Outcomes From a *Truly Engaged* Communications Team

Beryl Institute 2013 Patient Experience Conference
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Regions Hospital – who we are

- 454 beds
- 4,200 employees
- County hospital until 1986
- Level One Trauma Center – Adult and Peds
- Regional Burn Center
- Part of HealthPartners system since 1993
- Many facility upgrades
- Share campus with Gillette Children’s specialty hospital
- 2 competitors within 2 miles!
Can you say “28th percentile”??

- 2004 – we started paying attention to patient satisfaction
- The start of Best Care Best Experience; improving patient and employee satisfaction
Purpose
- Improve employee morale and engagement

Who
- 12 – 16 members from across the hospital; front-line staff and managers

How
- With communication and fun!
  - Daily Huddle
  - Employee Forums
  - Food for Thought
  - Not-So-Undercover-Boss
  - Voice of the Employee
Daily Huddle

What
- Daily, 5-minute stand-up meeting to share information about the organization, service tips, department news.

Why
- To give face-to-face, consistent information to as many staff as possible on a daily basis.
- Staff who are informed are more engaged, and provide better patient care and service.

Resources Needed
- Time to gather and write
- Time to read, discuss, edit and send
- Ability to write for verbal communication
Daily Huddle format

Recognition: (Unit/department responsibility)
- Thank You cards, “above and beyond”, using service recovery, helping a co-worker, observations of excellent service, encouraging employees to thank each other

Organization Information: (Provided by Communication)
- Hospital-wide events, relative community events

Experience: (Provided by Best Care Best Experience)
- Tips based on Promise of the Month, inspiration, motivational messages, Ownership, stories

Departmental News: (Manager’s responsibility)
- New employees, plan for the day, announcements, reminders
Nuts and Bolts

- Communication department – “Organization Information”
  - New policies, moves, mandatory education, announcements
- Best Care Best Experience – “Experience”
  - Stories, survey results, service tips, quizzes
- Write Mon–Wed
- Read aloud Thurs – tweak as needed
- E–mail huddles on Friday for following week
Getting Started

- Guiding principles: Simple, quick, relevant
- Formed a small subgroup of Communication team
  - Developed format
  - Assigned writing
- Piloted three groups
- Got commitment from senior leadership
- Trained managers
- Conducted an ‘anticipation’ campaign
Anticipation
campaign –
posters
throughout the
hospital for 2
weeks prior to
start of huddles

hud•dle (hūd′l) vb. –dled; -dling
a: To gather together.  b: To share a common
purpose.  c: To communicate important infor-
mation.  d: To confer.

Seize the opportunity to be informed.

Daily Huddles begin March 7, 2006
What have we learned?

- Develop ways of getting organizational information
  - Communication team
- Have a theme for the Experience section
  - Promise of the Month
- Takes time to write – more than you think!
- Staff like stories
- Senior leadership has to publicly promote, encourage and have huddles
- Random visits to huddles by senior leaders helps motivate department leaders...
“Keep it coming! It's timely and relevant. It's a big help to me as a leader to have ready made messages crafted for me and ready to deliver. I just love it!”

“Staff have requested that we "NEVER" stop the huddles and the managers love it too. I have never seen such passion for a new method of communicating. I think we have hit gold!!!!”
Communication and Engagement

- Daily Huddle
- Employee forums
- Food for Thought
- Not-So-Undercover-Boss
- Voice of the Employee
Employee Forums

What
- 30-minute sessions; held 5–10 times over two-week period

Why
- To provide information in a fun setting
- To increase visibility of senior leaders

Resources needed
- Planning team
  - What’s the main message?
  - What’s a fitting theme?
  - Staff each forum
Start with a theme...

**WIN**
Let's Make a Deal! Monty Hall made this television game show a hit. Now it's your turn to make a deal for some fabulous Regions prizes.

**TV Weekly**

Tune in to the Employee Forums and see these “TV shows” making headlines this spring at Regions

- Go-Live Dating Game
  Find out who is ready for Epic computerized provider order entry go-live on June 14.

- Survivor: Paperless Island
  This reality show has a new twist as contestants try to survive without paper.

- Late Night
  A new Top 10 List – this one’s all about Epic.

- Cheers!
  Sometimes you want to go...where everybody knows your name. Check out Epic’s recognition program.

- Extreme Makeover: Hospital Edition
  Find out the latest about Expansion 2009, including plans for parking.

**Sweeps Week! at the Employee Forums**

- Wednesday, May 24 at 3:30 & 10 p.m.
- Thursday, May 25 at 11 a.m. & 12:15 p.m.
- Friday, May 26 at 7:30 a.m.

**Regions Hospital**

Back to the Future

Expansion 2009: Building Best Care Best Experience Employee and Physician Forums

Regions Hospital Amphitheater

Five Showtimes (each 45 minutes long)
- Thursday, Feb. 16 at 10 p.m.
- Friday, Feb. 17 at 7:30 a.m., 11 a.m., 12:15 p.m. and 3:30 p.m.

Three Regions time travelers come back to 2006 and share what they’ve seen in the future.

Brock Nelson • Dave Graebner • Greg Klugherz
President and CEO • Vice President
Chief Financial Officer
Find ways to make them interactive...

Join the fun!

JEOPARDY!

Employee forums

- Tuesday, November 13 at 11 a.m. and 12:15 p.m.
- Thursday, November 15 at 2 p.m. and 10 p.m.

Regions amphitheater

THE DATE AND TIME OF THE 3RD ANNUAL PIE EATING CONTEST

WHAT IS TUESDAY, NOVEMBER 13 AT NOON?
Use your talent...
• Daily Huddle ✔
• Employee forums ✔
• Food for Thought
• Not–So–Undercover–Boss
• Voice of the Employee
Food for Thought

**What**
- Monthly, 1–hour lunch/breakfast with CEO
- 8–10 employees – open discussion
- Employees ask to be invited
- Transitioned to CEO going to departments

**Why**
- To allow face-to-face interaction with CEO
- CEO gets unvarnished feedback
- Employees get heard

**Resources needed**
- Room, food
- Facilitator, note taker

Daily Huddle content
Questions to get discussion started

- What changes would you make to improve the patients’ experience?
- What initiatives would you keep?
- Which ones would you eliminate?
- What would you like Brock (CEO) to know about your department?
- Daily Huddle
- Employee forums
- Food for Thought
- Not–So–Undercover–Boss
- Voice of the Employee
Not–So–Undercover–Boss

**What**
- CEO spends 2–4 hours in a department, working along side employees

**Why**
- To build relationships, trust, and goodwill between CEO and employees

**Resources needed**
- Administrative assistance to receive applications and schedule visits
- Someone to video short segment
- Area resources to train, support CEO
Not So Undercover Boss
- Daily Huddle
- Employee forums
- Food for Thought
- Not–So–Undercover–Boss
- Voice of the Employee
Voice Of the Employee

What

1–month employee suggestion program

Why

No formal way for employees to give ideas for improvement
Low score on employee survey question: “I am involved in making changes that improve care, service and efficiency.”

Resources

Lots!
Determine
- Time frame (1 month)
- Topic (ideas to improve patient/family experience)
- Theme (V.O.T.E.)

Develop
- Advertising/promotion
- Online and/or paper submission forms
- Criteria for selecting winner(s)
Selection Criteria

**Innovative**

Very original → Been there, done that

**Feasible**

Easy to implement → Not a chance

**Impactful**

Creates visible, positive change → Too little, for too few

**Sustainable**

Result is long term improvement → Short term gain
Once the ideas are in:

**Still lots to do**

- Review and select winner(s)
- Respond to all who submitted ideas
- Forward suggestions to appropriate departments for follow-up and setting expectations
- Keep the momentum going
1–month campaign
Advertised in Daily Huddle, booth at summer picnic, posters, flyer and submission cards sent to all departments
Received 89 feasible ideas
Communication team selected top 3 ideas
Senior leadership ranked selections 1\textsuperscript{st}, 2\textsuperscript{nd} and 3\textsuperscript{rd}
Gave cards to restaurant of winners’ choice ($100 – $50 – $25)
All employees who submitted suggestion received “thank you – this is what we did with your idea” email from CEO
Is it Working??

Employee survey results
I have confidence in the job being done by my company's leadership
I have a good understanding of how my job contributes to the organization achieving its mission.
I feel informed about where my company is going

% positive response

Year – employee engagement survey
The theory...

Employee engagement = Patient satisfaction
Results: Patients

"Would you recommend"
Percentile Ranking, 2004-2012
(average of percentile rankings for each year)
In Summary

- We learned
  - Partner with Communication department
  - Feature CEO and senior leaders
  - Make it fun, make it engaging, have food
  - Don’t be afraid to try something!