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Delta Region Community Health Systems Development (DRCHSD) Program

Measuring & Strengthening Employee Engagement

Shannon Studden

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Delta Region Community Health Systems Development (DRCHSD) Program



Delta Regional Authority

U.S. Department of Health & Human Services



This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of a financial assistance award totaling \$10,000,000 with 100% funded by HRSA/HHS and \$0 amount and 0% funded by non-government sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement by HRSA/HHS, or the U.S. Government.



The Center's Purpose

The [National Rural Health Resource Center \(The Center\)](#) is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation's leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

- Transition to Value and Population Health
- Collaboration and Partnership
- Performance Improvement
- Health Information Technology
- Workforce



Diversity, Equity, Inclusion, & Anti-racism



Building a culture where difference is valued.

The Center is committed to DEI and anti-racism. We create an environment that reflects the communities we live in and serve; a place where everyone feels accepted and empowered to be their full, authentic selves; and where everyone belongs.

We understand the impact of and seek to defeat racism and discrimination in ourselves, our workplace, and the world. This guides how we cultivate leaders, build our programs and resources, and deliver our technical assistance.

We are an organization that honors, celebrates, and respects all dimensions of diversity. These principles are central to our mission and to our impact.

[Read more at ruralcenter.org/DEI](https://ruralcenter.org/DEI)



Shannon Studden



Objectives

- Understand the impact that employee engagement has on your hospital or clinic's patient outcomes and bottom line
- Build familiarity with the DRCHSD program's employee engagement assessment process
- Hear one hospital administrator's perspective on the assessment and actions taken as a result



Agenda

1

What is employee engagement – and why do we care?

2

How an EEA fits into the 3-year Delta program

3

The assessment process

4

Greene County Health System: Dr. Marcia Pugh

5

Questions & closing discussion



What is it?

The extent to which employees are passionate about their work and committed to the organization

Sense of happiness and energy

Focus amid distractions

Persistence in the face of challenges

Taking action when needed, rather than waiting to be asked

Willingness to step outside formal role to help others

Adapt and respond to internal and external changes

Behaviors aligned with strategic goals



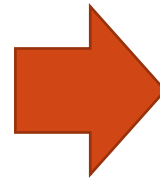
Higher Engagement Leads To...

Sense of meaning & purpose

Discretionary effort

Increased retention rates

Recruitment advantage



Higher clinical safety & quality scores

Higher HCAHPS scores

Lower per-patient spending for readmissions

Higher net margins

Stronger financial performance

Press Ganey, 2017



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So how do we get there?

Three-Year Participation Cycle

Year 1: Project Development	Year 2: Implementation	Year 3: Sustainability
Kick-off meetings to plan and develop services	Evaluate resource needs to support action plans	Sustainability planning, success stories, and spotlights
Process analyses, various assessments and action planning	Ongoing priority / action planning and implementation services	Demonstrate measurable outcomes and show impact
Community Care Coordination builds a foundation to identify and connect with community joint partners.	CCC priority action planning and implementation, ongoing partnership and community development	Reexamine priorities and joint partner collaboration, and update action plan(s) for ongoing sustainability
Community Champion selection, hiring and onboarding	Champion skill building to support CCC planning through 1:1 coaching, networking, learning collaborative, and bootcamps	Champion skill building to sustain CCC plan through 1:1 coaching, networking, learning collaborative, and bootcamps
Financial, operational, quality improvement (FOA/QI) assessment and action planning	Revenue cycle and physician practice management (RCM/PPM) assessment and action planning	FOA/QI, RCM/PPM reassessments and action plan updates with next steps
Telehealth assessment of capacity and needs, and action planning	System selection, workflow, policy and procedure development, outreach and promotion of services	Telehealth implementation ongoing with next steps
Emergency Medical Services (EMS) community assessment	Address findings to improve EMS, CCC and operations	Integrate EMS into action plan updates and next steps
Year 1 Engagement Assessment	Take Action	Year 3 Engagement Assessment

Peer-2-peer and 1:1 trainings build organizational capacity to sustain performance gains: bootcamps, webinars; learning collaboratives, workshops and summits. Resources support implementation of action plans and technology.

What Does *Taking Action* Look Like?

Could be:

- Compensation survey for benchmarking
- Sharing total rewards
- Implementing communication best practices
- Creating an employee advisory council
- Aligning culture to support long-term goals

Year 1 Engagement Assessment	Take Action	Year 3 Engagement Assessment
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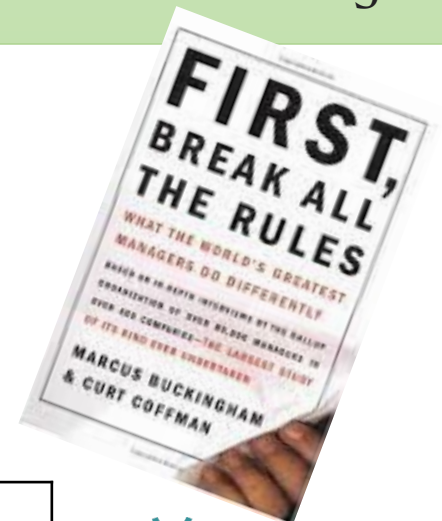
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Taking Action Often Involves Developing Leaders

- Collaborative leadership
- Delegation and empowerment
- Effective feedback
- Building trust
- Recognizing employees
- Managing conflict
- Strategic thinking
- Employee rounding
- “Buddy to boss”

“The single biggest contributor to engagement is the team leader.”

Marcus Buckingham



Year 1 Engagement
Assessment

Take Action

Year 3 Engagement
Assessment



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The Assessment

Please indicate your level of agreement with each statement below.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My supervisor treats team members with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel part of a team working toward shared goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
By doing high-quality work, I can count on growing within this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor tells me when I do my work well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor provides helpful coaching when my work needs to be improved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The performance feedback process is fair and objective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get a very strong sense of pride and accomplishment from the work I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job makes good use of my	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Engagement Framework



Strategic Engagement

Are my efforts aligned with organizational goals?



Freedom to Engage

Does engagement feel safe and worthwhile?



Capacity to Engage

Do I have the resources needed to engage?



Motivation to Engage

Is my work meaningful?



Satisfaction With Salary and Benefits

Are the financial rewards enough?



The Process

Planning

- Establish timeline
- Finalize questions

EEA Window

- Communicate with employees
- Track response rate

Post EEA

- Review results
- Report results & recommendations
- Hold review call & determine next steps



Post-EEA: Report and Review Meeting

Delta Region Community Health Systems Development (DRCHSD) Program Perry County Memorial Hospital, Perryville, MO Employee Engagement Assessment

Release Date: April 12, 2021



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Get to know us better: www.ruralcenter.org



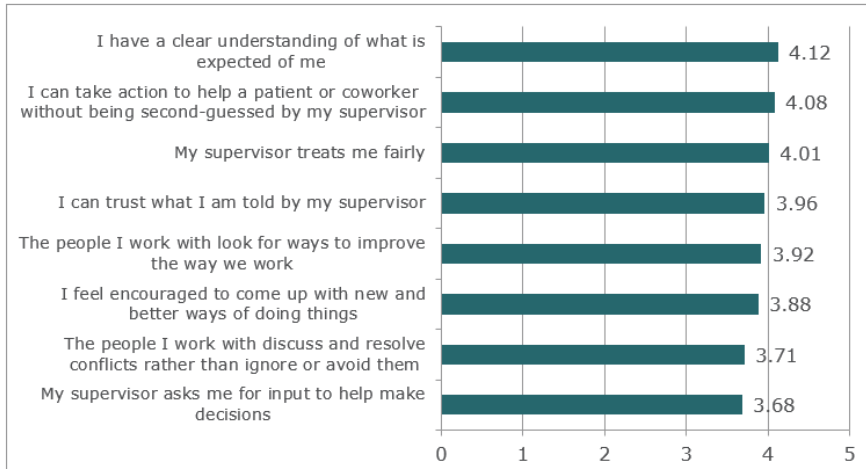
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Summary Statistics

Response rate

Targeted employees:	475
Number of responses:	265
Response rate:	55.8%
DRCHSD program average Year 1 response rate:	60.1%

Chart 5: Average Ratings for Questions About Freedom to Engage



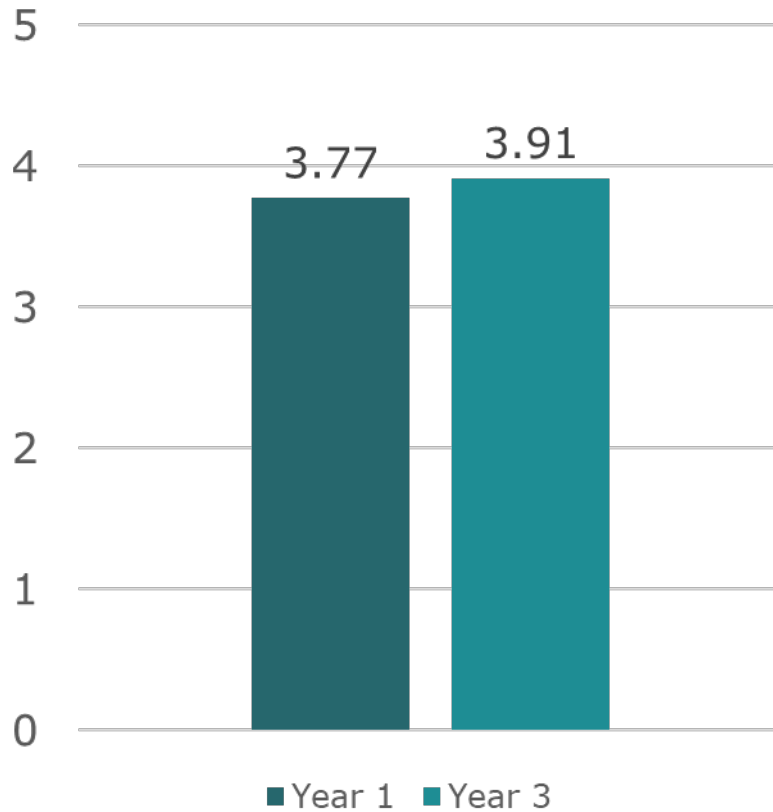
Recommendations and Next Steps

Results from this year's assessment indicate that PCMH has solid levels of employee engagement. Employees find their work meaningful, have good relationships with their immediate supervisors, and enjoy working with their teammates. Recurring themes include a sense of family and pride in work.

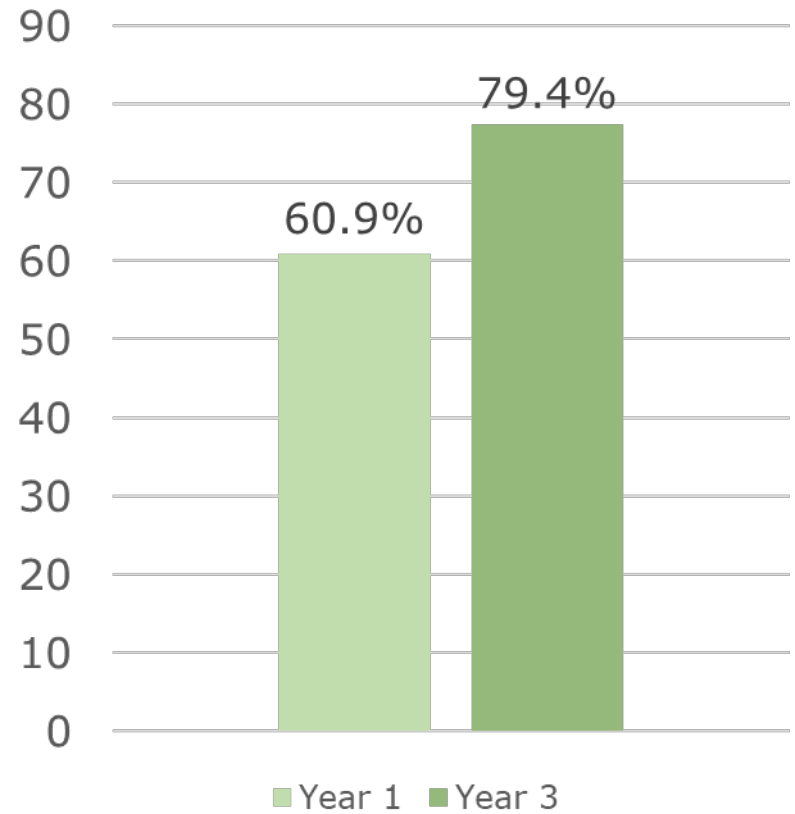


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Cohort 2019 (So Far)



Average Overall Rating



Response Rate



Perspectives From...



Dr. Marcia Pugh, CEO/Administrator
Greene County Health System
Eutaw, AL



Questions?





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Get to know us better:

<http://www.ruralcenter.org>

