

Effective Administrative Leadership Strategies To Improve Employment Engagement:

Rounding And Recognition

Department of Pediatrics
AAP Regional Meeting Presentation

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Objectives

- Outline a team-based approach to impacting employee engagement
- Describe two activities to focus engagement
 - Rounding
 - Recognition
- Provide practical tools to use at your institution (appendix)
- Discuss impact of our work
- Open discussion best practices

Interactive Exercise



Rationale/ Call to Action

- FY 2017 Enterprise Plan Initiative re: Employee Engagement
- Opportunities exist in areas related to (specific survey questions from prior survey):
 - I receive regular feedback from my manager on my performance
 - I receive necessary support from employees in my department to help me succeed in my work
 - Executives at my organization respect the contributions of my unit/department
 - I have good personal relationships with coworkers in my unit/department

Process

- Department of Pediatrics Administrative leaders commissioned a taskforce to understand and respond to the results for our non-physician workforce. The objectives of the project included:
 - Increasing employee engagement
 - Engaging staff and leadership through rounding
 - Centralizing collection of employee feedback to identify areas to address centrally
 - Increasing utilization of employee recognition tools
 - Aligning employee engagement with initiatives related to Patient/Family Experience and institutional values and standards

Rounding: What Is It?

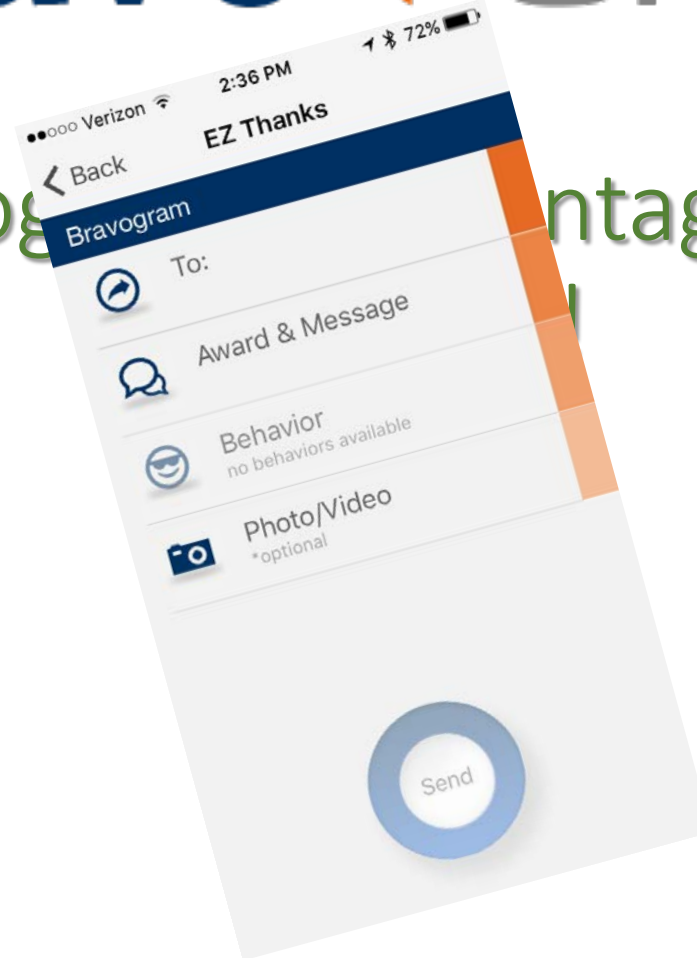
What It Is	What It Is Not
Consistent practice of asking specific questions of key stakeholders (employees) to obtain actionable information.	A “drive-by” or unannounced “touch base” with employee.
Focus on topics specific to your functional area or local concerns.	An unscheduled meeting to get quick update.
A way to have conversations and make connections with people at work.	Water cooler or coffee maker “chat”.

Topics for Rounding

- What kinds of things would you like to have more of a say in?
- Safety Behaviors: Which technique have you found the most helpful in your day-to-day work? Which one is the hardest to practice, and why?
- What could be done to increase the level of trust within our department?
- How is it going, in general? What's taking up a lot of your thinking time?
- What kinds of work experiences that you're engaged in are satisfying to you?
- What concerns and/or worries do you have about your current project/case load/job?

Bravo @CHOP

Recognizing contagious.



The Impact of Recognition

Recognition is the **number one** driver of engagement according to the Harvard Business Review

30% of people improve their performance after being criticized while an astounding **90% of us improve our performance after being praised.**

Stanford
Business School study



INDIVIDUALS WHO RECEIVE REGULAR RECOGNITION AND PRAISE:



Increase their individual productivity



Increase engagement among their colleagues



Are more likely to stay with the organization



Receive higher loyalty and satisfaction scores from customers



Have better safety records and fewer accidents on the job

RETENTION



ENGAGED EMPLOYEES
ARE 87% LESS LIKELY TO
LEAVE AN ORGANIZATION.

They are 5 times less likely
to leave than employees
who are not engaged.

(Dr. Brad Shuck)

SAFETY



Highly engaged
employees have
**48% FEWER SAFETY
INCIDENTS.**

(Gallup)

CUSTOMER SATISFACTION



Companies with highly
engaged employees
score between
**12% AND 34%
HIGHER IN CUSTOMER
SATISFACTION RATINGS.**

(Vance)

PRODUCTIVITY



Engaged employees
have **18% HIGHER
PRODUCTIVITY** and
60% HIGHER QUALITY
than underengaged
employees.

(Insync Surveys)

Timeline – FY17

- Fall
 - Define objectives
 - Host Kick-off meeting/ training sessions
- Winter
 - Divisional Rounding Plans
 - Data submission
 - Weekly engagement emails (see samples)
- Spring
 - Continued rounding exercises
 - Shared themes from survey
 - Addresses central topics
 - Reviewed 2017 Advisory Board Employee Engagement Results

1. Name:

2. Division

3. Estimated number of employees interacted with

4. Roles/titles of employees interacted with

☐ Nursing

☐ Ancillary Providers

☐ Administrative Staff

☐ Registration/front desk staff

☐ Research Coordinator

Other (please specify)

5. Location(s) visited

6. Physician leadership involvement

☐ Yes

☐ No

7. Key themes discussed or identified:

8. Any issues resolved after the interaction (quick wins):

Employee Rounding Survey

Measuring impact/success

- Review of quarterly Bravo statistics
- # of rounds performed per month
- # of people rounded on per month
- Physician involvement in rounds
- Themes identified and solutions implemented
- Successes celebrated
- Employee engagement scores (Spring 2017)

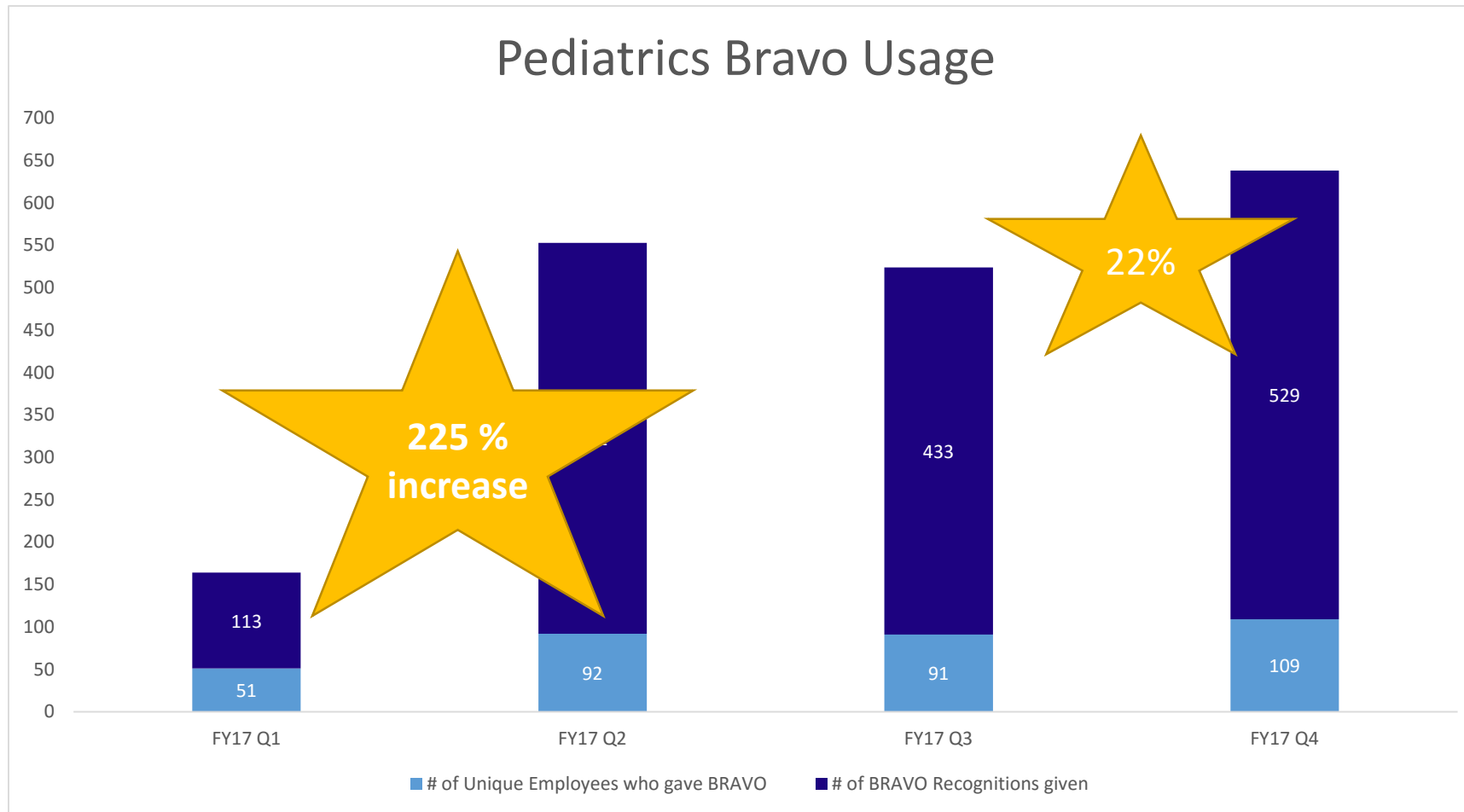
Accomplishments

- Held kick-off meetings and distributed toolkits and handouts to leaders
- Implemented divisional/unit level rounding strategies
- Circulated weekly emails to leaders with focused-topics such as:
 - Importance of follow-up and follow-through
 - Recognizing the past but focusing on the future
 - Engaging physician leaders
 - Role of leader to coach and mentor

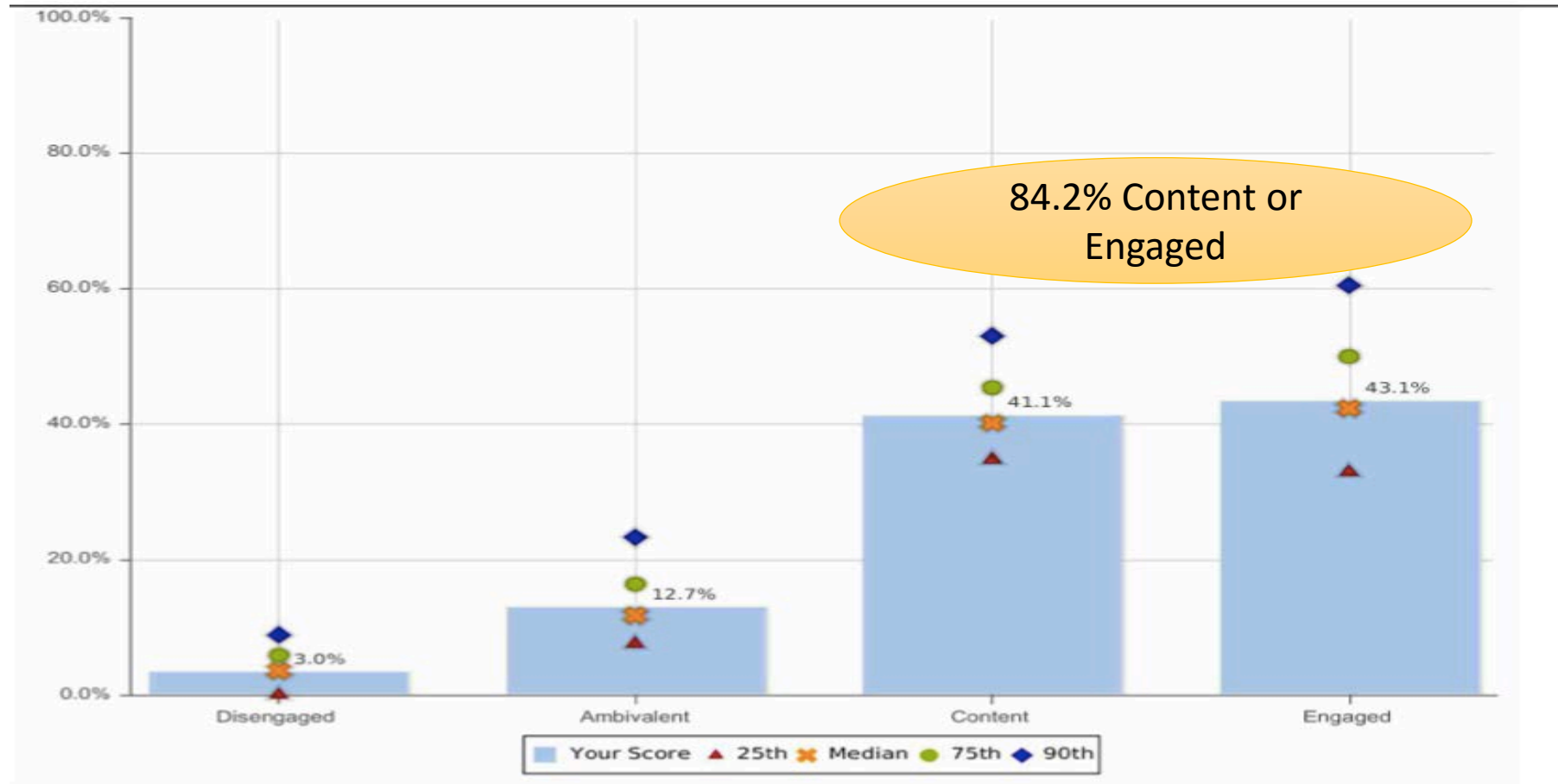
Accomplishments (con't)

- Developed a survey to collect real-time feedback about rounding frequency, identified themes and recognition activities.
- As of 10/5/17, over 90 rounding encounters have been reported with 600 staff interactions. Physician leaders have been involved in 25% of these interactions.
- Bravo! Recognition statistics have been added to the Department's Key Performance Indicator report that is reviewed monthly at the Executive Committee meeting.
- CHOP QPS Day Poster (May 2017)
- AAAP Poster at Annual Meeting (May 2017)

Bravo! Results



2017 Survey Results re: Engagement levels



N=508

Targeted question comparison

	2017		2015	
	<u>A/SA</u>	<u>Benchmark</u>	<u>A/SA</u>	<u>Benchmark</u>
I receive regular feedback from my manager on my performance	57.2%	63.4%	59.3%	60.4%
I receive necessary support from employees in my department to help me succeed in my work	65.0%	74.5%	68.9%	72.4%
Executives at my organization respect the contributions of my unit/department	56.2%	59.0%	59.6%	56.3%
I have good personal relationships with coworkers in my unit/department	85.1%	86.2%	88.1%	85.2%

New opportunities exist on these questions

- My current job is a good match for my skills. (top driver impact)
- If I wanted to explore other jobs within the organization, my manager would help me do that
- I receive the necessary support from employees in my unit/department to help me.
- I receive regular feedback from my manager on my performance.

Next Steps

- Lunch and Learns about specific cross-Departmental functions
- Workshops focused on:
 - Feedback
 - Coaching
 - Stay interviews
 - Evaluations
- Divisional announcement of open positions within Peds (practices and business office)
- List of common goals across the Department for administrative staff to use in performance evaluations

Discussion

- What type of meaningful reward or recognitions programs to you have at your institutions?
- What types of focused interventions have you attempted to implement at your institutions?
 - Successes
 - Failures
- How do you measure real-time engagement, instead of waiting for annual surveys?