ONE voice

Employee Engagement Action Planning Toolkit

Tools and Resources for Discussing Employee Engagement Results and Creating an Employee-Generated Plan for Improvement

August – October 2013

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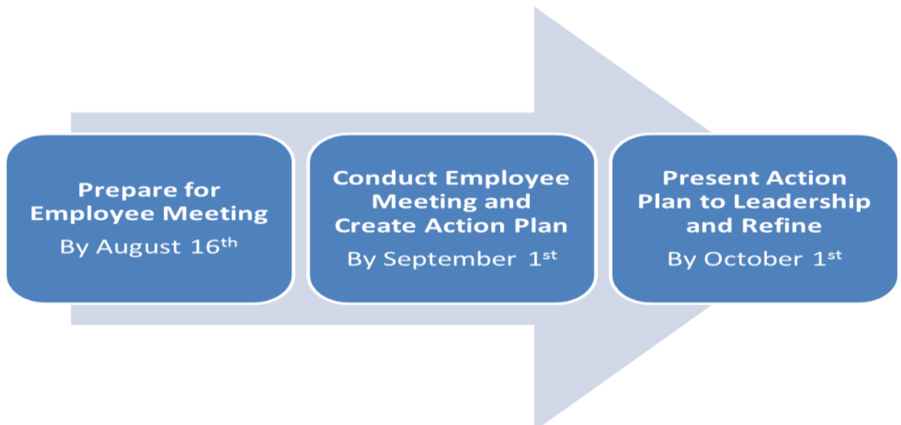
Employee Engagement Action Planning Toolkit

Process Summary

This toolkit is designed to help integrate the many initiatives and priorities you and your team are working on. The goal is to leverage your employees' engagement to create a high reliability culture focused on safety, quality, the patient and family experience, and efficiency/finance. A simple process is detailed below. Please work with your team to complete all of the following steps within the next four to six weeks.

Recommended Timeline *(May Vary by Market)*



The Action Planning Process

The most important part of the employee engagement survey process is collaboratively creating a team action plan. The action planning process includes multiple steps to ensure that these plans are deliberate and effective. In order to improve your team's work environment and maximize performance, all team members must contribute to continuous improvement. The process outlined in this toolkit will help you bring in multiple findings to generate a meaningful discussion; however, the best engagement discussions are those that are open, encouraging, and two-way.

Step 1 – Prepare for the Employee Meeting: First you will need to print out a few handouts for your team to reference in the employee meeting. You will also need to evaluate the team's current performance in other areas using the "Current State Analysis" form prior to the meeting.

Step 2 – Employee Meeting and Action Planning: You will lead a discussion about how your team did, what surprises them, the strengths/weakness of the work environment, and where they believe the team should focus their time to improve. For each action item you create, the team will elect an "Employee Champion" to own the responsibility of accomplishing your team's goals. After the goals are created, you should enter the action plan into the Perceptyx system. This will allow you to keep track of your progress throughout the year.

Step 3 – Champion Presentations: In order to encourage and ensure accountability, your team should present their action plans to leadership. This will also allow for best practice sharing; helping refine your team's action plan.

Step 4 – Ongoing Development: As the leader of the workgroup, it's your job to keep the action plan on track. Use the checklist in the appendices of this tool to keep you on track.

Step 1 – Prepare for the Employee Meeting

Before August 16, 2013

Complete the Current State Analysis Worksheet

As the leader of the workgroup, fill out the Current State Worksheet (Appendix 1) before meeting with your team. If necessary, modify each of the metrics to represent what your team monitors. In the employee meeting, you will ask your team to fill out the Current State Worksheet based on how your workgroup is performing. You will align your team's perception of performance with the actual metrics you prepared ahead of time. The team will then identify the areas where your workgroup is performing in the Green, Yellow, and Red zones. As a team, you will discuss how you are doing and how you feel about the workgroup's current state.

Date: ______ Team/Unit: ______	RED (BELOW-AVERAGE PERFORMANCE)	YELLOW (AVERAGE PERFORMANCE)	GREEN (ABOVE-AVERAGE/BEST PRACTICE PERFORMANCE)
Quality	Check this box if the majority of your **Core Measures** are red on your current *Scorecard* ☐	Check this box if the majority of your **Core Measures** are yellow on your current *Scorecard* ☐	Check this box if the majority of your **Core Measures** are green on your current *Scorecard* ☐

Review Action Planning Tips

Inside the Perceptyx Action Planning system, there is a feature available to look up potential questions to think through and ask your team. It also provides suggestions for action items by question. After reviewing your results, identify the lowest scoring items/gap items and review the suggestions in the system to help you prepare for the meeting. You should write down potential questions you want to ask the team. A guide for how to generate these tips is included in Appendix 2.

Employee Meeting Printing Checklist

Prior to your employee meeting, you should print handouts for your team. The list below includes all of the documents you should print for each member of your team to bring to the meeting.

✓	**Items for Printing**
	Slides 24, 25, 27, 28 and 30 from the Manager Toolkit Presentation: From the Q12 to the Transition 12 (T12), T12 Favorability, Top 5 , Bottom 5, and Gap Evaluation
	Comment report "Word Cloud" from the Perceptyx System
	Blank "Current State Analysis Worksheet" (A blank form is included in the Appendix)

Step 2 – Employee Meeting and Action Planning

Before September 1, 2013

General Guidelines

- Make this part of a regular meeting – you can split this into 2 meetings
- Do not critique or "shoot down" any feedback or suggestions, the purpose of the discussion is to be open
- Thank employees for all feedback and suggestions no matter the quality
- Be a facilitator and only interrupt for the sake of time
- If an employee seems to be very passionate about something ask them to "champion" the idea or action

Sample Agenda

Topic	Description	Timing
Welcome and Outcomes Review	Thank your team for their time and open feedback on the employee engagement survey. Explain that the purpose of this session is to further discuss the employee engagement results and other areas of opportunity for your team in order to generative a team action plan. Ensure that you create an open and trusting environment.	5 minutes
Current State Analysis Discussion	Pass out the current state analysis worksheet and ask small teams to complete the form. Walk through what the teams' perception of their current performance. Then identify potential gap areas (real data vs. their perceptions).	10 minutes
Engagement Results Deep Dive	Pass out all of the slides that reference the specific data you want the team to have to reference. Review each of the slides and generate a discussion.	10 minutes
Identify Top Areas of Opportunity	Ask each team member to share what they believe the top 2 areas of opportunity are for the team (where they would like to see the team improve). Document all findings and generate a consensus around 3-4 areas of focus.	10 minutes
Develop Action Items	Ask small groups to share and/or generate their ideas for action items for the 3-4 areas of focus. As a team, select 3-4 final action items. Identify an "Employee Champion" for each item. Ask "Employee Champions" to prepare a suggestion for the final action item (wording, outcome, and completion date) and give it to you after the meeting.	20 minutes
Close and Thank You	Review the final outcomes with the team. Discuss specific next steps and thank the team for their time.	5 minutes

Current State Analysis Discussion

Align your team's perception of performance with the actual metrics you prepared ahead of time. Identify the areas where your workgroup is performing in the Green, Yellow, and Red zones. As a team, discuss how you are doing and how you feel about the workgroup's current state.

Tips for Current State Analysis Discussion

- ✓ Thank and praise all employees for positive outcomes
  - Recognize those who may have "championed" these areas or been responsible for them
- ✓ Do not place blame in case of negative numbers
  - Why are the numbers negative? What happened to make them negative? Did they improve from last year? What can we control that improves these areas?
  - What would it look like for our unit/department if these numbers were to be positive?
    - What actions? Behaviors? Events? Activities would make them positive?
  - How can we get from where we are now to positive scenario just discussed?

Engagement Results Deep Dive

Lead a discussion about how your team did, what surprises them, the strengths/weakness of the work environment, and where they believe the team should focus their time to improve. You should use the T12 results, top and bottom 5, gap areas and the word cloud to generate discussion. Please note that the E8 (first 8 questions) are not included. These items are meant to gauge overall engagement – or the diagnosis, but the other items are meant to provide more information with regards to "why" – or the "symptoms." T12 results are important because these are the results that show you and your team the causes the of your E8 scores.

Tips for Discussing Employee Engagement Results

- ✓ Emphasize the confidentiality of the survey and the importance of getting feedback from the employees. This is a conversation, not a presentation.
- ✓ If they were below do not be negative, but encouraging that next time we could do better; If above, congratulate. It is not necessarily important to go through every item, but focus on top 5 positive, negative, and any important gap scores from the engagement reports.
- ✓ Ask if anyone would like to comment on why they responded with a high score on a certain question to get them talking. Further, offer praise and ask how we could do even better to make responses all 5's.
- ✓ Remind them that this meeting is for them to collaborate to improve work environment and negative scores are not necessarily a specific reflection on any individual.
- ✓ A good way to start this discussion is asking what each question means to the employees, certain questions may have been interpreted different ways so it is important to gain the employees context of meaning.
- ✓ Again ask for feedback from your employees, such as why responses were what they were along with how they can be improved.
- ✓ Ask employees what the workplace would need to look like in order for a question or gap to improve.

Action Items

After discussing the variety of results and revealing 3-4 potential areas of opportunity, you should ask the team to generate solutions. You may utilize the "Integrated Action Planning" worksheet in the Appendix 3 to help document ideas. This plan should include a detailed plan to improve employee engagement, patient and family experience, quality and safety, and the efficiency/finance measures of the group. As a group, don't forget to discuss how everyone would like to be held accountable for the agreed on actions. Document this feedback on the action plan. Ask for volunteers to champion each area of the plan. It will be the champion's job to update the workgroup's current state each week.

For example, if Maria is the Patient and Family Experience champion for an action item, she should update the action plan with the group's HCAHPS or Press Ganey scores. Maria would also facilitate a discussion in the weekly team meetings/huddles to explain and discuss the team's current state .

Tips for Creating Action Plans

- ✓ Don't shoot down ideas, thank employees for suggestions.
- ✓ Ask how ideas can be maintained throughout the year.
    - Try to lead away from "keep doing what we are doing," what else can we do? How can we improve what we are doing? Even minor details.

Step 3 – Employee Champion Presentations

Before October 1, 2013

The Employee Champions should present the group's action plan to the senior leadership of the facility. The manager can attend, but the employee champions should present. Have the champions practice and present at team meetings first to gain input from the rest of the team.

Tips for Employee Champion Presentations

- ✓ Have your Employee Champions come together as a team to create the presentation
- ✓ Provide some guidelines for what they should create (e.g., time of the presentation, mode for presentation)
- ✓ Review the presentation and provide the Champions with feedback
- ✓ Give the Champions an opportunity to present to the entire team or you prior to presenting to leadership
- ✓ Be encouraging and supportive and help the Champions include other team members throughout the process

Step 4 – Ongoing Development

As the leader of the workgroup, it's your job to keep the action plan on track. Use the checklist (Appendix 4) to keep you on track. Pilots use checklists to ensure everything has been completed prior to takeoff; they do this for every flight. In the same way, use this checklist on a monthly basis to ensure that you are setting clear expectations, recognizing your employees, communicating the right messages, and that your team is maintaining focus on and accountability to the group's action plan.

Tips for Ongoing Development

- ✓ Utilize multiple communication methods to reinforce progress (e.g., status e-mails, message boards, GEMBA boards, etc.)
- ✓ Recognize the team for accomplishing goals – celebrate in a way that is meaningful to them
- ✓ Regularly check the pulse of the team on progress – ensure the goal is still applicable and working – if it is not working, adapt the goal to better meet the needs of the goals
- ✓ Plan a final presentation to leadership 6-8 months out to provide a status update to ensure accountability
- ✓ If your team accomplishes their goals, revisit the current state analysis form and develop new opportunities for improvement – keep the process alive throughout the entire year
- ✓ When discussing ongoing development, ensure the team knows it a top priority for the team throughout the year

APPENDICES

Appendix 1 – Current State Analysis Worksheet

Current State Worksheet

As a team, how are we doing in terms of creating a high reliability culture?

Creating a great work environment that maximizes your team's effort takes a strong commitment to analyzing and addressing issues that emerge every day. Use the information and feedback you get from the engagement survey and your safety, quality, and patient and family experience metrics to identify your team's current state on creating and maintaining a high reliability culture. Based on your team's current state, identify the actions you need to create one plan to improve your team's work environment and performance. You will present this plan to your facility leadership team.

Date: ____________ Team/Unit: __________	RED (BELOW-AVERAGE PERFORMANCE)	YELLOW (AVERAGE PERFORMANCE)	GREEN (ABOVE-AVERAGE/BEST PRACTICE PERFORMANCE)
Quality	Check this box if the majority of your **Core Measures** are red on your current *Scorecard* ☐	Check this box if the majority of your **Core Measures** are yellow on your current *Scorecard* ☐	Check this box if the majority of your **Core Measures** are green on your current *Scorecard* ☐
Safety	Check this box if **Days Since Last SSE** are < 9 ☐	Check this box if **Days Since Last SSE** are ≤ 12 but greater than 9 ☐	Check this box if **Days Since Last SSE** are ≥ 12 ☐
Patient and Family Experience	Check this box if **HCAHPS/ED/OP/AS** is below 50th percentile (for last 6 months) ☐	Check this box if **HCAHPS/ED/OP/AS** is between 50th - 74th percentile (for last 6 mos) ☐	Check this box if HCAHPS/ED/OP/AS is above 75th percentile (for the last 6 months) ☐
Employee Engagement	Check this box if **GrandMean** is below 4.00 ☐	Check this box if **GrandMean** between 4.01 and 4.31 ☐	Check this box if **GrandMean** is above 4.32 ☐
Efficiency/Finance	Check this box if over budget for both **Man Hours Per Adjusted Patient Day and FTEs Per Average Daily Census** ☐	Yellow: At or below budget for either **Man Hours Per Adjusted Patient Day** or **FTEs Per Average Daily Census** ☐	Red: At or below budget for both **Man Hours Per Adjusted Patient Day** and **FTEs Per Average Daily Census** ☐

Appendix 2 – Process for Generating Action Item Tips

E8 questions help you understand how engaged your employees are. T12 and gap questions help you understand why they are engaged or not engaged. In that sense, T12 and gap questions help you understand what actions to take to help improve engagement.

In the Perceptyx system, click the "Action Planning" icon to reveal your favorability results. If certain questions were low scoring or gap areas, you can click on the " *i* " button to generate the questions to consider and tips for action items.

Items for evaluation	Fav
I am satisfied with my organization as an employer.	
I am committed to doing what is required to help my organization succeed.	
I am proud to work for my organization.	
I speak highly of my organization's products and services.	
I am satisfied with my job.	
I am committed to doing what is required to perform my job well.	
I am proud of the work I do.	
I would recommend my organization to my friends and colleagues as a great place to work.	
i My manager sets clear performance expectations for me.	
i I have the tools I need to do my work right.	
i My job makes good use of my skills and abilities.	
i When I do an excellent job, my accomplishments are recognized.	
i My manager cares about me as a person.	
i My manager encourages and supports my career development.	
i My manager considers the opinions and feelings of others when making a decision.	
i I can see a clear link between my work and the company's objectives.	

Doing so will provide you with "Questions to Consider" providing reflective questions to understand possible causes of low scores; "Possible Action Steps" providing you with possible actions to take to improve these scores; "Additional Resources" pointing you in the direction of some books and readings to help you improve these areas.

Questions to Consider

- ASK YOURSELF:
- Do you regularly discuss individual and team performance goals with your employees?
- How are goals and objectives communicated to employees?
- What have your employees accomplished recently that deserves recognition?
- ASK YOUR TEAM:
- What do you need from me to be more successful? Is it more direction, more support, or more resources?
- What are ways that important decisions could be communicated more effectively to you?
- What can I do to provide better feedback?

Possible Action Steps

- Identify and track performance measures for your workgroup. Regularly provide feedback on results to the team.
- Provide feedback (positive or constructive) as quickly as possible, rather than waiting for the annual performance review. Feedback works best if it is done immediately.
- Link feedback to behavior. When giving constructive feedback, offer suggestions for improvement and possible action steps. Link feedback to the specific employee behavior you are trying to change when possible.
- Be specific with your praise. For example, rather than saying, 'You do a great job keeping patients happy.' Say, 'You were really able to manage the patient's expectations related to that recent problem.'
- Schedule regular, informal meetings with your employees to discuss their work, any problems they've encountered, and/or performance issues.
- Clarify roles and expectations. When starting a new project or on a quarterly basis, sit down with your team and each team member to clarify their role and expectations. Check in on a regular basis to ensure the expectations of them continue to be clear and ask what support they need.
- Connect performance goals to business unit or organization goals so that employees understand how their work fits into success of the organization.

Additional Resources

- Leader As Coach: Strategies for Coaching & Developing Others. David B. Peterson & Mary Dee Hicks. Personnel Decisions International, 1996. (http://www.amazon.com/gp/product/0787953881/)
- Perfect Phrases for Performance Reviews: Hundreds of Ready-to-Use Phrases That Describe Your Employees' Performance. Douglas Max & Robert Bacal. McGraw-Hill, 2002. (http://www.amazon.com/gp/product/0310208157/)

Appendix 3 – Integrated Action Plan

In addition to putting your action plan into the Perceptyx system, you should print this version to post in common areas (e.g., meeting/break rooms, GEMBA boards)

Team Department:
Date:
Status:

Employee Engagement			
Action Item	Desired Outcome	Completion Date	Employee Champion
Patient and Family Experience			
Action Item	Desired Outcome	Completion Date	Employee Champion
Efficiency and Finance			
Action Item	Desired Outcome	Completion Date	Employee Champion
Other			
Action Item	Desired Outcome	Completion Date	Employee Champion

Appendix 4 – Ongoing Development Checklist

High Reliability, Safety, Quality, Employee Engagement, and Patient Experience Checklist

Communicating Expectations and Progress	Recognizing Employees	Building Accountability
Did you have meeting this week to address:	*Did you recognize at least one employee each week in a way that he or she wanted to be recognized for:*	*Did you hold yourself and team members accountable for:*
☐ Goals — update and create visibility for your goals and action plan/Expectations — review, adapt, and refine expectations and priorities to keep the patient safe, heal the patient, and build relationships with patients and their families ☐ Employee Needs — ask team members if there are materials, equipment, or resources they need to meet their expectations and goals ☐ Progress Toward Goals — discuss the progress on performance goals from the past week/Barriers to Performance — discuss performance gaps and potential barriers that are interfering with progress toward goals ☐ Involvement and Empowering the Team — ask team members for their opinions and ideas on how the team should respond to barriers and challenges ☐ Discoveries and Best Practices — share discoveries and learning from great work, great catches, and responses to challenges ☐ Mission — share stories about how people are living the mission of the organization	☐ Teamwork — going above and beyond to assist a fellow colleague ☐ Safety — identifying a great safety catch or near miss ☐ Superior Quality — delivering great quality care to a patient ☐ Patient and Family Experience — providing superior care or service to a patient or family member ☐ Efficiency — finding a better, more efficient way to do something ☐ Mission — living the mission and values of the organization ☐ Culture of Recognition — promoting employee-to-employee recognition	☐ Performance — fulfilling established individual and team expectations ☐ Safety — reporting and learning from safety events, learning from near misses, etc. (keeping our patients safe) ☐ Communicating — communicating together as a team and leveraging SBAR ☐ Superior Quality — always focused on delivering great quality care ☐ Patient and Family Experience — treating our patients and family members with hospitality, kindness and respect; they are emotional, so build a relationship with them ☐ Mission — living the mission and values of the organization
Great managers and teams frequently communicate, goals, progress, and successes.	Remember, the best recognition is specific, frequent, and more importantly, sincere. Recognition Is not only your responsibility, but also your employees' responsibility. Ensure that you are building a culture that promotes employee-to-employee recognition	Great managers create emotional ownership when they establish clear expectations and goals, and then provide their team's honest, positive, and constructive performance feedback on regular basis.