Employee Engagement for Quality and Excellence
Western Maryland Health System

Program/Project Description.
The problem to be solved was lack of engagement of staff in our effort to increase patient satisfaction and create a culture of excellence. We held employee focus groups that identified employees were seeking improved communication in our organization. Patient satisfaction scores were improving, but not in concert with our organizational objectives. The goals of the Daily Huddle were to communicate important information to staff in a timely and consistent manner, incorporate mission, values and service excellence standards, increase employee engagement and to reinforce our culture and standards of how we do business with our patients, customers and each other. Success is measured by improved patient satisfaction scores.

Process.
Research of best practice methods for employee engagement; feedback from staff forums, proven effectiveness in the Perioperative area, and staff and leadership involvement to develop what information is essential for employees to have every day to improve patient and employee satisfaction.

Solution.
Daily communication huddles lasting five to ten minutes across all areas in the health system with common core information focused on employee engagement and patient satisfaction. Unit or area specific information make each huddle unique for a particular group of staff. Once the format was developed, we hosted a conference to train the leadership. When training was complete, the process was developed that includes one individual creating and distributing the core material to leaders for consistency of messages. High accountability from senior management has been effective in the roll out of the process.

Measurable Outcomes.
Culture change typically takes three to four years according to best practice research. However, we have seen consistent improvement in patient and employee satisfaction and immediate results in trouble spot areas.

Sustainability.
High leadership accountability for huddles to occur each shift. Rotating facilitators of the huddles improves staff participation and offers variety. As the process develops, we alter huddle information, based on feedback from staff and management.

Role of Collaboration and Leadership.
Team work is a critical part of the daily huddles. All areas are responsible for submitting information pertinent to their area as appropriate. The best part of the process is its ability to engage all staff as the information is not just for the clinical side of the organization. The huddle engages employees to discuss and understand their personal contribution within the organization and how it impacts our mission.

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WELCOME TO THE WMHS DAILY HUDDLE!!

IMPLEMENTATION PLAN

Daily Huddles are daily meetings that last between 5-10 minutes on each occurrence. They should not exceed 10 minutes. They are designed to be a quick, fun, and inspiring way to communicate important information to all employees. It also is a tool designed to remind all employees of what is important at WMHS (mission, values, service excellence standards), increase employee engagement and team building as well as to reinforce our culture and standards of how we do business with our patients, customers and each other. It has been proven to be a very powerful and highly effective communication tool as well as key component to methods top hospitals use to increase patient satisfaction and create a WOW! culture.

The tone should be conversational. Ask questions and seek participation. It is a great opportunity for employees to share important news and ask questions about new procedures or policies, etc… It is not a forum to solve problems. Employees may give feedback and identify problems. They should be compiled and resolved in other forums as applicable. Strive for an open atmosphere that encourages participation! Patient care areas can pose a unique challenge since it can be difficult for staff to assemble at one time. There are several ways to handle this situation. One option is to have the Daily Huddle 2 or 3 times during the day. This gives staff several opportunities to attend. Another way is to conduct the Daily Huddle during one set time each shift for all who can attend and then to post the document on a bulletin board where others can read it when they have a chance. Sign-off sheets will be placed on the bulletin board with the Daily Huddle for staff to sign that were not able to attend but shows that it was reviewed. It is important that the Director and/or Nurse Manager set the expectation for participation and follow-up for attendance and reviewing the sign-off sheets. Each employee is expected to attend but we realize there are times when that is not possible. Directors and Managers will establish an alternative for those unable to attend daily. The important thing is that they happen and that they are informative, fun, and motivational.

The Director of Service Excellence ensures that information is compiled and e-mailed to the Management Communication Roster in the form of a printable PDF file by no later than 12 noon every Friday for the next week. Information is compiled from a variety of sources throughout WMHS. It will also be available in a folder on the U Drive titled, Daily Huddles. This folder will include past Huddles, current week’s Huddle, as well as the Tips for Facilitating Each Section for your reference.

TIPS FOR SUCCESS

- Daily Huddles will begin on Monday 3/1/10
- Determine how often, when, and where you will hold your Daily Huddles. It is best to hold them the same time each day/shift and in the same location.
- Discuss with your team the idea of Daily Huddles at your staff meetings and in your rounding prior to starting them. Let them know the purpose, benefits of participation, and your expectations of participation. Talk up the Huddles and build excitement about attending and participating.
- You have to prepare for your Huddles and plan ahead for them. Make sure you review the week’s packet and pull together any outside information you may need to supplement the Huddle.
• Embed prizes or small give-aways in your meetings
• Capture and communicate success stories and lots of employee recognition in your meetings.
• Use patient complaints to teach about service excellence standards of behavior and improve patient satisfaction.
• Rotate facilitation of the meeting throughout your team/department so that everyone has an opportunity to facilitate a Daily Huddle and encourage staff to be creative with them and make them fun. (Leaders will want to do the first few to set the tone and look of the Huddle).
• Post each day’s Daily Huddle on your bulletin board for those not able to attend to review and sign-off on. Each Friday, post all the Daily Huddles for that week for weekend staff to review.
• It is up to you to create energy in your department that makes people look forward to coming to the Huddles and participating. It is also up to you to follow up and ensure that all staff attend or sign the sign-off sheet. Attendance is expected and must be encouraged.
• If you need any help, please talk with your manager or the Director of Service Excellence. There is lots of help available if you need it to make this work!! Just ask!

TIPS FOR FACILITATING EACH SECTION

WESTERN MARYLAND HEALTH SYSTEM DAILY HUDDLE

YOU MUST PREPARE AHEAD TO ENSURE YOU HAVE EVERYTHING YOU NEED FOR EACH HUDDLE!!!

Think of fun and inspiring ways to get people together each day for the Daily Huddle. Maybe you have a sound or silly sign each day. You could pass out treats for a special occasion, etc… Customize it to your area and people so that people look forward to it each day. YOUR JOB IS TO MAKE PEOPLE WANT TO COME TO IT AND LOOK FORWARD TO THE TIME EACH DAY!!

MONDAY FEBRUARY 15, 2010 WHAT'S HAPPENING AROUND WMHS??

Thank people for coming and be energetic and excited about the Huddle and the information being shared. In this section you are relaying information about how busy your area and the hospital is and what that means to your staff; important Joint Commission messages, and any other special events at WMHS. It’s also a time to quiz staff on common Joint Commission items.

• Census is 230 – You will get an e-mail daily that has the latest census information to include here. Talk about what high and low census means to your area and to the organization
  o Encourage teamwork with this high volume
  o Help out even when not your job or assigned patient/customer

• Joint Commission
  o May come any day so must be ready at all times
  o Ask---What is 1 of our National Patient Safety Goals and what are we doing to address it?
  o Ask--- What does RACE and PASS mean?

• WMHS News:
  o Shuttle will take patients and staff from 1 building to another. The shuttle runs continuously from 8:00am to 9:00am and again from 11:00am to 2:00pm. If you need the shuttle at any other time, call the Valet Service at 47275.
WMHS PILLAR OF EXCELLENCE:
Be sure to have a copy of the Pillars posted in the area where you do the Huddle for people to reference. Post them where you post the Daily Huddle for people to review. You are also asking people a question to engage employees in how they carry out and support the Pillars in their daily work. Talk/ask about how the Pillar goal connects to the Service Excellence Standards.

PEOPLE: Goal: To strengthen the development and alignment of employees, medical professionals, leadership, and board to assure superior care and performance

- Want to be an employer of choice – place where people want to come work for us because we are the best and not just because it’s a bad economy and we are hiring
- We do this by:
  - Recruiting based on values as well as skill – do they match WMHS’s – good fit?
  - Looking at and improving employee satisfaction
    - Current retention rate 3.3% which is far better than many of our competitors
  - Ensuring everyone has a great boss
    - All leadership required to have 40 additional CEUs per yr in leadership training
  - Service Excellence Selection and On-Boarding Team and HR working on these items
- Notice that people is the first pillar because the people make or break our organization so we are committed to supporting their success and satisfaction
  - Great employees mean more patients means more opportunities for growth
- Ask--- What are some of the reasons you would consider WMHS a great place to work?

SERVICE EXCELLENCE STANDARD:
Read the chosen standard for the day and ask another employee to read the behaviors associated with that standard. People will then get used to keeping their standards card on them and use them at the Huddle. Keep a copy of the standards posted on your bulletin board as well where the Daily Huddle is posted for other’s review. Have an example ready of how 1 of your employees has carried out this standard in the past week. The main message here is that Service Excellence drives all our other organizational goals. The more successful we are meeting patient and customer needs, the more people we will serve, the more successful we will be in our goals and opportunities for growth.

PERSONAL RESPONSIBILITY: I will assume ownership for my personal role in achieving WMHS goals for People, Quality, Service, Finance, and Growth. We achieve this by:
- Ask someone to pull out their card and read the behaviors under this standard.
- Ask--- What 1 thing can we do today to ensure that we meet and exceed this standard?

PATIENT SATISFACTION: Have a copy of the latest HCAHPS overall score and scores for the individual questions posted on your bulletin board where the Daily Huddle is posted for other’s review. You need to help employees know the questions that are asked as well as understand and discuss how your staff can and do make an impact on patient satisfaction each day by doing little extra things to make patients and customers feel care about. Talk about an example of a staff that has done something extra in the past week to make a patient or customer really feel cared about.
• Current HCAHPS score is XXX – an increase of 5 points since the last quarter and exceeding our target
• Top 3 scores according to patients were preparing patients for discharge; communication with doctors, and communication with nurses
• Ask--- What is 1 thing we can do today to ensure we make an extra difference to our patients?
• Lowest HCAHPS score according to patients = communicating what patient’s medicines are and describing the side effects before administering
• Ask---What is 1 thing we can do today to improve the score immediately?

**PERFORMANCE IMPROVEMENT:**

*Post patient complaints on your bulletin board where you post the Daily Huddle for other’s review. Your job is to help staff see the behaviors or lack of behaviors that led to the complaint and identify actions they can take to ensure this complaint never happens again. It is also a time to quiz staff on performance improvement goals for your area – Joint Commission will ask ‘em!*

• Read or talk about 1 patient complaint you have received in the past week from survey patient comments, rounding, letters, or patient advocate reporting, etc…
• Ask--- What specific behaviors or lack of behaviors resulted in this complaint or comment?
  - What specific action can we implement today to ensure this doesn’t happen again?
• Ask--- What is 1 of our performance improvement initiatives?

**DEPARTMENT SPECIFIC INFORMATION AND RECOGNITION:**

*This is your chance to let your employees shine by recognizing any special occasions, milestones, events, etc… Also post on your bulletin board where you post the Daily Huddle for other’s review patient compliments. Talk about what behaviors led to this compliment. It’s also time to pass on any information that may be specific to your department only. Ask how any new equipment is working or new processes are working – anything special going on in your area that needs shared. Also ask your staff if they have any announcements they want to make—work or personal. It’s a great way to end the Huddle – a celebration of all the excellent work your team does – SO TELL THEM AND MAKE THEM FEEL SPECIAL!~!!*

Happy Birthday to (list names of employees and their departments)! If you see these folks today wish them a Happy Birthday, send a card or an e-mail.

Congratulations to 7-South for hosting their 1st wedding on the unit for a patient last week the day of the snowstorm! Pastoral Care officiated; 7-South staff hosted and dinner and balloons and dietary supplied a cake.

Use National Recognition suggestions – [www.pohly.com](http://www.pohly.com)

February is American Heart Month and National Women’s Heart Health Month. This week is Cardiovascular Professionals Week
**Department Specific:** Talk about anything department specific you need to share. How is new equipment, processes, etc… working?

**Patient Recognition:**
- Read 1 positive patient comment you have received in the past week from survey patient comments, rounding, letters, patient advocate reports, etc…
- Review/recognize Peak Performers received
- **Ask**--- Does anyone have any other announcements --- work related or personal?
- **GREAT JOB AND THANKS TO EACH OF YOU FOR CARING ABOUT OUR PATIENTS/CUSTOMERS!!**

*POST TODAY’S DAILY HUDDLE ON THE BULLETIN BOARD FOR THOSE NOT ABLE TO ATTEND TO REVIEW AND SIGN-OFF ON*