

**Creating an Engaged Workforce
in the Midst of Healthcare Reform**
West Texas Regional Conference

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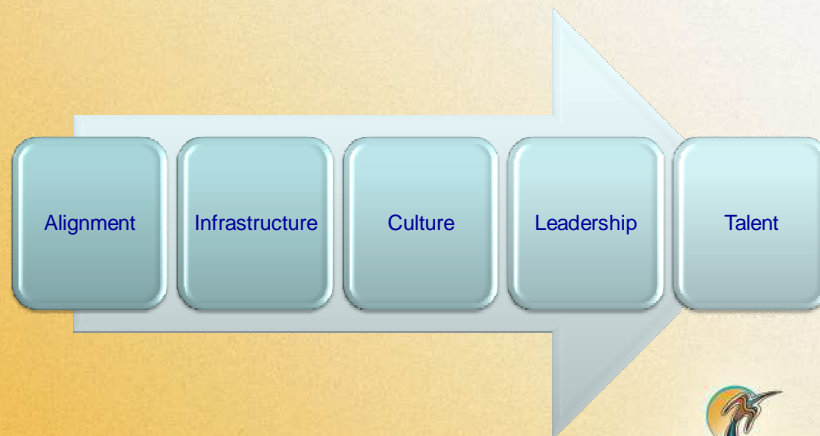
HFMA Lone Star Chapter

- Overview of the agenda
- Organizational Performance
- Value Based Purchasing & HCAHPS
- Employee Engagement Data
- Tools to Increase Engagement
- QuikDiSC activity





Organizational Performance



Create the Conditions

- *Alignment of mission, vision, values, goals, behaviors and conversations*
- *Creating an infrastructure that supports doing our best work*
- *Creating a culture that is driven from our guiding principles*
- *Providing leadership that models the way, and*
- *Identifying and developing talent*



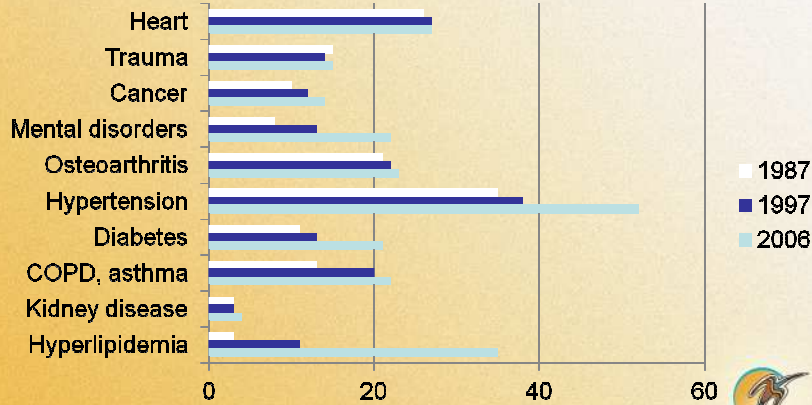
Thought for the day.....

We judge others by their behavior but expect them to judge us by our intention.

Malandro, 2011



Treated Prevalence Among Medicare Beneficiaries



--National Medical Expenditure Survey in Thorpe, 2010



Concept of Value-based Care

$$\text{Value} = \frac{\text{Quality}}{\text{Cost}}$$

Value is achieved by improving quality AND reducing cost.



Value Based Purchasing

- A government program that will reward hospitals for providing high-quality care and reducing health care costs. The program will pay hospitals based on quality, not just quantity of services based on measure of clinical quality and patient experience.



Value Based Purchasing

1. Initial 12 Clinical Measures (weighted 70%)
 - Acute myocardial infarction
 - Heart failure
 - Pneumonia
 - SCIP
2. Initial Eight Patient Experience Metrics (weighted 30%)
 - Communication with Nurses & Communication with Physicians
 - Responsiveness of Hospital Staff
 - Pain Management
 - Communication about Medicines
 - Cleanliness and Quietness of Hospital Environment
 - Discharge Information
 - Overall Rating of the Hospital



Questions?

1. How many \$\$ does your organization have at risk as VBP goes live?

- less than \$250K?
- \$250K - \$500K?
- \$500K - \$1M?
- More than \$1M?



HCAHPS Scores

- And remember, HCAHPS scores will be a moving target year over year
 - No longer just the “soft” stuff
 - Graded “on a curve”, maintenance moves as others perform
 - Have to stay above the 51st percentile to stay out of the penalty zone and receive additional payment.



In Relation to HCAHPS scores,

- You Can:
 1. Maintain/fix them yourself internally
 1. results unknown, time intensive;
 2. lack of results = expensive
 2. Hire an FTE (or two) to maintain/fix
 1. results unknown, unproven;
 2. lack of results = expensive
 3. Go with a proven (evidence-based) program to improve
 1. results = improved financial situation



Your Opportunity

- Create energy for providers to understand and lead change that:
 - Increases quality **AND**
 - Decreases cost

At the same time.....



Goals

If your goal is to provide high quality, cost effective, and compassionate care, then:

- Raise HCAHPS scores
- Impress consumers and maximize \$\$ under Value-Based Purchasing
- ENGAGE your workforce and bolster professional pride and satisfaction
- Deliver the *high-touch advantage in your marketplace*

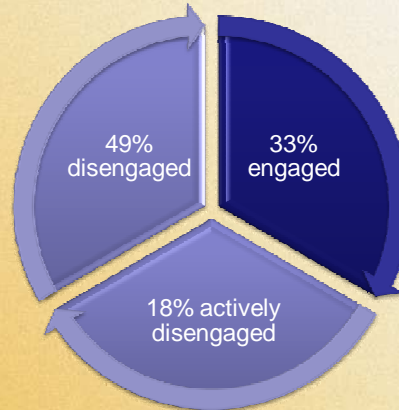


Solutions

- Support a “soft stuff” strategy
- Lead and analyze variables that impact the bottom line to minimize risk and maximize gain
- Frame conversations to address quality AND cost
- Engage and leverage the workforce



Gallup 2010 Employee Engagement Data (SHRM)



How Do You Engage Employees?

- Engage your employees in finding solutions – there are “positive deviants” in the group
- Teach caring communication skills to all employees and physicians
- Implement a structured Service Excellence process
- Foster shared leadership

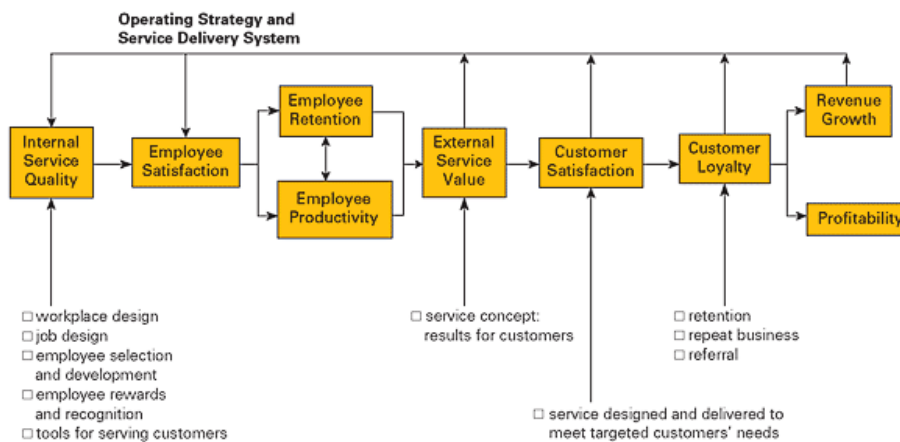


What does the research say?

- Engaged employees are good business sense
- According to the Daily Stat – Harvard Business Review, equity returns for Fortune’s 100 Best Companies to Work for in America were 3.4% higher per year than those of their peers.
- The fact is that employee satisfaction has a direct correlation to shareholder returns.



The Links in the Service-Profit Chain



Heskett, et.al (2004)





Seven Caring Communication Skills *...for Communicating Heart-to-Heart*

1. The practice of presence
2. Acknowledging feelings
3. Showing caring nonverbally
4. Explaining positive intent
5. The blameless apology
6. The gift of positive regard
7. The caring broken record



HCAHPS: Rating of 9 or 10

| 370-Bed Hospital in Suburban Philadelphia | 4 th Quarter 2009 | 4 th Quarter 2010 |
|---|------------------------------|------------------------------|
| “would recommend” | 81.29 | 91.94 |
| “overall perception of care” | 75.16 | 85.48 |



Behavioral Shopping Spree

The following list describes many common behaviors. Identify colleagues in the room that fit each of the listed behaviors and record their name in the space provided. When instructed, share your list with your colleague and if they concur with your selected behavior, they will initial their name. If they do not agree, move to the next person on your list. Complete as many as possible in the time given.

| Behavior(s) | Name |
|---|-------|
| 1. He/she usually likes challenges. | _____ |
| 2. He/she tends to be persuasive. | _____ |
| 3. He/she tends to be relaxed and easygoing. | _____ |
| 4. He/she tells it like it is. | _____ |
| 5. He/she prefers to listen more than talk. | _____ |
| 6. I see him/her as soft-spoken. | _____ |
| 7. I see him/her as bold. | _____ |
| 8. He/she is usually cautious. | _____ |
| 9. I see him/her as lively and energetic. | _____ |
| 10. He/she tends to be reserved. | _____ |
| 11. He/she is usually outgoing. | _____ |
| 12. He/she likes to focus on the bottom line. | _____ |
| 13. He/she tends to focus on people. | _____ |
| 14. He/she focuses on the quality of work. | _____ |
| 15. He/she focuses on how to do projects. | _____ |

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QuikDiSC




- 4 cards – select the 3 that best describe your strengths and discard the other face up on the table.
- Circulate and search/trade for cards that are a better fit for you.
- 3 cards – select the 2 that really do describe you. Discard the card on the table face up.
- Select partner – discuss why they are strengths
- Corner with others with same color card



Corners Activity

| | |
|----------|----------|
| D | i |
| C | S |

What strengths does this group bring to the workplace?
As a group, what would our slogan be?



QuikDiSC


Fast Paced

| | |
|---|--------------------------------------|
| D = Dominance What? | i = Influence Who? |
| C = Conscientiousness Why? | S = Steadiness How? |

Task Focused & Questioning

People Focused & Affirming

Moderate Paced



DISC

GOALS OF DISC® STYLES

| STYLE | GOALS |
|----------|--|
| D | <ul style="list-style-type: none"> ▪ Wants to get results ▪ Likes "do it and do it now" approaches ▪ Wants to be in charge ▪ Likes new opportunities and challenges wide scope of operations |
| i | <ul style="list-style-type: none"> ▪ Wants to be involved with people ▪ Wants to have fun while getting things done ▪ Likes to help people talk things out ▪ Wants freedom from responsibility for following through on detail |
| S | <ul style="list-style-type: none"> ▪ Likes to be involved with people ▪ Wants everyone to do his or her share ▪ Likes things to run smoothly ▪ Wants stability and security ▪ Wants a conflict-free environment |
| C | <ul style="list-style-type: none"> ▪ Wants specific criteria for performance ▪ Likes accuracy ▪ Likes setting and meeting high standards ▪ Wants opportunities to analyze and assess ▪ Likes logical, systematic approaches to work |

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HANDOUT **HO 9-1**

RELATING TO DISC® DIMENSIONS OF BEHAVIOR

| | |
|---|---|
| <p>DOMINANCE</p> <p><i>High "D's" want others to be direct, straightforward, and open to their need for results.</i></p> <ul style="list-style-type: none"> ▪ Make communication brief and to the point ▪ Respect their need for autonomy ▪ Be clear about rules and expectations ▪ Let them initiate ▪ Show your competence ▪ Stick to the topic ▪ Show independence ▪ Eliminate time-wasters | <p>INFLUENCE</p> <p><i>High "I's" want others to be friendly and to recognize their contributions.</i></p> <ul style="list-style-type: none"> ▪ Approach them informally ▪ Be relaxed and sociable ▪ Let them verbalize thoughts and feelings ▪ Keep the conversation light ▪ Provide written details ▪ Give public recognition for individual accomplishments ▪ Use humor |
| <p>CONSCIENTIOUSNESS</p> <p><i>High "C's" want others to minimize socializing, give details, and value accuracy.</i></p> <ul style="list-style-type: none"> ▪ Give clear expectations and deadlines ▪ Show dependability ▪ Demonstrate loyalty ▪ Be tactful and emotionally reserved ▪ Allow precedent to be a guide ▪ Be precise and focused ▪ Value high standards | <p>STEADINESS</p> <p><i>High "S's" want others to be relaxed, agreeable, cooperative, and appreciative.</i></p> <ul style="list-style-type: none"> ▪ Be logical and systematic in your approach ▪ Provide a consistent and secure environment ▪ Let them know how things will be done ▪ Use sincere appreciation ▪ Show their importance to the organization ▪ Let them adapt slowly to change |

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Strengths Leadership Domains

| Executing | Influencing | Relationship | Strategic Thinking |
|-----------------------|----------------|-------------------|--------------------|
| Achiever | Activator | Adaptability | Analytical |
| Arranger | Command | Developer | Context |
| Belief | Communication | Connectedness | Futuristic |
| Consistency | Competition | Empathy | Ideation |
| Deliberative | Maximizer | Harmony | Input |
| Discipline | Self-Assurance | Includer | Intellection |
| Focus | Significance | Individualization | Learner |
| Responsibility | Woo | Positivity | Strategic |
| Restorative | | Relator | |

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Implications and Applications

- Know yourself
- Know how to get the best out of others
- Consider how to communicate for effectiveness
- Use the Heart – Head – Heart sandwich
- Consider DiSC style


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Another thought....



“If you don’t know where you’re going, you will wind up somewhere else.”

Yogi Berra



Thank You!

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