The ally within: activating employees in the battle to engage consumers

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Roadmap

→ Current State of Employee "Engagement"

→ Measuring Employee Engagement

→ Employee Engagement + Consumer Experience

→ What the Future Holds

→ Discussion

Current State of Employee Engagement

The Nature of Work

→ The nature of work tends to embody a natural negativity and has done so since the industrial revolution

→ In 2016, 49% of US workers reported satisfaction with their job, good for a 10-year-high in satisfaction

→ Workers claim being overworked and underpaid are their two biggest barriers to feeling engagement in their employment

Source: Dale Carnegie EE Study, 2017; smallbizlabs.com, 2016

What does 'Employee Engagement' mean to you?

Maslow's Hierarchy of Needs

Self-Actualization

Self-esteem, Respect

Family & Friends

Personal Safety

Air, Food, Shelter

Why Should We Care if Employees are Engaged?

→ We can all recall the damage caused by being unengaged at work

→ Nurse engagement is number one variable correlating to mortality (more than nurse-to-patient ratio)

→ When engagement increases: absenteeism and staff turnover tend to decline (and sometimes dramatically)

→ True engagement: emotional commitment to the organization and its mission

Source: Dale Carnegie EE Study, 2017; smallbizlabs.com, 2016

Engagement

≠

Satisfaction or Happiness

Is Employee Engagement a Top 10 Priority in Your Organization?

Current State of Employee "Engagement"

→ Just 26% of organizational leaders said employee engagement is 'very important'

→ 31% of managers strongly agreed that their companies make employee engagement a top priority (16% disagreed)

→ 41 percent of senior leaders believe they are supporting their managers in efforts to engage their employees (8% disagreed)

Source: Dale Carnegie EE Study, 2017

How do we increase employee engagement?

The Link Between Salary and Employee Satisfaction

10% increase in Employee Salary

1% increase in Employee Satisfaction

Source: Glassdoor.com, 2015

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Measuring Employee Engagement

Measuring Employee Engagement

→ As an industry we are not lost on the importance of measuring employee engagement

→ Human Resources departments are often flooded with requests and ideas on how to measure employee performance and engagement

→ Measuring engagement enjoys much interest but very little consistency across the industry

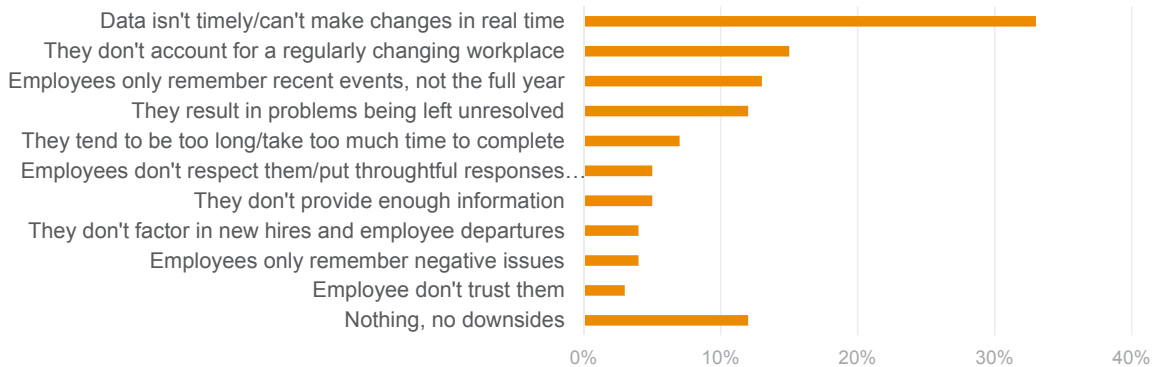*Source: NRC Health's Employee Engagement studies, 2018*

How often do you measure employee engagement?

Measuring Employee Engagement

Reasons Managers Give for Dissatisfaction with Annual Employee Surveys

Reason	
Data isn't timely/can't make changes in real time	
They don't account for a regularly changing workplace	
Employees only remember recent events, not the full year	
They result in problems being left unresolved	
They tend to be too long/take too much time to complete	
Employees don't respect them/put throughtful responses…	
They don't provide enough information	
They don't factor in new hires and employee departures	
Employees only remember negative issues	
Employee don't trust them	
Nothing, no downsides	

0%   10%   20%   30%   40%

Source: NRC Health's Employee Engagement studies, 2018

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National Average on Employee Engagement

As an employee, what is your level of engagement?

Average Consumer NPS = 14

Average Patient NPS = 70

38.8%

32.0%

29.2%

NRC Average

● Engaged (9 or 10) ● Passive (7 or 8) ● Disengaged (0-6)
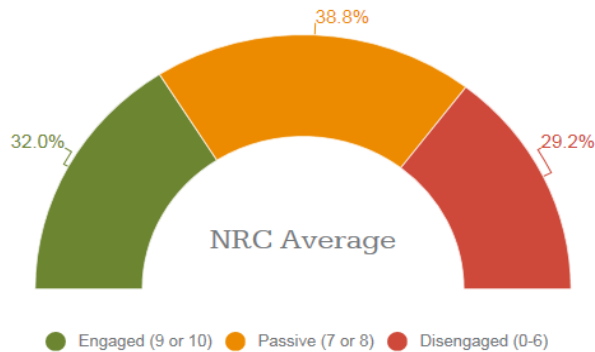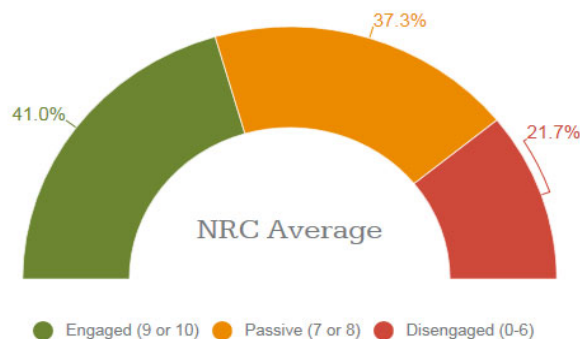
Source: NRC Health's Employee Engagement studies, 2018

Employees on the Patient Experience

How engaged is your organization on delivering the patient experience?

37.3%

41.0%

21.7%

NRC Average

● Engaged (9 or 10) ● Passive (7 or 8) ● Disengaged (0-6)

Source: NRC Health's Employee Engagement studies, 2018

Measuring Employee Engagement

→ The employee view of engagement is more closely associated with a general consumer's view – not the patients they serve

→ Our employees represent the largest section of consumers who we have an opportunity to educate on a daily basis

→ We have largely failed to connect the dots between our need for engaging our employees and our need for engaging our consumers
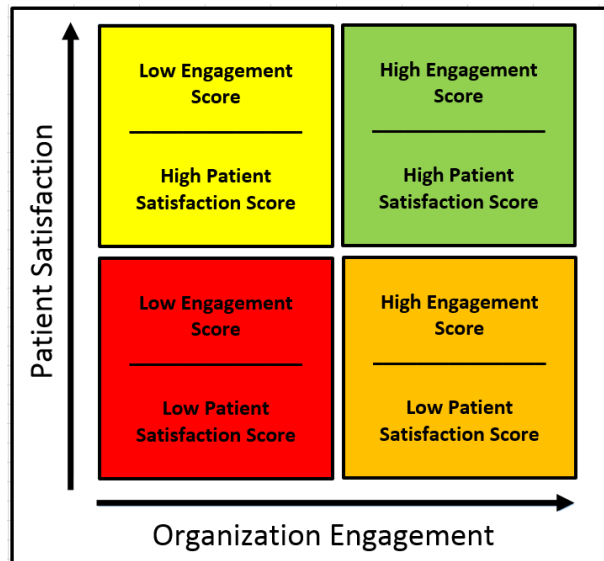
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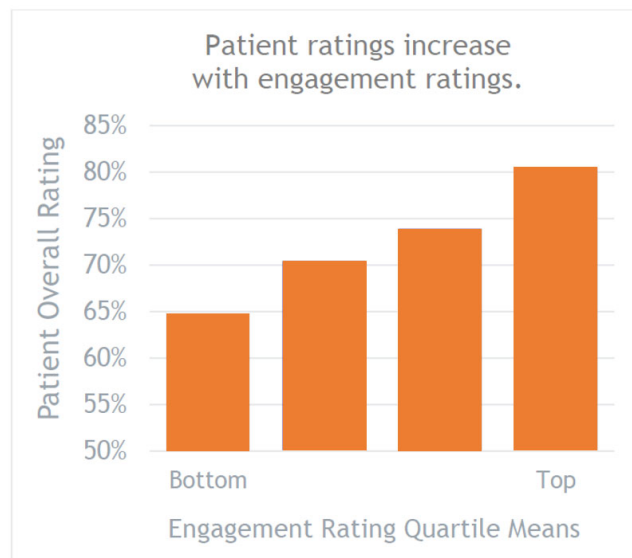

Employee Engagement

✚

Consumer Experience

Employee Engagement + Consumer Experience

Source: NRC Health's Employee Engagement studies, 2018

Employee Engagement + Consumer Experience

Patient ratings increase with engagement ratings.

Source: NRC Health's Employee Engagement studies, 2010-2016

Measuring the Employee / Consumer Connection

Employee Dimensions
Commitment
Manager Investment
Peer Relationships
Job Satisfaction
Custom Culture Questions

Consumer & Patient Dimensions
Access to Care
Continuity and Transition
Coordination of Care
Emotional Support
Information and Education
Involvement of Family and Friends
Physical Comfort
Respect for Patient Preferences
Patient Safety

Source: NRC Health's Employee Engagement studies

Measuring the Employee / Consumer Connection

Employee Engagement + Consumer Experience

	Commitment	Job Satisfaction	Manager Investment	Peer Relationships
NRC Average	75.6%	53.5%	66.0%	75.4%

■ NRC Average
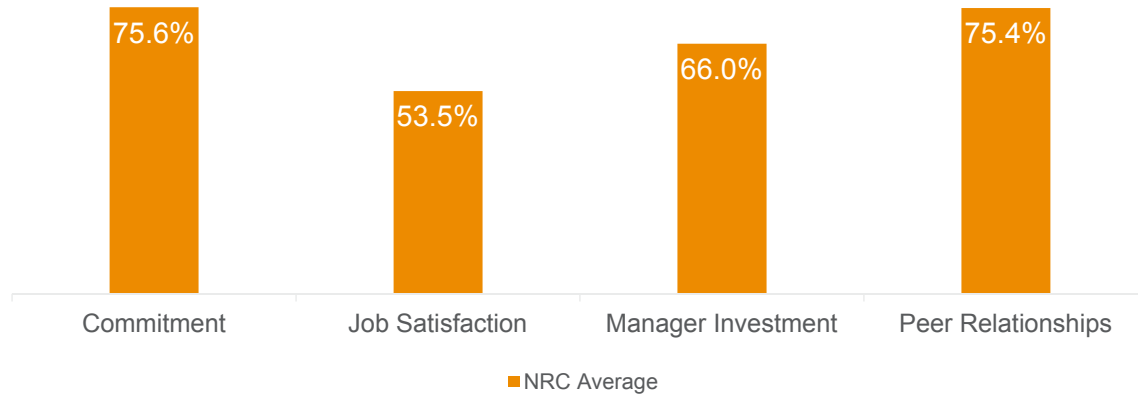
Source: NRC Health's Employee Engagement studies

Employee Engagement + Consumer Experience

Access to Care	Continuity and…	Coordination of Care	Emotional Support	Information and…	Involvement of…	Patient Safety	Physical Comfort	Respect for Patient…
24%	38%	36%	37%	50%	47%	41%	58%	57%

──NRC Average

Source: NRC Health's Employee Engagement studies

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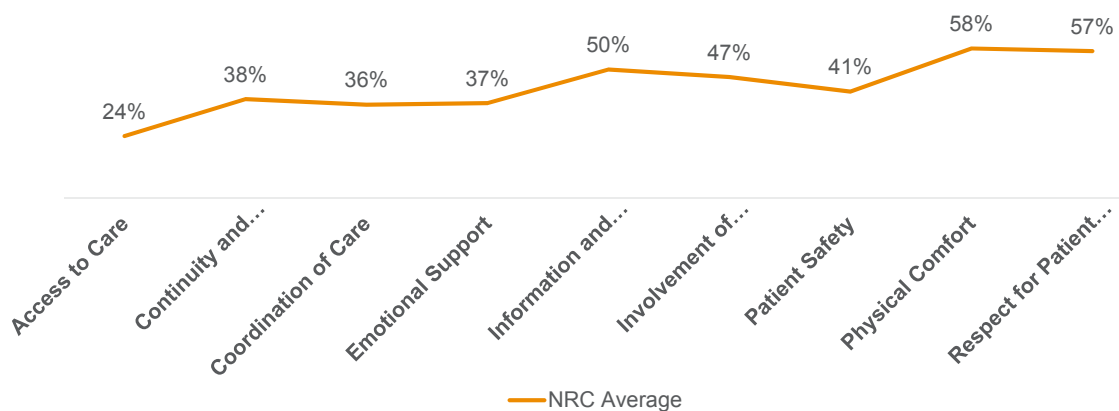
Have You Improved Engagement – and How?

Measuring Employee Engagement

→ Virtually every organization has some link between its employees and their engagement and its consumer and patient experiences

→ There is incredible potential for improvement in engagement from both key audiences – employees and consumers

→ Experiences aside, what about perceptions? And, can consumer perception and employee perception be linked?

Source: NRC Health's Employee Engagement studies, 2018

UIMC (Chicago, IL): Branding the Employee Experience
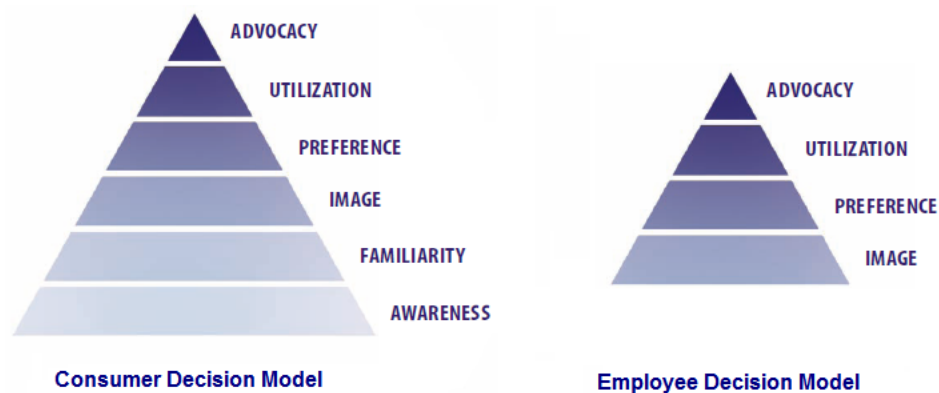
Branding the employee experience

→ Benefits fairs
→ Physician directory
→ Primary care web page
→ Find A Doctor Resource
→ Online appointment requests
→ Leadership advocacy (testimonials)
→ Open enrollment page
→ Employee app
→ C-Suite presence

Source: University of Illinois Medical Center

Strategy: Support existing HR and employee benefits activities while continuing to improve the pathways to utilization for employees by considering their decision-making.

UIMC – Measuring Consumer Perception via Employees

ADVOCACY
UTILIZATION
PREFERENCE
IMAGE
FAMILIARITY
AWARENESS

Consumer Decision Model

ADVOCACY
UTILIZATION
PREFERENCE
IMAGE

Employee Decision Model

Source: University of Illinois Medical Center

Employee Perception
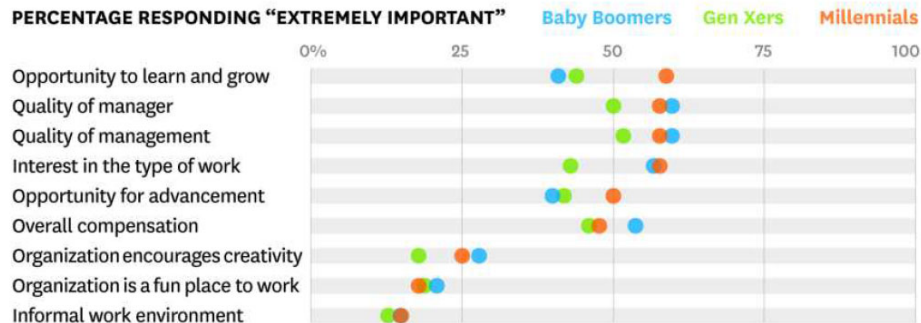
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Consumer Perception

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What Employees Want: Generational Breakdown

What Different Generations Look for When Applying for a Job

According to a survey of 1,700 U.S. workers.

PERCENTAGE RESPONDING "EXTREMELY IMPORTANT"   Baby Boomers   Gen Xers   Millennials

	0%	25	50	75	100
Opportunity to learn and grow					
Quality of manager					
Quality of management					
Interest in the type of work					
Opportunity for advancement					
Overall compensation					
Organization encourages creativity					
Organization is a fun place to work					
Informal work environment					

Source: Dale Carnegie EE Study, 2017

Millennials as Employees

→ Millennials have created the first 'four-generation workforce' in the US

   – Older generations are working longer and facing an increasingly youthful workforce

→ Millennials as employees (or "Milloyees") do not often value traditional workplace norms

→ 2 in 3 Millennials would *rather* make 40k/year at a job they love than 100k/year at a job that they find boring

"Milloyees" Theme #1: Flex-style

Millennials seek a work-life balance require schedule flexibility (including WFH), and adore entrepreneurship

→ Advantages: Millennials avoid burnout and problem solve by taking less common approaches to problems – and by taking work a little less seriously they often creatively solve issues and perform at a high level

→ Disadvantages: Millennials tend to demand work-life balance and they are far less loyal to companies (they will have an average of 11 jobs in their professional career) and more willing to depart to another employer if they cannot easily solve their current issues

SOURCE: PWC Study of Millennials in the Workplace, 2015

"Milloyees" Theme #2: Tech-Obsessed

Millennials rely completely on technology - 74 percent think new technology makes life easier whereas older generations are more concerned about learning new technologies and keeping up

→ Advantages: Millennials can boost an overall organization's Tech IQ by bringing unique, personal knowledge of emerging technologies and educating/training others to use resources

→ Disadvantages: Millennials are more easily distracted by technology, have shorter attention spans and can struggle to focus on large, long-term projects

SOURCE: PWC Study of Millennials in the Workplace, 2015

"Milloyees" Theme #3: Getting Personal

Millennials are less concerned re: privacy and prefer open workspaces and peer-to-peer collaboration

→ Advantages: Millennials are open communicators who do not struggle to share their perspective – they prioritize personal relationships and are open to teamwork, idea sharing and will provide feedback

→ Disadvantages: Many prioritize personal relationships over work and can be easily distracted by non-work-related activity - they can also be frustrated by traditional office structure and discouraged by office practices they perceive as archaic

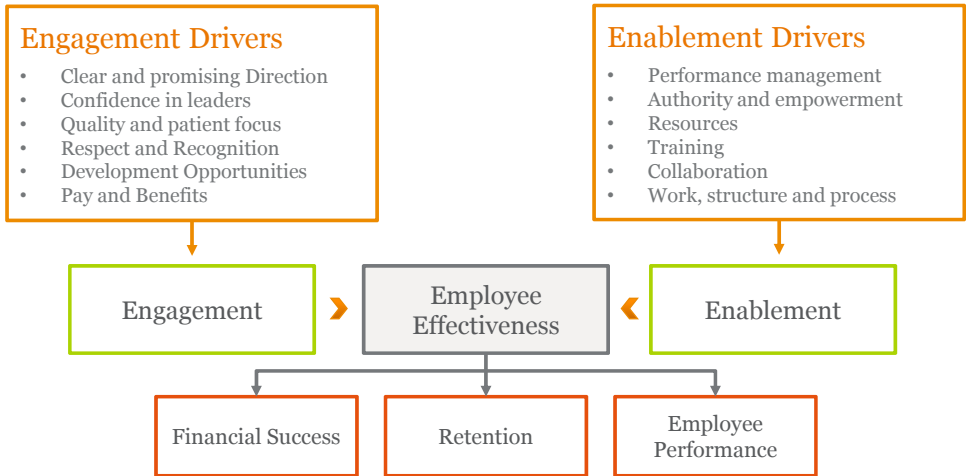*SOURCE: PWC Study of Millennials in the Workplace, 2015*

Last Word on Employee Engagement

→ Employee engagement is truly difficult to attain – and maintain

→ Re-connecting caregivers (and care support roles) to what the consumer and patient wants seems to work

→ Different types of employees must be treated differently in both measurement and engagement solutions

→ If we do all this, will our employees be engaged?

The Birth of Employee Enablement

Improving the Culture: Engagement + Enablement

Engagement Drivers
- Clear and promising Direction
- Confidence in leaders
- Quality and patient focus
- Respect and Recognition
- Development Opportunities
- Pay and Benefits

Enablement Drivers
- Performance management
- Authority and empowerment
- Resources
- Training
- Collaboration
- Work, structure and process

Engagement › Employee Effectiveness ‹ Enablement

Financial Success   Retention   Employee Performance

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How Will You Drive 'Employee Enablement'?

Time Spent on Career Planning

Hours Spent in a Year

Activity	Hours
Sleeping	2766.4
Leisure and sports	946.4
Eating and drinking	436.8
Caring for others	436.8
Household activities	400.4
Education	320.8
Planning a wedding	160.0
House hunting	39.0
Planning a vacation	22.5
Car purchase	10.0
Career planning	1.5
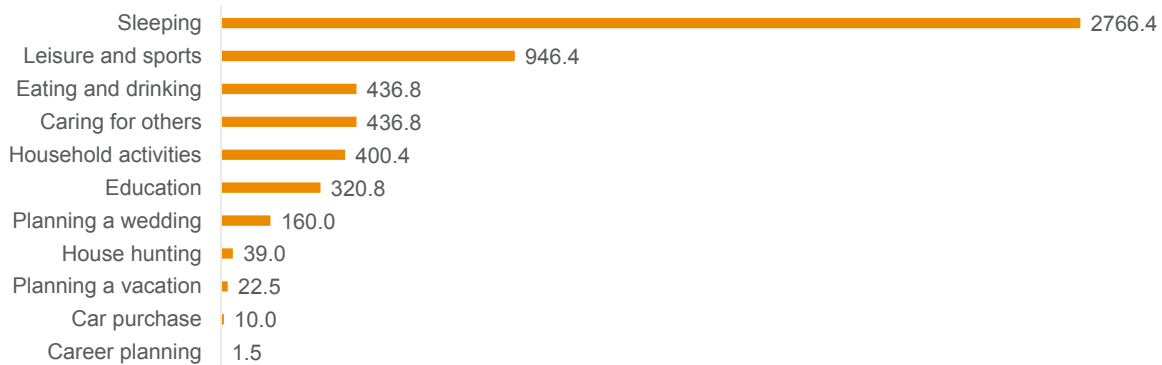
The Mission/Vision/Values Factor

MISSION	Why do we exist?
VISION	**Where are we going?**
VALUES	What behaviors will get us there?
EXPERIENCE	The benefactor of all of the above

Employee Enablement as the First Wave

ST. VINCENT'S
HEALTHCARE

Associates, join us as we preview a new advertising campaign and tagline for St. Vincent's HealthCare.
Our mission-driven associates take center stage with heartfelt true stories you won't want to miss!

St. Vincent's
St. Catherine
November 10
Bryan Auditorium
9 a.m. - 5 p.m.*

St. Luke's
November 11
Auditorium A, B & C
9 a.m. - 5 p.m.*

*Sessions will occur every hour.

"Don't let your employees first lay eyes on the campaign during their morning commute."

Kelly Brockmeier
St. Vincent's

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Employee Enablement Through Service Recovery

→ Because healthcare is imperfect, how we recover an important part of any strategy to build loyalty

→ Encouraged response times to consumers:
  – 1 hour on social media
  – 1 day over the phone
  – 15 minutes in person

→ The Service Recovery Paradox: consumer admires brand more after problem is fixed than they would have if no problem occurred in the first place

SOURCE: National Research Corporation's "The New Payer" study, 2015, n size = 3,083

Most Popular Areas in Need of Improvement

Survey employees more frequently and be willing to demonstrate action taken based on results of employee feedback

Conduct and/or refresh salary and benefits competitive analysis combined with active development opportunity promotion to employees

Ensure managers are meeting with their direct reports on a regular basis (at least bi-weekly)

Conduct focus group with clinicians on how to improve their perception of care and consistency in care delivery
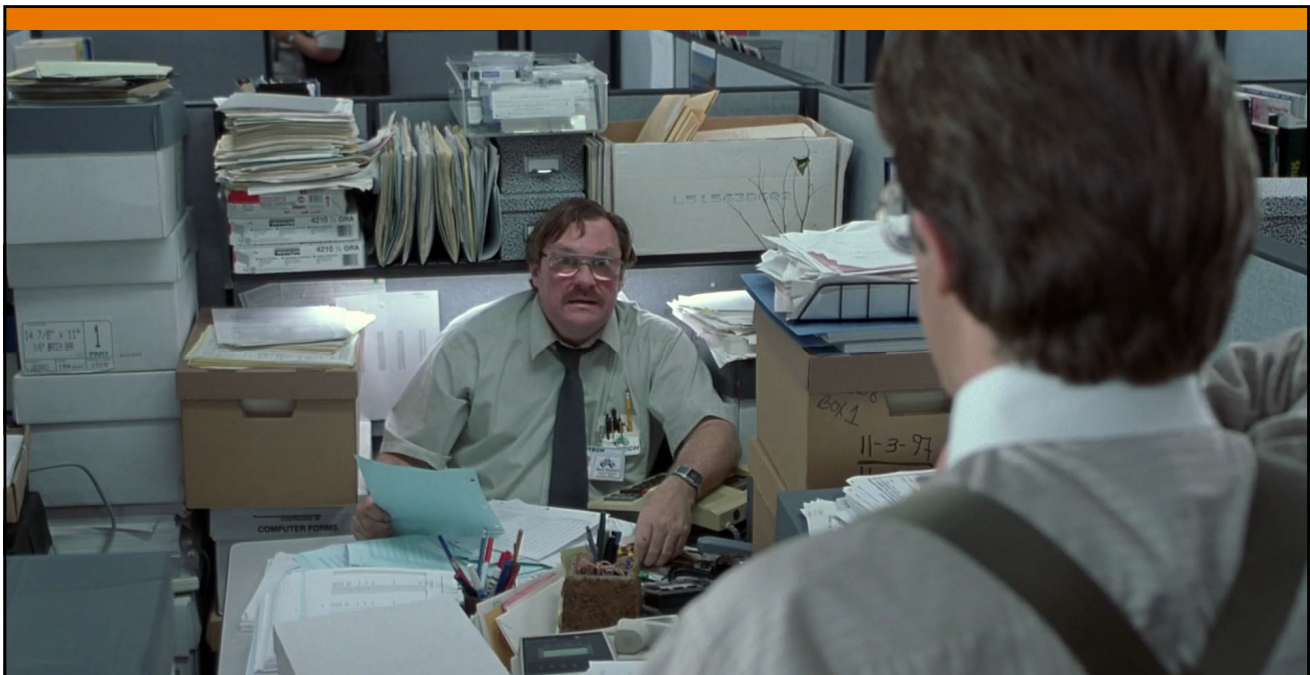

Accountability and Regularity of Executive Leadership Rounding

Source: NRC Health Employee Engagement studies, 2018

Conclusion

→ Most employees struggled to stay engaged on their own

→ Our measurement of employee engagement has mostly failed us

→ Consumers and patients are an interesting triangulation of our internal relationship between leaders and employees

→ We must work to engage and enable employees to be their best

Discussion