



# WHAT EMPLOYEES WANT: A DISCUSSION ON EMPLOYEE ENGAGEMENT

# WHAT IS EMPLOYEE ENGAGEMENT ?

- ▶ **IN A RECENT ARTICLE FROM HAILO:**
- ▶ “EMPLOYEE ENGAGEMENT CAN MEAN DIFFERENT THINGS TO DIFFERENT COMPANIES BUT IN ESSENCE, IT IS THE EMOTIONAL CONNECTION TO THE COMPANY IN WHICH THEY WORK”(JOUANY, 2022).
- ▶ ON AVERAGE IN THE US, ONLY 33% OF YOUR STAFF MAINTAIN HIGH ENGAGEMENT AT ALL TIMES, MEANING 67% OF STAFF ARE EITHER AT LOW ENGAGEMENT LEVELS OR ACTIVELY DISENGAGED.

▶ JOUANY, VALENE AND MIA MAKIPAA. “8 EMPLOYEE ENGAGEMENT STATISTICS YOU NEED TO KNOW IN 2022 {INFOGRAPHIC}.” THE EMPLOYEE COMMUNICATIONS AND ADVOCACY BLOG, 22 FEB. 2022, [HTTPS://BLOG.SMARP.COM/EMPLOYEE-ENGAGEMENT-8-STATISTICS-YOU-NEED-TO-KNOW](https://blog.smarp.com/employee-engagement-8-statistics-you-need-to-know)

# WHAT IS EMPLOYEE ENGAGEMENT ?

- ▶ **EMPLOYEES ARE MORE LIKELY TO LOOK FOR ANOTHER JOB FOR THE FOLLOWING REASONS:**
- ▶ -MOVING TO THEIR IDEAL JOB
- ▶ -BETTER WORK/LIFE BALANCE
- ▶ -POOR WORKING RELATIONSHIPS
- ▶ -IF THEIR COHORTS ARE ALSO LOOKING FOR ANOTHER JOB OR LEAVING (DOMINO EFFECT)
- ▶ -BAD MANAGEMENT/LEADERSHIP

- ▶ JOUANY, VALENE AND MIA MAKIPAA. "8 EMPLOYEE ENGAGEMENT STATISTICS YOU NEED TO KNOW IN 2022 (INFOGRAPHIC)." *THE EMPLOYEE COMMUNICATIONS AND ADVOCACY BLOG*, 22 FEB. 2022,

[HTTPS://BLOG.SMARP.COM/EMPLOYEE-ENGAGEMENT-8-STATISTICS-YOU-NEED-TO-KNOW](https://blog.smarp.com/employee-engagement-8-statistics-you-need-to-know)

# WHAT IS EMPLOYEE ENGAGEMENT ?

- ▶ **FINALLY, HAVING A DISENGAGED WORKFORCE COSTS MONEY.**
  - ▶ -HIGHLY ENGAGED COMPANIES EARN 21% MORE IN ANNUAL REVENUE
  - ▶ -PEOPLE ARE MORE FOCUSED ON WORK IN HIGHLY ENGAGED COMPANIES THAN NEGATIVITY.
  - ▶ -DISENGAGED EMPLOYEES TEND TO PASS THE BUCK AND TAKE LESS OWNERSHIP OF ISSUES.
  - ▶ TURNOVER RATE ON DISENGAGED EMPLOYEES THAT LEAVE, COST THE COMPANY AT MINIMUM TRAINING, ONBOARDING AND REHIRING TIME.
- ▶ SO HOW DO WE AS A COMPANY FIX THESE ISSUES?

- ▶ JOUANY, VALENE AND MIA MAKIPAA. "8 EMPLOYEE ENGAGEMENT STATISTICS YOU NEED TO KNOW IN 2022 (INFOGRAPHIC)." *THE EMPLOYEE COMMUNICATIONS AND ADVOCACY BLOG*, 22 FEB. 2022, [HTTPS://BLOG.SMARP.COM/EMPLOYEE-ENGAGEMENT-8-STATISTICS-YOU-NEED-TO-KNOW](https://blog.smarp.com/employee-engagement-8-statistics-you-need-to-know)

# WHERE TO START AND WHAT TO DO?

- ▶ -IT CAN BE VERY OVERWHELMING
- ▶ -LARGER COMPANIES HAVE A LOT OF DIFFERENT OPINIONS ON WHAT NEEDS TO CHANGE
- ▶ -EASIEST THING FOR ME WAS TO START WITH WHAT I KNEW:
  - ▶ 1. ESTABLISH GOOD POLICIES AND PROCEDURES
  - ▶ 2. ESTABLISH GOOD HUMAN RESOURCES DEPARTMENT AND COMPLIANCE.
  - ▶ 3. ENGAGE, LISTEN AND ACT.

# ENGAGE

- ▶ 2016 WAS A TURNING POINT FOR MY PRACTICE.
- ▶ MERGER
- ▶ NEW JOB ROLE
- ▶ KNEW WE NEEDED TO FIND OUT HOW TO FIX OUR ISSUES WITH STAFF.
- ▶ STARTED WITH A SURVEY ON EMPLOYEE SATISFACTION.
- ▶ THE FOLLOWING ARE JUST SOME OF THE RESPONSES WE RECEIVED...

# ENGAGE

- ▶ “MANAGEMENT TALKS POORLY ABOUT STAFF AROUND OTHER STAFF”
- ▶ “THE MERGE HAS CAUSED A BREAKDOWN IN COMMUNICATION”
- ▶ “NO ONE LISTENS TO STAFF ABOUT THEIR CONCERNS”
- ▶ “WE HAVEN’T HAD RAISES IN YEARS AND OTHER COMPANIES PAY A LOT MORE”
- ▶ “LACK OF MANAGERIAL SUPPORT”
- ▶ “CEO/PARTNERS DO NOT CARE ABOUT EMPLOYEES”
- ▶ “TOO MUCH NEGATIVITY”
- ▶ “WHAT VALUES DO WE HAVE?”

# ENGAGE

- ▶ STARTED NOTICING A TREND
  - ▶ -PEOPLE DIDN'T TRUST MANAGEMENT
  - ▶ PEOPLE FELT LIKE THEY WEREN'T BEING HEARD
  - ▶ -PEOPLE DIDN'T FEEL LIKE THEY WERE EARNING A DECENT WAGE
  - ▶ AT THE HEART OF THIS PEOPLE DIDN'T ENJOY COMING TO WORK AND WE WEREN'T REALLY DOING ANYTHING TO FIX IT.
  - ▶ ULTIMATELY, EMPLOYEES WANT MANAGEMENT TO ENGAGE THEM, THEY WANT US TO LISTEN TO THEM AND THEY WANT ACTION.

# LISTEN

- ▶ NOW THAT WE KNEW WHERE OUR PROBLEMS WERE, WE NEEDED TO LISTEN TO THEM AND FIND SOLUTIONS.
- ▶ HATE TO ADMIT THAT NOTHING HAPPENS OVER NIGHT AND THINGS TOOK TIME TO FOSTER.
- ▶ WE MET WITH QUITE A FEW SENIOR STAFF MEMBERS DURING THAT TIME.
- ▶ WE MET WITH PHYSICIANS AND THE CURRENT CEO.
- ▶ WE HAD MEETINGS TO SCHEDULE MEETINGS

# LISTEN

- ▶ WE SPENT THE FIRST 2 YEARS WEEDING OUT BAD STAFF AND MANAGERS, INCLUDING OUR CEO.
- ▶ WE STARTED TO HOLD OURSELVES ACCOUNTABLE FOR OUR ACTIONS.
- ▶ WE BUILT THE INFRASTRUCTURE NEEDED TO GROW.
- ▶ WE STARTED TO THINK ABOUT FUTURE GOALS AND ALIGN OUR CURRENT PLAN WITH THOSE.
- ▶ WE KNEW THAT PEOPLE WOULD NOT BE HAPPY WITH MEDIOCRITY.

# LISTEN

- ▶ WE CAME UP WITH EASY SHORT-TERM FIXES
- ▶ WE CAME UP WITH A 5,10,15 YEAR EMPLOYEE ENGAGEMENT STRATEGY PLAN
- ▶ WE ASKED OUR STAFF WHAT WOULD BENEFIT THEM THE MOST
- ▶ WE SET BUDGETS
- ▶ WE ALLOWED BUDGETS THAT WOULD ENCAPSULATE SPENDING
- ▶ FINALLY, WE ACTED

# ACT

- ▶ FINALLY, WE BEGAN INITIATING ALL OF THE CHANGES
- ▶ IN 2016:
  - ▶ WE ESTABLISHED THE HR DEPARTMENT
  - ▶ WE GOT TRAINING FOR COMPLIANCE
  - ▶ WE REVAMPED OUR STRUCTURE TO INCLUDE POLICIES AND PROCEDURES
  - ▶ WE SENT OUT OUR INITIAL SURVEY
  - ▶ WE BROUGHT BACK CHRISTMAS BONUSES

# ACT

- ▶ IN 2017:
- ▶ WE SET SALARIES AND WAGES GUIDELINES
- ▶ WE SET NEW ONBOARDING SALARIES
- ▶ WE REVIEWED ALL CURRENT STAFF MEMBERS AND INCREASED THEM TO MATCH OR EXCEED CITY AVERAGES
- ▶ WE STARTED QUARTERLY EMPLOYEE ENGAGEMENTS
- ▶ WE PARTED WAYS WITH TOXIC STAFF, PHYSICIAN AND CEO
- ▶ STARTED WORKING ON BASIC CULTURE BETWEEN OUR OFFICES.

# ACT

- ▶ IN 2018:
- ▶ WE INCREASED OUR EMPLOYEE ENGAGEMENT BUDGET
- ▶ WE REVAMPED OUR ENTIRE RCM DEPARTMENT, ELIMINATING A LOT OF DUPLICATE WORK AND MULTIPLE JOB FUNCTIONS.
- ▶ WE EVALUATED POSITIONS AND MADE FLOW BETTER.
- ▶ WE ESTABLISHED THE BGO INTRANET TO COMMUNICATE BETTER WITH EMPLOYEES

# ACT

- ▶ IN 2019:
- ▶ WE PARTED WAYS WITH OTHER TOXIC EMPLOYEES.
- ▶ WE REVAMPED THE MANAGEMENT STRUCTURE
- ▶ WE WORKED TOWARDS MORE DIVERSE ORGANIZATIONAL STRUCTURE
- ▶ WE STARTED EMPLOYEE OF THE MONTH, QUARTER AND YEAR
- ▶ WE BEGAN HAVING STAFF MEETINGS AND WORKING CLOSELY WITH MANAGEMENT

# ACT

- ▶ IN 2020:
- ▶ THE WORLD STOPPED, RIGHT?
- ▶ WE JUST STOPPED CARING FOR OUR STAFF RIGHT?
- ▶ WRONG!
- ▶ AS A PRACTICE WE WORKED WITH STAFF TO ENSURE THAT PEOPLE WERE GETTING AS MANY HOURS AS POSSIBLE THROUGH COVID.
- ▶ PHYSICIANS, PA'S AND SENIOR MANAGEMENT TOOK PAY CUTS AND NO PAY FOR MONTHS TO COVER THE LOSS OF STAFF.
- ▶ WE PROVIDED LUNCH FOR WEEKS TO HELP WITH COVERAGE
- ▶ WE SET A POLICY IN PLACE TO PAY FOR SINGLE PARENTS TO ATTAIN CHILD CARE
- ▶ WE OFFERED COVID PAY ABOVE THE CARES ACT REQUIREMENTS.
- ▶ WE CHECKED IN FREQUENTLY WITH EACHOTHER AND OUR STAFF TO ENSURE EVERYONE WAS OK.
- ▶ WE HELD EACHOTHER ACCOUNTABLE.

# ACT

- ▶ IN 2021:
- ▶ WE CONTINUED TO COVER COVID LEAVE UNTIL THE END OF THE YEAR.
- ▶ WE INCENTIVIZED STAFF TO GET THEIR VACCINES BY DOING A VACCINE LOTTERY.
- ▶ WE HAD A 5 YEAR STRATEGY MEETING TO GO OVER EXPECTATIONS FOR THE NEXT 5 YEARS.
  - ▶ WE SET FORTH GUIDELINES AND POLICIES WITH REGARDS TO CULTURE AND CHANGING ARCHAIC MINDSETS.
  - ▶ WE SPOKE TO OUR PHYSICIANS AND TOLD THEM THE BUCK STOPS WITH THEM, WE ARE HOLDING THEM ACCOUNTABLE.



# TIME OUT:

- ▶ IN 2021 WE REPEATED OUR SURVEYS FOR STAFF:
  
- ▶ THE FOLLOWING SLIDES WERE COMMENTS LEFT.

# TIME OUT:

“I am a new hire to BGO. I have been in the Medical field for over 15 years. Being employed by other facilities I dedicated many years of not being appreciated. I wasn't heard or seen for any accomplishments I made to help the business move up. Putting my heart and soul along with pure 100% dedication in everything I did just to be treated unappreciated and worthless. I can honestly say I've never had such a warm welcome. When I had questions or needed help doing something that I was confused about no one hesitated to help me. It made me feel like part of the BGO family and to me that means so much. I have been there over a month and I feel like I've always been there (it's crazy). BGO is definitely doing it right when it comes to the patients and employees. Patients always come first at BGO and it shows everyday. I'm looking forward to becoming more knowledgeable and educated about my position. I'm beyond proud to become a part of the BGO team. I want to help make it an even greater place to work.”

# TIME OUT:

- ▶ “Love BGO - especially in this last year or so they have shown how they care for their employees.”
- ▶ “I am happy to be here. I enjoy working here.”
- ▶ “There needs to be better recognition for those employees who show up every day and put forth effort above and beyond.”
- ▶ “BGO does great at showing their appreciation for their employees! Hands down best orthopaedic practice in the state.”
- ▶ “I love BGO and everyone I work with this place is a great place to work. I do think things could improve but that's with anywhere there I always room for improvement not just within the company but myself as well.”
- ▶ “This is the first job that makes me feel that I am appreciated.”

# TIME OUT:

- ▶ “I believe there needs to be a stronger training program for all employees. More time needs to be given to working with someone before being placed on their own. There needs to be an incentive for employees that have been here a long time as well as an incentive program to reward people not for calling off work. I wish that all employees would be given a certain number of paid sick days rather than have to use PTO/vacation time.”

# TIME OUT:

“BGO is a great company to work for overall. However, there are a few areas for improvement. 1. It is rather disheartening that there is a huge lack of diversity in our company's leadership roles. We have all white male surgeons, a few female PAs, and a few female leadership roles in admin/billing. It has been noticed by employees and even mentioned by patients the lack of diversity at BGO. 2. It seems that across all departments, we can appear to lack empathy for our patients. Even if we don't intend to, every department can be overbooked, overscheduled, and chaotic. Patients mention how little attention we pay to them and how little time we give to them - this includes front desk staff, med staff, PAs, docs, PT dept, etc. 3. We need to educate our employees on how to have effective conversations with patients and their families. By training employees and giving them tools to be successful, we can hope to decrease the turnover rate and improve employee satisfaction in every department. If employees feel that their employer is invested in them, they will in turn invest back into the company.”

WHAT DID WE  
LEARN? WHAT  
WOULD YOU  
THINK OUR  
NEXT STEPS  
WILL BE?

- ▶ GIVE ME IDEAS:
  - ▶ WHAT WOULD YOU TAKE AWAY FROM THESE?
  - ▶ WHAT WOULD YOU SUGGEST WE DO?
  - ▶ WHAT DO YOU THINK OUR 2022 INITIATIVES WOULD BE FROM THESE RESULTS?

# ACT

- ▶ IN 2022:
- ▶ WE INITIATED A NEW HIRE ORIENTATION AND TRAINING.
- ▶ SO FAR, WE HAVE STARTED A CULTURE COMMITTEE WITH 2 PLATFORMS:
  - ▶ STAFF INPUT: DIVERSITY AND INCLUSION, COMMITMENT TO COMMUNICATION, MENTAL HEALTH AND BURNOUT.
  - ▶ PROVIDER INPUT: MAKING CHANGES
- ▶ WE ARE CREATING POLICIES:
  - ▶ MATERNITY LEAVE
  - ▶ SICK LEAVE
  - ▶ BGO BONUS BUCKS SYSTEM
  - ▶ HR WEEKLY EMAILS
  - ▶ MINDFULNESS EMAILS
  - ▶ WEEKLY TEAM HUDDLES

# IN CLOSING:

- ▶ EMPLOYEE ENGAGEMENT IS FLUID
- ▶ CHECK-IN REGULARLY WITH YOUR STAFF AND PROVIDERS
- ▶ BE WILLING TO GET IN THE TRENCHES, DON'T SIT IN YOUR HIGH RISE WHILE OTHERS ARE STRUGGLING.
- ▶ HAVE A 5/10/15 YEAR GAME PLAN, BUT KNOW THEY CAN CHANGE
- ▶ ASK YOUR STAFF
- ▶ COMMIT TO CHANGE
- ▶ DON'T ASSUME EVERYONE IS HAPPY
  - ▶ QUESTIONS?

# GAME TIME!

## Team building activity

