Employee Focus in a Time of Change

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Thunderbird Leadership Consulting

&

Leebov Golde Group

HFMA Meeting - Arlington

- Overview of the agenda
- 25 will get you 10
- Why this? Why now?
- Employee Engagement Data
- ROI of Value Based Purchasing & HCAHPS
- QuikDiSC activity
- Increasing Engagement
  - Heart – Head – Heart Communication
- Other tools to engage employees
What is the 1 thing we can do to increase employee engagement?

Instructions:
1. Stand up, mill around and pass your card to someone. Keep milling and passing the card until you hear the bell – stop and keep the card in your hand but don’t read it.
2. Stop in front of another person. Read the card you were given and rate the solution on a scale of 1-5 with “5” as fabulous and “1” as OK. Talk your ratings and adjust as needed. Write you final rating on the back of the card. Make sure your partner does the same with their card and solution.
25 will get you 10

Instructions:
4. Repeat the process 4 more times.
5. Each card should have 5 ratings so add them up for a total score (up to 25).
6. The facilitator will ask for those who have scores of 25, 24, 23, 22, 21 and 20. Read your solution when prompted.

Why this? Why now?

- Employee engagement links to patient satisfaction?
- Impacts the BOTTOM LINE?

- Now is the time for you to lead and begin by focusing on your employees!
Employee Engagement

- Link to Patient Experience
- Link to Financial Profitability
- Link to Physician Satisfaction
- Gallup Survey-
  1. Do you know what is expected of you at work?
  2. Do you have the materials and equipment you need to do your work right?

Gallup Q 12 survey

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment you need to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
Gallup Q12 Survey

1. 7. At work, do your opinions seem to count?
2. 8. Does the mission/purpose of your company make you feel your job is important?
3. 9. Are your associates (fellow employees) committed to doing quality work?
4. 10. Do you have a best friend at work?
5. 11. In the last six months, has someone at work talked to you about your progress?
6. 12. In the last year, have you had opportunities at work to learn and grow?

The Links in the Service-Profit Chain

Gallup 2011 Employee Engagement Data (Gallup)

- 29% engaged
- 52% disengaged
- 19% actively disengaged


Value Based Purchasing

- Initial Eight Patient Experience Metrics (weighted 30% now and in 2013)
  1. Communication with Nurses
  2. Communication with Physicians
  3. Responsiveness of Hospital Staff
  4. Pain Management
  5. Communication about Medicines
  6. Cleanliness and Quietness of Hospital Environment
  7. Discharge Information
  8. Overall Rating of the Hospital
### The ROI for Investing in the Patient Experience

<table>
<thead>
<tr>
<th>Patients talk and other consumers listen</th>
<th>Satisfied patients tell 3 others</th>
<th>Zimowski</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dissatisfied patients tell up to 25 others more via social media</td>
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<tr>
<td></td>
<td>It takes at least 7+ satisfied patients to offset one dissatisfied patient</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Patient dissatisfaction hurts patient retention</th>
<th>For every dissatisfied patient who complains, 20 others don’t</th>
<th>Zimowski</th>
</tr>
</thead>
<tbody>
<tr>
<td>For every 5 spoken complaints, 100 remain unspoken</td>
<td>Of those who are dissatisfied but don’t complain, only 1 in 10 returns</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Patient satisfaction impacts volume</th>
<th>For hospitals if HCAHP rating is 9 or 10, 80% return</th>
<th>JD Power</th>
</tr>
</thead>
<tbody>
<tr>
<td>If HCAHP rating is 6 or 7, only 37% return</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Values Based Purchasing (VBP) patient satisfaction scores are a factor in reimbursement</th>
<th>30% of VBP impact is based on HCAHP scores.</th>
<th>Federal Register/V 76, No 88, 5-6-11 Rules and Regs</th>
</tr>
</thead>
<tbody>
<tr>
<td>For example a 300 bed hospital risks more than $650,000 annually in Medicare reimbursement related to failure to meet patient experience targets.</td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>With higher patient satisfaction clinical outcomes improve</th>
<th>Higher patient satisfaction reduces hospital lengths of stay, readmissions, and lower cost per case.</th>
<th>JD Power</th>
</tr>
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### The ROI for Investing in the Patient Experience

<table>
<thead>
<tr>
<th>Patients vote with their feet. Patient satisfaction impacts hospital volume.</th>
<th>On HCAHPS:</th>
<th>JD Power</th>
</tr>
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<tr>
<td></td>
<td>If rating is 10</td>
<td>80% will return.</td>
</tr>
<tr>
<td></td>
<td>If rating is 6 or 7</td>
<td>37% will return</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Data transparency: Patient experience data is on the web for all to see.</th>
<th>77% of patients say they use patient satisfaction ratings to help them choose a hospital.</th>
<th>Zimowski</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>The Lifetime Value of a Patient (hospital expenditures) is significant.</th>
<th>Hospital revenue per person: $184,000</th>
<th>Kavaler &amp; Spiegel</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Household leaving hospital will have future hospital expenditures &gt;$405,000</td>
<td></td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>As satisfaction increases, malpractice claims decrease.</th>
<th>Lawsuit Rate Compared to Physicians in Top Third on Patient Satisfaction.</th>
<th>Stelfox et al.</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Communication is key to the vast majority of suits. Anger, not injury, is the trigger for most claims. Empathy and good interpersonal skills prevent malpractice claims.&quot;</td>
<td>Middle third: 26% higher</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lowest third: 100% higher</td>
<td></td>
</tr>
<tr>
<td>For every 1 point decrease in satisfaction: 5% increase in risk management episodes.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Financial Implications of VBP

- Dollars at stake across all U.S. acute care hospitals: $2.1 Billion
- For the average hospital
  - Mean: approximately $500,000
  - Minimum: just over $100,000
  - Maximum: just over $6 Million
- At least half of all hospitals will lose money under VBP
  - 1.0% of baseline DRG at stake in FY13 – Grows to 2.0% by FY17

Final VBP Timeline

*Quarters represent calendar year*

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Q</td>
<td>2Q</td>
<td>3Q</td>
<td>4Q</td>
<td>1Q</td>
</tr>
<tr>
<td>2Q</td>
<td>3Q</td>
<td>4Q</td>
<td>1Q</td>
<td>2Q</td>
</tr>
<tr>
<td>3Q</td>
<td>4Q</td>
<td>1Q</td>
<td>2Q</td>
<td>3Q</td>
</tr>
<tr>
<td>4Q</td>
<td>1Q</td>
<td>2Q</td>
<td>3Q</td>
<td>4Q</td>
</tr>
</tbody>
</table>

Baseline Period | Performance Period | Incentive Payments Announced | Payments Affected
VBP Scoring Methodology

- Hospital performance for each measure is compared to national performance standards
- Points are awarded for:
  - Achieving high quality goals
  - Improving towards high quality goals
- Maximum = 10 points per measure
- Points scored for each measure are used to calculate domain scores
- Domain scores are weighted to calculate a Total Performance Score

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 50% to stay out of the penalty zone and receive additional payment.

HCAHPS Measures – Final List for FY13

1. Nurse Communication
2. Doctor Communication
3. Cleanliness and quietness
   – (VBP: Combined) – (Hospital Compare: Separate)
4. Responsiveness of hospital staff
5. Pain management
6. Communication about medications
7. Discharge information
8. Overall Rating

- 8 Measures = 80 Possible Points
- Plus 20 possible points for “Consistency”
In Relation to HCAHPS scores,

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

Another Engagement Tool

- QuikDiSC Activity
- Easily done in any organization
- Cost is minimal
- Full DiSC profile is great to do
  - More depth
  - $75-100/person
- Creates a common language
QuikDiSC

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

Corners Activity

What strengths do we, as a group, bring to the workplace?
As a group, what would our slogan be?
QuikDiSC

Fast Paced

D = Dominance  i = Influence

What?  Who?

Why?  How?

C = Conscientiousness  S = Steadiness

Moderate Paced

Task Focused & Questioning

People Focused & Affirming

GOALS OF DISC® STYLES

<table>
<thead>
<tr>
<th>STYLE</th>
<th>GOALS</th>
</tr>
</thead>
</table>
| D     | - 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     | - 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     | - 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     | - 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**

**RELATING TO DISC® DIMENSIONS OF BEHAVIOR**

<table>
<thead>
<tr>
<th>Dominance</th>
<th>Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>High “D’s” want others to be direct, straightforward, and open to their need for results.</td>
<td>High “I’s” want others to be friendly and to recognize their contributions.</td>
</tr>
<tr>
<td>- Make communication brief and to the point</td>
<td>- Approach them informally</td>
</tr>
<tr>
<td>- Respect their need for autonomy</td>
<td>- Be relaxed and sociable</td>
</tr>
<tr>
<td>- Be clear about rules and expectations</td>
<td>- Let them verbalize thoughts and feelings</td>
</tr>
<tr>
<td>- Let them initiate</td>
<td>- Keep the conversation light</td>
</tr>
<tr>
<td>- Show your competence</td>
<td>- Provide written details</td>
</tr>
<tr>
<td>- Stick to the topic</td>
<td>- Give public recognition for individual accomplishments</td>
</tr>
<tr>
<td>- Show independence</td>
<td>- Use humor</td>
</tr>
<tr>
<td>- Eliminate time-wasters</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conscientiousness</th>
<th>Steadiness</th>
</tr>
</thead>
<tbody>
<tr>
<td>High “C’s” want others to minimize socializing, give details, and value accuracy.</td>
<td>High “S’s” want others to be relaxed, agreeable, cooperative, and appreciative.</td>
</tr>
<tr>
<td>- Give clear expectations and deadlines</td>
<td>- Be logical and systematic in your approach</td>
</tr>
<tr>
<td>- Show dependability</td>
<td>- Provide a consistent and secure environment</td>
</tr>
<tr>
<td>- Demonstrate loyalty</td>
<td>- Let them know how things will be done</td>
</tr>
<tr>
<td>- Be tactful and emotionally reserved</td>
<td>- Use sincere appreciation</td>
</tr>
<tr>
<td>- Allow precedent to be a guide</td>
<td>- Show their importance to the organization</td>
</tr>
<tr>
<td>- Be precise and focused</td>
<td>- Let them adapt slowly to change</td>
</tr>
<tr>
<td>- Value high standards</td>
<td></td>
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**Implications and Applications**

- Moderate your behavior to get the best out of others
- Consider how to communicate for effectiveness
- Use the Heart – Head – Heart sandwich
- Know yourself and tendencies
Seven Caring Communication Skills
...for Communicating Heart-to-Heart

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

Two Kinds of Communication

Heart-to-Heart
Feeling, Caring, Empathetic

Head-to-Head
Thinking, Doing, Explaining, Fixing
Both and have benefits!

When we speak heart-to-heart:
• Patients, families and co-workers feel important, cared for, and understood
• They can hear the head-to-head part much better

When we speak head-to-head:
• Patients, family and co-workers get valuable information
• They appreciate our answers and solutions

These Days
• Because we’re so busy and task-oriented, most communication is from the HEAD, much less from the HEART.
• The result: Patients, families and co-workers wonder, “They care for me, but do they care about me?”
Thought for the day.....

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

Malandro, 2011

Your Opportunity

• Create energy for providers to understand and lead change that:

  - Increases quality **AND**
  - Decreases cost

At the same time.....
Organizational Goals

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

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

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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
Solutions

- Support a “soft stuff” strategy with a focus on Caring Communication
- 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

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.
Another Engagement Tool

- Behavioral Shopping Spree
- Easily done in any department
- Cost is low
- Creates a foundation for conversation
- How others see you!!

Behavioral Shopping Spree

The following list describes many common behaviors. Identify colleagues you know in the room and select the behaviors you think fit them. Write their name next to the behavior in the space provided. When instructed, share your list with your colleague and if they concur as them to 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. Next, record the names of co-workers and family members, too.

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