



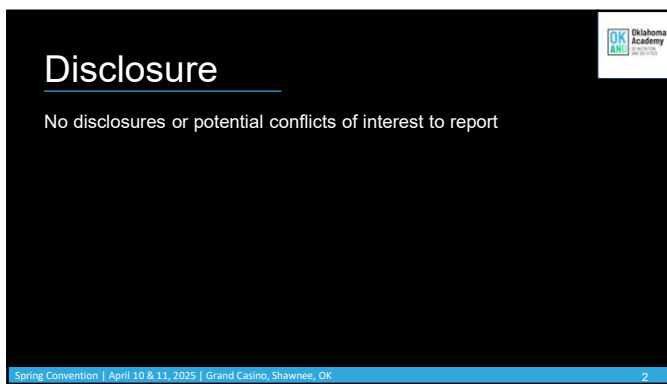
Employee Engagement and Retention

When changes in compensation are beyond your span of control

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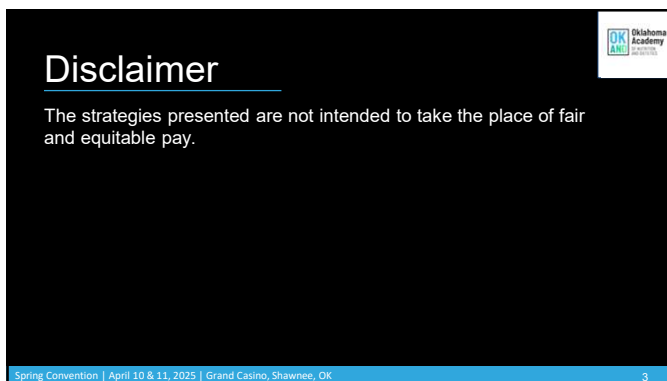
Disclosure

No disclosures or potential conflicts of interest to report

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Disclaimer

The strategies presented are not intended to take the place of fair and equitable pay.

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Engagement

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Employee Engagement


What it is and what it isn't...

- Employee engagement can be defined as “the emotional commitment the employee has to the organization and its goals” (Kruse, 2012)
- In other terms, our engaged employees are connected to the purpose or mission of their teams/organizations

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Employee Engagement

What it is and what it isn't...

- Engagement is not a singular action or item, but creating a culture of respect, support and professionalism
- Engagement does not mean “happiness” or “satisfaction” (SHRM, 2024)
- Culture can be cultivated within teams, even if the overall organization's culture experiences challenges

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Employee Engagement

Why it matters...

- Two avenues of consideration when evaluating the impact of employee engagement in the healthcare setting:
 - Operations (or the business) side of healthcare
 - Clinical Care

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Employee Engagement

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graph TD
    A[Employee Engagement] --> B[Operations]
    A --> C[Clinical Care]
    B --> D[Retention]
    B --> E[Reduction of change mgmt activity]
    B --> F[Solidified Teams]
    C --> G[Increased patient safety]
    C --> H[Increased patient satisfaction]
    C --> I[Improved clinical outcomes]
        
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The Science Behind Engagement

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The Science...

- What we know, in terms of the make up, of employee engagement derives from motivation or basic human need theory
- Commonly referenced theories include:
 - Maslow's Hierarchy of Needs
 - Kahn's Psychological Conditions of Personal Engagement and Disengagement at Work
 - The AON-Hewitt model

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The Highlights

Maslow

- Human needs arranged in a hierarchy form
- Base, or survival needs, thought to most important. Needs become more difficult to satisfy as they rise in hierarchy order
- Needs order from top to bottom:
 1. Self-Actualization
 2. Self-Esteem
 3. Love and Belonging
 4. Safety and Security
 5. Physiological Needs

Kahn

- Focused on personal engagement/ "being yourself" in the workplace
- Three psychological factors thought to support engagement:
 1. Meaningfulness: Work is purposeful
 2. Safety: Physical and emotional; able to express opinions
 3. Availability: Ability to be "yourself" – apply cognitive skills

AON - Hewitt

- Six engagement drivers: brand, leadership, performance, the work, the basics, company practices
- Success and balance within drivers equate to engaged employees, who "stay, strive and shine"
 - Say: Speak positively about org/team
 - Stay: Retention
 - Strive: "Above and beyond"

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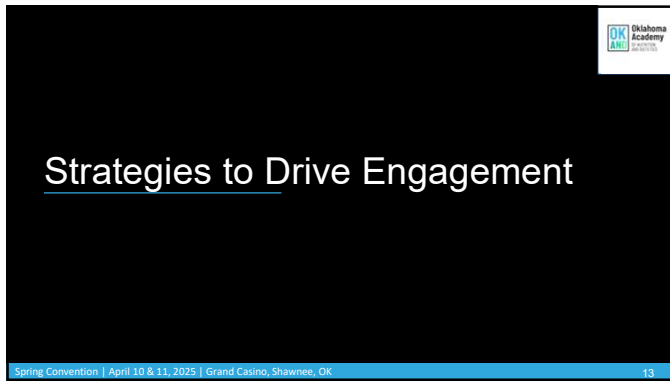
Common Themes

- Each of the theories puts a slightly different spin on elements of engagement
- Three common themes can be identified:
 - Self-Esteem (support/availability/say)
 - Connection to Purpose (meaningfulness/the work)
 - Safety (the basics, security)

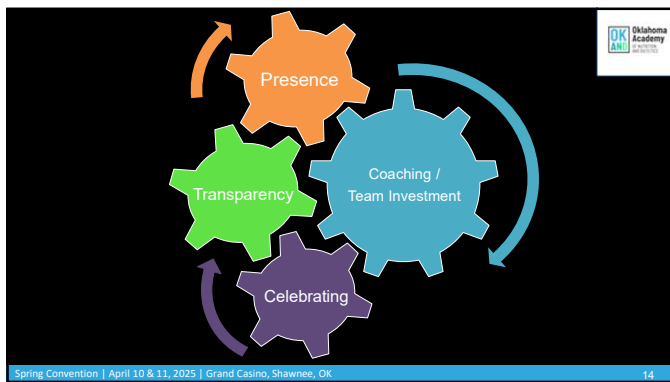
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Strategies Presence

Your presence as a leader is vital to your team. Consistent presence allows you to create connections, foster approachability, and keep a high-level pulse on operations and team dynamics.

- **What it looks like:** rounding, dedicated 1:1 meetings, open-door policy
- **How it ties to engagement:** belonging, self-esteem, availability

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Strategies

Transparency in leadership fosters open communication and builds trust.

- **What it looks like:** own your mistakes (we're all human!), communicate expectations clearly, explain the "why"
- **How it ties to engagement:** Connection to purpose, safety, security

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Strategies

"Coaching" strengthens your team and solidifies your commitment to their development. Focus on the individual's strengths and goals. Invest time in team building.

- **What it looks like:** learn interests and goals of individual team members; connect with training, assign/delegate tasks in support of achieving goals. Allocate time to team building (doesn't have to be extensive)
- **How it ties to engagement:** Self-esteem, meaningfulness, security

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Strategies

Celebrate the wins, both professionally and personally. Create things to look forward to.

- **What it looks like:** celebrate "days" – birthdays, professional recognition days or random Tuesdays! back-to-school, graduation, holiday contests. It doesn't have to be elaborate or costly.
- **How it ties to engagement:** cohesion, belonging

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Strategies in Practice

Thank you notes; notes of acknowledgement

Holiday contests

Dedicated (schedule block) 1:1 check-ins

Monthly off-site team lunch

Dedicated (schedule block) rounding time

Random appreciation goodies*

Office door open, when possible

Special dress down days (Superbowl, holiday, etc.)

Arrange trainings or in-service on staff-identified gaps

* It's important to remember this is not actually about the "goodie", you are creating unscripted opportunities to visit directly with your team, in their work area. They may toss it as soon as you turn the corner – that's ok.

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A Few Final Tips

- Pizza party... let's skip
- Avoid generic appreciation phrases when possible (ie...Thanks for all you do)
- We won't please or engage everyone, every time – and that's ok.

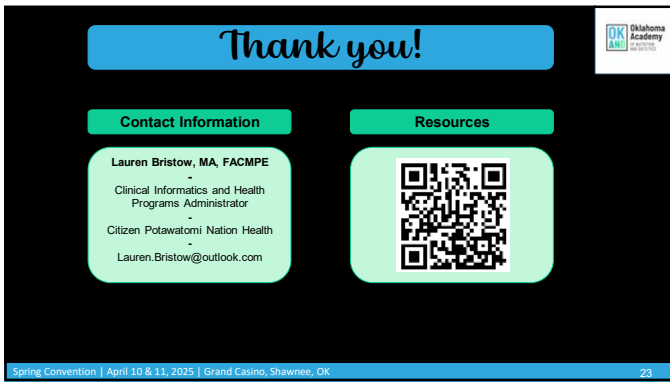
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