

Leadership - the key driver of employee engagement

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Leadership - the key driver of employee engagement

Aim to demonstrate:

- **How** do you as **health leaders** build a **stronger culture** and processes for improved staff engagement?
- **What are some of the leadership approaches** to consider to achieve good engagement in healthcare delivery?
- **What** do employees want from their organisation?
- **How** do you incorporate the **key drivers** for engaging your healthcare workforce?



Building Staff Commitment for a Better Future in Healthcare

Better leadership. Healthier communities.

Enablers of Engagement

- Competent Leadership, Culture, & Contextual Goals
- Communication of 'Why', Mission, Values & Vision
- Change Management Skills and Providing Resources

Staff Outcomes

- Work Attitudes and Trust measured by Metrics
- Collaborative Practice & Teamwork, Organisational Learning
- Professional Behaviours & Autonomy

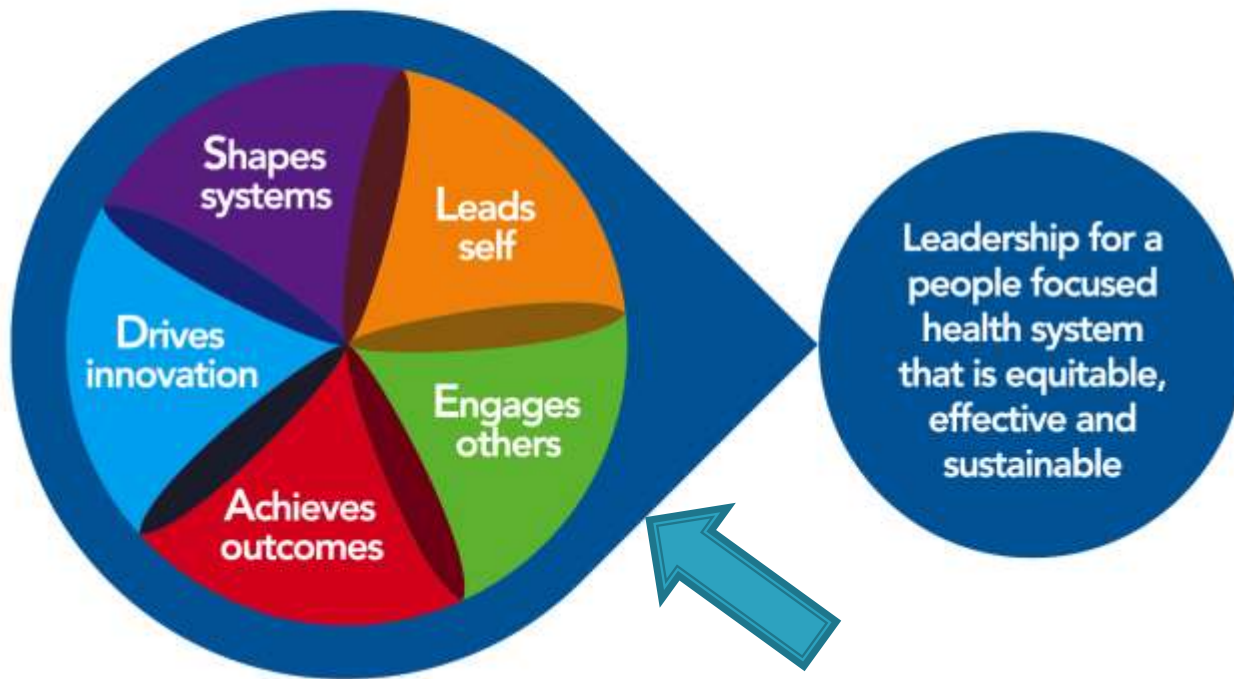
Organisational Outcomes

- Improved Patient Outcomes by 8% (HSMR) & 4% (Patient Sat)
- Improved Financial outcomes by 12%
- Improved Productivity and Morale by 18%

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Health LEADS Australia



National Health Leadership
Framework

ACHSM Management Competency Framework

**Communication and
Relationship
Management**

Professionalism

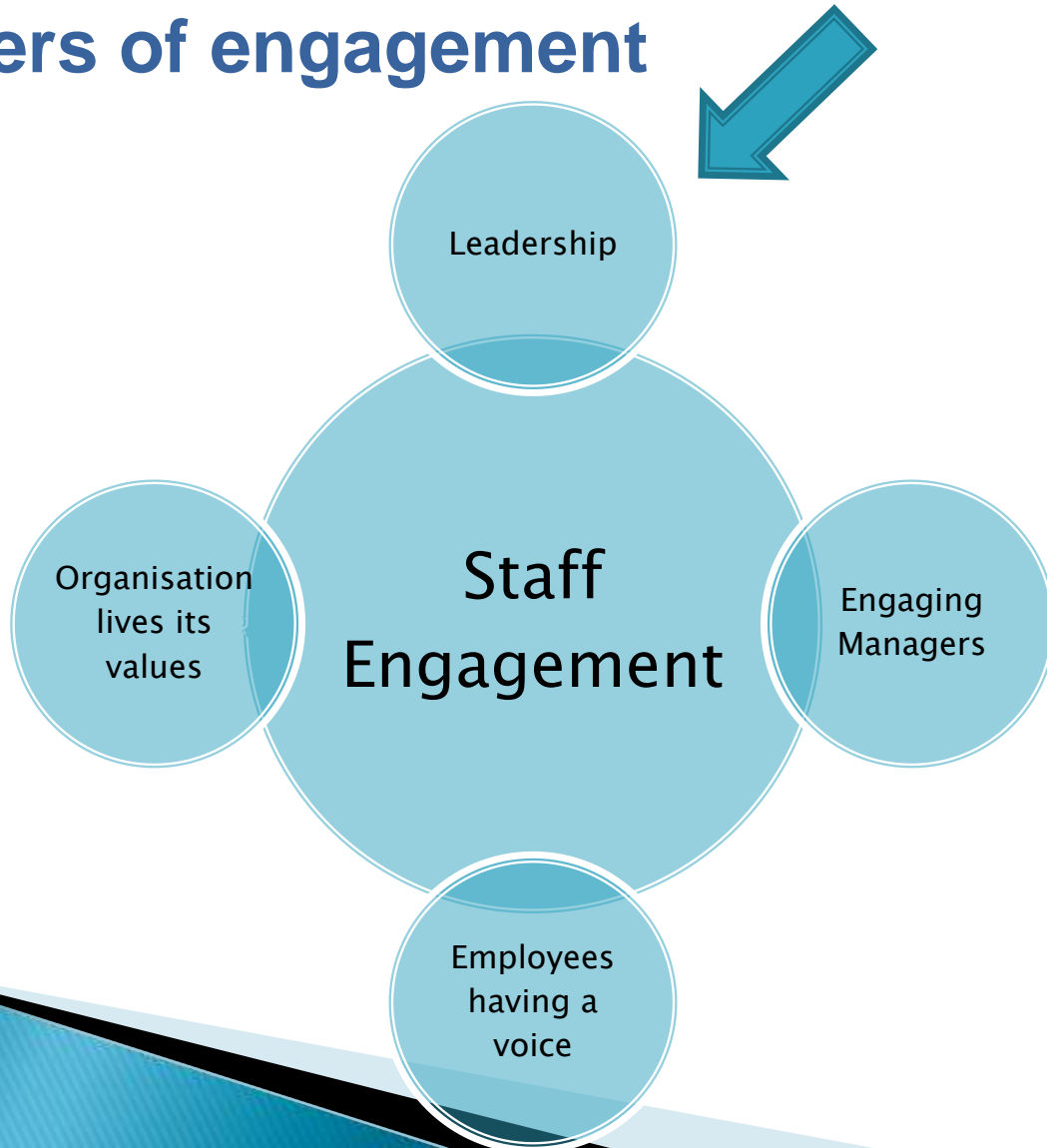
**Leading
Change**

Business Skills

**Knowledge of the
Health Care
Environment**

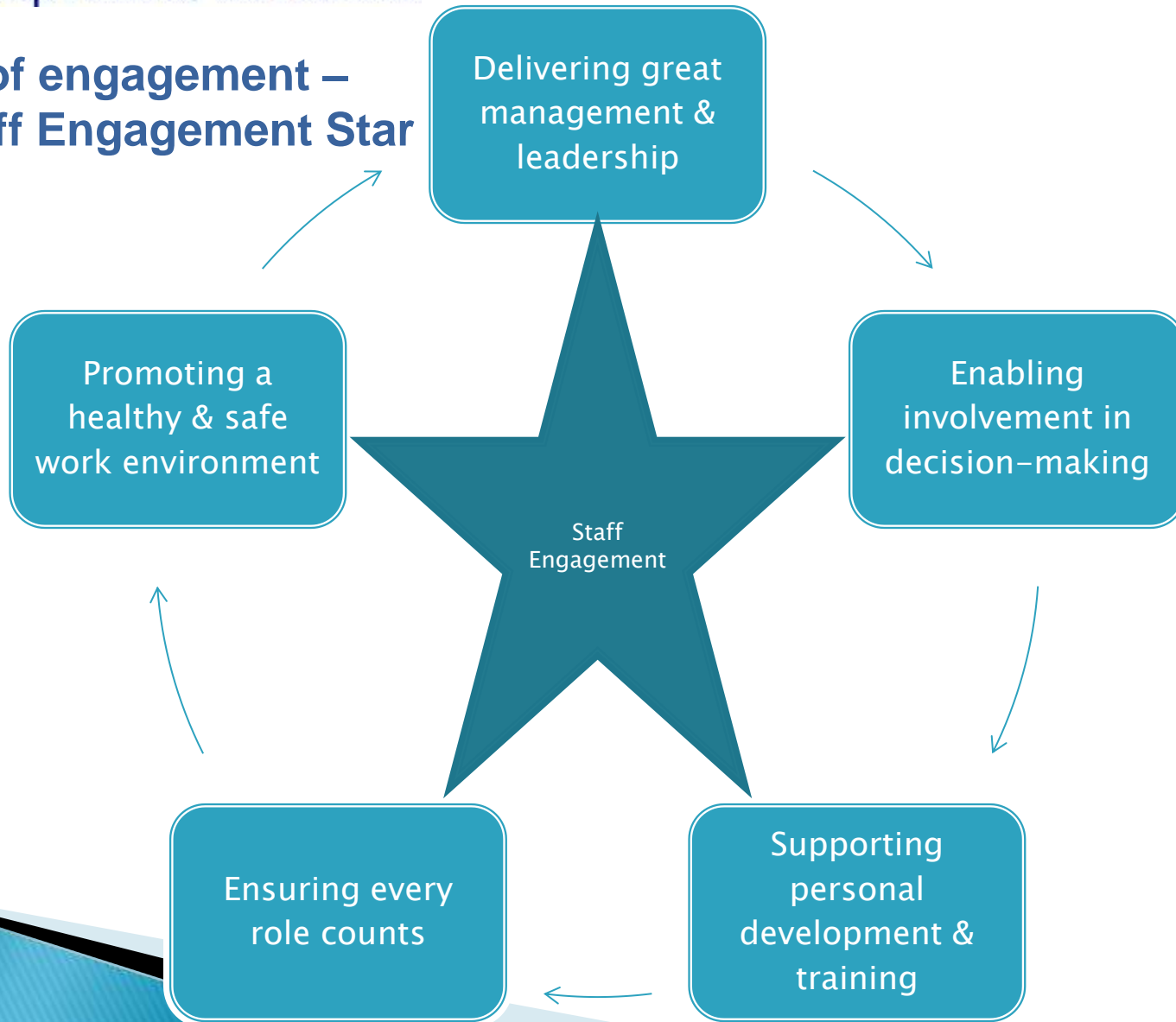
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Drivers of engagement



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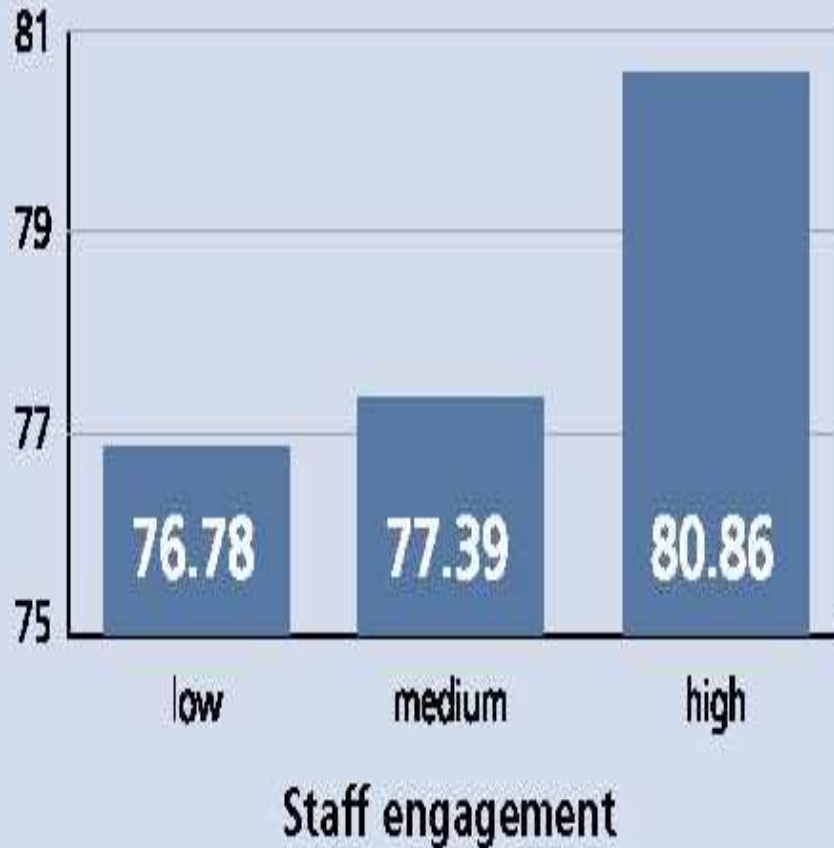
Drivers of engagement – NHS Staff Engagement Star



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NHS Monitoring outcomes

Outcome = patient satisfaction



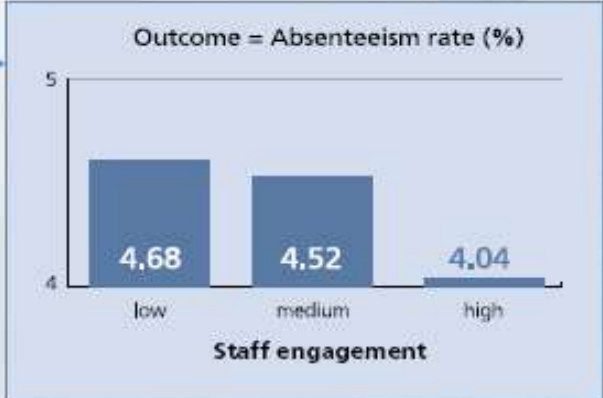
Outcome = Hospital standardised mortality rate
(100 is expected rate)



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High staff engagement



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Explanatory variables & their contribution towards explaining employee engagement

- The Victorian People Matter Survey found demographic/employment characteristics altogether explained only four per cent of changes in employee engagement levels (salary being the most important variable)
- Adding organisation culture variables the explanatory power of the model increased substantially to 56 per cent.
- **Leadership and change management** is by far the most important contributor to employee engagement within the organisation culture block of questions, and amongst all the variables, adding 8.22 per cent to explaining engagement 
- This was consistent with the results for the vocational education sector, water utilities sector, and the entire Victorian public sector employees.

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Explanatory variables & their contribution towards explaining employee engagement

The UK Civil Service People Survey has consistently shown, since 2009, that **leadership and change management** is the most important contributor to employee engagement in the UK civil service (Cabinet Office, 2013 or 2014).

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Leadership and Change Management is made up of the following questions in the People Matter Survey:

- ***Communications about change*** from senior managers are timely and relevant;
- ***In times of change, senior managers provide sufficient information*** about the purpose of the changes;
- There is a ***clear consultation process when change*** in my organisation is proposed;



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Drivers of engagement

- **Regular feedback and dialogue with Managers** - Feedback is the key to giving employees a sense of where and how they're going. What I really wanted to hear was - thanks. You did a good job.
- **Quality of working relationships with peers, superiors, and subordinates is important** - Employee engagement is a direct reflection of how employees feel about their relationship with the boss.

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Leadership and Change Management

Strategies and processes around effective internal communications about change

1. Daily meeting to allow instant staff feedback on operational issues
2. Annual conference to update staff on strategic issues
3. Weekly newsletter giving recognition of achievements and new developments or progress reports
4. Online communication tools for staff feedback
5. Online annual staff feedback on culture and performance
6. Mentoring support for more junior staff or 'buddy' systems
7. Encouraging relationship building within teams and between teams
8. Transparency of organizational results particularly the links between staff and patient experience of the organization and its services

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Leadership and Change Management is made up of the following questions in the People Matter Survey :

- I am provided with the ***opportunity to influence changes*** in my organisation;
- Senior managers provide ***clear strategy and direction***;
- Senior managers model **the values** (eg. act with compassion; respect and value everyone's contribution)
- In my organization, ***behaviour consistent with the organization's values is acknowledged.***

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Leadership and Change Management

Strategies and processes around decision-making, direction and values

- Listening to the views of front line staff around issues like service redesign and change.
- Organisational executives and senior managers explain the organisational objectives and values at regular meetings of staff
- Line managers are supported by the executive to enable them to develop engagement with their clinical and support teams and there is delegation of decision-making to teams
- Perceptions of the ethos and values of the organisation - 'Inspiration and values' is the most important of the six drivers in the Engaged Performance Model
- Driving service improvements through 'just do it' actions
- Providing line manager training, performance review, and reinforcement of local values and agreed behaviors eg 'patient comes first'.

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Leadership Approaches to maximise engagement need to be considered carefully

- Inspirational leadership
- Engaged managerial style
- Authentic leadership
- Contextual leadership
- Distributed leadership



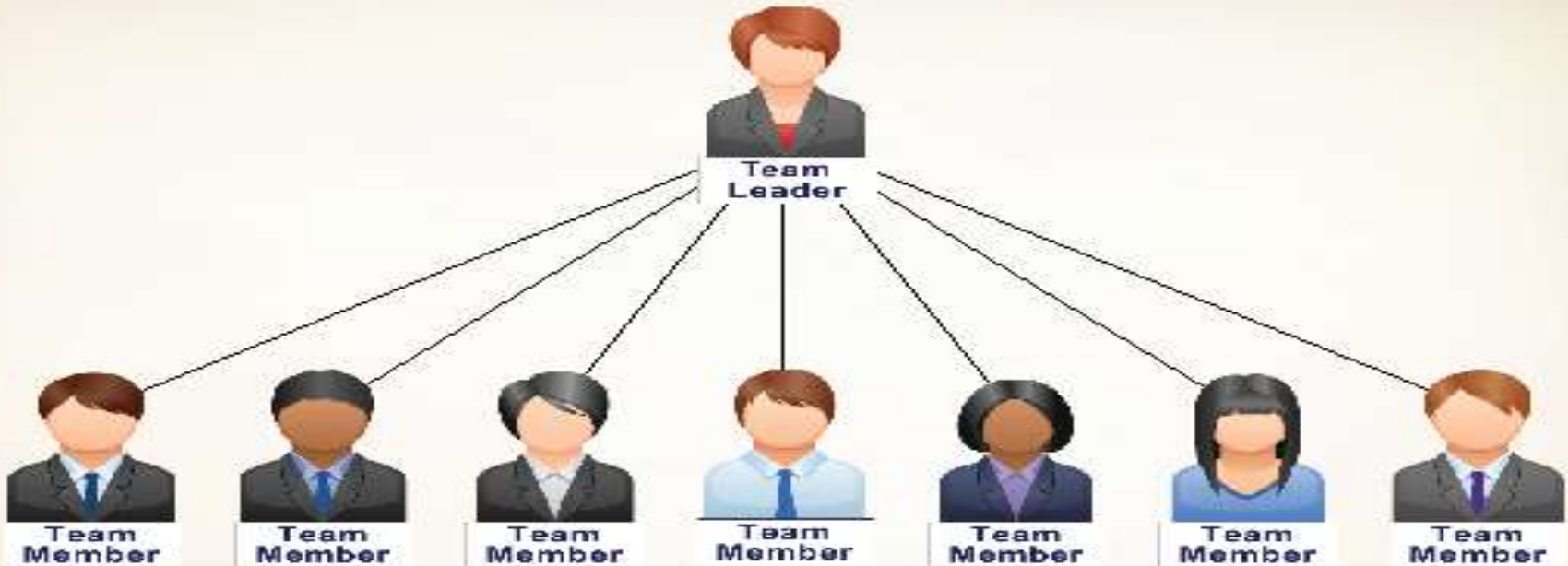
Macro & Micro-system Leadership & Change Management Lessons

- Staff want to follow senior leaders who inspire them
- Senior leadership enabling the organisational culture for demonstrating values and driving change
- Leadership from below gains ownership from clinicians
- Distributed leadership style within organisations helps build collaboration and teamwork
- Authentic leadership is valued by nurses and clinicians
- Focus of change needs to be at the unit of care level

(Paul Batalden, Quality by Design, Value by Design, One Page Book)

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Traditional Leadership Approach – One to one interactions



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Shared or distributed leadership & decision-making



Respecting everyone's roles

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Drivers of engagement

Research into drivers of engagement shows:

- **Employee perceptions of job importance** - an employee's attitude toward their job's importance and the organisation had the greatest impact on loyalty and service than all other employee factors combined.
- **Employee clarity of job expectations** - If expectations are not clear and basic materials and equipment are not provided, negative emotions such as boredom or resentment may result, and the employee may then become focused on surviving more than thinking about how he/she can help the organisation succeed.



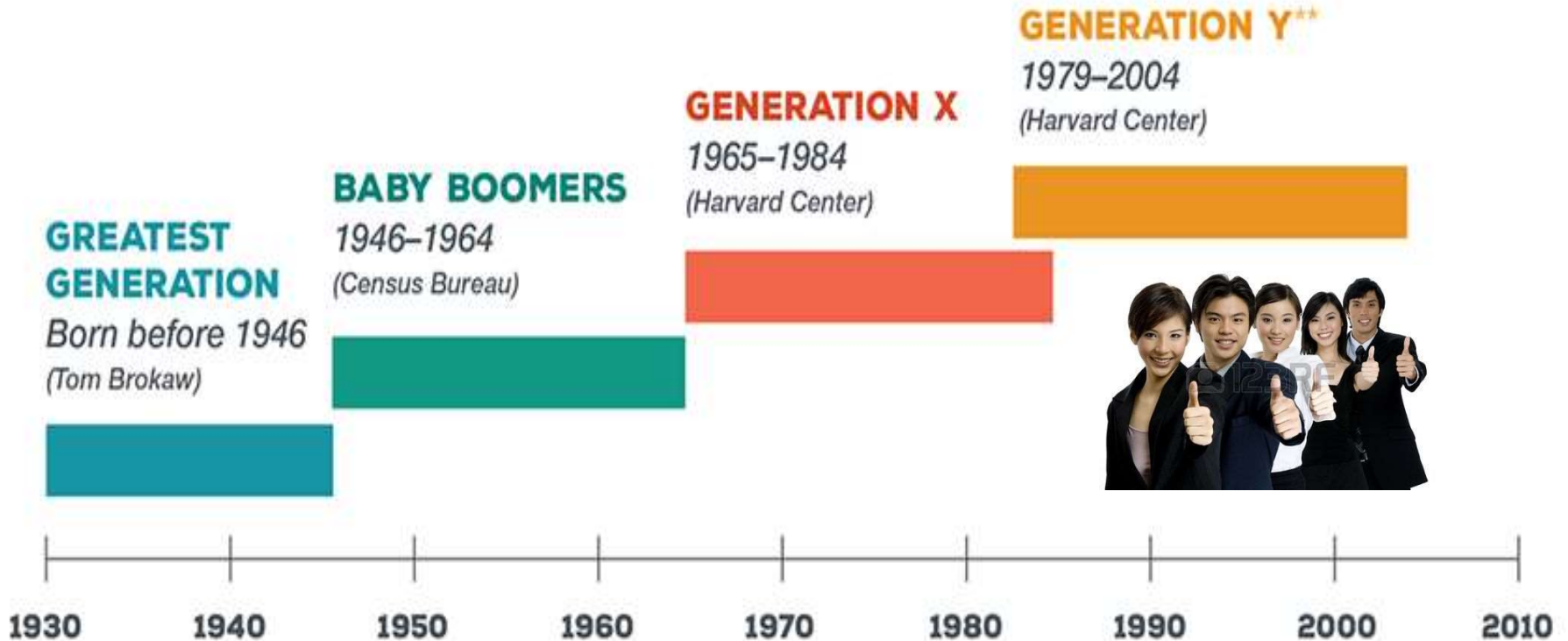
Contextual Leadership - Understanding who is your workforce?



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* Generational birth year differences may vary depending on the source.

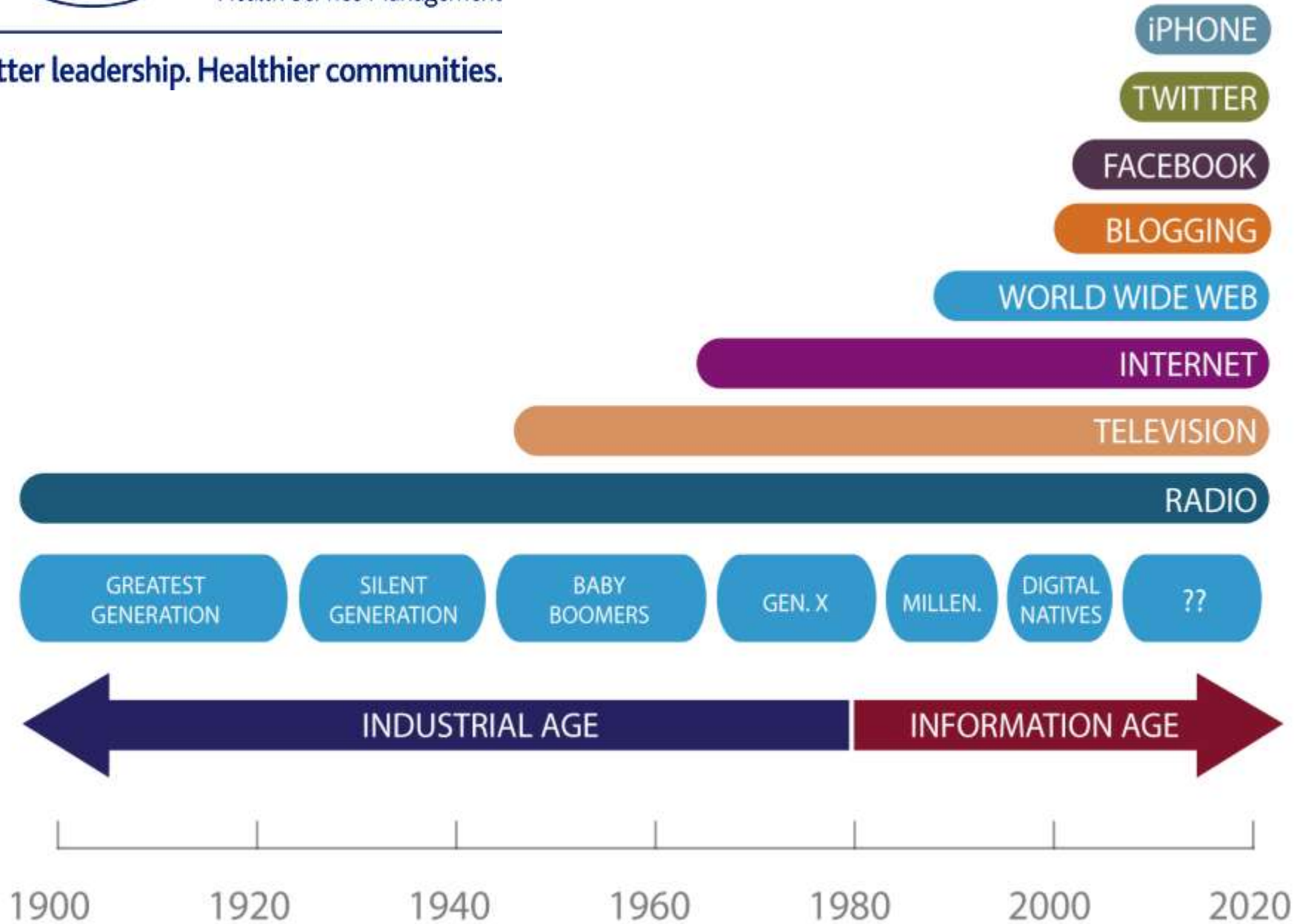
** Strauss and Howe define Millennials' birth dates as 1982–2004.

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Three Generations in the Current Workforce

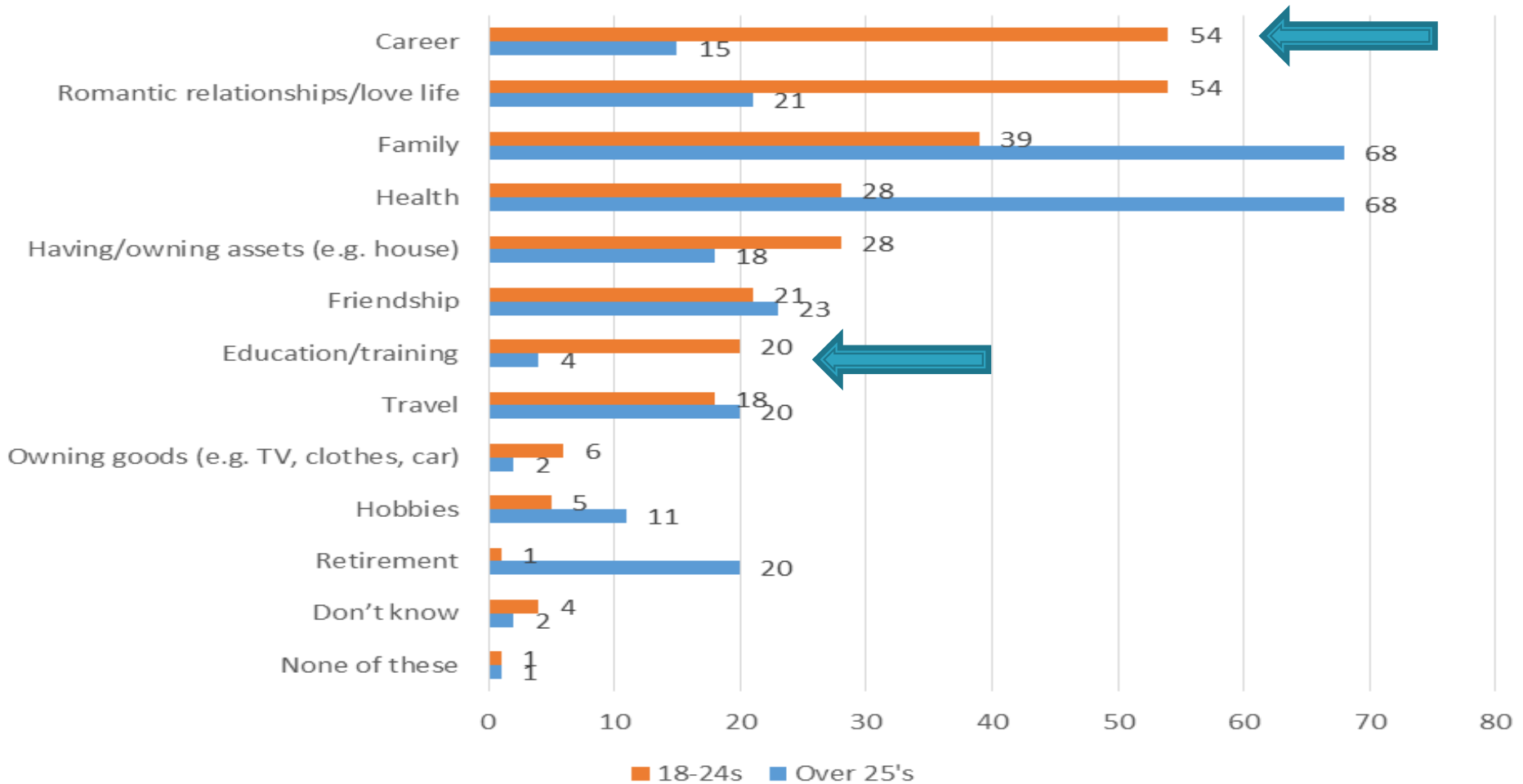
Name	Years Born	Age in 2016
• Traditionalist or Silent Generation	• 1900 – 1946	• 70+
• Baby Boomers	• 1946 – 1964	• 52 – 70
• Generation X	• 1964 – 1984	• 32 – 52
• Generation Y or Millennials	• 1984 – 2004	• 12 – 32
• Generation Z	• 2004 – 2020	• 1 – 12

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Thinking about the next 10 years, which two or three, if any, of the following are the most important to you?
(Please select up to three)



The Generations

	Traditionalists (1922-1945)	Baby Boomers (1946-1964)	Gen X (1965-1979)	Gen Y (1980-1994)
Nicknames	<ul style="list-style-type: none"> •Veterans •The Silent Generation 	<ul style="list-style-type: none"> •The Me Generation •Jonesers 	<ul style="list-style-type: none"> •Latchkey Kids 	<ul style="list-style-type: none"> •Millennials •Generation Why
Key Characteristics	<ul style="list-style-type: none"> •Loyal to company •Disciplined •Frugal •Value clear authority 	<ul style="list-style-type: none"> •Optimistic •Opportunistic •Competitive •Hard working 	<ul style="list-style-type: none"> •Loyal to career •Skeptical •Resourceful •Independent 	<ul style="list-style-type: none"> •Pragmatic •Tech-savvy •Energetic •Collaborative
Communication Type	<ul style="list-style-type: none"> •Linear 	<ul style="list-style-type: none"> •Semiformal 	<ul style="list-style-type: none"> •Irreverent 	<ul style="list-style-type: none"> •Asynchronous •Real-time
Communication Frequency	<ul style="list-style-type: none"> •In digestible amounts 	<ul style="list-style-type: none"> •As needed 	<ul style="list-style-type: none"> •Whenever 	<ul style="list-style-type: none"> •Constant
Channels & Sources	<ul style="list-style-type: none"> •Listen to authority figures •Hard documents •Face-to-face •Phone 	<ul style="list-style-type: none"> •Sensitive to feedback •Hard documents •Meetings •Phone 	<ul style="list-style-type: none"> •Desire regular feedback •Email •Games •Online chat •In-person networking 	<ul style="list-style-type: none"> •Need constant feedback •Internet •Social media •Interactive experiences
Triggers for Engagement	<ul style="list-style-type: none"> •Recognition and acknowledgement •Work is its own reward •Opportunity to leave a legacy 	<ul style="list-style-type: none"> •Comparisons to others •Visible rewards •Time-saving rewards 	<ul style="list-style-type: none"> •Work/Life balance •Portable rewards/retirement plans 	<ul style="list-style-type: none"> •Opportunity for resume building •Altruistic value •Collaboration with others
Barriers for Engagement	<ul style="list-style-type: none"> •Forced to rely on technology •Surrounded by a culture that is too automated and too fast paced 	<ul style="list-style-type: none"> •Oppression by authority •Forced to fit the status quo with little or no opportunity to change 	<ul style="list-style-type: none"> •Not enough feedback •Lack of freedom in work environment or scheduling 	<ul style="list-style-type: none"> •Not enough feedback •Not enough factual knowledge •Lack of skills for dealing with difficult people



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Millennials and Older Workers Have Many of the Same Career Goals

PERCENTAGE OF RESPONDENTS WITH THE FOLLOWING LONG-TERM GOALS



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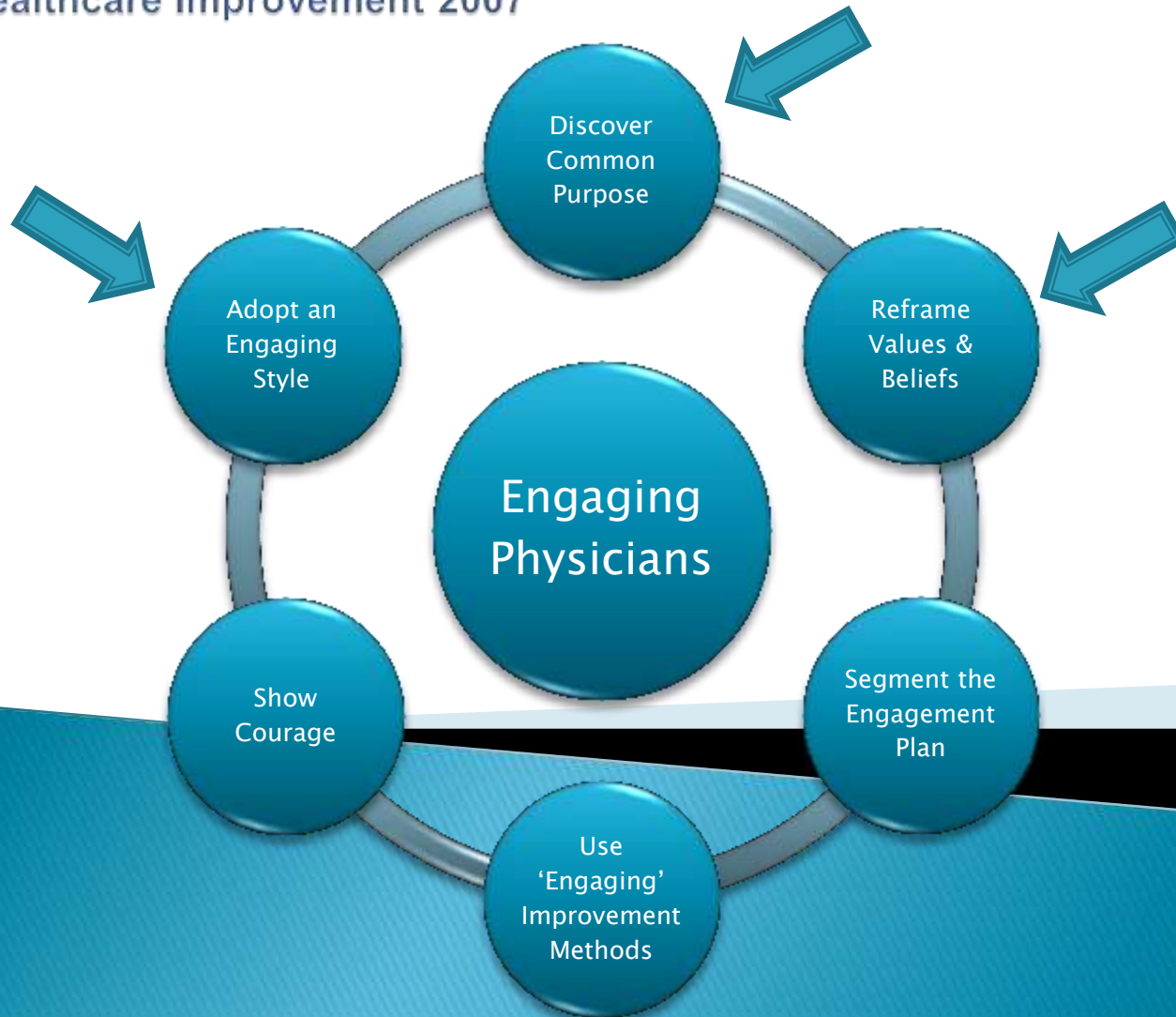
Framework for Engaging Physicians in Quality and Safety- Institute of Healthcare Improvement (IHI)



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Framework for Engaging Physicians in Quality and Safety-
Institute of Healthcare Improvement 2007



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High Impact Leadership- Institute of Healthcare Improvement

Front Line Engagement

- Be a regular authentic leadership presence at the front line of clinical care and a visible champion of change



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High Impact Leadership- IHI

Front Line Engagement

- Regularly visit teams and work units in the organization, ask open questions and solicit ideas for improvement, while also discussing the ways each staff person's work is aligned with key organisational strategies;
- Lead an improvement project and be transparent about what is working and what is not;
- Transparently share results from key initiatives, both internally and externally.



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Leaders recognising Employee's efforts

- communicate it, honour it, celebrate it



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