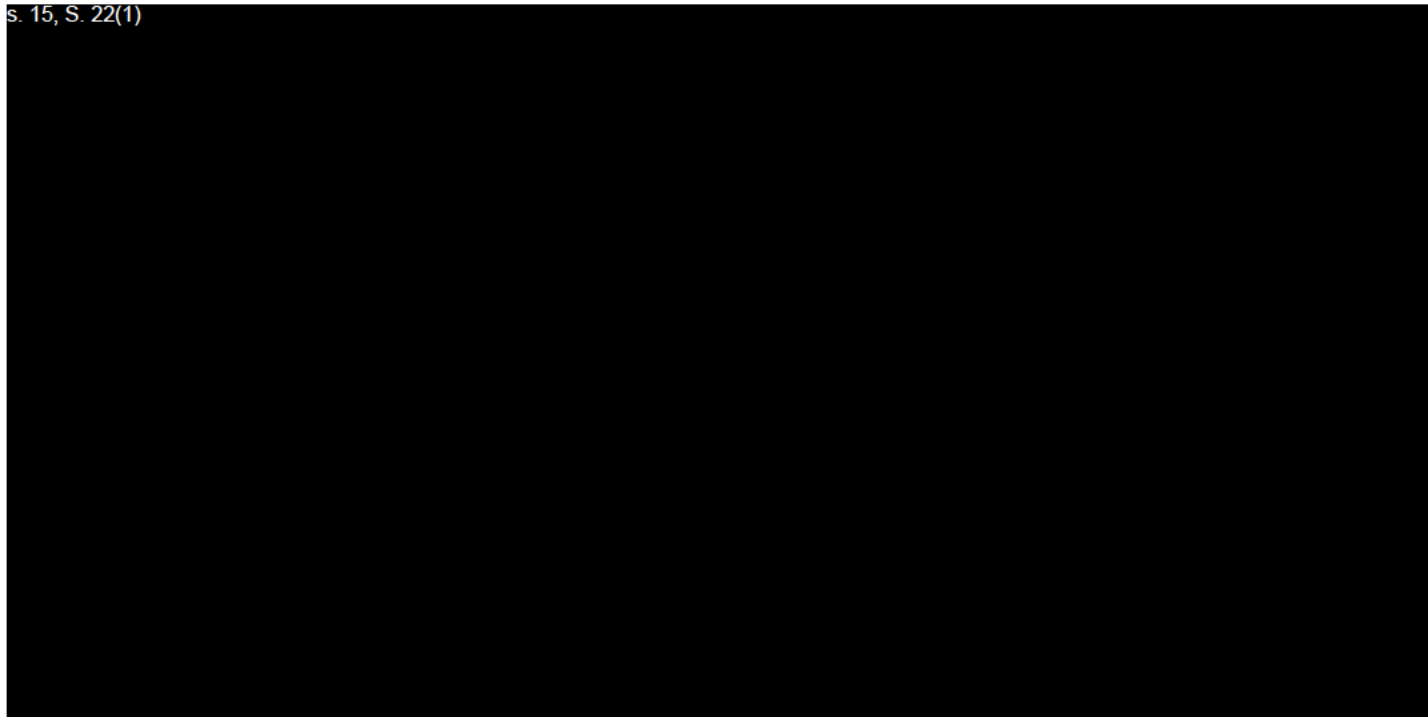
a. Communication Processes

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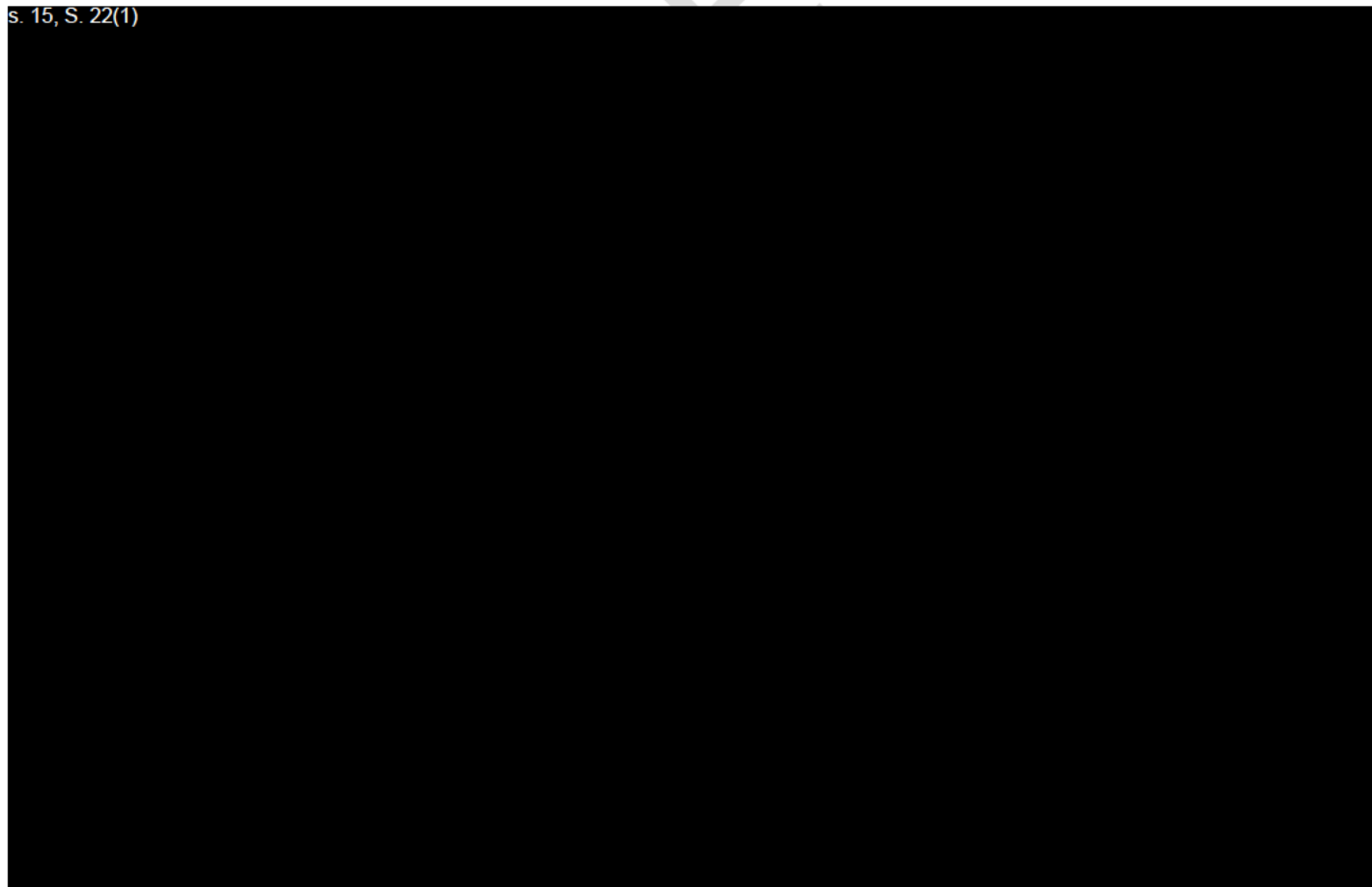
² The Tuckman model describes how teams develop through five stages: forming, storming, norming, and performing. In the forming stage, team members come together and orient themselves, while the storming stage often brings conflict as roles and expectations are negotiated. As the team enters the norming stage, cohesion grows and shared norms take shape, eventually leading to the performing stage, where the group works efficiently toward its goals.

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b. Organizational Policies

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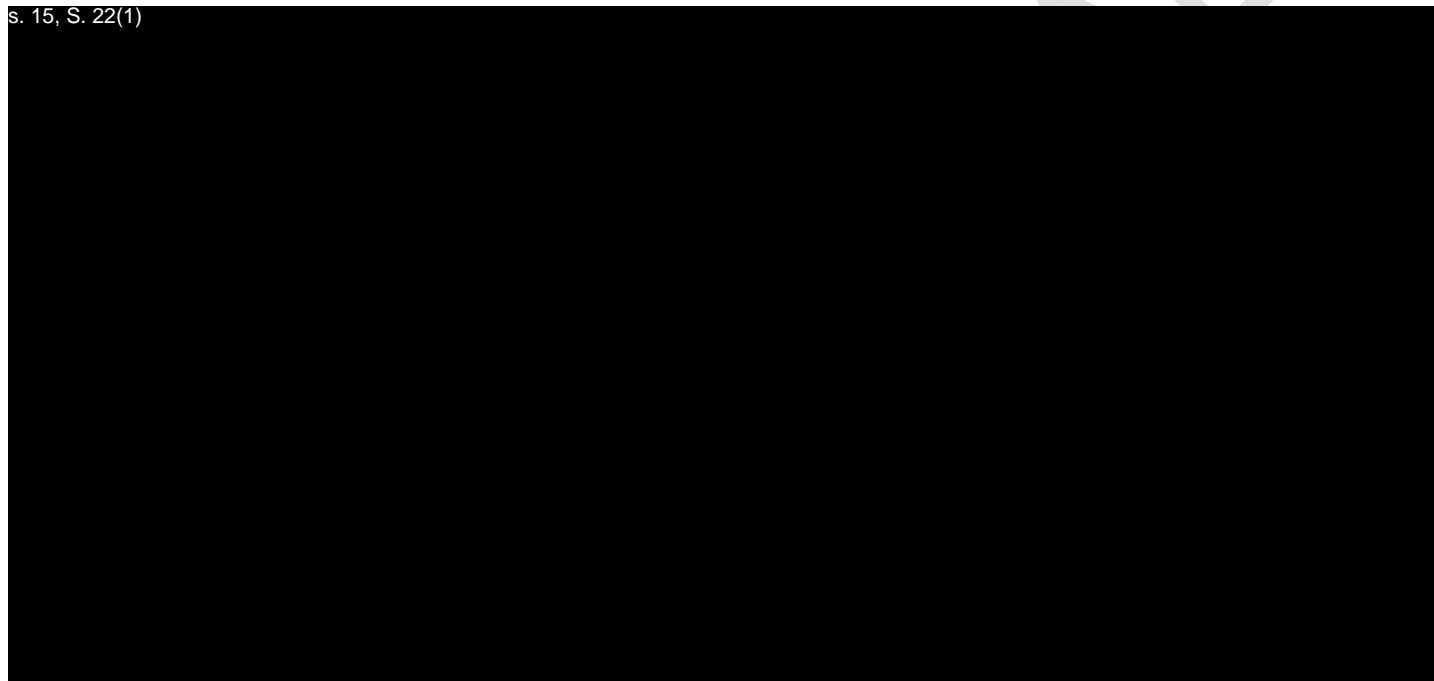


c. People Management Processes

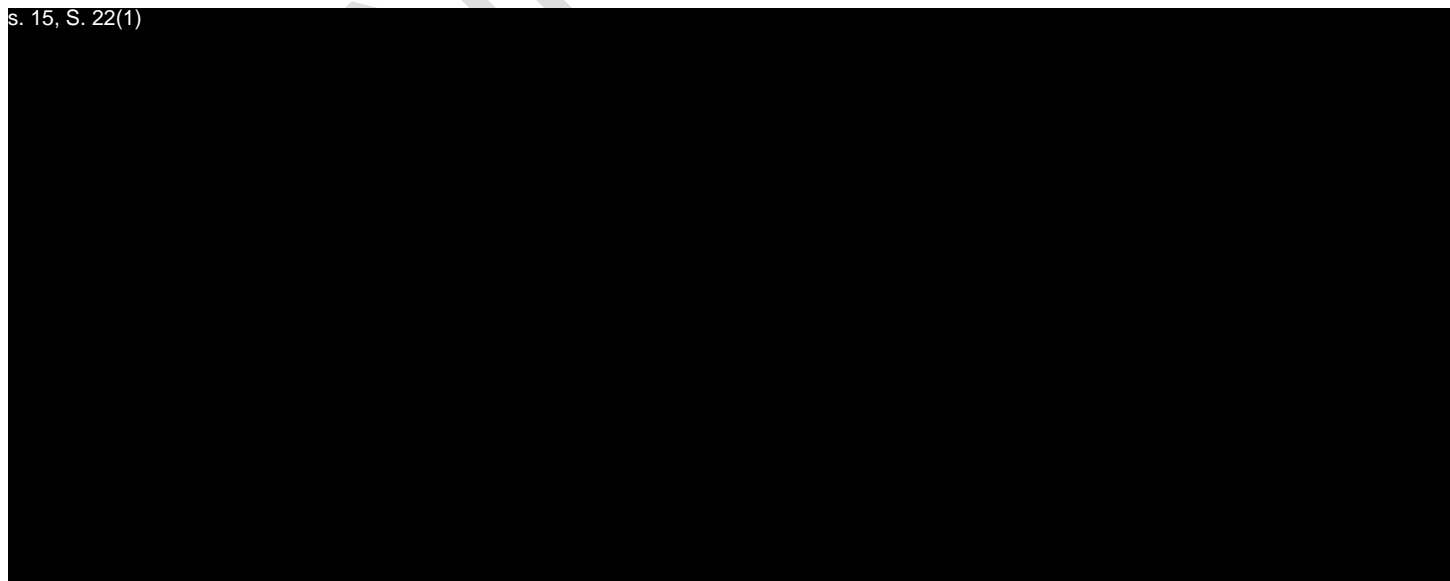
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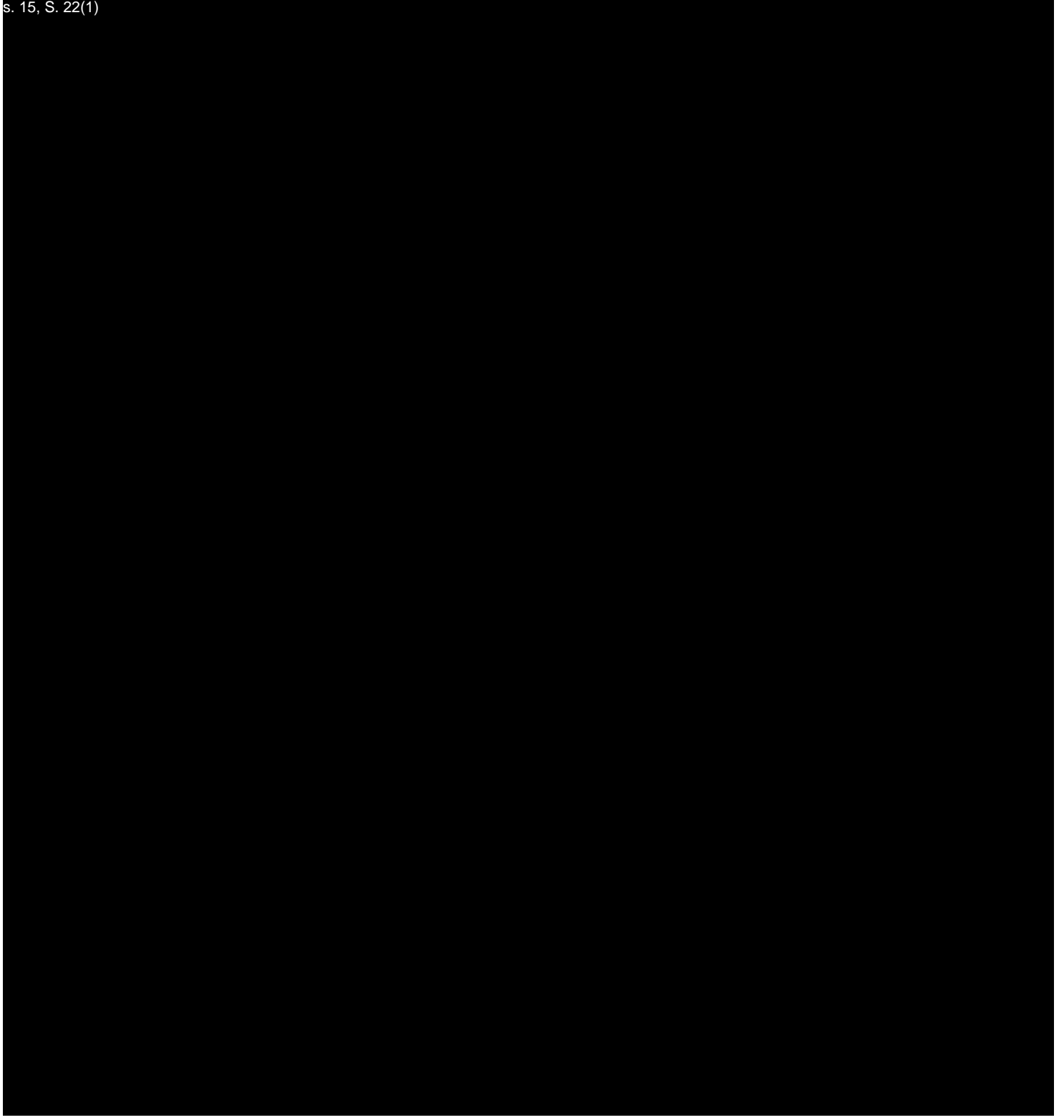
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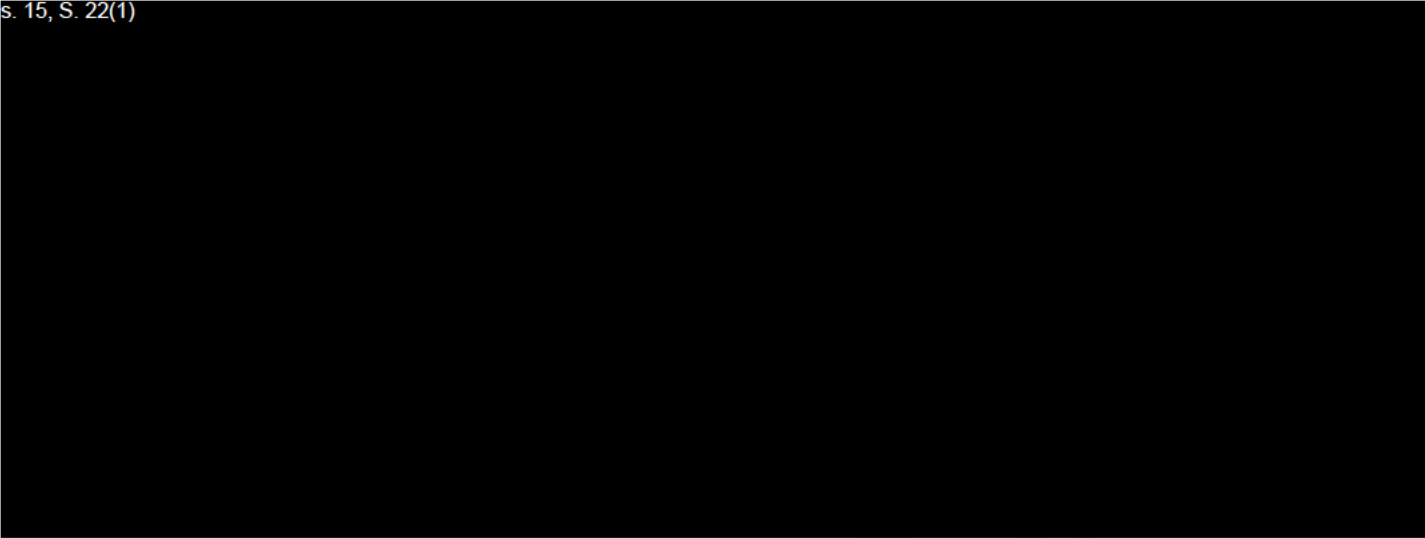
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G. CONCLUSION

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H. RECOMMENDATIONS

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Summary

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Respectfully submitted,

Date: November 17, 2025

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