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Improving Employee Engagement Scores with Strategically Focused Improvement Coaching

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Improving Employee Engagement Scores with Strategically Focused Improvement Coaching

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Problem/Impact Statement:

Every 3 years, Maine Medical Center releases a Strategic Plan outlining high level priorities. This guides decision making, resource allocation and invites a call to action for engaged participation from providers and staff. Operational Excellence at MMC leverages a stable Daily Management System to strengthen strategy deployment by coaching teams and leaders to link improvement initiatives with high level strategic priorities.

Scope:

In Scope: MMC Daily Management System: Daily safety huddle, Gemba walks, Improvement (KPI) boards, Safety Action item tracking

Out of Scope: Departments and activities outside of MMC

Goal/Objective:

Improve Team Engagement Scores (Gallup survey) by:

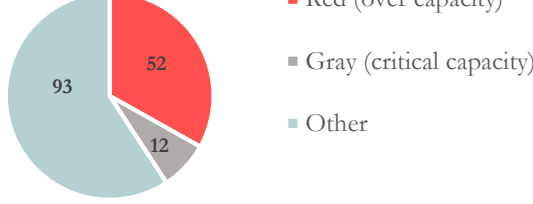
- Strategically coaching care teams and leaders to work on improvement goals, close gaps to target metrics
- Monitoring care teams' improvement goals to assess if 2022 scores improve over 2021

Baseline Metrics/Current State:

High census and staffing challenges during the Covid Pandemic tested our capacity to successfully improve Employee Engagement

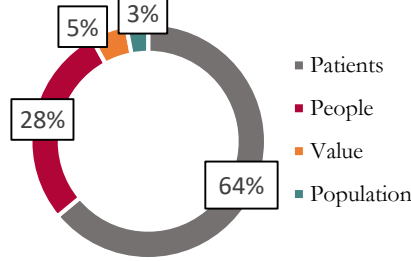
Surge Capacity at MMC

January 2022 - Present



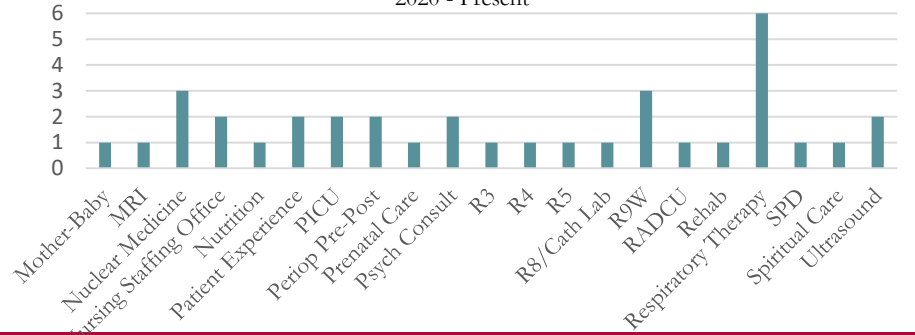
KPI Alignment with Strategic Goals

June 2022



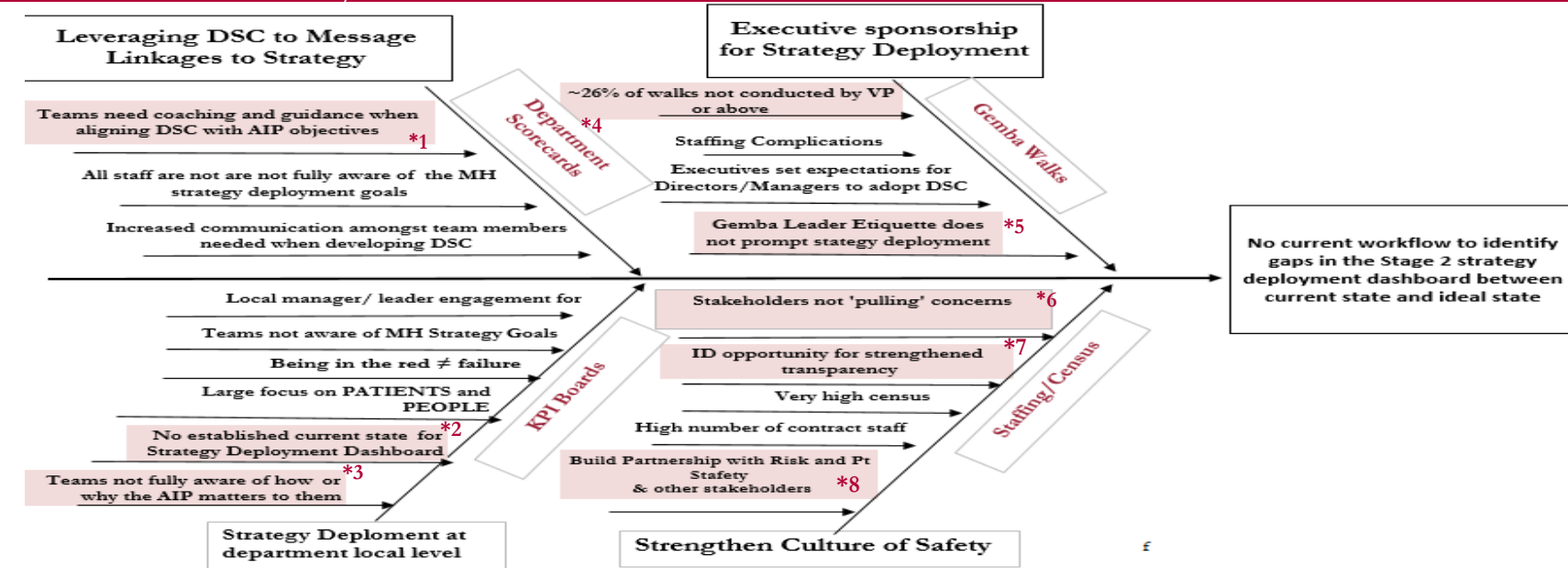
KPIs aligned with Engagement at MMC

2020 - Present



Plan

Root Cause Analysis:



Countermeasures

Action	Owner	Due Date	Status
1. Track and collect data from Daily Huddle, KPIs, DSCs, and Gemba Walks.	Program Coordinator, Summer Intern	Jul 2022	Complete
2. Advance Op Ex Team expertise in Strategy Deployment and Change Management through journal clubs, frame focused coaching interventions, vigilantly support sustained improvement. Recognize and celebrate culture change.	Op Ex Team, Executive & Department Leaders	Jun 2023	Ongoing
3. Deploy Department Scorecards and increase participation quarterly: ✓ 25% by Dec 2021 * 50% by Mar 2022 66% by July 2022 * 100% by Dec 2022 *	Improvement Specialist, Op Ex Team	25% 50% 75% 100%	Ongoing
4. Promote use of updated Gemba Etiquette ¹ and monitor Op Ex Program Metrics: • Leaders encourage and reinforce Improvement Goals linked with Strategic Objectives • Leaders will listen and ask questions to understand, engage and coach teams, and help to remove barriers ^{1,2} • Op Ex Team will provide updates on Op Ex Program metrics to Executives during virtual Gemba presentations	Program Coordinator, Op Ex Team	Dec 2022	Ongoing
5. Use data collected from Daily Huddle, KPIs, DSCs, and Gemba walks to build a current state dashboard on SmartSheet to serve as a real-time "snapshot" of current state strategic goals linked with local improvement goals	Program Coordinator, Summer Intern	Jun 2022	Completed
6. Conduct PDSA to improve hospital wide Engagement Scores by collecting process and outcome measures to assess effect of Focused Coaching of frontline teams to strategic select goals which aim to improve engagement ²	Op Ex and Care Teams	Jan 2022-Sep 2022	Completed
7. Conduct Focused Coaching of frontline teams to use Department Scorecards to strategically select improvement goals focusing on: infection prevention, reduced patient falls with injury, reduced staff turnover, and improved patient experience	Op Ex Team	2022-2023	Ongoing

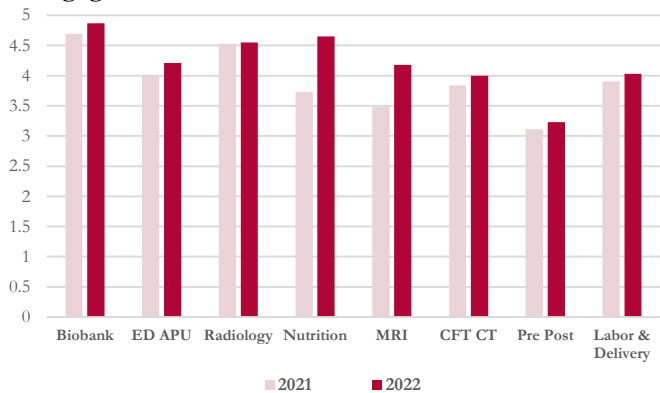
Do

Outcomes: Strong Daily Management System is a Precursor for Successful Strategy Deployment

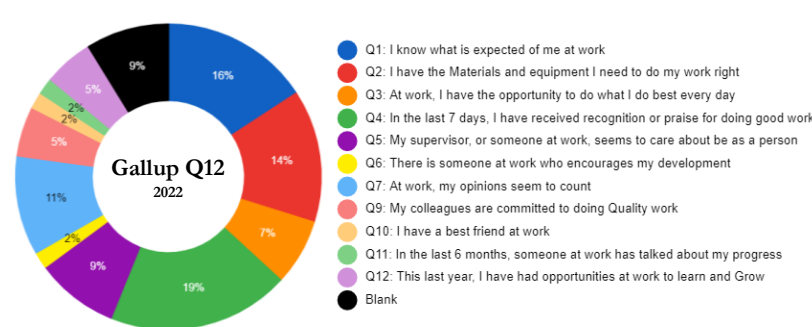
MMC Teams Implement and Track Engagement Action Plans using Improvement Boards

Improved MMC wide Engagement Survey results during very challenging year demonstrate improvement, and validates Op Ex Team's Focused Coaching PDSA

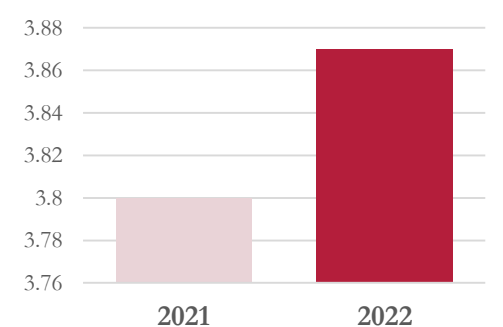
Engagement Results 2021 vs 2022 across 8 MMC Teams



Gallup Q12 questions selected for improvement by MMC Teams



MMC Engagement Scores



Study

MH Internal data suggests that teams who implemented and tracked engagement action plans were more likely to be engaged; this finding was consistent across 2021 and 2022 Gallup surveys (Source: MH Internal Data; Brooke Brown-Sarachino, Nov 2022).

Next Steps

Act

- Target metrics for No Harm Index (Falls Reduction), Patient Experience, and Engagement by prioritizing Focused Coaching with care teams to thoughtfully choose KPIs to close gaps to target.
- Monitor and sustain a resilient Operational Excellence Platform for Improvement
- Actively pursue engaged executive sponsorship for key initiatives
- Achieve full adoption of functional Department Scorecards by Department Leaders for fluid 'top-down and bottom up' alignment

References

- Hunter, J. (2017, May 7). Catalysis | transforming healthcare | healthcare leadership coaching ... Inspiring Healthcare Leaders: Accelerating Change. Retrieved June 22, 2022, from <https://createvalue.org/>
- Kenny, G. (2020, September 14). Harvard Business Review. [What Are Your KPIs Really Measuring?](https://hbr.org/) (hbr.org)
- Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at ihi.org)