


Is Anybody Listening? The Cost Of Employee Engagement For Those You Care About




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The Current State

People caring for people in times of great vulnerability and need is the mission of the health care workforce – the mission from which its members derive meaning and experience of joy, health and well being


60% of providers say they are burned out on their jobs	34% plan to look for a new job
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More work days are lost in health care than in industries such as mining, machinery manufacturing, and construction

Through the Eyes of the Workforce, IHI 2015

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What Stops Engagement and Drives Burnout?

Leaders often have an organizational quality mission but don't know how to connect with care providers and lead the change required to improve performance


Care Providers are often disengaged from the organizational mission and focused primarily on the task or resident in front of them

- Overburdened
- Underappreciated
- Lack of control

Residents, families and communities find themselves in health care settings that are not designed around their needs. The Resident is not part of the improvement decisions

IHI, 2016 National Forum

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Google says

Taking Care of Care Providers


Category	Count
Care Providers and Sleep	37,700,000
Care Providers and Healthy Eating	855,000
Burnout & Stress	91,700,000
Care Providers and Laughter	652,000
Mindfulness, Meditation and Care Providers	469,000

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Care Provider Burnout per **Google**




1. Constant Fatigue
2. Feeling Overworked or Under-Appreciated
3. Lack of Enthusiasm about Work
4. Compassion Fatigue



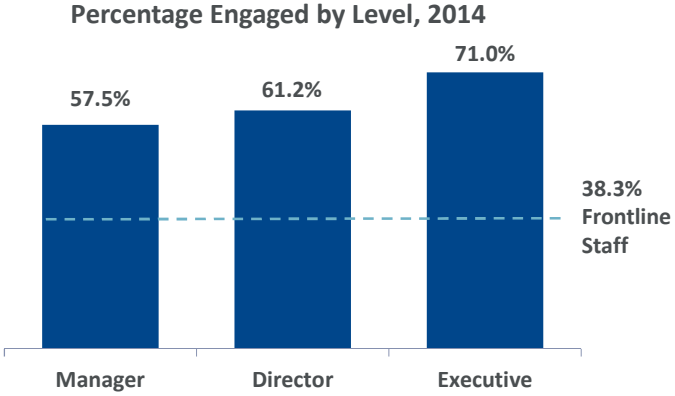
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Leader Engagement Can Be a Hidden Problem



First glance – Leadership Engagement looks strong compared to employee engagement

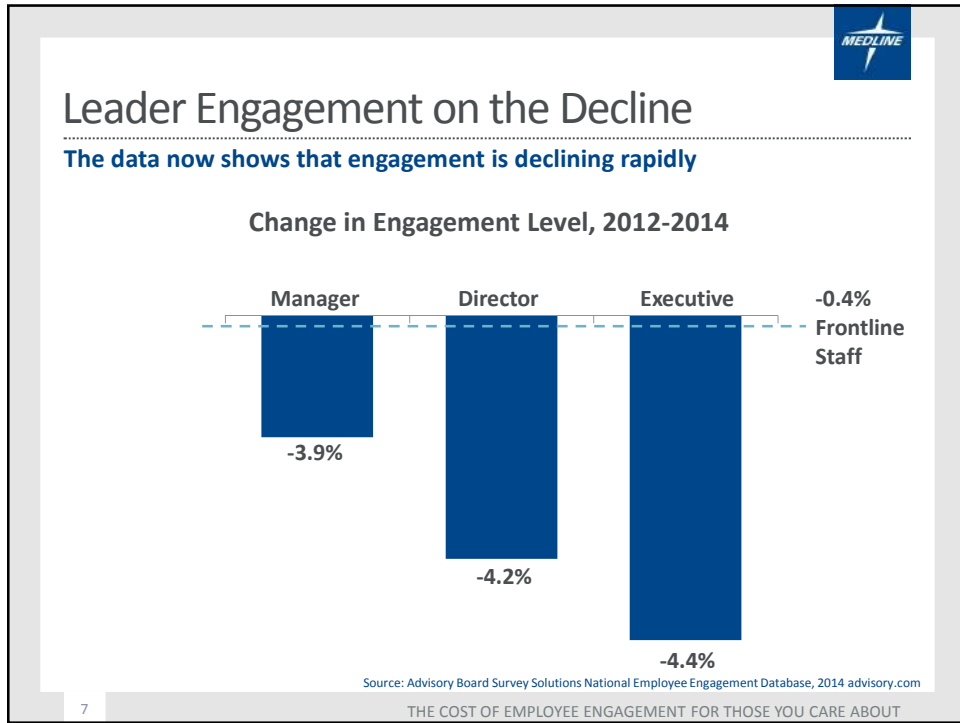
Percentage Engaged by Level, 2014



Level	Percentage Engaged
Manager	57.5%
Director	61.2%
Executive	71.0%
Frontline Staff	38.3%

Source: Advisory Board Survey Solutions National Employee Engagement Database, 2014 advisory.com

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Five Inescapable Market Forces Impacting Leader Engagement

- Constant Connectivity**
Proliferation of smartphones and personal laptops means leaders are available 24/7
- Acute Margin Pressure**
Leaders have to do more with fewer resources due to changing reimbursement structures
- Increasing Pace of Change**
Rapidly changing protocols and procedures leave leaders feeling tired, stressed, and burned out
- Uncertainty About the Future**
Leaders uncertain about the future of their organization and their job security
- Systemization**
Industry-wide mergers and acquisitions are changing organizational culture and structure

Source: Advisory Board Survey Solutions National Employee Engagement Database, 2014 advisory.com

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A Short List of Drivers with the Most Opportunity



Leadership Engagement =

Top Impact Drivers with Running Room


- 1 Executive actions reflect missions and values
- 2 Training and development help me improve
- 3 Interested in promotion opportunities in my unit/department
- 4 Executives respect contribution of department
- 5 Manager has helpful discussions with me about my career
- 6 Kept informed of organization's plans
- 7 Organization recognizes employees for excellent work
- 8 My ideas and suggestions are valued
- 9 Organization helps me deal with stress and burnout
- 10 Performance review helps me improve
- 11 I have a manageable workload

= **Employee Engagement**

Source: Advisory Board Survey Solutions National Employee Engagement Database, 2014 advisory.com

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Top Engagement Drivers for Managers and Directors




Determined by Multivariate Regression Analysis of 42 Engagement Drivers

Driver	Manager Rank	Director Rank
I believe in my organization's Mission	1	2
The actions of executives in my organization reflect our mission and values	2	3
My current job is a good match for my skills	3	5
My organization recognizes employees for excellent work	4	6
My organization provides excellent care to patients	5	1
I understand how my daily work contributes to the organization's mission	6	10
Training and development opportunities offered by my organization have helped me to improve	7	4
I have job security	8	9
My ideas and suggestions are valued by my organization	9	8
I am interested in promotion opportunities in my unit/department	10	13











Source: Advisory Board Survey Solutions National Employee Engagement Database, 2014 advisory.com






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Give Executives a Place to Plug In


Starter List of High-Visibility Opportunities for Executives

Tactic	Capsule Description	Impact on Leader Engagement	Impact on Staff Engagement
Executive Rounding	Executives round on clinical and non-clinical staff and leaders with a specific set of questions		
Mobile Town Halls	Executives host brief town hall meetings in each unit or department		
Executive-led Leader Onboarding	System and facility executives serve as faculty during new leader onboarding		
Branded Informal Conversations with Executives	Executives host regular branded event (usually with food) to have informal conversations with leaders and staff		
Executive Blog	Team of executives communicate directly with leaders and staff via regular blog posts		

 No Impact
  Minimum Impact
  Moderate Impact
  Significant Impact
  Maximum Impact


Source: Advisory Board Survey Solutions National Employee Engagement Database, 2014 advisory.com


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Consider Engagement Goals

Individual Goals


Administrator
 Increase percentage of engaged staff



Nursing Director
 Increase percentage of engaged staff



Medical Director
 Increase percentage of engaged staff



HR
 Increase percentage of engaged staff


OR

Shared Goal


Administrator



Nursing Director


Medical Director


HR

Increase percentage of engaged staff

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What's the Right Metric

Frequently Used Engagement Metrics

Metric	Diagnostic Questions	Pros	Cons
Percentage of Engaged Employees	<ul style="list-style-type: none"> Is your level of disengagement and ambivalence below the 50th percentile? Are you a high performing organization overall? 	<ul style="list-style-type: none"> Most aspirational Individuals typically familiar with metric 	<ul style="list-style-type: none"> Doesn't factor in performance on remaining three engagement categories (content, ambivalent, disengaged)
Engagement Mean	<ul style="list-style-type: none"> Is your level of disengagement and ambivalence above the 50th percentile? 	<ul style="list-style-type: none"> Accounts for performance across entire engagement spectrum (all four categories) 	<ul style="list-style-type: none"> Doesn't resonate with staff Less aspirational
Percentage of Engaged and Content Employees	<ul style="list-style-type: none"> Is your level of disengagement and ambivalence below the 50th percentile? Is your engagement below the 50th percentile? 	<ul style="list-style-type: none"> Focuses on top two categories Individuals typically familiar with metric 	<ul style="list-style-type: none"> Doesn't factor in ambivalent and disengaged performance Less aspirational
Specific Dimension (e.g. teamwork)	<ul style="list-style-type: none"> Is there a performance indicator that stands out as a consistent improvement opportunity or is a more direct driver of a larger organizational priority? 	<ul style="list-style-type: none"> Narrows the focus of the organization to a specific issue or challenge 	<ul style="list-style-type: none"> Doesn't factor in overall level of engagement

Source: Advisory Board Survey Solutions National Employee Engagement Database, 2014 advisory.com

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Employee Engagement Influence on Outcomes

Employee engagement is the individual's feeling of contribution and enthusiasm in work-related activities for the organization

- There is a statistical correlation between high engagement and improvements in productivity, outcomes and job overall satisfaction
- Job involvement and trust are the primary determinants of organizational effectiveness

Nasomboon B. (2014) The relationship among leadership commitment organizational performance and employee engagement

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A Gallup study of **200 Hospitals** found that the **engagement level** of nurses was the **number 1** variable **correlating to mortality** – even beating out number of nurses per patient per day.

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What Does
Engagement
Look Like For
You?

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Key Attributes of Engaged Employees

Rational	Emotional	Motivational
Inspired to do best work	Willing to exceed expected level of effort	Personally motivated to help organization succeed
Muse	Surpass	Resilience
<ul style="list-style-type: none"> Requires a source of inspiration The human spirit must be inspired to generate energy 	<ul style="list-style-type: none"> Requires clear expectations of performance and advancement Recognition and acknowledgement must be given to grow a culture of excellence 	<ul style="list-style-type: none"> Requires relationships, not rugged individualism The capabilities that underlie resilience can be strengthened at any age


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Key Attributes of Engaged Employees


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Inspired to do best work
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Muse Moments

1. **Paint an Inspiring Vision**
 - Core Ideology
 - Envisioned Future
2. **Connect People to the Vision**
 - The POWER of storytelling
3. **Build a Culture of Courage**
 - Remove the source of fear and then build organizational courage
4. **Reward Accordingly**
 - Not about the money but about visibility
5. **Thank them A LOT**
 - Gratitude is the spark that keeps the flame alive in employee's heads and hearts



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Love and Forgiveness

- The science now tells us that these two emotions have incredible impact on health and well-being
 - Love changes perspective
 - Forgiveness heals perspective



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Key Attributes of Engaged Employees

Rational

Inspired to do best work

↓

Muse

- Requires a source of inspiration
- The human spirit must be inspired to generate energy

Emotional


Willing to exceed expected level of effort

↓

Surpass


- Requires clear expectations of performance and advancement
- Recognition and acknowledgement must be given to grow a culture of excellence

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Surpass Strategies

1. **Goal Setting**
 - Define clear performance thresholds for recognition
2. **Effective Delegation**
 - RAA =
 - Responsibility
 - Authority
 - Accountability
3. **Coaching**
 - Listen at multiple levels, include what is not being said
 - Widen the range of options
 - Create ownership and accountability – all parties involve own the actions
 - Remember forward thinking is coaching. Past review of behaviors is feedback



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Mindfulness

Centering and meditation



- Teaching how to meditate
- Centering allows the mind to expand abilities to be more aware of the moment
- Guided Imagery – Use the tools of relaxation and mental visualization to improve mood.


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Key Attributes of Engaged Employees


<p>Rational</p> <div style="border: 1px dashed gray; padding: 5px; margin: 5px auto; width: 80%;">Inspired to do best work</div> <p style="text-align: center; margin: 5px 0;">↓</p> <div style="border: 1px dashed gray; padding: 5px; margin: 5px auto; width: 80%;">Muse</div> <ul style="list-style-type: none"> ▪ Requires a source of inspiration ▪ The human spirit must be inspired to generate energy 	<p>Emotional</p> <div style="border: 1px dashed gray; padding: 5px; margin: 5px auto; width: 80%;">Willing to exceed expected level of effort</div> <p style="text-align: center; margin: 5px 0;">↓</p> <div style="border: 1px dashed gray; padding: 5px; margin: 5px auto; width: 80%;">Surpass</div> <ul style="list-style-type: none"> ▪ Requires clear expectations of performance and advancement ▪ Recognition and acknowledgement must be given to grow a culture of excellence 	<p>Motivational</p> <div style="border: 1px solid blue; padding: 5px; margin: 5px auto; width: 80%; color: blue;">Personally motivated to help organization succeed</div> <p style="text-align: center; margin: 5px 0;">↓</p> <div style="border: 1px solid blue; padding: 5px; margin: 5px auto; width: 80%; color: blue;">Resilience</div> <ul style="list-style-type: none"> ▪ Requires relationships, not rugged individualism ▪ The capabilities that underlie resilience can be strengthened at any age
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Resilience Revolution

1. **Pump up Positivity**
 - Resilience sits with all emotions, but is able to see learning or bring gratitude into the issue or environment
2. **Live to Learn**
 - Learner questions are empowering, they promote more expansive thinking and acceptance
 - Learner questions create meaningful connections with others
3. **Open the Heart**
 - Gratitude both offering it up and receiving
4. **Take Care of Yourself**
 - More on this in a moment
5. **Hang on to Humor**
 - Laughing in the face of adversity is profound for body, mind and spirit




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Laughter

Laughter activates the body. It is like internal jogging.



- Laughter is contagious
- Laughter boosts immunity
- Laughter increases resilience
- Laughter combats depression
- Laughter relieves pain

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MEDLINE

Quick Takes to Bring More Laughter into Your Life

- Make humor a priority – Make a collection of funny cat videos, fun YouTube clips, clean funny jokes.
- Share laughter with friends
- Practice laughter yoga



Caution: Never use laughter at the expense of another human being in your workplace


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Transformation

Acknowledging The Humanity That Lies Within Us



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Questions?

Thank You!