

Employee Engagement: Strategies for Success

Darcy Donnelly, Director of Nursing

Joni Erkkila, Senior Human Resources Business Partner

11/10/2023 | Michigan Critical Access Hospital Conference

Passion for excellence. Compassion for people.



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

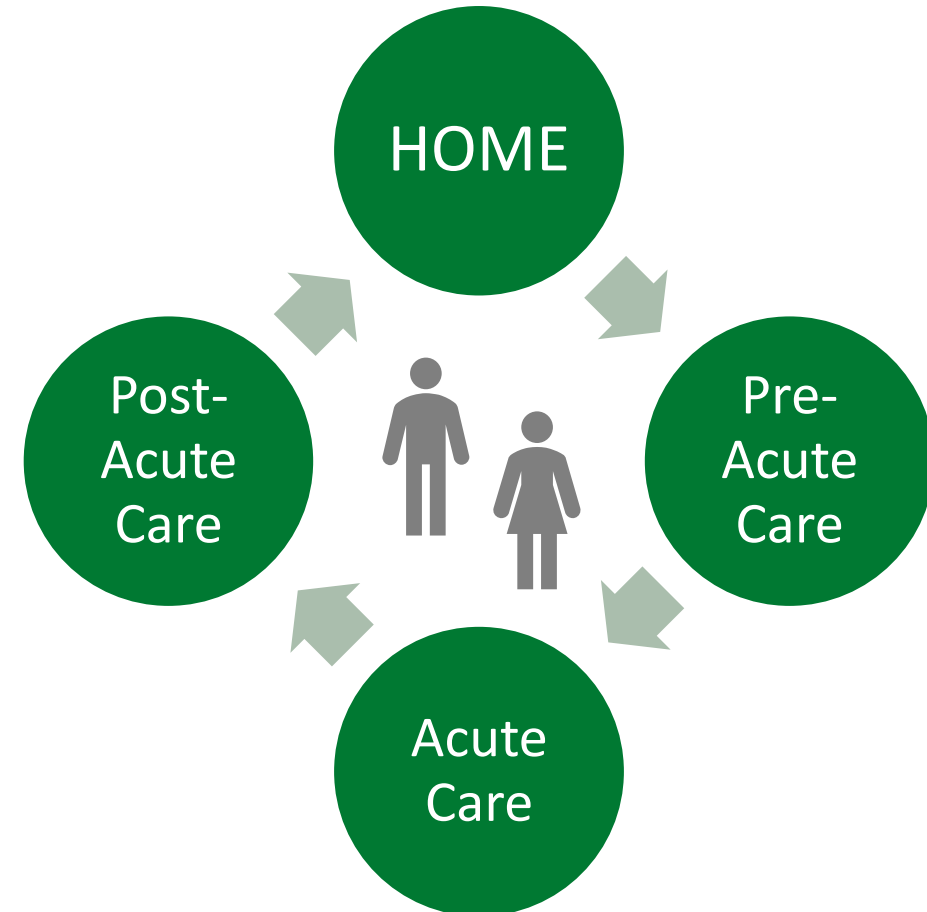
Aspirus Health

Aspirus Health's Integrated Delivery System

Our Commitment From Birth to End-of-Life

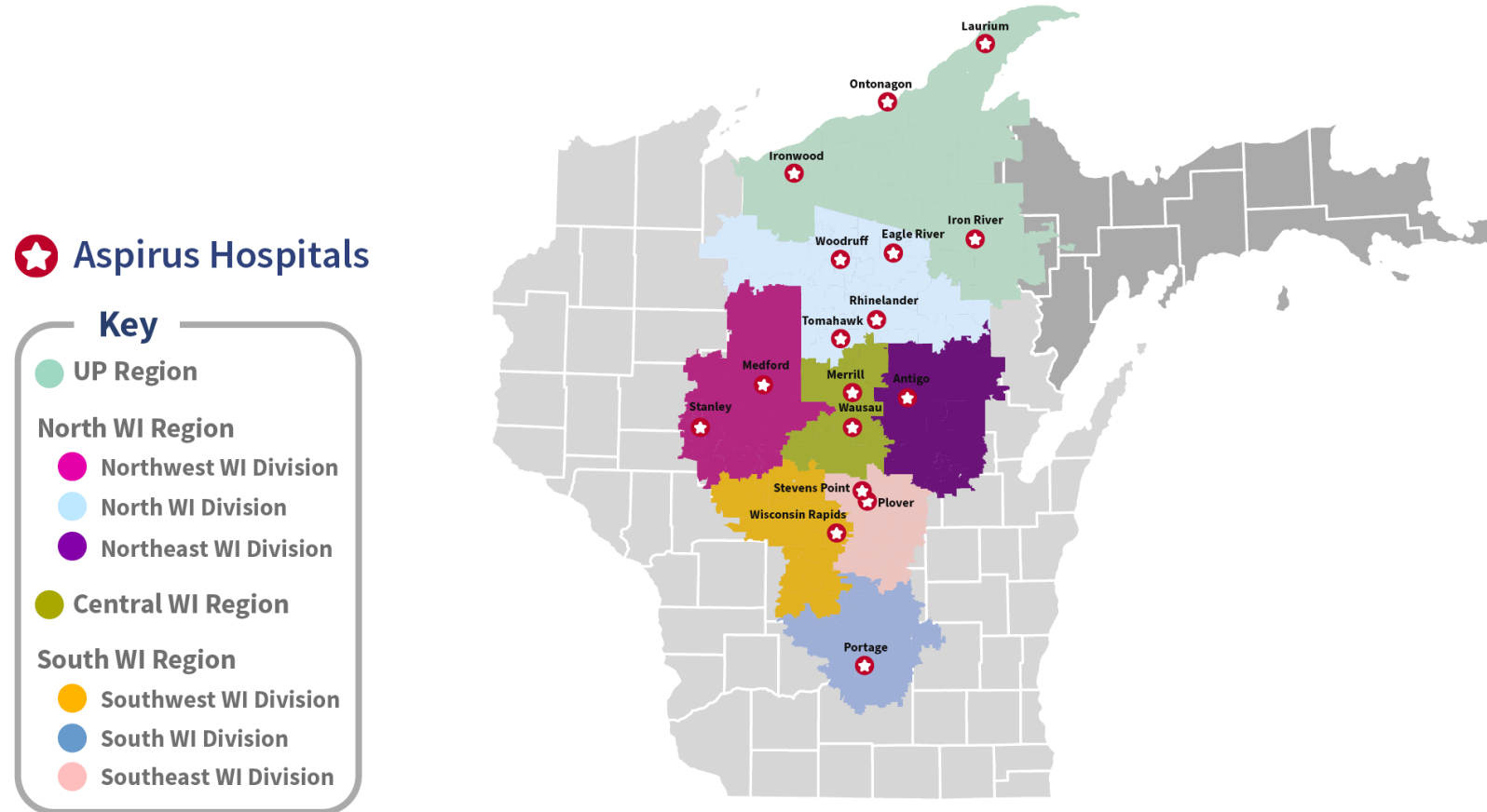
- Aspirus is an integrated delivery system including:

- 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



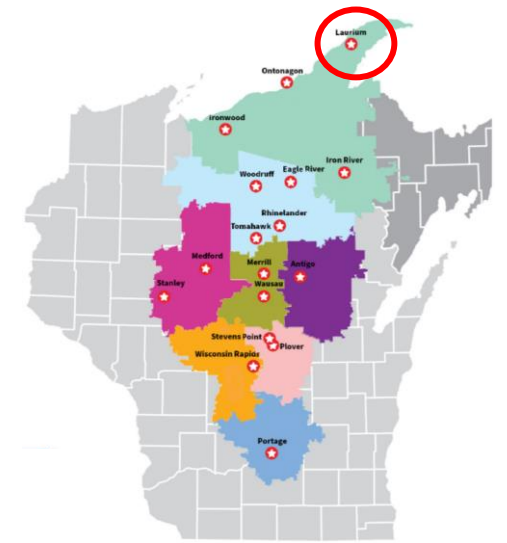
Aspirus Health's Service Area

Serving Communities from South-Central WI to the UP of MI



Aspirus Keweenaw Hospital

205 Osceola Street; Laurium, MI 49913



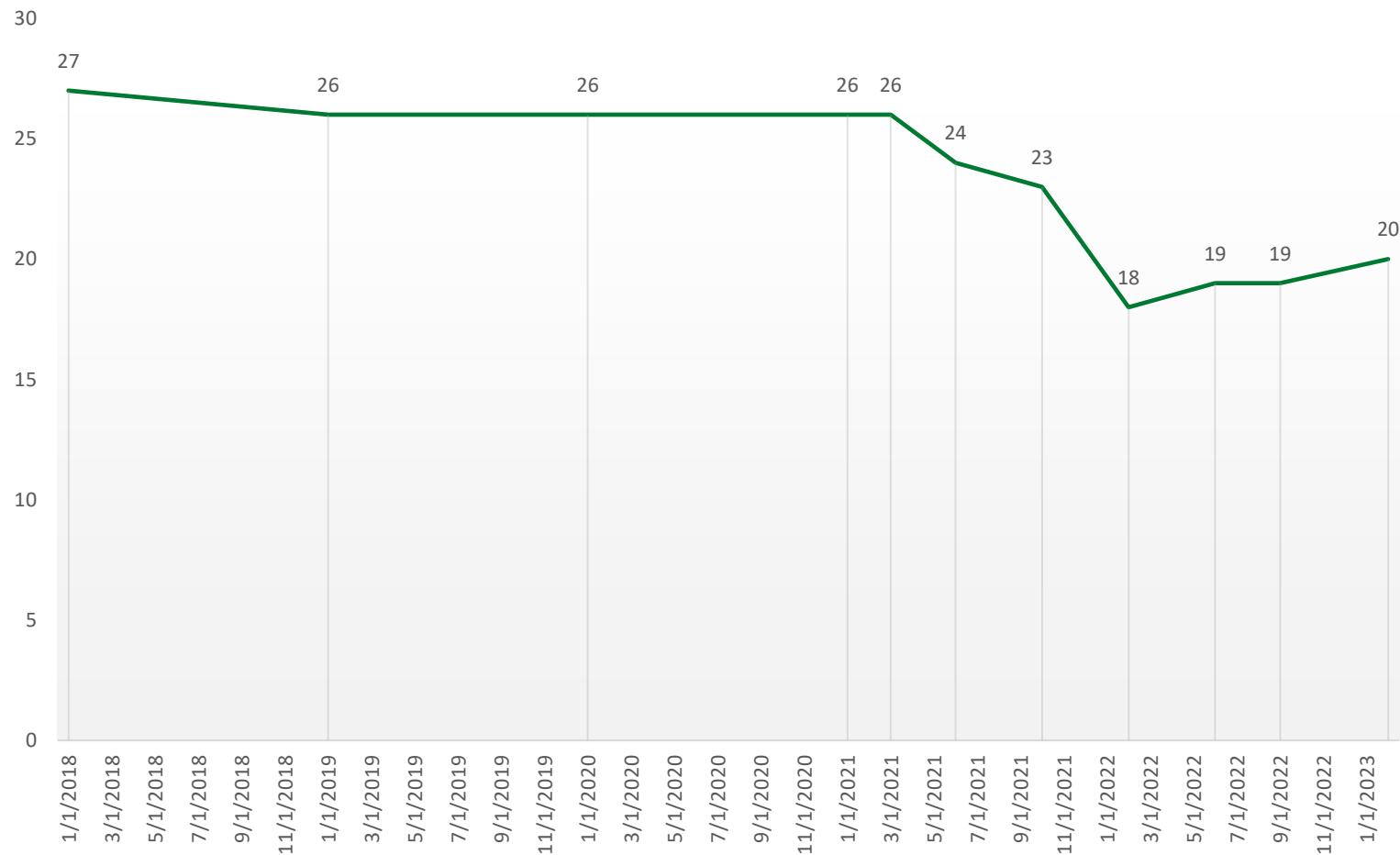
- Northern-most hospital in Michigan
 - 4.5 hrs to Mackinac Bridge
 - 8-9 hrs to Lansing/Grand Rapids/Detroit
 - 3.5 hrs to Green Bay, WI
- 25-bed critical access hospital providing ED, ICU, OB, MS, Surgery and Swing Bed services
- Recreational destination for snowmobilers, ATV, extreme backwoods skiing, 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

Disclaimers

Forward Progress

- 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



MANAGERS' MINUTE



Reward and Recognition

Muscles built through exercise

Reward and Recognition Portal



Daisy Award

Because We Love, We Lead



Stephen Black
Aspirus Inc | AKH | 10 | ASPIRUS | 7000 | AKH | KEWEENAW HOSPITAL - LAURIUM | INTENSIVE CARE | 1294 |
REGISTERED NURSE - 12 HOUR

Congratulations Stephen! You have...
Stephen was very knowledgeable and...

ACCREDITABILITY

Darcy Donnelly 10/12/2023 11:09:00 AM

on how to properly use it.
oke did this with a positive

services
(on)

celebrate
ch to
ment is

The
doing
prac

Emily A Lahkala
Aspirus Inc | AKH | 10 | ASPIRUS | 7000 | AKH | KEWEENAW HOSPITAL - LAURIUM | 292 | MEDICAL RECEPTIONIST TEAM LEAD

Emily, Thank you for going above and beyond your role as a role model of hard work and determination. I am impressed by your hard work and dedication.

Comment | Like (0 Likes) | **Sherry White** 10/12/2023 11:09:00 AM

Sherry White
Laboratory Assistant
Aspirus Keweenaw

Jason Bessler
Director - Regional Facilities
Aspirus Ontonagon (UP Region)

The Sunflower Award
Stephen Blackman

A man with short blonde hair, wearing green scrubs and a name tag, stands in a hospital hallway. He is smiling and holding a gold Sunflower Award plaque and a large sunflower. The hallway has light-colored walls, a wooden handrail, and a framed picture on the wall.

Sunflower Award

Rounding

An artform of connection

Leader Rounding with Employees – Informal



Leader Rounding with Employees – Formal



Senior Leader Rounding with Departments



Stay Interviews

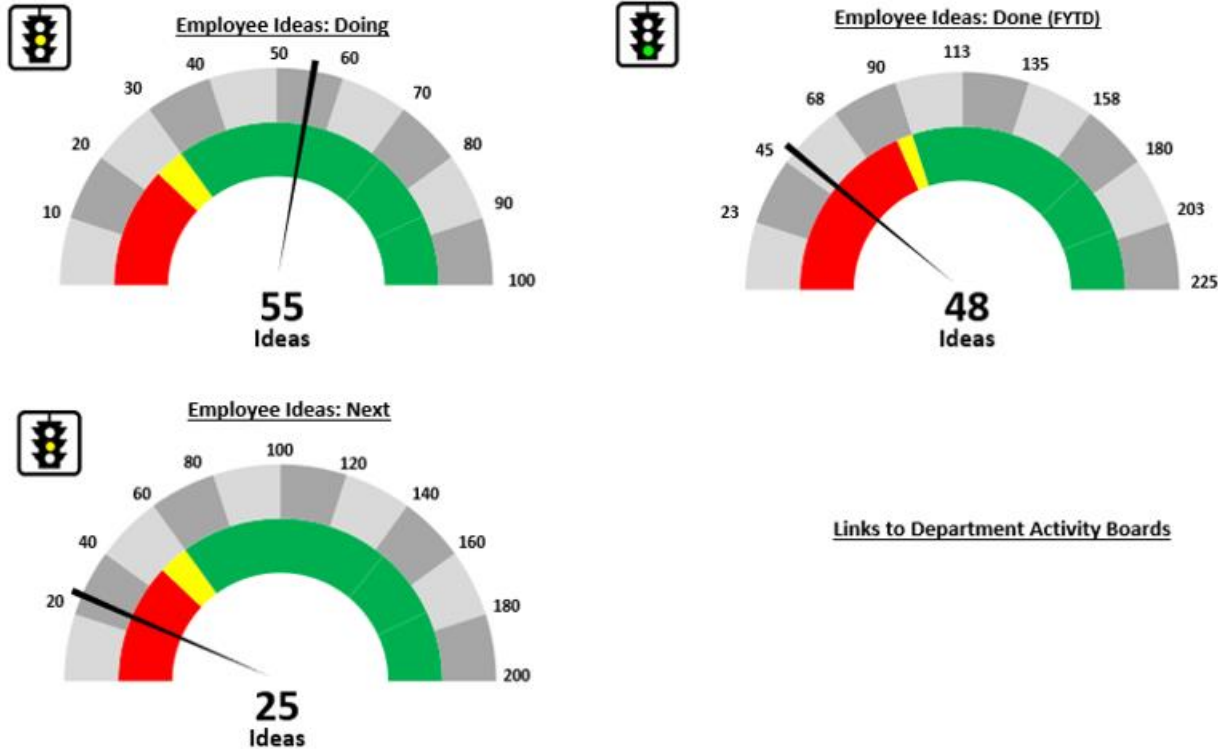
Continuous re-recruitment

- 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



Aspirus Keweenaw Hospital Stoplight Report

	Last Modified	
	Date	Days Ago
Clinic	7/31/23	92
Dietary	10/3/23	28
ED / ICU	9/28/23	33
EVS / Plant	10/3/23	28
General	7/7/23	116
Lab	10/30/23	1
Med Surg / OB	9/28/23	33
Outpatient Services	7/7/23	116
Pharmacy	9/19/23	42
Radiology	10/4/23	27
Rev Cycle-Back Office	7/7/23	116
Rev Cycle-Patient Facing	7/7/23	116
RT / Cardiopulmonary	8/28/23	64
Surgery	10/20/23	11
Therapy - PT/OT/ST	10/23/23	8

	Q1 Audit	Q2 Audit	Q3 Audit	Q4 Audit
MK				
MK				
MK				
MK				
MK				
MK				
MK				
MK				
MK				
MK				
MK				
MK				
MK				
MK				

Stoplight Reports

Keeping track matters






Add New Card

Aspirus Keweenaw Hospital Lab Stoplight Activity Board

[Go to Parking Lot](#)

[Go to Red Light Log](#)

 NEXT Go to NEXT Print Page	 DOING Go to DOING Print Page	 DONE Go to DONE Print
5 Employee Suggestions in Queue	10 Employee Suggestions in Process	FY to Date: 12 Employee Suggestions Implemented
<div data-bbox="155 736 354 929"> <p>Date: 7/31/21 Submitted by: ml</p> <p>Idea: Lab Vitals Board</p> <p>On hold until we can verify data being pulled is accurate</p> </div> <div data-bbox="392 736 591 929"> <p>Date: 1/1/17 Submitted by: ml</p> <p>Idea: New Lab!! Reno approved Oct 21 Design work started Nov 22</p> </div> <div data-bbox="629 736 828 929"> <p>Date: 5/2023 Submitted by: ML</p> <p>Idea: Create initial competency "packet" in medialab for new staff</p> </div> <div data-bbox="155 965 354 1158"> <p>Date: 10/26/23 Submitted by: ML</p> <p>Idea: New test tube racks for specimen storage</p> </div> <div data-bbox="392 965 591 1158"> <p>Date: April 2023 Submitted by: ML</p> <p>Idea: Interface additional POC instruments (Medtox, iStat, ABL80)</p> </div>	<div data-bbox="919 736 1144 929"> <p>Date: 8/22/23 Submitted by: MB</p> <p>Idea: Repeir worn vinyl on draw chair at AHC PO submitted for new phlebotomy chair 10/6/23</p> </div> <div data-bbox="1156 736 1355 929"> <p>Date: 8/22/23 Submitted by: MB</p> <p>Idea: New stool for AHC lab PO submitted 8/30/23</p> </div> <div data-bbox="1393 736 1592 929"> <p>Date: 10/5/21 Submitted by: DP</p> <p>Idea: Changing table in outpatient for healsticks on babies Facilities okay with placement PO Placed 10/12/23</p> </div> <div data-bbox="919 965 1144 1158"> <p>Date: 6/15/23 Submitted by: ML</p> <p>Idea: Train another histotech in pathology--BMP to start training in Sept.</p> </div> <div data-bbox="1156 965 1355 1158"> <p>Date: Jan 2023 Submitted by: ML</p> <p>Idea: Utilitze MediaLab site for annual competencies--build in progress 5/2023</p> </div> <div data-bbox="1393 965 1592 1158"> <p>Date: 6/15/23 Submitted by: ML</p> <p>Idea: Train another tech in Micro--PP to start training in Sept.</p> </div> <div data-bbox="919 1179 1144 1266"> <p>Date: 10/18/23 Submitted by: ML</p> <p>Idea: Hire afternoon</p> </div> <div data-bbox="1156 1179 1355 1266"> <p>Date: 10/3/23 Submitted by: BP</p> <p>Idea: Fix issue with</p> </div> <div data-bbox="1393 1179 1592 1266"> <p>Date: 10/3/23 Submitted by: BP</p> <p>Idea: Fix issue with specimen processing</p> </div>	<div data-bbox="1633 715 2476 772"> July: 3 Employee Suggestions Implemented </div> <div data-bbox="1658 808 1908 1001"> <p>Date: 4/3/23 Submitted by: Lab</p> <p>Idea: Utilize DataDirect for submitting proficiency results Spreadsheet working 4/3/23--need to test --1st event submitted 7/25/23</p> </div> <div data-bbox="1921 808 2145 1001"> <p>Date: 7/18/23 Submitted by: S. Black RN</p> <p>Idea: Reference cards for nursing displaying order of draw and specimen requirements Done 7/26/23</p> </div> <div data-bbox="2158 808 2382 1001"> <p>Date: 6/28/23 Submitted by: MM</p> <p>Idea: Start performing albumin preps for smear reviews -Live 7/26</p> </div> <div data-bbox="1633 1058 2476 1115"> August: 2 Employee Suggestions Implemented </div> <div data-bbox="1658 1150 1908 1266"> <p>Date: 6/15/23 Submitted by: ML</p> <p>Idea: Fill Blood Bank lead position JM accepted 8/20/23</p> </div> <div data-bbox="1921 1150 2145 1266"> <p>Date: 8/1/23 Submitted by: PP</p> <p>Idea: New Clinitek-ordered 8/1</p> </div>

Stoplight Reports

Staff submissions by an engaged workforce



DOING

[Go to DOING Print Page](#)

10

Employee Suggestions in Process

Date: 8/22/23
Submitted by: MB

Idea: Repair worn vinyl on draw chair at AHC
PO submitted for new phlebotomy chair 10/6/23

Date: 8/22/23
Submitted by: MB

Idea: New stool for AHC lab
PO submitted 8/30/23

Date: 10/5/21
Submitted by: DP

Idea: Changing table in outpatient for healsticks on babies
Facilities okay with placement
PO Placed 10/12/23

Stoplight Reports

Staff submissions by an engaged workforce



Aspirus Keweenaw Hospital

[Return to Activity Board](#)



Lab Yellow Light Status



DOING

[Update "DOING" Status](#)

Date Submitted	Submitted by (Employee Name)	Description of Suggestion
6/15/23	ML	Train another tech in Micro--PP to start training in Sept.
8/22/23	MB	New stool for AHC labPO submitted 8/30/23
8/22/23	MB	Repeir worn vinyl on draw chair at AHCPO submitted for new phlebotomy chair 10/6/23
10/5/21	DP	Changing table in outpatient for healsticks on babiesFacilities okay with placementPO Placed 10/12/23
Jan 2023	ML	Utilitze MediaLab site for annual competencies--build in progress 5/2023
10/5/23	MB	Larger wall sharps containers for AHC lab-spare boxes available at AKH. Containers ordered 10/9.
6/15/23	ML	Train another histotech in pathology--BMP to start training in Sept.
10/3/23	BP	Fix issue with outpatient label printerIT Ticket placed 10/3.Request for new printer placed 10/9
10/3/23	BP	Fix issue with specimen processing label printerIT Ticket placed 10/3.Request for new printer placed 10/9

Employee Engagement Survey

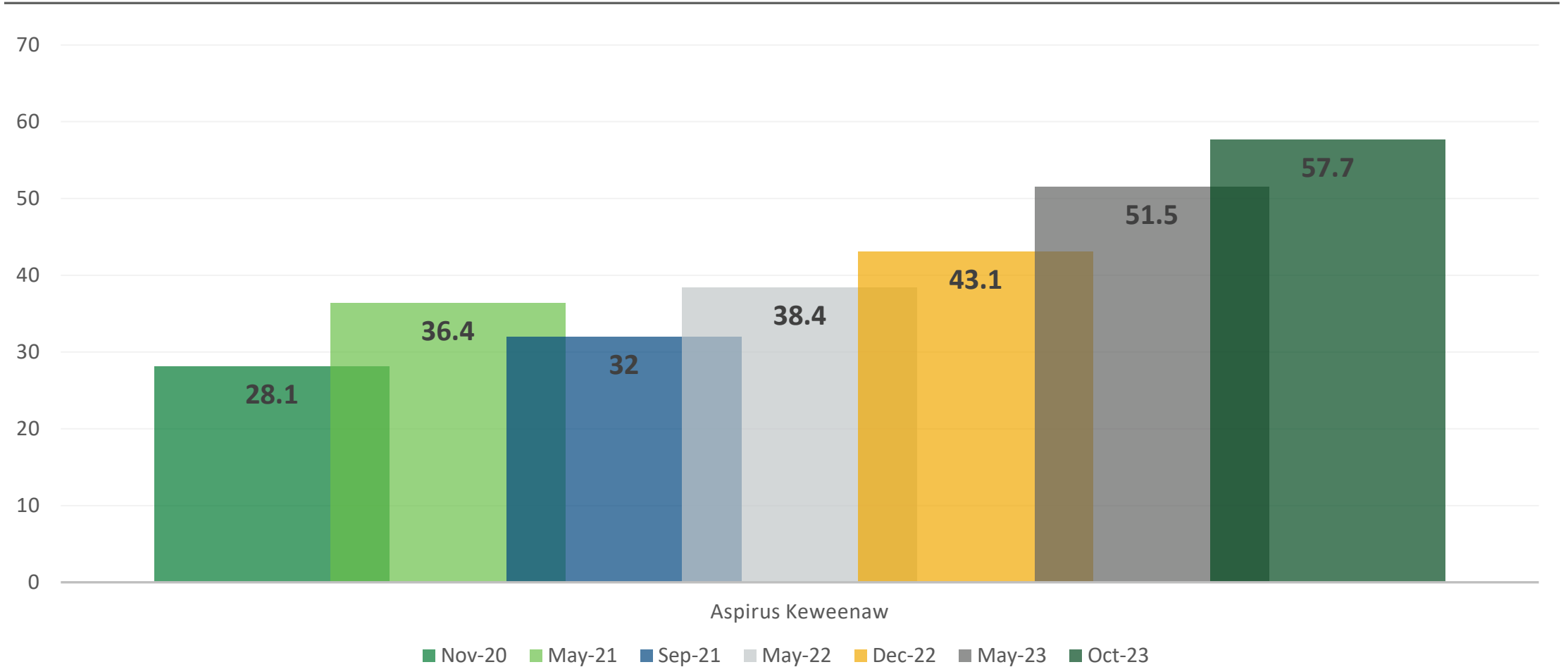
Pulse Employee Engagement Survey

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

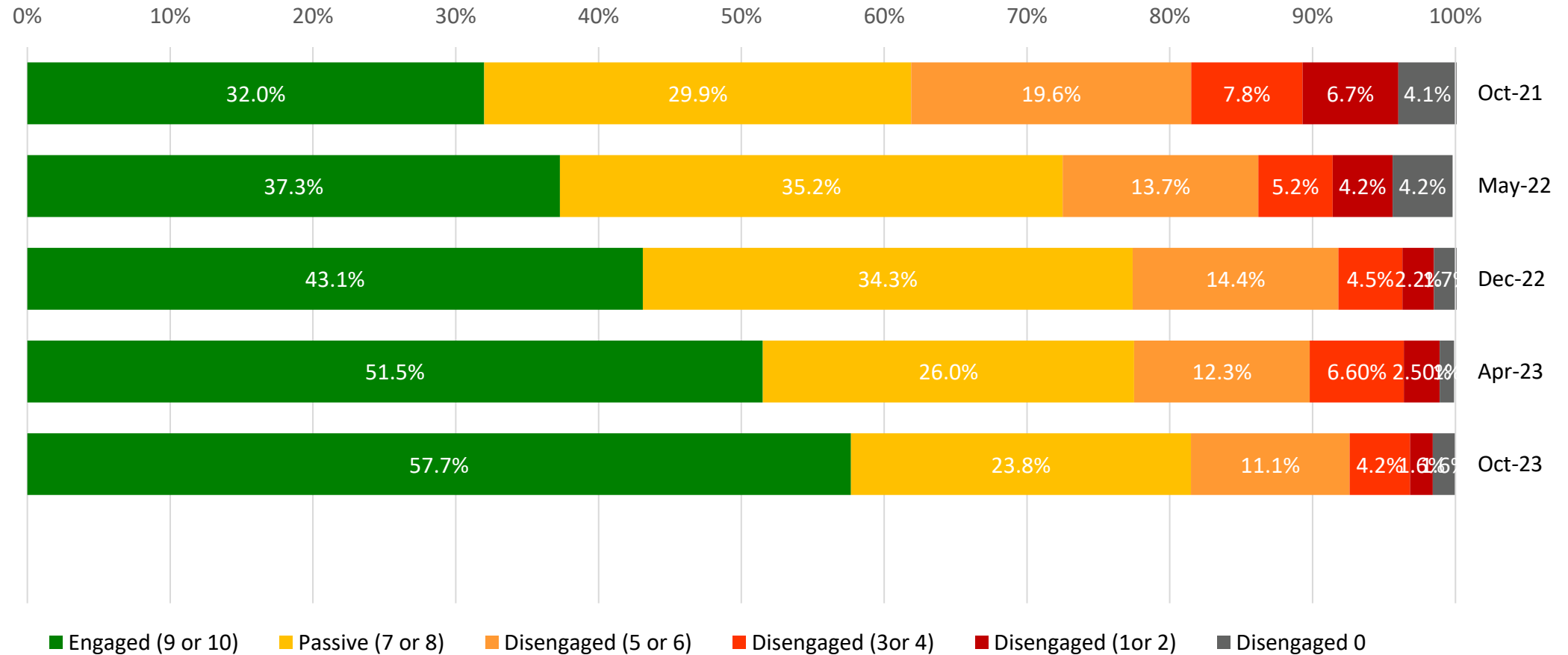
Likely to recommend

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?

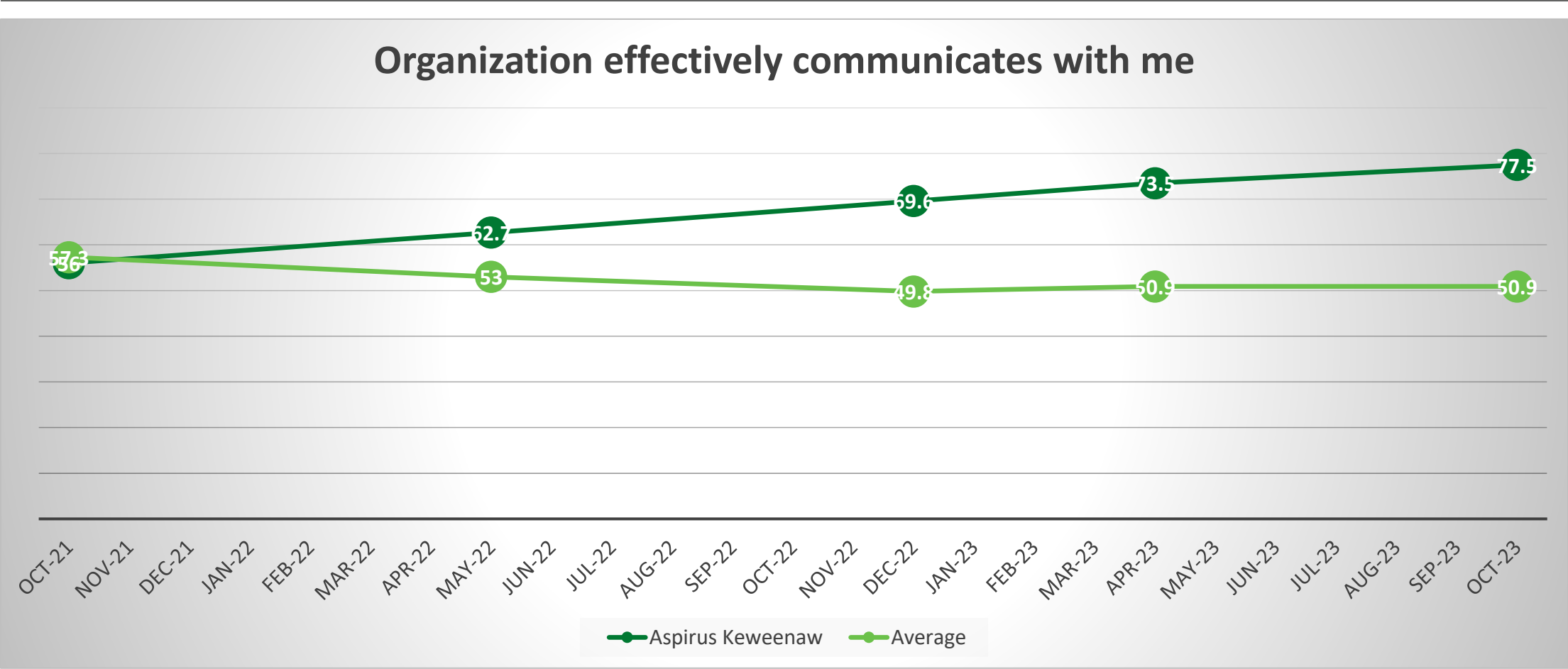


Compared to National Average

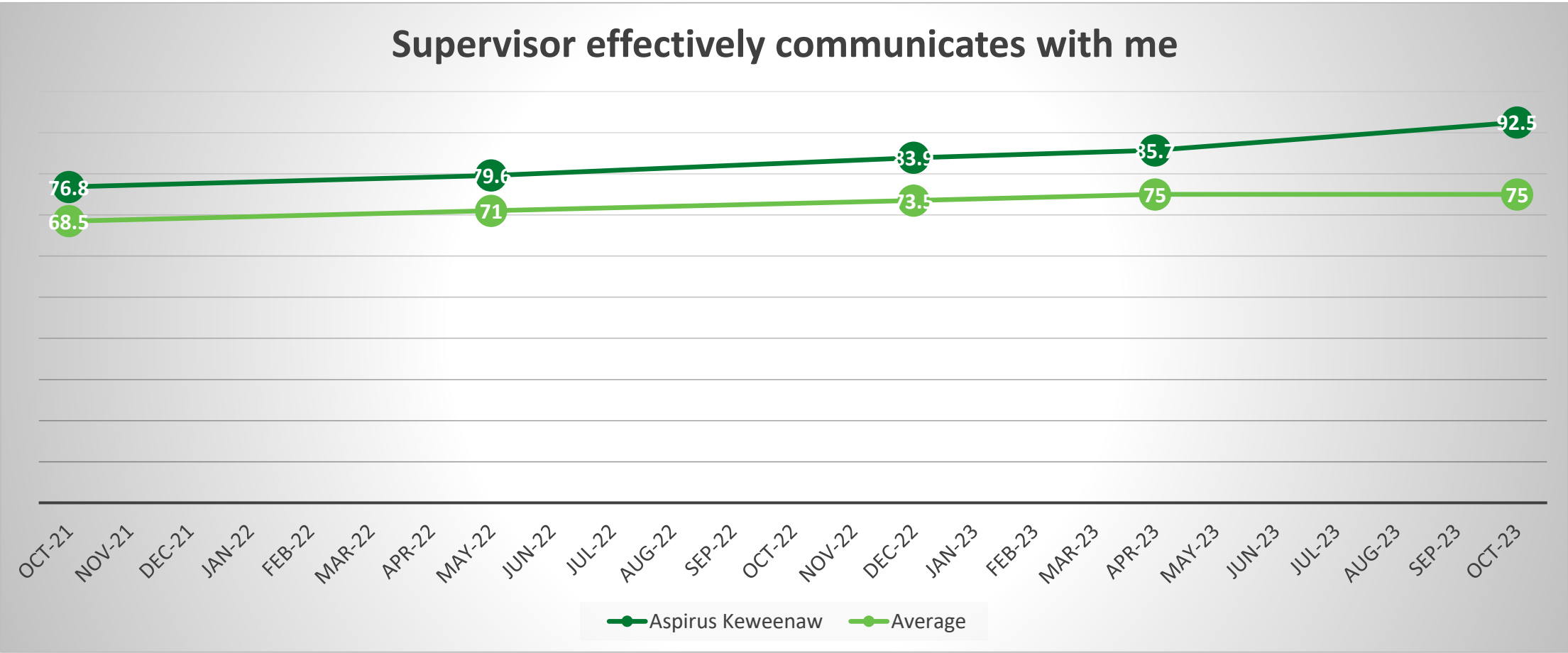
NRC database comparison to key drivers and key indicator of engagement

- “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%)

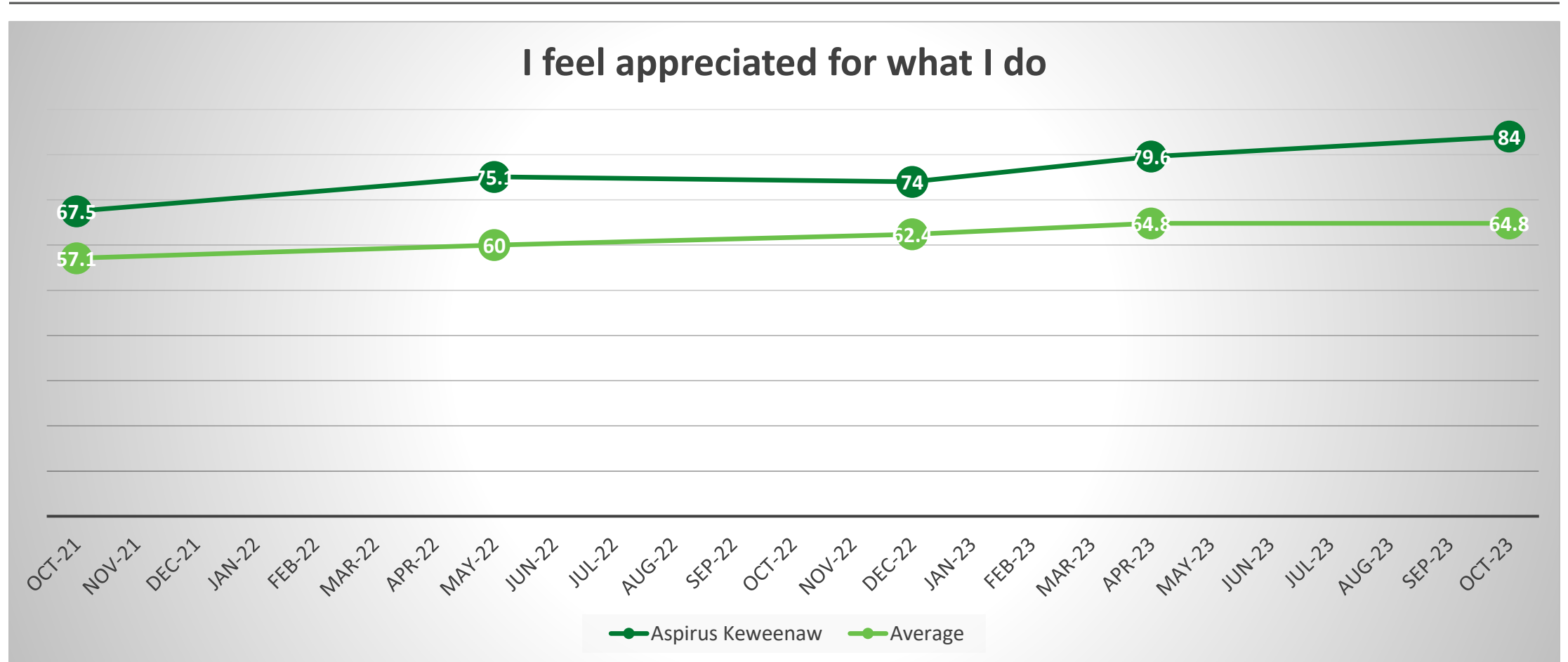
Communication Measure



Communication Measure



Appreciation Measure



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