

Reaching Engagement Potential

2017



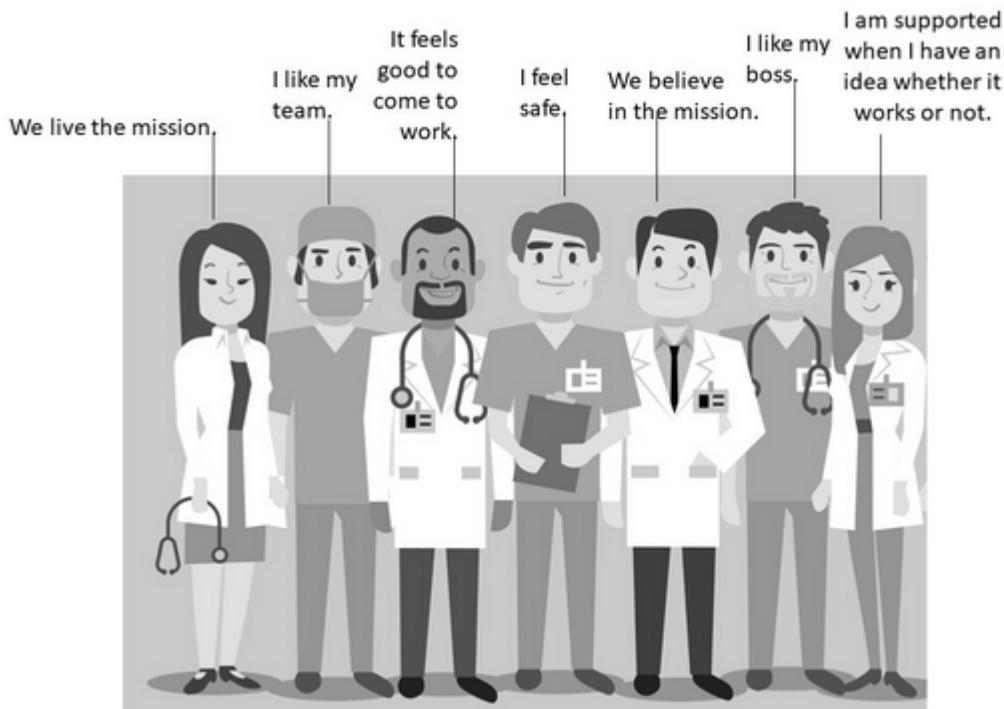
www.healthcareexperience.org

Introduction

Workforce engagement is universally recognized as a critical driver of healthcare performance. Engaged employees are emotionally committed to their leaders and their organizations. Likely, we can each close our eyes and imagine a colleague we count on due to their level of engagement and, vice versa, we can envision a co-worker whose disengagement is dangerous.

Engaged team members are willing and eager to go the extra mile. Engaged employees take extra care to assure fall prevention measures are used, wash their hands according to best practice, speak up when they are concerned, cover an extra shift when someone is sick, or give back their time during nights and weekends to help with a special project. Let's face it; we count on our engaged employees and are fiercely concerned with retaining them!

When you talk to an engaged employee you are likely to hear:



Aren't these the attributes of people we want to have each day at work as a member of our team?

Current State

While it is acknowledged that employee engagement is critically important for the bottom line, recent research has demonstrated the power of engagement:

- Employees who are engaged and find meaning in their work are less likely to leave the organization¹.
- A number of studies have found that engaged workforces are more likely to yield higher performance with patient experiences of care and financial and quality outcomes^{2,3,4}.

Shockingly, however, only 38% of healthcare employees are strongly engaged with their organization despite all the effort and discussion about the importance and value of engagement. This means 60 percent of the workforce is only engaged or is disengaged. The remaining 2.5% are actively disengaged² (sometimes we call them CAVES—Citizens Against Virtually Everything).

A Leader's Opportunity to Succeed

All too often we take for granted our most engaged team members. We inadvertently “hardcode” our dependence on them always being willing to go above and beyond. It is imperative to recognize and show daily gratitude for their efforts. Make certain they know how much you count on them!

Since a staggering 60 percent of the workforce is sitting on the fence waiting to be actively engaged by their leader. Called the leader's biggest zone of influence, engagement for organizations with high scores perform 10% better on customer ratings, 22% in profitability and 21% in productivity than those with lower levels of engagement⁵. Additionally, top quartile employee engagement organizations demonstrate between 25 and 65 percent lower turnover than those in lower engagement quartiles⁶.

A leader's second opportunity is with those who are disengaged. Target them for improvement. We must help those who are disengaged adjust their attitudes or return them to the community by helping them find another job.

What You Can Do

Great leaders work daily to instill confidence and trust in their team. They “get” the power of relationships and genuinely want to understand the priorities of their team and personal motivators of each employee. These leaders are intentional to prioritize morale, teamwork, and achieving results.

At the Healthcare Experience Foundation, we are actively working to equip you with best practices to innovate the status quo and support you to improve outcomes. While we could easily devote an entire book or retreat to elevating employee engagement, the following actions can be taken immediately and have little or no budget implication.

- Make people feel great about themselves! Always take the opportunity to build versus bust confidence. Show you believe in them!
- Devote time to employee rounding or institute 5 minute chats as a way to make sure each person knows they are a priority to you and that you care.
- Send genuine, personal handwritten cards acknowledging specific contributions and don't be afraid to write from the heart.
- Yes, we are nearly all Type A perfectionists, but we need to pause and celebrate achievements and build an arsenal of success stories.
- Measure and act upon team engagement.
- Build trust and manage up the senior team and decisions made by the company.



Create meaningful relationships with your employees and engage and encourage them to create their own meaningful relationships with patients and their loved ones.

Remember, people leave leaders not organizations and this is a leader's daily accountability for engagement. If you write down the name of the best boss you've ever had, chances are he or she is someone you saw as a role model, who motivated and developed you.

You can be that role model to your team also!

References

1. Tular, JM, et al. Improve **employee engagement** to retain your workforce. *Healthcare Management Review*. 2016; 41(4): 316-324.
2. Owens, KM, Eggers, J. Perspective is Everything: Evidence to Improve Engagement. *HR Pulse*. 2017; 37-41.
3. Press Ganey. Achieving Excellence: The convergence of safety, quality, experience and caregiver engagement. 2017.
4. Owens, K, Eggers, J, Keller, S, McDonald A. The imperative of culture: a quantitative analysis of the impact of culture on workforce engagement, patient experience, physician engagement, value-based purchasing, and turnover. *Journal of Healthcare Leadership*. 2017; 2017 (9): 25-31.
5. Sorenson, S. How Employee Engagement Drives Growth. Gallup. 2003. Retrieved from: <http://www.gallup.com/businessjournal/163130/employee-engagement-drives-growth.aspx>
6. Baldoni, J. (July 4, 2013). Employee engagement does more than boost productivity. *Harvard Business Review*. Retrieved from: <https://hbr.org/2013/07/employee-engagement-does-more>.

About the Healthcare Experience Foundation

Mission:

Transforming the healthcare experience

Vision:

Shaping cultures through innovation so every person can receive and deliver the best healthcare

Stay Connected



@HXFoundation



@healthcareexperience



@healthcareexperience

