

# The Role of Our Workforce in Consumer-Driven Healthcare



A Governance Institute Webinar  
*presented by*

Ryan Donohue  
Strategic Advisor, NRC Health

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## Today's Presenter



**Ryan Donohue** is the Corporate Director of Program Development and Strategic Advisor for NRC Health. He also an advisor to The Governance Institute. Through NRC Health's consumer perception division, Ryan has partnered extensively with hospitals and health systems to leverage market intelligence and build consumer-centric healthcare brands. Ryan has studied the effect of consumerism across multiple industries and collaborated with Mayo Clinic, Northwestern Memorial Hospital, Vanguard Health Systems, Trinity Health, Medical College of Georgia, and other providers big and small to analyze and understand consumer decision making. Ryan specializes in creating simple yet effective strategic models any healthcare brand can use to reach and influence its customer base.

# Learning Objectives & Continuing Education

After viewing this Webinar, participants will be able to:

- Identify the major flaws in employee engagement in healthcare.
- Connect the C-suite and senior leadership to the employees who will deliver their strategy.
- Explain what consumers value and how those values can connect the internal dots for healthcare organizations.

## Continuing Education Credits Available:

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# Continuing Education (continued)

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Program level: Overview  
No advanced preparation required  
Field of Study: Business Management and Organization  
Delivery method: Live Internet  
Maximum potential CPE credits: 1.0

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This educational activity does not include any content that relates to the products and/or services of a commercial interest that would create a conflict of interest. There is no commercial support or sponsorship of this conference.

None of the presenters intend to discuss off-label uses of drugs, mechanical devices, biologics, or diagnostics not approved by the FDA for use in the United States.

# 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 U.S. 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?



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# Maslow's Hierarchy of Needs



# 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?



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## Polling Question:

To what extent is employee engagement and its effects on patient experience a concern or priority for your organization's leadership and strategy?

- a) It is one of our top five priorities.
- b) It is one of our top 10 priorities.
- c) We are discussing moving this higher on our list of priorities.
- d) We feel our employees are already fully engaged.



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## 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% 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?



# How do we increase employee engagement?



## Polling Question:

How much does a 10% raise boost an employee's satisfaction in his or her role?

- a) 25 percent
- b) 12 percent
- c) 5 percent
- d) 1 percent

# The Link Between Salary and Employee Satisfaction



*Source: Glassdoor.com, 2015.*

# 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?



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# Measuring Employee Engagement

## Reasons Managers Give for Dissatisfaction with Annual Employee Surveys



Source: NRC Health's Employee Engagement Studies, 2018.



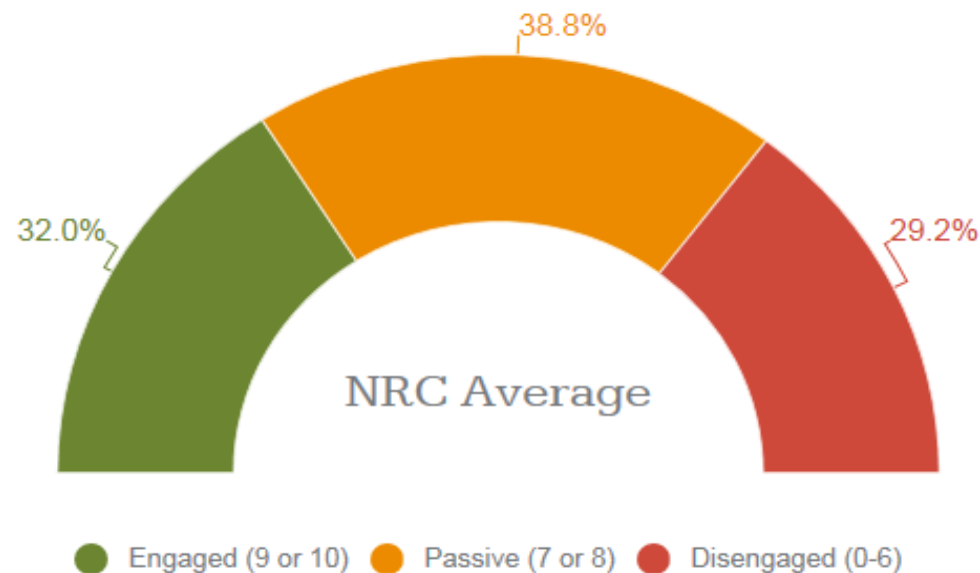


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# National Average on Employee Engagement

*As an employee, what is your level of engagement?*

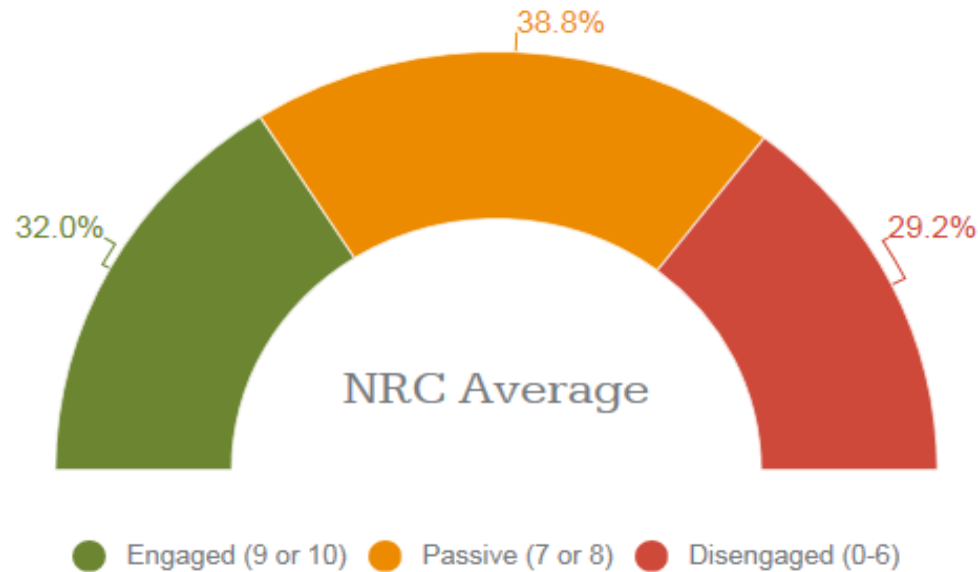


*Source: NRC Health's Employee Engagement Studies, 2018.*

# National Average on Employee Engagement

*As an employee, what is your level of engagement?*

**Average  
Consumer  
NPS = 14**



*Source: NRC Health's Employee Engagement Studies, 2018.*

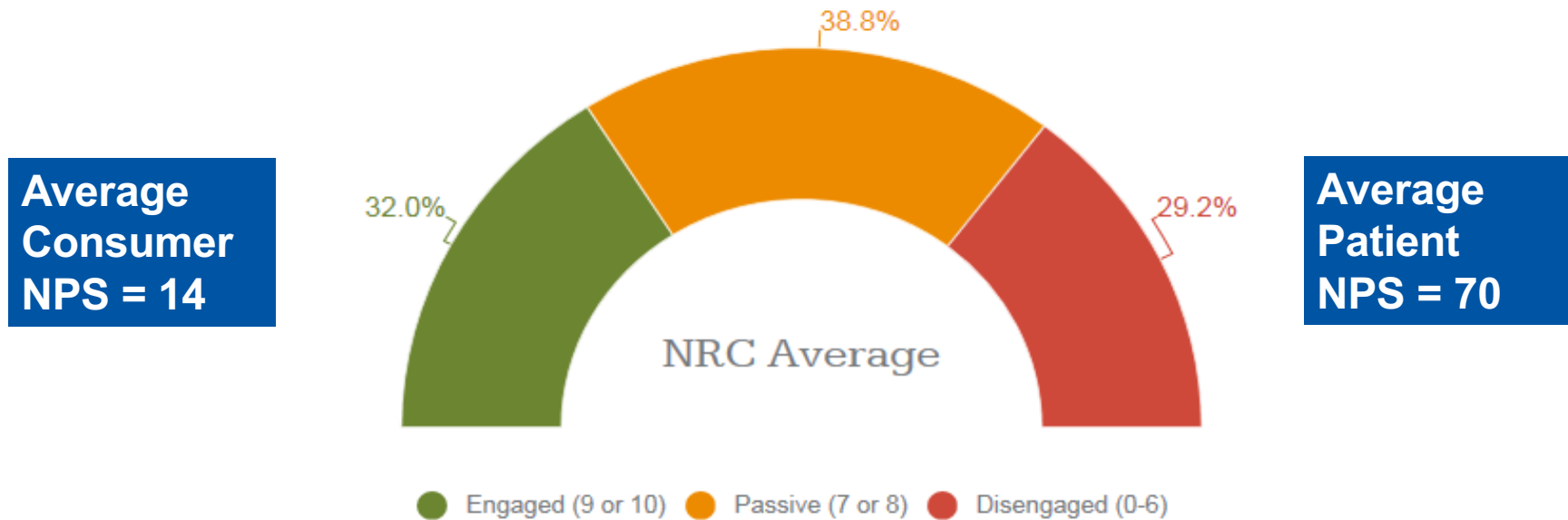
## Polling Question:

What is the average Net Promoter Score (NPS) given by a hospital patient?

- a) 14 (out of 100)
- b) 25 (out of 100)
- c) 50 (out of 100)
- d) 70 (out of 100)

# National Average on Employee Engagement

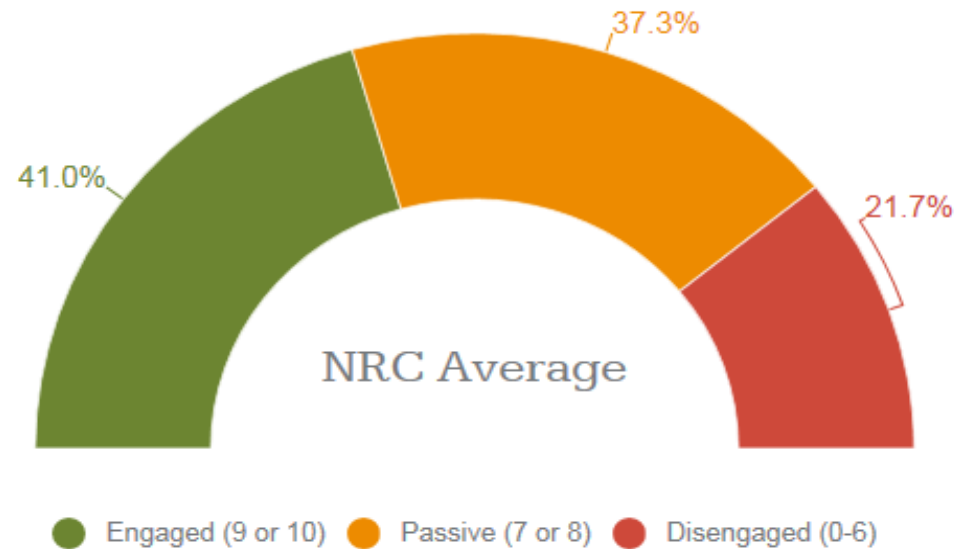
*As an employee, what is your level of engagement?*



Source: NRC Health's Employee Engagement Studies, 2018.

## Employees on the Patient Experience

*How engaged is your organization on delivering the patient experience?*



*Source: NRC Health's Employee Engagement Studies, 2018.*

# Measuring Employee Engagement

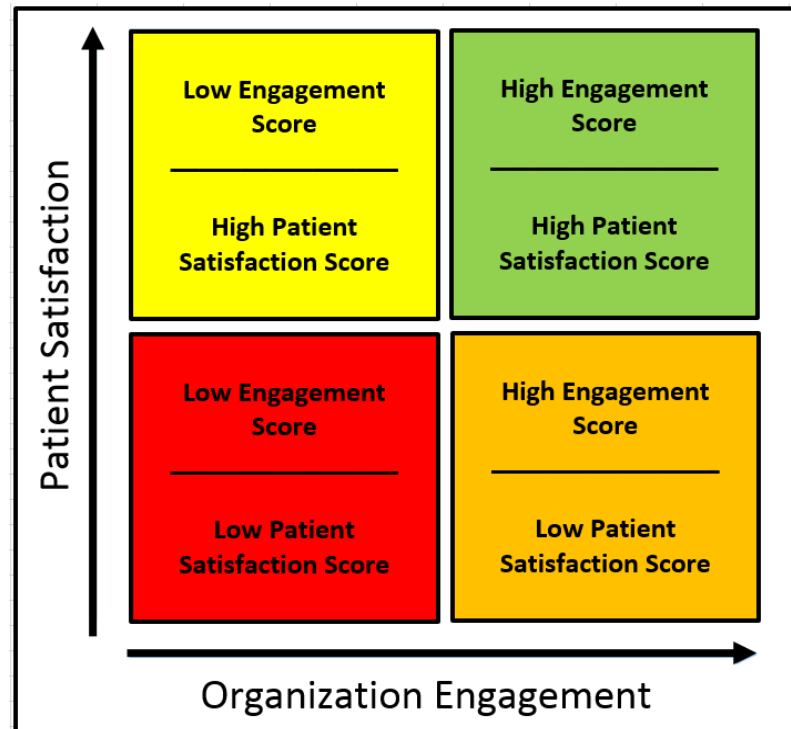
- The employee view of engagement is more closely associated with a general consumer's view, not the patients they serve.
- Our employees represent the largest section of consumers who we have an opportunity to educate on a daily basis.
- We have largely failed to connect the dots between our need for engaging our employees and our need for engaging our consumers.

*Source: NRC Health's Employee Engagement Studies, 2018.*

# Employee Engagement + Consumer Experience

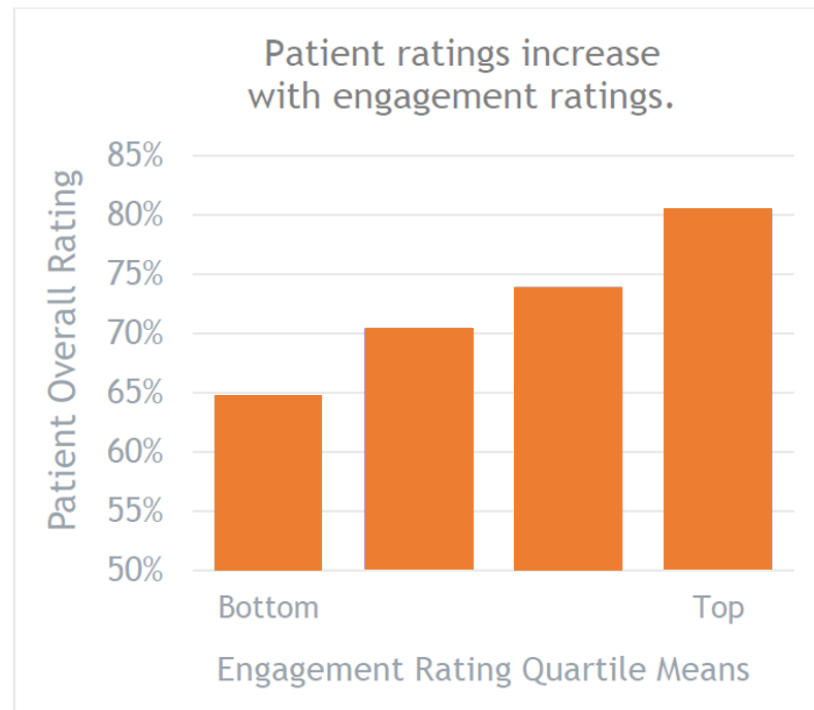


# Employee Engagement + Consumer Experience



Source: NRC Health's Employee Engagement Studies, 2018.

# Employee Engagement + Consumer Experience



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

# Measuring the Employee/Consumer Connection

Employee Dimensions
Commitment
Manager Investment
Peer Relationships
Job Satisfaction
<i>Custom Culture Questions</i>

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

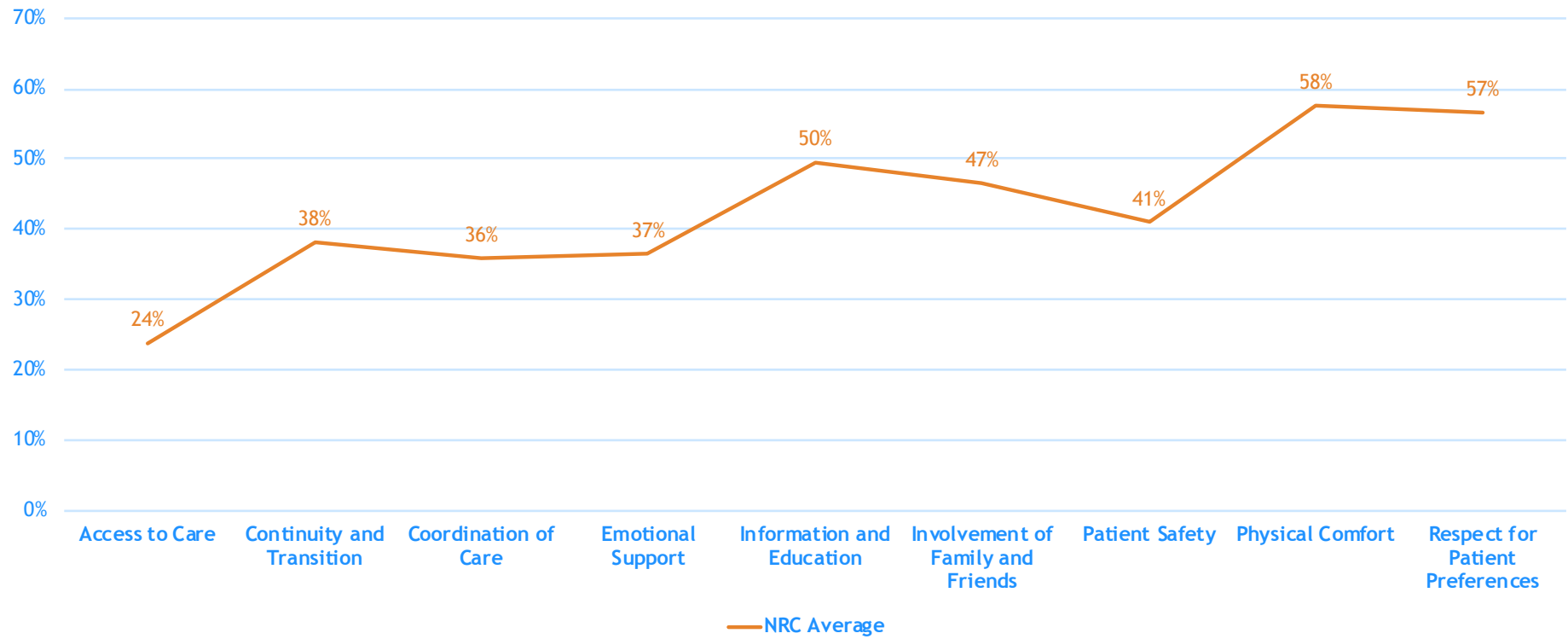


# Employee Engagement + Consumer Experience



Source: NRC Health's Employee Engagement Studies.

# Employee Engagement + Consumer Experience



Source: NRC Health's Employee Engagement Studies.



Have You Improved  
Engagement? How?



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# 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

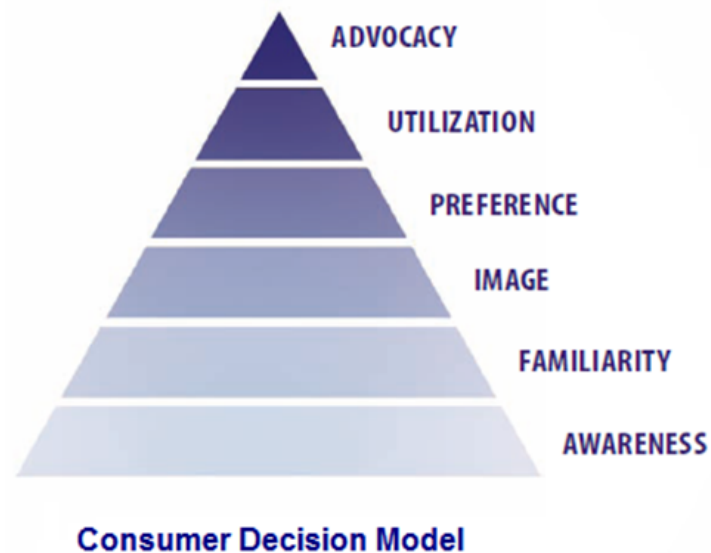
- Branding the employee experience
  - Benefits fairs
  - Physician directory
  - Primary care Web page
  - Find a Doctor resource
  - Online appointment requests
  - Leadership advocacy (testimonials)
  - Open enrollment page
  - Employee app
  - C-Suite presence



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

*Source: University of Illinois Medical Center.*

# UIMC - Measuring Consumer Perception via Employees



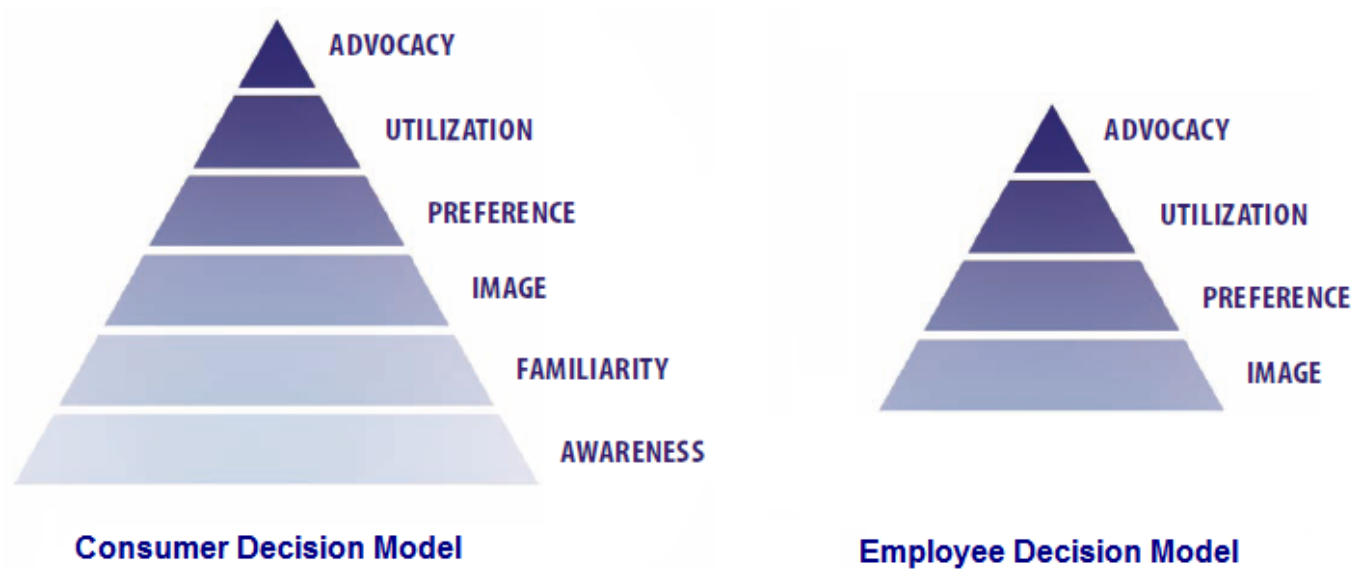
*Source: NRC Health's Market Insights, 2019.*

## Poll Question:

How many of the 6 consumer awareness metrics can be applied to employee surveys?

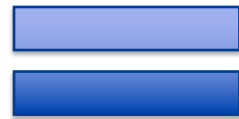
- a) 0 of 6 metrics
- b) 2 of 6 metrics
- c) 4 of 6 metrics
- d) 6 of 6 metrics

# UIMC: Measuring Consumer Perception via Employees



Source: NRC Health's Market Insights, 2019.

# Employee Perception



# Consumer Perception

# Final Thoughts on Employee Engagement

- Employee engagement is truly difficult to attain *and maintain*.
- Reconnecting 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 of this, will our employees be engaged?

# The Birth of Employee Enablement







# How Will You Drive Employee Enablement?

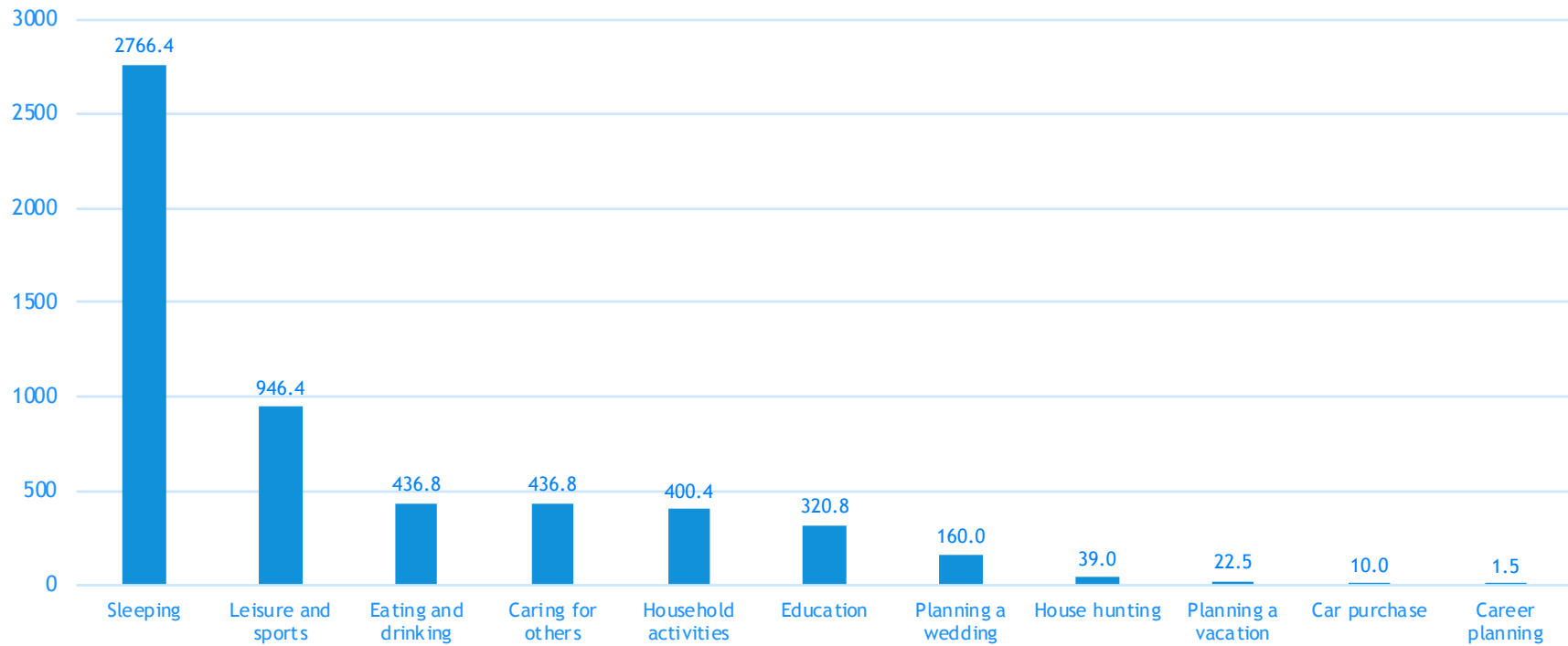


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# Time Spent on Career Planning

Hours Spent in a Year



# Employee Enablement as the First Wave



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

Kelly Brockmeier  
St. Vincent's

## Conclusion

- Most employees struggle 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.



# Questions & Discussion

# Contact Us...



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