



FEBRUARY 2022

Customer Connections

Great Resignation Impact on Healthcare

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Recording Roadmap

Key sections of the Connections Session are listed below with the associated time within the video recording found here: <https://player.vimeo.com/video/678866798>

Recording of the session began a bit late into the call

- NRC Health Employee Data Review 0:00
- NRC Health Patient Data Review 23:50

Participants

May not include all organizations represented

Atrium Health
Berkshire Health Systems
Bryan Medical Center
Cheyenne Regional Medical Center
Children's Hospital Colorado
Dayton Children's Hospital
Foundation Health Partners
HealthPartners
Kootenai Health
Lehigh Valley Health Network
MetroHealth
Orlando Health
Palomar Health
Prevea Health
Riverside University Health System
Sanford Health
Sutter Health
UC San Diego Health

Participant poll question: Our organization does:

- Annual engagement surveys only **45%**
 - Annual and intermittent surveys **53%**
 - No engagement surveys **3%**
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- Many organizations are fielding an annual survey and then a couple times a year they are fielding a targeted survey- usually ten questions or less to check in on either interventions or get more immediate feedback about the state of the workforce
 - Organizations doing pulse surveys appreciate the value they bring. It allows them to check in on interventions, limits surprises in the annual survey, allows for departmental focus as well depending on style of deployment.

Employee Data Review

Source NRC Health's Study of Workforce Trends, Q4 2019 to Q4 2021
% improvement based on the top box % of these items using a 5 point scale

Demonstrating the areas improved over the past two years show how organizations have responded to the need for organizational communication and compensation

<i>The person I report to creates opportunities for my professional growth.</i>	2.1%
<i>I have all the tools I need to do my job effectively.</i>	2.4%
<i>The people I work with treat each other with respect.</i>	2.8%
<i>I am very happy with my pay.</i>	2.8%
<i>Communication among the people that I work with at this organization is never a problem.</i>	3.5%
<i>This organization's benefits package is better than what most other organizations offer.</i>	3.9%

The areas with the largest decreases show the need for increased engagement and infusing the joy back into work

<i>I have fun at work.</i>	-3.6%
<i>I talk up this organization to my friends as a great place to work.</i>	-2.2%
<i>This organization's core values are well aligned with my own.</i>	-1.8%
<i>I love coming to work every day.</i>	-1.1%
<i>At work, I am able to do what I do best every day.</i>	-0.8%

Participant Contribution Discussion

- This data definitely resonates with participants. With the pandemic all of the “fun” things we had are all gone. Those fun events are gone and the day to day is very hard.
- What are you currently doing to get the fun back?
 - Bonnie, Atrium: Very large information systems and analytic had a giant virtual team meeting last year. They had it a half a day for 2 days. Built into that were trivia, divided into teams automatically. There was a lot of fun built into the presentation. They even sent snacks to their home. It makes a difference and helps them to get to know people within their larger team
 - Dawn Farina- Maimonides- In the warmer weather they opened a garden for all staff to enjoy. Part of it was having staff to help plant veggies and flowers. Now that it is open, they have it set up and so people can eat their lunch in the garden. Crafts, knitting, massage chair with aroma therapy on valentine’s day. Different projects are a way for staff to get away from the desks.
 - Walk with a Doctor- you can ask questions while you’re walking outside
 - Pet therapy- Some orgs have dogs at entrances and at change of shift times. They can come and leave with that experience.
 - Book Recommendation – *The Power of Moments*, by Chip and Dan Heath. Ideas can be sparked by how to make moments meaningful including utilizing senses and elements of surprise
 - Leaning into the holidays, like candy gram sales for Valentines and other themes small gestures
 - Increased rounding on employees is helping as well to connect and demonstrate care and concern as well as to listen
- What have been some of the barriers to creating fun at work?
 - Remote versus onsite
 - Continued COVID restrictions
 - No time available
- Staffing gaps are very difficult and compounded with traveling and military support
 - Managing this through leaders doing hands on work and people doing anything they can within their reasonable scope to support
 - Continuing to see a negative impact on the teams around having so many contracted employees providing direct care.
 - Sharon Harms, Bryan Medical Center, Lincoln, NE- They have ramped up the education on the front end as far as core values, and expectations. Some of the

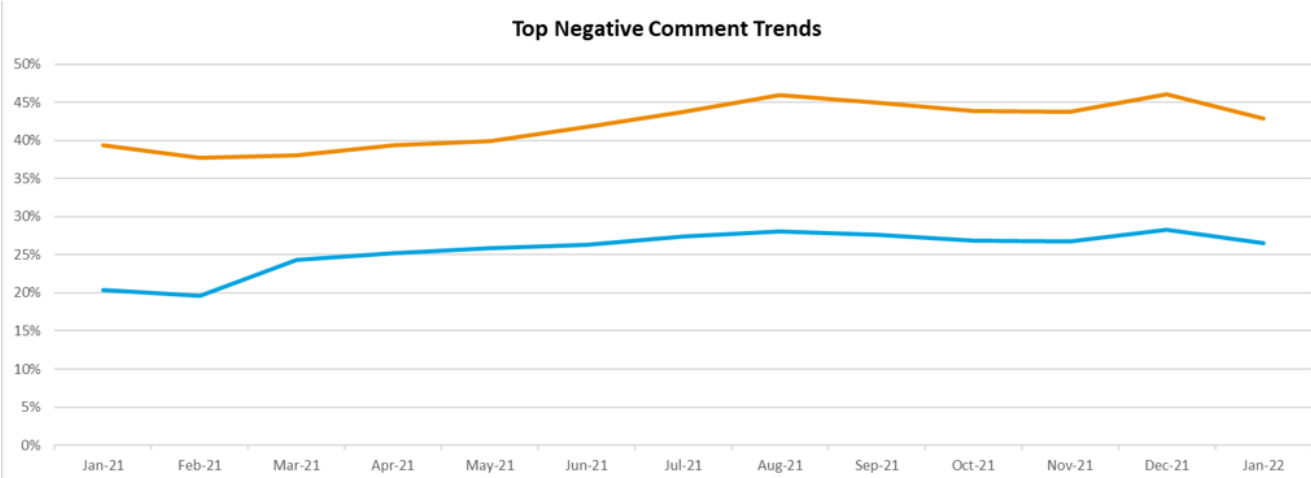
same training that the hired staff receives and operationalized it through the standard education department and department level training.

- Renee Sauter- Suggestion to assign a traveler with a “mentor”.
- Sharon Harms- Developing their own internal travel agency as well. They have multiple hospitals as well as CAHs. They are developing their own internal travel agency. They could do 3 – 6 month assignment so they can travel and get paid extra but they remain an employee of the organization
- Retention bonuses for staying a certain amount of time have been helpful for some organizations

Patient Data Review

Source NRC Health’s Real time database

Negative comments around **wait time** and **responsiveness** have increased through 2021



Finding the opportunity to lean into these continued messages of appreciation, while less, are key to maintain the positive engagement of healthcare teams

“This is a great hospital. Incredible people working under the current crises. HEROES. I wish it was possible to let each know they are appreciated.”

Participant Contribution Discussion

- Some experience scores are way down. One organization shared that when they get complaints, they do a deep dive and find that it is typically a traveler and they do submit a note to the agency to provide some form of follow up.
- Some of the clinical impact can be seen via Transitions data- Understanding care instructions is the number 1 reason to cause alerts
- Renee Sauter- not having visitors allowed has been difficult and really impacted discharge experiences
- Recommendation was made of the discharge process having a hard stop and having someone on the phone for review of discharge instructions if no visitor is present.
- Communication issues continue to be a barrier and explaining the rushed experiences some patients have. Working on providing appropriate language to the teams to help in those situations can be helpful

General Discussion Recap

- Leaning into Human Understanding now more than ever is important
- Need to be intentional about creating ways to understand in all the relationships: staff to staff, patient to staff, origination to staff, etc
- An example of that understanding coming to fruition in an organization has been implementing the pulse surveys
- Another example was changing communication strategies and adopting frequencies, modes and structures to best accommodate the needs of everyone
- Check out the Insight Series: Connecting with Teams through Patient Feedback on the NRC Health Real time resources page for more ideas.