Objectives

• Understand factors impacting healthcare workers in the post-pandemic environment
• Increase knowledge of employee engagement strategies that have improved engagement scores at Aspirus Health
• Gain awareness of challenges to strategy implementation
Aspirus Health
Aspirus Health’s Integrated Delivery System
Our Commitment From Birth to End-of-Life

• Aspirus is an integrated delivery system including:
  - Employed Physicians - 461
  - Advanced Practice Clinicians - 406
  - Health Plan
  - Clinics - 75
  - Hospitals - 17
  - Trauma Services
  - Specialties and Sub-Specialties - 60
  - Home Health
  - Long-term Care
  - Hospice
Aspirus Health’s Service Area
Serving Communities from South-Central WI to the UP of MI
Aspirus Keweenaw Hospital
205 Osceola Street; Laurium, MI 49913

➢ Northern-most hospital in Michigan
  • 4.5 hrs to Mackinac Bridge
  • 8-9 hrs to Lansing/Grand Rapids/Detroit
  • 3.5 hrs to Green Bay, WI

➢ 25-bed critical access hospital providing ED, ICU, OB, MS, Surgery and Swing Bed services

➢ Recreational destination for snowmobilers, ATV, extreme backwoods skiing, hiking, fishing, and camping.
Post-pandemic Environment
U.S. Engagement Trend
Gallup data from February 2023

U.S. employees: How satisfied are you with your company as a place to work?

- Employee satisfaction is staggeringly low at just 20%
- A one-size fits all approach to engagement no longer works in a post-pandemic environment
- Responding to our results will require some personalizing to ensure we keep employees engaged and excited
Engagement Strategies
• Opportunities to improve still very much exist
• None of this can be successful with the wrong people on the bus
  - Leaders
  - Staff
• Accountability
Summary of Tactics
Hardwiring efforts through a multi-modal approach

- Communication Technique
- Communication Tactics
- Reward and Recognition
- Rounding and Stay Interviews
- Stoplight Reports
Communication Technique

How we communicate with staff

- Transparent
- Warm
- Fun
- Personal
- Frequent use of the word “team”
- Frequent use of the word “we”
Communication Tactics
Tools for effective communication

- Weekly & Monthly Newsletters
- Information cascade from leaders
- Daily Huddles & Communication Boards
- Rounding
  - Leader Rounding with Employees
  - Senior Leader Rounding
- Stoplight Reports
Reward and Recognition
Muscles built through exercise

Reward and Recognition Portal

Daisy Award

Sunflower Award
Rounding
An artform of connection

- Leader Rounding with Employees – Informal
- Leader Rounding with Employees – Formal
- Senior Leader Rounding with Departments
Stay Interviews
Continuous re-recruitment

- When you travel to work, what do you look forward to?
- Why do you stay?
- What makes you think about leaving?
- What can I do to make your work experience better?

- Must:
  - Be genuine
  - Not rushed
  - Result in follow through to resolve issues within our control
Stoplight Reports
Interactive, electronic Stoplight Reports to communicate progress and close loops

### Aspirus Keweenaw Hospital
**Stoplight Report Dashboard**

- **Employee Ideas: Doing**
  - 55 Ideas
  - 30
d  - 40
d  - 50
d  - 60
d  - 70
d  - 80
d

- **Employee Ideas: Done (FYTD)**
  - 48 Ideas
  - 45
d  - 60
d  - 75
d  - 90
d  - 115
d

- **Employee Ideas: Next**
  - 25 Ideas
  - 20
d  - 40
d  - 60
d  - 80
d  - 100
d

### Aspirus Keweenaw Hospital
**Stoplight Report**

<table>
<thead>
<tr>
<th>Service</th>
<th>Last Modified Date</th>
<th>Days Ago</th>
<th>Q1 Audit</th>
<th>Q2 Audit</th>
<th>Q3 Audit</th>
<th>Q4 Audit</th>
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<tr>
<td>Clinic</td>
<td>7/31/23</td>
<td>92</td>
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<td>RT / Cardiopulmonary</td>
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<td>Therapy - PT/OT/OI/ST</td>
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Stoplight Reports
Keeping track matters
# Stoplight Reports

Staff submissions by an engaged workforce

<table>
<thead>
<tr>
<th>Date</th>
<th>Submitted by</th>
<th>Idea</th>
<th>Status</th>
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<tbody>
<tr>
<td>8/22/23</td>
<td>MB</td>
<td>Repair worn vinyl on chair at AHC</td>
<td>PO submitted 10/6/23</td>
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<tr>
<td>8/22/23</td>
<td>MB</td>
<td>New stool for AHC lab</td>
<td>PO submitted 8/30/23</td>
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<tr>
<td>10/5/21</td>
<td>DP</td>
<td>Changing table in outpatient for healsticks on babies</td>
<td>PO Placed 10/12/23</td>
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</table>
Stoplight Reports
Staff submissions by an engaged workforce

**Aspirus Keweenaw Hospital**

**Lab Yellow Light Status**

<table>
<thead>
<tr>
<th>Date Submitted</th>
<th>Submitted by (Employee Name)</th>
<th>Description of Suggestion</th>
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<tbody>
<tr>
<td>6/15/23</td>
<td>ML</td>
<td>Train another tech in Micro--PP to start training in Sept.</td>
</tr>
<tr>
<td>8/22/23</td>
<td>MB</td>
<td>New stool for AHC labPO submitted 8/30/23</td>
</tr>
<tr>
<td>8/22/23</td>
<td>MB</td>
<td>Repair worn vinyl on draw chair at AHCPO submitted for new phlebotomy chair 10/6/23</td>
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<tr>
<td>10/5/21</td>
<td>DP</td>
<td>Changing table in outpatient for healing stockings for babies Facilities okay with placement PO Placed 10/12/23</td>
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<tr>
<td>Jan 2023</td>
<td>ML</td>
<td>Utilize MediaLab site for annual competencies--build in progress 5/2023</td>
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<tr>
<td>10/5/23</td>
<td>MB</td>
<td>Larger wall sharps containers for AHC lab-spare boxes available at AKH. Containers ordered 10/9.</td>
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<tr>
<td>6/15/23</td>
<td>ML</td>
<td>Train another histotech in pathology--BMP to start training in Sept.</td>
</tr>
<tr>
<td>10/3/23</td>
<td>BP</td>
<td>Fix issue with outpatient label printer IT Ticket placed 10/3. Request for new printer placed 10/9</td>
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<tr>
<td>10/3/23</td>
<td>BP</td>
<td>Fix issue with specimen processing label printer IT Ticket placed 10/3. Request for new printer placed 10/9</td>
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Employee Engagement Survey
Pulse Employee Engagement Survey
Survey completed two times per fiscal year

- 10 scored questions / 1 open-ended comment
  - 3 NRC Health questions
  - 7 custom questions

- Positive scoring model
  - Likelihood to recommend question = “9s and 10s”
  - Workplace experience / Custom questions = Strongly Agree and Agree

- “Likely to recommend as a place to work” is the People Pillar engagement metric
Likely to recommend
Trend Data for Aspirus Keweenaw
Aspirus Keweenaw – Loyalty Measure Trend

Where 0 is the least likely and 10 is the most likely, How likely are you to recommend Aspirus to others as a place to work?

- **Engaged (9 or 10)**
- **Passive (7 or 8)**
- **Disengaged (5 or 6)**
- **Disengaged (3 or 4)**
- **Disengaged (1 or 2)**
- **Disengaged 0**

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<th>Month</th>
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<th>20%</th>
<th>30%</th>
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<td>Oct-23</td>
<td>57.7%</td>
<td>23.8%</td>
<td>11.1%</td>
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<td>6.6%</td>
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</table>
Compared to National Average
NRC database comparison to key drivers and key indicator of engagement

• “Able to do what I do best every day” is 14.2% above national average (91%)

• “I have great relationships with others” is 10.2% above national average (96.8%)

• “ Likely to recommend as a place to work” is 20.1% above national average (57.7%)
Communication Measure

Organization effectively communicates with me
Communication Measure

Supervisor effectively communicates with me

Aspirus Keweenaw
Average

OCT-21
NOV-21
DEC-21
JAN-22
FEB-22
MAR-22
APR-22
MAY-22
JUN-22
JUL-22
AUG-22
SEP-22
OCT-22
NOV-22
DEC-22
JAN-23
FEB-23
MAR-23
APR-23
MAY-23
JUN-23
JUL-23
AUG-23
SEP-23
OCT-23

76.8 79.6 83.9 85.7 92.5
68.5 71 73.5 75 75

Aspirus Keweenaw  Average
I feel appreciated for what I do

Aspirus Keweenaw

Average


Aspirus Keweenaw

Average

84
Employee Engagement Summary

• Execution and delivery makes a difference
• Spending time on building authentic, trusting relationships is worth the effort
• Success comes when the right people are in the right seats and focused on the right things
• The outcomes achieved extend beyond engagement
Thank you