

MaineHealth

## MaineHealth Knowledge Connection

---

Maine Medical Center

All MaineHealth

---

11-10-2022

### Improving Employee Engagement Scores with Strategically Focused Improvement Coaching

Suneela Nayak  
*Maine Medical Center*

Natalia Johnson  
*Maine Medical Center*

Rebecca Brookes

Jessica Ladd  
*Maine Medical Center*

Meghan Flaherty  
*Maine Medical Center*

*See next page for additional authors*

Follow this and additional works at: <https://knowledgeconnection.mainehealth.org/mmc>



Part of the [Quality Improvement Commons](#)

---

#### Recommended Citation

Nayak, Suneela; Johnson, Natalia; Brookes, Rebecca; Ladd, Jessica; Flaherty, Meghan; and Parker, Mark, "Improving Employee Engagement Scores with Strategically Focused Improvement Coaching" (2022). *Maine Medical Center*. 2838.

<https://knowledgeconnection.mainehealth.org/mmc/2838>

This A3 is brought to you for free and open access by the All MaineHealth at MaineHealth Knowledge Connection. It has been accepted for inclusion in Maine Medical Center by an authorized administrator of MaineHealth Knowledge Connection.

---

**Authors**

Suneela Nayak, Natalia Johnson, Rebecca Brookes, Jessica Ladd, Meghan Flaherty, and Mark Parker



# Improving Employee Engagement Scores with Strategically Focused Improvement Coaching

**Executive Sponsor:** Suneela Nayak, Sr. Director, Operational Excellence, Maine Medical Center

**Team Members:** Suneela Nayak, Natalia Johnson, Becca Brookes, Jessica Ladd, Meghan Flaherty

## 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 is leveraging a stable Daily management System to strengthen strategy deployment by coaching teams and leaders to link local 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:

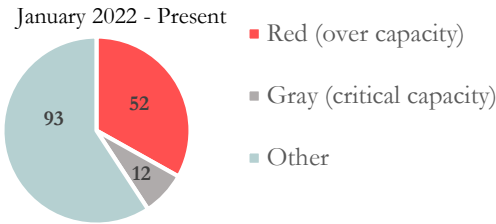
Improve overall Staff Engagement Scores (Gallup survey):

- Strategically coaching frontline teams and leaders to choose improvement goals, close gaps to target metrics
- Monitor frontline improvement goals and track those working to improve Engagement. Assess for improved performance in 2022 over 2021 survey results.

## Baseline Metrics/Current State:

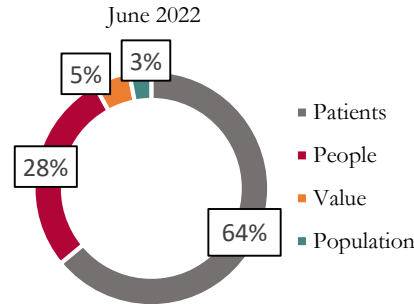
High census and staffing challenges during the Covid Pandemic tested our capacity to successfully improve Employee Engagement

### Surge Capacity at MMC

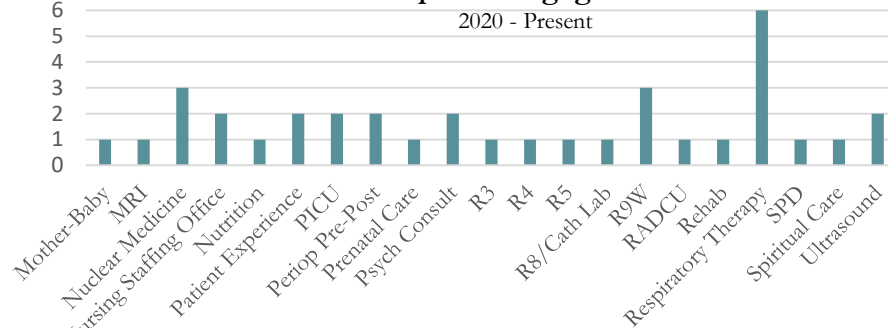


Our hospital recorded high to extremely high patient census approximately 35% of the time. Additional barriers included a high number of contract staff, supply chain shortages, and rapidly changing rules for personal protection and workplace safety

### KPI Alignment with Strategic Goals

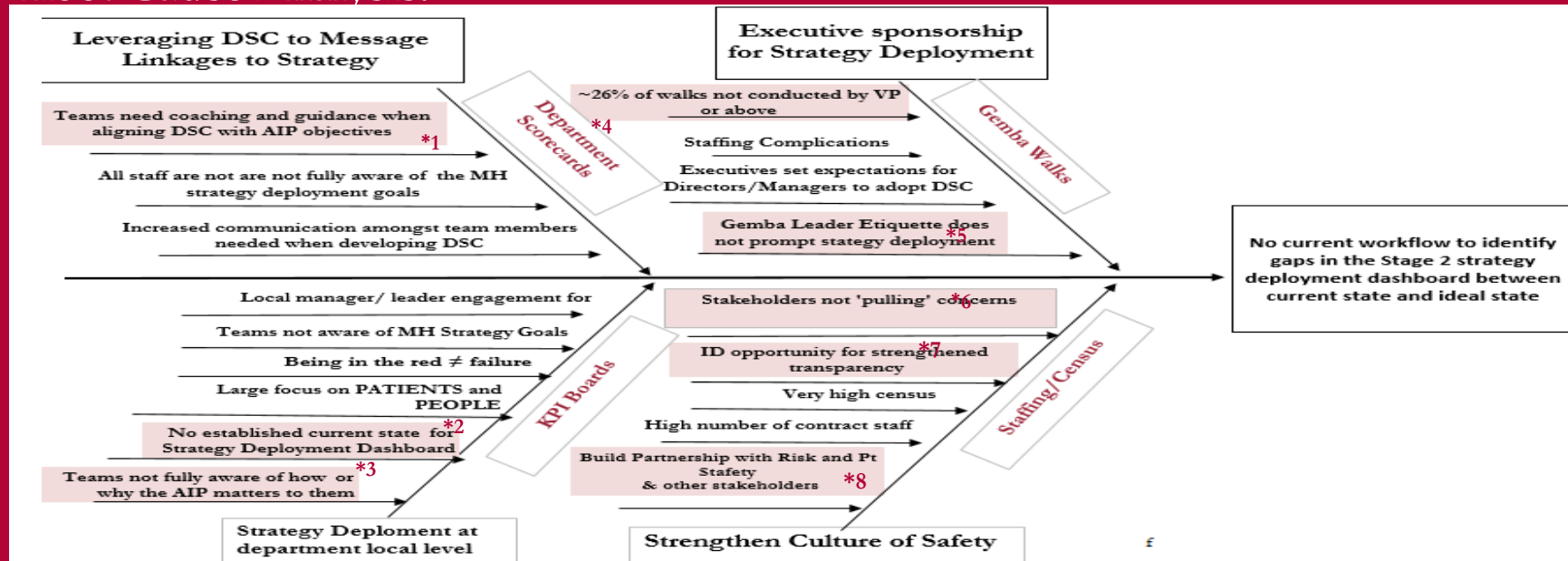


### MMC Care Team who strategically chose improvement goals to Improve Engagement



Plan

## Root Cause Analysis:

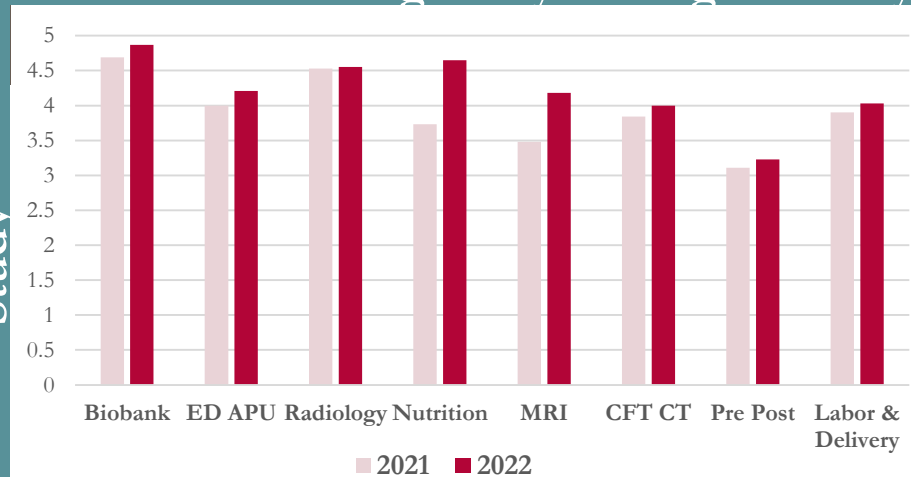


## Countermeasures

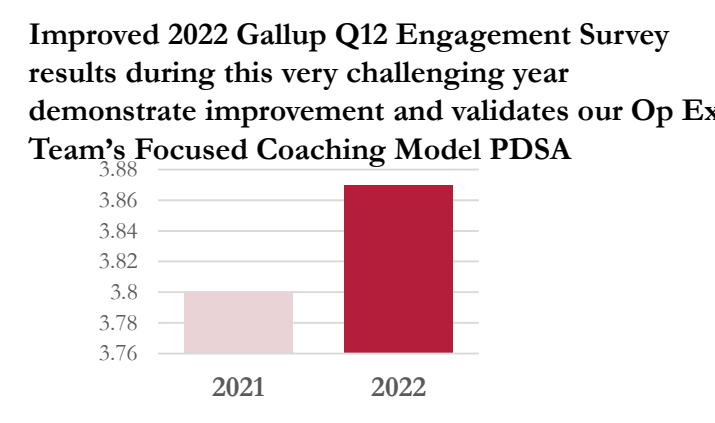
Action	Owner	Due Date	Status
1. Track and collect data from Daily Huddle, KPIs, DSCs, and Gemba Walks.	Program Coordinator, Summer Intern	Jul 2022	Complete
2. Advance Op Ex Team expertise in Strategy Deployment and Change Management through journal clubs, frame focused coaching interventions, vigilantly support <b>sustained</b> 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% 75%	50% 100%
4. Promote use of updated Gemba Etiquette <sup>1</sup> 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 <sup>1,2</sup> • 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 <sup>2</sup>	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: <b>infection prevention, reduced patient falls with injury, reduced staff turnover, and improved patient experience.</b>	Op Ex Team	2022-2023	Ongoing

Do

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



- MaineHealth internal data shows those who chose 5/5 on the question, “My team has made progress on the goals set during our action planning sessions after 2021 Engagement Survey” are **17x** more likely to be engaged.
- This finding was consistent across 2021 and 2022 Gallup Survey administrations.



## Conclusion:

MMC Teams who strategically implemented Engagement Improvement Goals achieve better results in 2022 Gallup Engagement

## Next Steps

1. 2022-2023: ID Gaps to target metrics (Falls Reduction, Patient Experience, Employee Engagement; Prioritize Focused Coaching interventions with MMC care teams)
2. Monitor and sustain a resilient Operational Excellence Platform for Improvement.
3. Actively pursue engaged executive sponsorship for key Op Ex initiatives
4. Achieve full adoption of functional Department Scorecards by Department Leaders for fluid ‘top-down and bottom up’ alignment.

Act

## References

1. Hunter, J. (2017, May 7). Catalysis | transforming healthcare | healthcare leadership coaching ... Inspiring Healthcare Leaders: Accelerating Change. Retrieved June 22, 2022, from <https://createvalue.org/>
2. Kenny, G. (2020, September 14). Harvard Business Review. [What Are Your KPIs Really Measuring? \(hbr.org\)](https://hbr.org/)
3. 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](http://ihi.org))