Managing for Morale
Effective Management Techniques to Retain Your Staff
LESSONS FROM EMCARE

EMPLOYEE ENGAGEMENT DURING RAPID GROWTH AND CHANGE
Presented by Lori Feldman, SPHR, M.Ed.
Vice President of Human Resources
EmCare and Reimbursement Technologies, Inc.
Envision Healthcare (EVHC)

- **Envision Healthcare** is a leading provider of physician-led, outsourced medical services. It operates American Medical Response, Inc. (AMR), the nation’s leading 24/7 response and medical transportation service provider; EmCare Holdings Inc. (EmCare), the nation’s leading provider of outsourced facility-based physician services; and Evolution Health, a leader in the provision of comprehensive care to patients across various settings, many of whom suffer from advanced illnesses and chronic diseases.
EmCare is a national leader in facility based physician services, with nearly 1,000 client facilities, ranging from major hospitals and health systems to rural hospitals and ambulatory care centers. By attracting the most qualified physicians in the country, supported by experienced physician leadership, extensive resources and comprehensive quality, metric improvement and patient experience programs, EmCare is able to offer an unparalleled partnership in the delivery of a high standard of care.

EmCare's integrated service lines include emergency medicine, hospital medicine, acute care surgery, anesthesiology and radiology and teleradiology.

Six divisional offices, one support center, 2 billing companies and a Locum Tenens Company, geographically dispersed in New Jersey (1), Pennsylvania (2), Florida (3), Texas (1), California (1), Utah (1)
Percentage Compounded Growth – 17.79%
EmCare GROWTH PERFORMANCE/ACHIEVEMENTS
EmCare EBITDA(a) GROWTH – TEN YEAR TREND

Percentage Compounded Growth – 24.47%

(a) 2015 Budget-Not for Public Disclosure
Employee Growth 2012 thru 2016

- Operations
- Clinical

Year:
- 2012
- 2013
- 2014
- 2015 eff 9/2015
- Projected 2016

Employee Growth:
- 2012
- 2013
- 2014
- 2015 eff 9/2015
- Projected 2016
Growth can be a surprising cause of disengagement!

- Increasingly diverse, distributed workforce
  - Company is geographically dispersed. Growth via merger and acquisition as well as new contract organic growth. Have not required employees to migrate to centralized locations. Sense of fragmentation, lack of cohesiveness and engagement from the divisional level to the national organization. Each division acts like own company.
  - Local divisions play an increasingly more important role in creating a cohesive culture that can make or break employee engagement/disengagement.
  - With Growth comes CHANGE!
Change is part of life

- We can fight it
- We can decide to embrace it
- We can become skilled at adapting to it
- Reactions to change are personal
  - If it is a change we want, great!
  - If it is a change we don’t want, we may feel anger, frustration, and resistance.
Managing Change

PAST PRIORITIES

NEW PRIORITIES

Copyright © 2012, ReadyToManage

Advanced Emergency and Acute Care Medicine Conference

Emergency Medical Associates
The Sign of Excellence in Emergency Medicine®

American College of Healthcare Executives

ACHENJ
Changes at the Divisional Level

- Loss of small company feel (from acquisition or growth)
- Departments now the size of old divisions
- Building management infrastructure to handle the growth in employees and support of contracts
- Memorializing processes that were once “in someone’s head”
- Developing new processes for efficient on boarding of new employees
- Established ways of running business may not be getting desired results
- Constant challenge of reimbursement/payor issues
- Existing healthcare environment very complex and changing quickly
- Need to be more agile
Why Disengagement Happens to Good People

- Strategy du jour
- People are exhausted—but committed, so they put in the extra hours
- You were the best! (at your old job)
- Poor communication of new direction
- Some employees are not Change Hardy!
Employee Engagement vs Employee Satisfaction

- **Employee engagement** is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

- **Employee Satisfaction** only indicates how happy or content your employees are. It does not address their level of motivation, involvement, or emotional commitment. For some employees, being satisfied means collecting a paycheck while doing as little work as possible.
All Employees - Top 10 Drivers of Engagement

- Respect for Employees - This organization respects its employees.
- Fairness - Everybody is treated fairly in this organization.
- Trust - There is an atmosphere of trust in this organization.
- Respect for Management - The leaders of this organization really know what they are doing.
- Values - The actions of our senior leaders support this organization's mission and values.
- Teamwork and Cooperation - It really feels like everybody is on the same team in this organization.
- Respect for Management - Our senior leaders demonstrate strong leadership skills.
- Respect for Management - The senior leaders in this organization are highly ethical.
- Personal Expression - People with different ideas are valued in this organization.
- Personal Expression - Our senior leaders are genuinely interested in the opinions of all employees. ** Taken from Custom Insight
Most Disengaged Employees - Top 10 Drivers of (Dis)engagement

- Respect for Employees - This organization respects its employees.
- Respect for Management - The senior leaders in this organization are highly ethical.
- Respect for Employees - **My manager** values my talents and the contribution I make.
- Personal Expression - My ideas and opinions count at work.
- Purpose and Direction - **My manager** clearly defines goals and expectations.
- Values - The actions of our senior leaders support this organization's mission and values.
- Teamwork and Cooperation - **My manager** emphasizes cooperation and teamwork among members of my workgroup.
- Personal Expression - People with different ideas are valued in this organization.
- Empowerment/ Autonomy - **My manager** gives me the freedom I need to do my job effectively.
- Feedback - I receive useful and constructive feedback from **my manager**.
What is EmCare Doing to Tackle Growth and Change Challenges?

- Focusing on local engagement issues
  - Training of Management Teams
  - Local engagement surveys and initiatives based on results
  - Back to Basics emphasis
  - Divisional efforts to keep employees on track with clear up to date communication of results through KPI’s
  - Celebrating divisional successes
  - Drilling down on turnover numbers to understand management challenges
  - Driving engagement initiatives at the department level and not just an “HR” project
What is EmCare Doing to Tackle Growth and Change Challenges?

- Focusing on National Initiatives
  - Project Horizon
    - Top Down and Bottom Up analysis of all areas in the Company
    - Questioning established ways of doing things
    - Questioning organizational structure
    - Involving ALL employees in soliciting ideas for improving the company
  - Pilot Targeted Survey using CultureIQ at sister company
    - Provides an Employee Promoter Score
    - Measures employee engagement topics in small bites as frequently as you want.
Nothing at work ever seems to upset you, Mike. How do you manage that?

Easy! I try to keep a positive attitude, visualize success and practice healthy self-talk. And that pre-frontal lobotomy I had last year really helps, too!

I suppose it does.
LORI FELDMAN, SPHR
Vice President of Human Resources
EmCare and Reimbursement Technologies, Inc.

W: 214.712-2025 | C: 484-368-2165 | F: 610-834-2806
Questions?
LESSONS FROM NYP

EMPLOYEE ENGAGEMENT AND THE PATIENT EXPERIENCE
Presented by Andrea Procaccino
Chief Learning Officer
New York - Presbyterian Health System
### NYP: A Major Academic Medical Center

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discharges</td>
<td>124,727</td>
</tr>
<tr>
<td>Patient Days</td>
<td>780,719</td>
</tr>
<tr>
<td>Ambulatory Surgery Cases</td>
<td>93,494</td>
</tr>
<tr>
<td>Emerg. Dept. Visits</td>
<td>262,252</td>
</tr>
<tr>
<td>Clinic Visits</td>
<td>669,878</td>
</tr>
<tr>
<td>Other Amb. Encounters</td>
<td>951,746</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$4.24B</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>5.0%</td>
</tr>
<tr>
<td>Employees</td>
<td>21,992</td>
</tr>
</tbody>
</table>

Note: All figures are as of 12/31/2014, unaudited.
National Trends in Healthcare Presenting Challenges

- Evolving Care Delivery Models
- Population Health
- Shifting Reimbursement Structures
- Clinical Innovation
- "Consumerism" of healthcare
  - Dual pursuit of excellence – clinical and operational
  - Patients have a choice – highly competitive environment
Human Capital – The Key Differentiator

**Employee Satisfaction**
- Employees are happy or content with their work or work environment
- Not tied to loyalty

**Employee Engagement**
- Employees are involved, enthusiastic and emotionally committed
- Discretionary effort
Why is this important?

- Engaged employees are better prepared to focus on both the patient and their team needs
- Three key components linked to employee engagement:
  - growth
  - recognition
  - trust
HCAHPS percentile rankings across engagement groups

Percentile Within CMS Public Release Database

- Below Gallup 50th (n=13)
- At/Above Gallup 50th (n=8)

<table>
<thead>
<tr>
<th>Category</th>
<th>Below Gallup 50th</th>
<th>At/Above Gallup 50th</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurse Communication</td>
<td>46.2</td>
<td>82.5</td>
</tr>
<tr>
<td>Doctor Communication</td>
<td>22.8</td>
<td>58.8</td>
</tr>
<tr>
<td>Clean</td>
<td>41.3</td>
<td>69.0</td>
</tr>
<tr>
<td>Quiet</td>
<td>34.8</td>
<td>76.6</td>
</tr>
<tr>
<td>Bathroom Help</td>
<td>31.0</td>
<td>71.1</td>
</tr>
<tr>
<td>Pain Mgmt.</td>
<td>40.8</td>
<td>73.9</td>
</tr>
<tr>
<td>Medicine Info</td>
<td>30.2</td>
<td>58.9</td>
</tr>
<tr>
<td>Discharge Instructions</td>
<td>43.5</td>
<td>60.0</td>
</tr>
<tr>
<td>Overall Rating</td>
<td>48.2</td>
<td>77.1</td>
</tr>
<tr>
<td>Recommend</td>
<td>45.2</td>
<td>72.3</td>
</tr>
</tbody>
</table>
Facilities above Gallup’s 50th percentile outperform

% Top Box

Below Gallup 50th (n=13)  At/Above Gallup 50th (n=8)
Our journey at New York-Presbyterian

- Moved from measuring employee satisfaction to employee engagement
- Centerpiece of survey: Gallup’s Q12
- Purpose: leverage our historic high levels of satisfaction
- Challenge: link employee engagement to outcomes
Gallup’s 2014 Q12® Databases

- Gallup Overall company and Workgroup Level Databases
- Healthcare Registered Nurse Workgroup Level Database
- Other hospitals listed within the US News World Report Honor Roll
- Annual updates and three years of rolling data
Current State: US Workforce

- 30% Engaged
- 51% Not Engaged
- 19% Actively Disengaged
Three Types of Employees in the U.S. Workforce

30% are Engaged

51% are Not Engaged

19% are Actively Disengaged

Follow-up from Survey

- Focus on three key elements: Growth, Recognition, Trust
- Engagement Champions – distributed across all campuses
- Focus on Recognition – working with OC Tanner – bringing Appreciateology to NYP
What We Learned

- Clear understanding of what is expected of employees
- Number of workgroups in the top quartile of engagement
  - What can we learn from them?
  - How can we share their best practices?
Engagement Champions

- Demonstrate engagement
- Seen as advocates, promoters and influencers
- Proactively create conditions that foster engagement
Elements within the fabric of NYP

- Patient Safety Friday
- Patient Experience Friday
- Common language
- Happens year round
Questions?
LESSONS FROM JHL

Employee Engagement and Retention –
The Greenhouse Model of Care
Presented by Audrey Wathen
SVP, Human Resources
Jewish Home Lifecare
Audrey R. Wathen

- Over 25 years’ experience in Human Resources
  - HR Framework Design
  - Establishing the “Workforce of the Future”
- Currently - SVP HR, The New Jewish Home
- Formerly
  - HRO – Redcats USA
  - Human Resources Director, United Way
  - International HR VP
What is Jewish Home Lifecare?

- Not-for-profit
- Provider of elder care services
- 165 year history
- 3 campuses offering Long Term Care & Short-Term Rehabilitation
- Community Services
- Housing
Who we serve

Over 12,000 persons served

- 26% in Post Acute
- 13% in more than one program
- 58% of all the people we served were in their own homes

Source: 2013 Jewish Home Lifecare Data Book.
Jewish Home responds to the ‘New World of Healthcare’ ...

- Better care
- Better quality
- Lower costs

New Emphasis on
- Post- acute care
- Reducing rehospitalization
- Quality improvement programs
Challenge - What the Research Says....

- 70% of employees are actively disengaged from their work.
- 41% feel de-motivated by their managers.
- 90% of the time people judge a company on the experience they or someone else has.
- 84% of top Execs., feel disengaged employees is one of the top business threats.
- 72% gap between what Sr. Leaders believe their customer experience is and what the customer says it is.
- 75% of leaders have no engagement plan or strategy even though
- 90% report engagement impacts business success.

Gallup-engagement study 2013
Challenge - Levels of Engagement

**ENGAGED** employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

**NOT ENGAGED** employees are essentially “checked out.” They’re sleepwalking through their workday, putting time -- but not energy or passion -- into their work.

**ACTIVELY DISENGAGED** employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.
Challenge - Yes... We are really happy.. Really..
Challenge - “State of Mind” FUELS Motivation
Retention Strategy - The Positive Case

- Engaged organizations gain profit and customer loyalty 3X faster than their competitors
- 20% Improved overall performance
- 12% Increase in customer satisfaction scores
- Highly engaged organizations have reduced turnover as great as 87%

The Enemy of Engagement - Mary Royal & Tom Agnew
Retention Strategy - Employee Engaged Index

1. Likelihood to recommend the workplace.
2. Likelihood to recommend products & services.
3. Likelihood to stay.
4. Likelihood to go above and beyond.
Rewards Drive Performance

Yes or No
Answer is “No”

Select Few
- Research states that less than 3% of the workforce are driven by a reward system.

Majority
- Autonomy: in my work; drives performance. The ability to be self-directed.
- Mastery: Ability to get better at what I do.
- Purpose: My work matters to the organization.
Retention Strategy - Creating The Culture of Engagement

**Current Reality**
- What do we know today regarding our employees' level of engagement?
- Do we measure engagement?
- Do we have any successful employee programs to learn from?
- Have we had well-defined employee engagement initiatives in the past?

**Future State**
- How will we define “engagement” at The New Jewish Home?
- What *mindsets* need to be established?
- How will we define desired behaviors?
- How will we measure engagement?
My Job
Commitment to person-centered care

**Person-centered care:**

- A person-directed approach among practitioners, patients and families, ensures that decisions respect patients’ needs, desires and preferences.
- Patients have education and support needed to participate in own care.
- Promotes independence, dignity and choice.
What makes a Green House home different?

- The physical environment
- Staff roles and responsibilities
- Relationships between elders and staff
Jewish Home’s Green House and Small House homes

Sarah Neuman Small House Interiors

The Living Center of Manhattan
“A Nursing Home Shrinks Until It Feels Like a Home”
Retention Strategy - The New Jewish Home

- Person Directed Care
  - Meaningful Life
    - Behaviors
  - Empowered Workforce
    - Behaviors
  - Real Home
    - Behaviors
The Adir will provide care to the Elders living in a Small House/Green Home. Their primary role is to protect, sustain, and nurture the Elders by providing assistance with activities of daily living and meeting other needs as required.

Private bedrooms and baths surround the main living area. The house has a front porch and back deck with tables and chairs. There are no corridors, no nursing stations, no medicine carts (each room has a locked cabinet containing the resident’s medications) and no trays of food delivered to the rooms.
“I used to feel like my hands were tied. I had to get the elders out of bed at a certain time, even if they didn't want to. Now if someone doesn't want to get out of bed for breakfast one day, I'll bring her a milkshake.”
Retention by the Numbers

- **C N A Turnover**
  - 2012 – 6.9%
  - 2013 – 9.0%
  - 2014 – 10.48%

- **Adir**
  - 2013 – 0%
  - 2014 – 0%
“My eyes and ears see and hear different things now.”
AUDREY WATHEN
Senior Vice President, Human Resources
Jewish Home Lifecare
W: 212.870.4956  |  F: 212.870.4895
Questions?