



***The New Frontier in Employee
Engagement and Satisfaction***

Debbie Paller, MBA
VP, Physician and Employee Business Unit
Press Ganey Associates, Inc.

2:45pm – 4:00pm
Monday, November 17



Employee Partnership™

A unique and powerful approach to maximizing organizational performance through employee relationships

Deborah Paller, MBA
Vice President
Physician & Employee Division
Press Ganey Associates

© 2007 Press Ganey Associates, Inc.



Goals for the day...

Teach you something new,
something to ponder, something to use



Provide examples on how to change

Inspire you to act



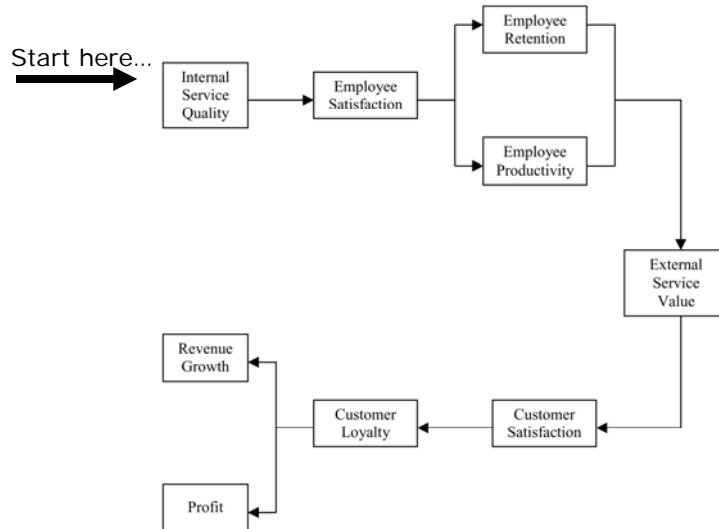
© 2007 Press Ganey Associates, Inc.

Session Objectives

- Why employee relationships matter?
- A unique approach to building employee relationships
- Five Partnership Principles™
- What can you do next Monday?

Why employee relationships matter?

Why are we all here?



Why are we all here?

As in the service profit chain:

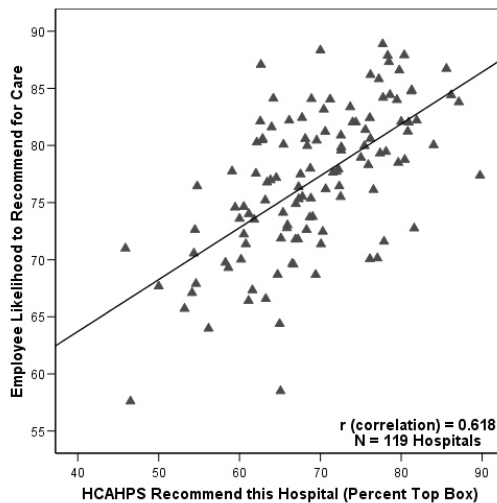
– **Make healthcare a better place to work**

- ...A better place to practice medicine
- ...A better place to be healed and promote health
- Provide finances to perpetuate improvement

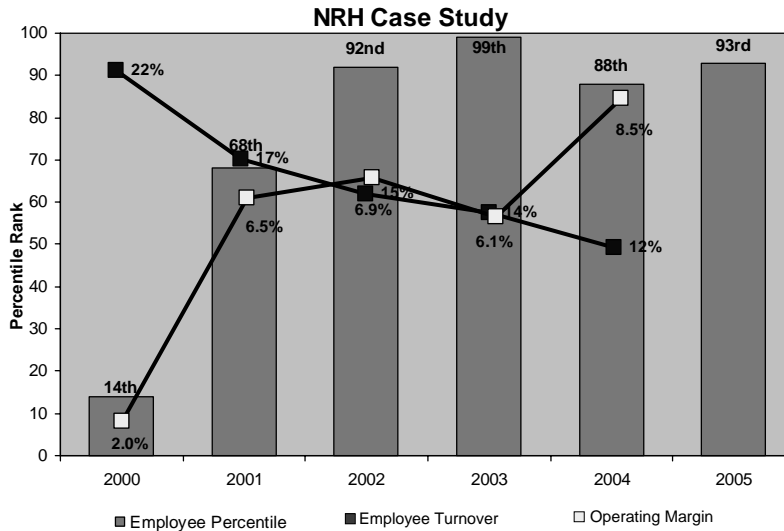
Why Employee Relationship Matter

- Challenge of Managers
- Challenge of Leaders
- Impact of effective managers and leaders
- Some facts:
 - *Journal of Healthcare Marketing*: A strong relationship exists between employee satisfaction and patients' intent to return and to recommend the hospital to others; **employee dissatisfaction can negatively affect quality of care and organizational behavior, thus hospital profitability**
 - *British National Health Service*: Nurses showing overall job dissatisfaction have a 65% higher probability of intending to quit than those who report satisfaction
 - *Journal of Social Psychology*: Nurses' organizational behavior depended on job satisfaction and commitment to organization
 - *Journal of Nursing Administration*: Across several hospital service lines, total costs of nurse turnover (in 2002) range from \$62,100 to \$67,100

Why employee relationships matter?



Return on Relationship



© 2007 Press Ganey Associates, Inc.

Why employee relationships matter?

Caterpillar (Manufacturing Co)

- \$8.8M cost reduction in lower turnover, lost work and excessive overtime
- 70% increase in production
- 80% reduction in union grievances

Intuit

- 16% increase in Customer Engagement scores
- 15% increase in revenue
- 300% stock increase

Molson Coors

- \$1.7M reduction in employee safety cost

© 2007 Press Ganey Associates, Inc.



Partnership: A unique approach

© 2007 Press Ganey Associates, Inc.



Evolution of Healthcare Employees

- Historically a “mission” job
- ↓
- Stable, secure wages during a time of instability
- Women entering the workforce, natural job “fit”
- High school to retirement mentality
- ↓
- Work life balance, flex-time, distant employees
- Supply and Demand Curve for HC workers combined with Other industry challenges – new employees are attracted
- The “Nomad” worker

© 2007 Press Ganey Associates, Inc.

Employee-Employer Relationship

Satisfaction **Engagement**
Employee **Partnership**
What I get **vs. What I give**

**Employee
Satisfaction**
“what do I get?”



**Employee
Engagement**
“what do I give?”

Employee Satisfaction Dimension

- The “what’s in it for me”
- Factors that satisfy and those that dissatisfy
- Baseline expectations, “deal-breakers”

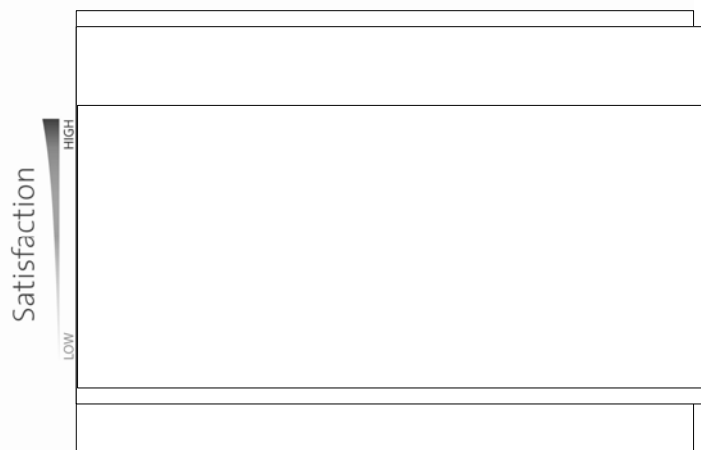
It is difficult to leverage satisfaction for the highest potential effort, advocacy or outcomes. Satisfaction alone may lead to retention without passion

Employee Engagement Dimension

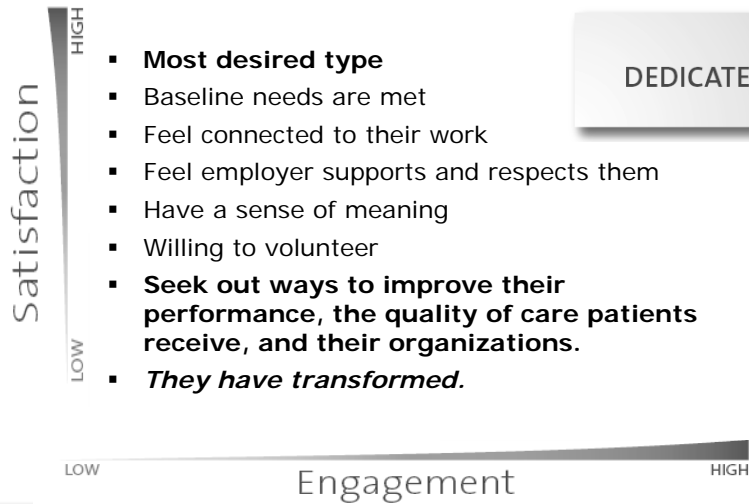
- Emotional/psychological state where a person demonstrates ideal organizational behaviors *(B.Kahn)*
- Feeling of ownership, involvement or passion
- Safe social climate, Meaning and Purpose, Availability

Engagement alone can lead to burnout....the employee always feels they are giving of their heart but never getting in return.

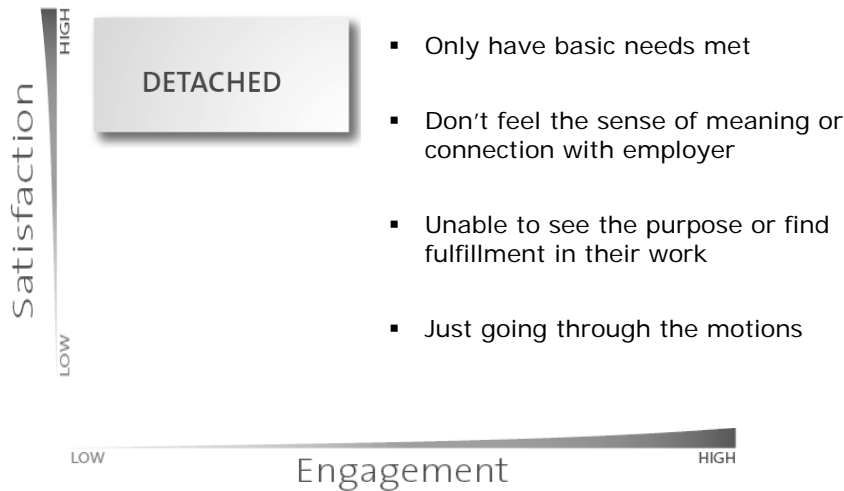
A unique approach for a new workforce



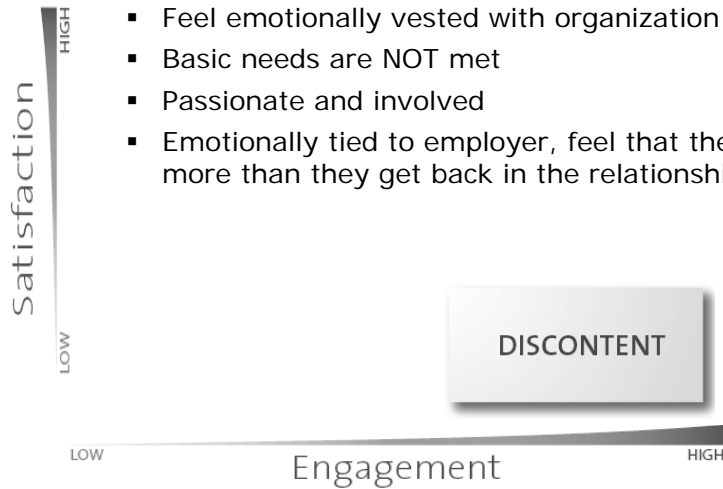
Most Valued Situation Dedicated Employees



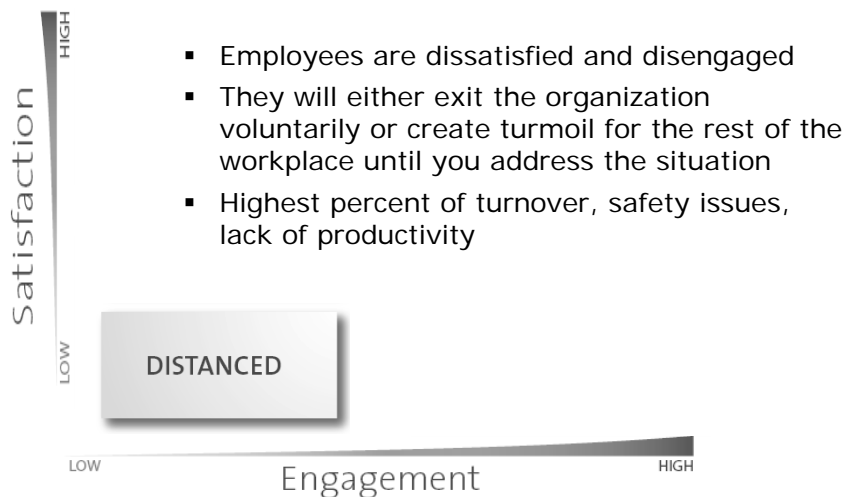
Opportunity for Improvement High Satisfaction-Low Engagement



Opportunity for Improvement Low Satisfaction-High Engagement

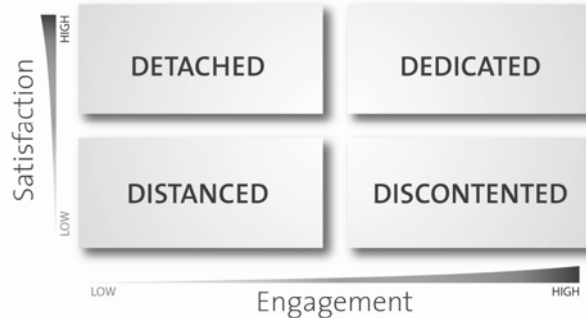


Least Valued Situation: Dissatisfied and Disengaged



Leadership and Systems
Teamwork
Resources
Direct Management

Employee Partnership™



© 2008 Press Ganey Associates, Inc.

Job Engagement Work Engagement
Organizational Engagement

© 2007 Press Ganey Associates, Inc.

- **The Five Partnership Principles are:**
 - 1. **Leadership and Systems:** job security, input on decision making, information
 - 2. **Resources:** pay, physical environment, equipment
 - 3. **Teamwork:** respect, coordination
 - 4. **Direct Management:** feedback, coaching, trust, communication, recognition
 - 5. **Engagement:** purpose, fulfillment, openness
 - **Job Engagement**
 - **Work Engagement**
 - **Organization Engagement**

© 2007 Press Ganey Associates, Inc.

1. Systems and Leadership

Ask yourself:

- How do we communicate that our future is secure?
- How do employees get their ideas and concerns heard by those that can effect change?
- How can we make senior leaders more visible enough to front line staff of all levels and all shifts?
- Do leaders recognize significant staff impact on performance individually?

2. Resources

Ask yourself:

- Are our total rewards systems fair and equitable?
- If they are, how to we communicate that to employees?
- Would you be motivated to come to work in this environment everyday?
- What resources or equipment could make this environment safer? Higher quality? More productive?

3. Teamwork

Ask yourself:

- Who ensures that work is well coordinated on my team? Across departments?
- How can we work together more?
- How can I communicate the value of my team's efforts?
- How can I ensure that team members know each others' strengths?

4. Direct Management

Ask yourself:

- Are the systematic ways for managers to give feedback to staff individualized to their performance?
- Are managers equipped to coach staff to achieve organizational and departmental goals?
- How do you ensure direct recognition is sufficient? Meaningful? Specific?
- What is the emotional IQ of your managers?

5. Engagement (Job, Work, Organizational)

Ask yourself:

- Are employees in the right seat on the bus?
- Would they be more productive, higher quality, more “real” in another position?
- Are team members aligned in their goals?
- Does the team understand how they make a difference both individually and as a group?
- Are your leaders inspirational? Visionary?
- Do employees see the future? Do they see themselves in it?

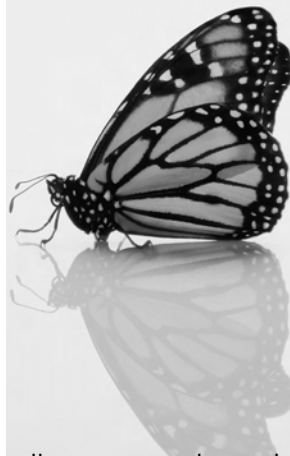
What can you do next Monday?

- Consider the Challenge of Managers and Leaders
- Partnership is bi-directional
- Listen to employees and act upon what you hear
- Remember the **Five Partnership Principles™**
 - Systems and Leadership
 - Resources
 - Teamwork
 - Direct Management
 - Engagement – *Job, Work, Organization*
- Prioritize and Slam Dunk just one!

Transform *Relationships into Partnerships*

Times change.
People change.
Your workplace is changing too.

Only a holistic approach—one based on the dimensions known to motivate your employees and physicians, and keep them on the job—will help you transform static relationships into powerful, sustainable partnerships.



Some call our approach revolutionary.
We like to think of it as *evolutionary*.
Press Ganey's Five Partnership Principles™ make it easy.