BRING BACK THE FUN – BUILDING A RESILIENT CULTURE THROUGH CONNECTION AT WORK

Key Takeaways

1. Press Ganey's 2022 database shows all time low scores for both Employee and Physician engagement.
   - ➢ Greatest item set declines between 2021 and 2022 databases are within Decompression and Resources/Teamwork.
   - ➢ Non MD Advanced Degrees, Advanced Practice Providers, Security, and RNs tend to have the greatest declines in Engagement, Decompression, and Activation.
   - ➢ Managers have seen greater declines than they have in prior years.
2. Press Ganey has a newly validated Well-Being measure which is made up of four items that incorporate mental, physical, and financial health. Preliminary trends for this data show that those positions where individuals tend to have better financial opportunities within their roles tend to have better overall well-being scores.
3. The Key Drivers of Well-Being include connection to people, connection to work, and connection to purpose, with the number 1 driver being "I enjoy working with my coworkers."
4. Over time the database shows a greater spread in the highs and lows of Engagement performance (both employees and physicians), meaning that even during the pandemic some facilities are performing very well.
5. When looking at top performers we want to be able to talk about what these organizations are doing differently to keep them high performing. When reviewing the Top Decile of the database and comparing those that maintained/improved to those who declined between 2020 -2021, we see that the largest performance gaps revolve around 5 topic areas: Supportive Environment, Teamwork & Collaboration, Respect & Involvement, Staffing, and Job Stress.
6. Improvements around teamwork and respect & involvement likely mitigate the declines in perceptions of staffing and job stress
7. How do we look forward and improve from here?

Segment the Data	Track Staffing Rates	Lean on high reliability	Show Support
✓ Look at your organization's data by job level, unit, or practice level	✓ Use internal and collected data to evaluate staffing levels	✓ Commit to pursuing Zero Harm for patients and caregivers	✓ Build psychological safety
✓ Identify subgroups with best practices or that need support	✓ Evaluate job responsibilities	✓ Address technology and operational challenges	✓ Conduct huddles & high reliability rounding
	✓ Evaluate recruiting and hiring processes	✓ Foster a fair and just culture to improve the ability to detect, learn from, & prevent errors	✓ Optimize interactions using the 4C's (connect, check, concern, commit)
			✓ Boost team morale and continue fostering a positive team culture

Partner Spotlight: Rodger Page, Elizabeth Pulatie and Kelley Baas, Dignity Health – Mercy Medical Center Mt. Shasta and St. Elizabeth Community Hospital

1. Power of Human Kindness, Culture of Always – "We believe that while medicine can cure, humankindness heals. When we listen and support each other, stress levels drop, we recover faster and stay healthier. And we see it working in our hospitals and clinics every day. It's not about being nice. It's about championing a healthier way to approach health care."

2. Dignity Health was on a High-Reliability journey before the pandemic and used many of the HRO principles to inform their response, including Just Culture, using STAR and SBAR to better communicate, and safety huddle boards with stop light activities (Red= Safety Concern, Yellow=Working On It, Green = Resolved)

3. During the pandemic there were many factors influencing culture, including increased travelers, decreased morale, increased stress related LOA, decreased energy, increased negativity, loss of long-term employees and physicians, increases in premium pay, low vacation rates, and decreased employee engagement.

4. To combat these culture shifts and burnout, leadership took an intentional and tactical approach through increasing gratitude and appreciation from leaders to employees, between peers, and including night shift, clinics, medical staff, and outpatient therapies. This strategy included:

   ➢ Meeting and getting to know new people from different departments

   ➢ Community appreciation

   ➢ Employee Engagement Council with shared governance

   ➢ Executive and Leader Rounds of staff that focused on connection, seeking input, and encouraging work-life balance

   ➢ Education delivered to staff verbally and written format, during the staff members scheduled shift

   ➢ Celebrate, recognize, and thank

   ➢ Regularly scheduled opportunities for employees to have fun together, while at work:

      ▪ Puzzles and Games

      ▪ Dinners and treats

      ▪ Crafts and other ways to be creative. E.g., ornament decorating and cookie decorating

      ▪ Gratitude and Appreciation sign making and standing to thank employees as they left the hospital

5. After implementing these tactics, they have seen a significant culture shift as well as changes in the following:

   ➢ Decrease in travelers

➢ Travelers taking full-time positions

➢ Decreases in stress leave of absences

➢ Increase in positive behaviors

➢ Increased engagement and involvement in ongoing wellness activities

➢ Continued participation in ongoing fun activities

RESOURCES	
Webinar Recording	Link to Resource
Presentation Deck	Link to Resource