Improving Staff Engagement Without Spending Money and Using Very Little Time

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Disclosures

Relevant Financial Relationship(s):
Nothing to Disclose

Off Label Usage:
Nothing to Disclose
Objectives

• Describe several potential approaches to improve employee engagement
• Develop a strategy to use one or more techniques
• Measure the effectiveness of your approach

What is “engagement”?  

• Intellectual, emotional, and/or values alignment with:
  • Organization
  • Job
  • Manager
  • Co-workers
• Engagement often drives discretionary effort
  • Going above and beyond the baseline job requirements
The engagement spectrum (Gallup)

- **30%** Engaged
- **50%** Disengaged
- **20%** Actively Disengaged

Why is engagement important?

- Absenteeism ➖ 48%
- Turnover ➖ 25 - 65%
- Safety incidents ➖ 48%
- Patient safety incidents ➖ 41%
- Quality Issues ➖ 41%
- Customer rating ➖ 10%
- Productivity ➖ 21%
Stereotypical engagement drivers

- Money (salary, bonuses)
- Titles
- Perks (parking spot, window office)
- Independence

Baseline drivers of engagement

- I know what is expected of me
- I have what I need
- My contributions and opinions are recognized
- Trust in the manager/supervisor
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New employee orientation (onboarding)

- Key drivers of engagement are clarity of expectations & sense of belonging to something
  - Greet them (management availability)
  - Encourage staff to greet them (belonging)
  - Assign a ‘buddy’
  - Check in with them periodically
- Mission, vision, values
Talk to them

• Find a strategic time to walk through the work unit and informally connect with people
• Formal lab huddles (Lean concept)
• Take opportunity to share big picture
• Solicit & share feedback

Talk to them – the huddle board

• Issues/information
• Suggestions (PICK)
• Active PDSA’s
• Data/Metrics
• Red day/green day
• Celebrate!
Include them in solving problems

• Engagement benefits
  - Giving employees a voice (trust)
  - Employees learn from one another
• Staff ‘in the trenches’ are often more knowledgeable about technical/operational aspects
• Managers may know more about strategic aspects or process improvement tools

Add meaning to their work

• Workplace values aligning with personal values = engagement

![Bar chart showing productive output for different levels of engagement](image)
Add meaning to their work

• Mission, vision, values (starting with orientation)
  • How you start meetings, how you make decisions, how you talk every day
  • Everyone plays a part in that purpose

• Tie back to patient
  The needs of the patient come first
  Always providing the right result on the right patient at the right time
  Empowering staff to help others

Continuous performance management

• Annual performance appraisals
  • …because we have to

• Feedback should be like breathing – automatic

You get the behavior you reinforce
Continuous performance management

• Techniques
  • Doesn’t *have* to be face-to-face
  • “When you…. Here’s the impact…”
    • Be specific! “Good job” isn’t enough
  • Practice; ‘3 chits in left pocket’ approach
  • Formal employee recognition program?

Encourage engaging each other

• Social aspects
  • Lateral mentoring
  • Potlucks & other social gatherings
  • Volunteering
• Feedback - ‘Way to go’s’
• Train conflict resolution
• Remote workers
Encourage engaging each other

- Assignments that cross work units, departments, etc.
  - Reinforces purpose, ‘big picture’
  - Networking opportunities
  - Celebrate ‘I don’t know’

Job crafting

- Meeting a goal in different ways
  - Flexibility
  - Autonomy
  - Control

- Three types
  - Boundaries
  - Interaction
  - Perception
Delegate more

- Why to do it:
  - Builds trust
  - Succession planning
- Why it’s hard
- How to do it
  - Defined activity or deliverable
  - Clear instructions
  - Follow-up and feedback

Learning

- Many people like to learn, it’s exciting
- Resources - Knowledge
  - Company programs
  - Online (e.g. Khan academy, Udemy, edX)
  - Podcasts, webinars, books
- Resources - Skills
  - Job expansion
  - Projects
Learning
• What to learn?
  • Chosen by the employee, with guidance from manager or others
  • Career development (e.g. advanced degrees or certification)
    • May not be for the lab
  • Team gaps in knowledge/skills

Encourage wellness
• Stress, mood, and physical wellbeing affect engagement
  • Work/life balance
• Mandated fun
  • Provide the spark
• Wellness is highly individualized
  • Physical
  • Emotional
  • Psychological
Encourage wellness

- Ideas
  - Health & wellness committee
  - Provide information on what’s available
    - Programs & events
    - Technology
  - Provide flexibility
  - Competition or objectives
  - Deskercise (or benchercise)
  - Encourage gratitude

How do you know your strategy is working?
Engagement survey: approach

- Fast, simple, & easy vs. more involved, detailed and granular
- Baseline, then pulse surveys (could be focused)
  - Leverage your huddle board
- Frequency?
  - Want to measure progress, but want to avoid fatigue
  - Talk about how the survey will be used
- Share results – transparency builds trust

Questions to consider

1. Do you know what is expected of you at work? (clear expectations)
2. Do you have what you need to do your work right? (available resources)
3. Do you have the opportunity to do what you do best at work? (leverage strengths)
4. Have you been recognized for good work in the last 7 days? (feedback/recognition)
5. Does your supervisor/co-workers care about you as a person? (social network)
6. Is there someone who encourages your development? (learning)
7. Do your opinions seem to count? (voice)
8. Does the mission/purpose of your company align with your values? (mission/vision/values)
9. Are your coworkers committed to doing quality work? (mission/vision/values)
10. Do you have a best friend at work? (social network)
11. In the last six months, has someone talked to you about your progress? (coaching)
12. In the last year, have you had opportunities to learn and grow? (learning)
Questions not to ask

• Don’t ask questions you don’t want the answer to
• Don’t ask questions you don’t know how to fix (or at least get started)
• Questions imply potential action
• Tonight at home, make some popcorn. Ask your spouse if they want some and when they say "yes," just ignore them. Now multiply that by a few thousand… – Mark Murphy, Forbes

Summary

• As a manager, you have tremendous control over your team’s engagement
• ‘Face time’ is crucial – huddle!
• Involve staff in decisions that affect them
• Set clear expectations and hold people accountable through feedback
• Encourage the concept of ‘the team’
QUESTIONS

Online chat:
Submit through CenturyLink’s chat box

Phone line:
- Press *7 to unmute line
- Press *6 to remute line

Questions & Discussion
Next Upcoming Webinar

Manage to Reimbursement

Presented by: Matt Clark
December 12, 2018