Leadership Learning and Action Network – Participant Comments

Session 1, Part A: Employee Engagement

Breakout Session 1

1. How do you define employee engagement?
   a. An employee who participates and is enthusiastic about their work
   b. Participation
      i. Interest
      ii. Asking questions
      iii. “Think tanks” and being involved in decision making
      iv. Shared governance
      v. Mutual advisors
   c. Common themes: initiative, self-empowerment, focus on common goals, seek out ways to improve, accountability
   d. People feel free and welcome to offer ideas
   e. Showing up, being present
   f. Employee surveys
   g. Monitoring the sustaining of improvement

2. What does employee engagement look like?
   a. Participation and openness of discussion; honest feedback; showing pride in facility and organization
   b. Employees joining in discussions and presenting ideas
   c. Everyone has a say, they get to choose participants and everybody “has” something to say
   d. Positive exchange
   e. Sharing of thoughts openly
   f. Willingness to learn from failure
   g. Need to bring it up to supervisors and not just concentrate on “lower levels”
   h. More people satisfied in the work they do/employees feel good about the work their doing
   i. Being there for moral support
   j. Transparency, team-based approach
   k. Motivated, willing employees that want to know more and ask questions
   l. Hearing from all levels
   m. Being excited to come to work, invested in facility – easy to spot: people have a smile on their face
   n. Everyone participates toward one goal, participates in meeting, being cohesive as group
   o. Leaders being present in the front line
   p. Leaders involving every staff member and being open to staff-proposed changes, create buy in from staff by empowering them to make changes
   q. Shared governance with an infrastructure to support, in every department

3. Why is employee engagement important to you? To your facility? To IHS overall?
   a. The best ideas come from staff on the front lines because they know the work, they have history and know what has been tried in the past
   b. When staff believe their ideas are listened to, the have ownership and have a totally different attitude
   c. It shows in customer satisfaction and the reputation of the facility
d. Engaged employees take initiative and ownership of projects; the group felt their facilities had good employee engagement, but it is something that can always use help

e. It’s really important to watch people’s body language and behavior in every day interactions, not only in meetings. It provides a more accurate picture of typical behavior and level of engagement

f. To get more involvement. A person cannot do everything. Having ownership and everyone involved increases success rates. Changing the mental mindset that quality improvement work is part of the facility's and everyone's priorities. We feel that we are going in a good direction and need to continue and maintain improvement.

g. Helps facilitate the care for the patient, increases patient satisfaction

h. Having the ability to speak up about issues in the facility

i. Employees need to know they are being heard and listened to and not just a number

j. Can’t get anything done without a team approach – many advisors you have success

k. Leaders not siloing projects and share the responsibility – makes for happier employees

l. Allow us to have fresh ideas, feedback to the person that had the idea

m. Engagement spills over into the care that is delivered because they feel more ownership.

n. Makes the organization a great place to work

o. Looking for ways to get back to patient-centered care

p. Reduces turnover

q. Employees are our best marketing tool. If they’re engaged, we look good as a company (to our patients)

r. Creates a happy and health work environment

s. Employee engagement is the only way for effective change

Breakout Session 2

1. How does your facility currently measure employee engagement?
   a. Employee satisfaction surveys (regular/online)
   b. Attendance at meetings
   c. Not currently measuring, have not done an employee satisfaction survey recently
   d. Meeting attendance and participation in questions
   e. Notes taken at every meeting and shared with the staff
   f. Meeting quorum
   g. Employee of the month and employee awards
   h. Review exit interviews/ Staff turnover reviews
   i. Employee rounding
   j. Recognition awards
   k. Employee Association that hosts events like food sales
   l. GPRA challenges with winners recognized
   m. Online newsletter with hotline/chat line

2. How else could engagement be measured?
   a. Creating a simple thumbs-up or down system with staff to create a feedback loop
   b. Employee association
   c. Employee-driven improvement initiatives
   d. Leadership rounds
   e. Employees asking for more information and what they can do to improve; opportunities for training
f. Leadership having an open door policy

g. Ideas generated from employees

h. Patient satisfaction

i. Measure absenteeism, grievances, ER/LR actions

j. Leveraging exit interview data to help improve employee engagement

k. Employee survey - part of performance evaluation annually - federal wide survey

l. More frequent staff satisfaction surveys

m. Number of employees actively engaged in an improvement project

n. Attendance rates, both for work shifts and activities

o. Anonymous surveys

p. Informal conversations to ask about feelings of empowerment

q. Thumbs-up, thumbs-down process to start a feedback loop

3. What else could be done to promote engagement?

a. Leadership rounds

b. Storytelling and sharing of personal experience and patient impact

c. Fitness challenges

d. Celebrations/meals together

e. GPRA challenge

f. Use of checklist and having employees help to develop standard work processes

g. Involve employees and give them time to work on the initiative (or make it part of daily duties)

h. Exit interviews

i. Could designate/invite volunteers from staff at all levels to become champions for engagement

j. Visibility of leadership breeds credibility. A good mantra for all of us!

k. Perfect is the enemy of good. For example, we don’t need to create the perfect survey to measure employee engagement. Sometimes, just one question is good enough. Michael shared an example of one company that asked one question to their employees to help get them engaged: What is one thing we can do better?

l. Monthly staff meetings, measured by attendance

m. Weekly meeting or staff huddle

n. Notes of all meetings participations

o. All supervisors meeting open roundtable discussion... integrated planning and working together

p. Nursing staff huddles

q. Online newsletter

r. Chat line

s. Incentives during meetings

t. One-on-one time with employees; weekly affirmation time to say thank you and we appreciate you

u. A short time, every shift/every day, dedicated to discussing quality, helps become part of culture

v. Including the topic of engagement and quality in orientation

w. Department protocols toward employee engagement