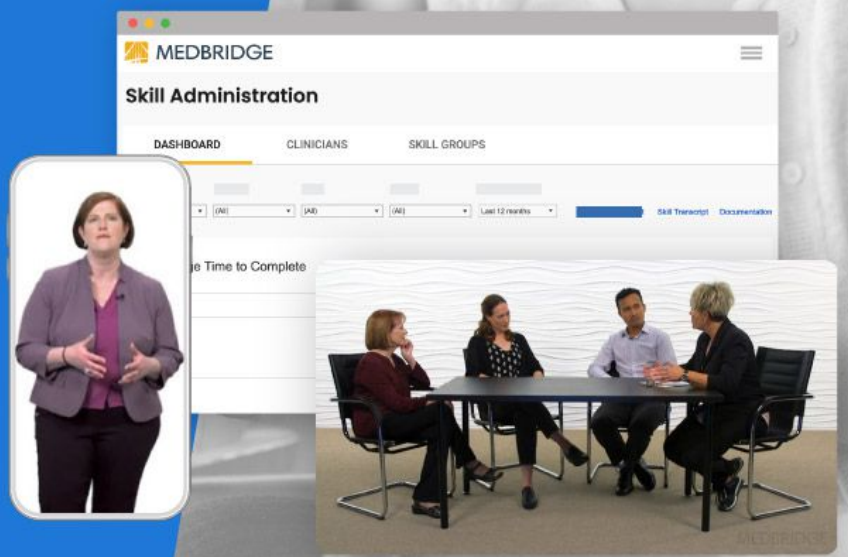


Staff Retention & Development Solution

Retain and develop your staff with targeted clinical education, soft skill and leadership training, and advanced specialty programs.

www.medbridge.com/staff-retention



Creative Solutions for Untangling the Challenges of Employee Engagement

Tonya Miller, PT, DPT, PhD



MEDBRIDGE

About TYM Coaching

- Tonya Miller, PT, DPT, PhD
- More than 25 years of healthcare leadership
- Leadership education, coaching, and development
- Author and researcher
- Certified professional behavioral and emotional quotient analyst



Learning Objectives

1. Connect leadership habits and employee engagement
2. Design a leadership habit plan to improve employee engagement
3. Integrate leadership habits for employee engagement into daily workflow

Employee Engagement

- A positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption

The Employee Engagement Challenge

- Only 30% of all employees are engaged
- Approximately 20% of all employees are actively disengaged
- Half of all employees are disengaged
- Less than 25% of employees feel that their employer cares about their well-being
- From 2021 to 2022, healthcare workforce engagement fell more than any other US workforce

Engagement and Patient Outcomes

- A significant relationship between engagement, safety cultural scores, and adverse events

The Employee Engagement Challenge

- Lack of engagement related to the clarity of expectations, resources to do the job, and connections to the organization's mission and vision

Three Engagement Strategies

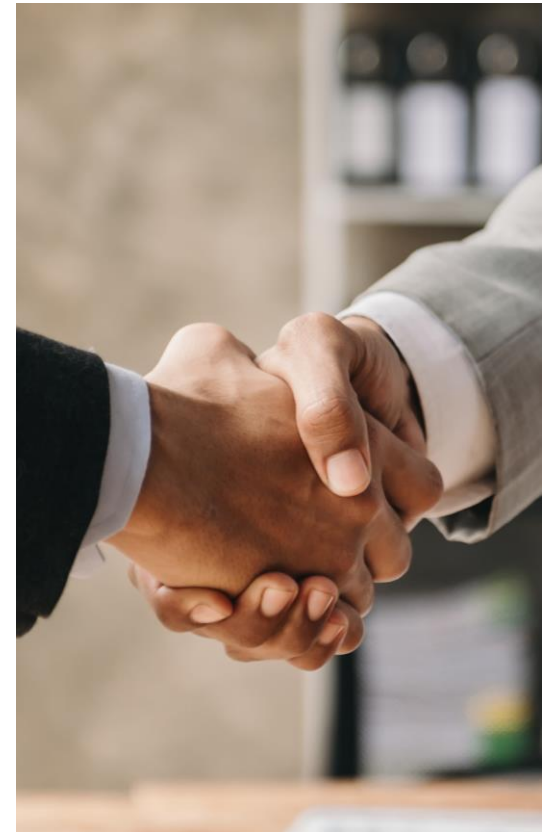
**Clear
Expectations**



**Opportunity
to Contribute**



**Sincere
Appreciation**



Poll

How would you rate your organization on the following?

Providing Clear Expectations

Excellent

Good

Fair

Poor

Poll (cont.)

How would you rate your organization on the following?

Team Contribution to Decisions and Strategy

Excellent

Good

Fair

Poor

Poll (cont.)

How would you rate your organization on the following?

Appreciating Team Members

Excellent

Good

Fair

Poor

Poll (cont.)

How would you rate yourself on the following?

Providing Clear Expectations

Excellent

Good

Fair

Poor

Poll (cont.)

How would you rate yourself on the following?

Contribution to Decisions and Strategy

Excellent

Good

Fair

Poor

Poll (cont.)

How would you rate yourself on the following?

Appreciating Team Members

Excellent

Good

Fair

Poor

Leadership Habits: Clear Expectations

- **Communicating expectations**
 - Reflective communication
 - It's all in how you ask
- **“Can you explain this process to me so I can ensure that I stated it clearly and gave enough guidance?”**

Leadership Habits: Clear Expectations

(cont.)

- **Reflective listening**
 - Understanding how others perceive instructions and processes
- **“So, what I am hearing you say is . . . Did I miss anything, or do I need to understand more?”**

Leadership Habits: Clear Expectations

(cont.)

- **Accountable language**
 - State your current reality
 - Use action verbs
 - Don't spend time in BED (blame, excuse, deny)

Contribution Matters: Mandates Backfire

- **Mandatory return to office**
 - 42% of companies have higher attrition than expected
 - 29% of companies have a more challenging time recruiting
 - 76% of employees polled said they would change jobs if flexibility were taken away



Contribution Matters

- However, employees reported they were more willing to return to the office if it was their choice

Leadership Habits: Contribution

- **Decision-making: ask yourself these key questions:**
 - Would this decision improve with input from others?
 - Is there an emergent reason why I can't give the decision time for input from others?
 - What is the best way to get feedback about this decision?
 - Who would benefit from providing insight into this decision?
 - What organizational gains are there from a collaborative approach to this decision?

Leadership Habits: Contribution (cont.)

- **The next step: collaboration**
 - Ask for insight on organizational direction and strategy
- **Who is at the table?**
 - Are there diverse representations from across the organization?
 - Are they given time to digest the content?
 - Are they given the training to feel prepared?
 - Are they provided an explanation of the importance of their participation?

Leadership Habits: Sincere Appreciation



Leveraging emotional intelligence (EQ) to engage others sincerely



EQ is a learned behavior



It only takes minutes a day to improve your EQ

Why EQ Matters in the Workplace

High EQ is a key component of effective management skills and a necessity for attaining sustainable results

EQ connects to positive organizational behavior that fosters engaged employees, high performance, and commitment, which lowers the risk of losing talent

Managers with higher EQ have teams with a higher commitment to the organization

What We Know About Leaders With High EQ

Demonstrate a higher level of organizational commitment



Can envision change



Leverage emotions to improve problem-solving



Instill a sense of enthusiasm, trust, and cooperation in employees

Burger, 2016

What We Know About Leaders With High EQ (cont.)

- **Leaders who understand their own emotions and the emotions of others positively influence employee retention**
 - Teams felt compensation was fair
 - Teams were more satisfied with their job roles and responsibilities
 - Teams reported a higher level of support

What Happens When the Whole Team Has High EQ?



I use my good mood to overcome obstacles



I can tell how people are feeling by listening to their tone of voice



When I am happy, I know how to build on this feeling



I know why my emotions change



I can openly share emotions



I am aware of my nonverbal expressions and their impact on others



I use past experiences to understand and approach current ones



I can empathize with others when they share life events

Reavichandran et al., 2011

Leadership Habits: Emotional Intelligence

- **Self-awareness and self-regulation**
 - Take pauses to reflect on your emotions throughout the day
 - Examine when emotions impact your actions
- **Social awareness and social regulation**
 - Examine interactions and reflect on the “tone” of the room
 - Use emotions to create positivity
 - Gratitude messages
 - Be purposeful with praise and positive statements



Developing Leadership Habits

Consider

- Consider your current role and team members

Determine

- Determine one focus area for each category
 - Clear expectations
 - Contribution of the team
 - Sincere appreciation

Get

- Get regular feedback on your progress
 - 360 feedback is ideal

Use

- Use the data!
 - Examine retention data on your team
 - Ask team members in 1:1 meetings

Daily Habit Integration



Clear Expectations

- Choose one or two discussions to use reflective statements in



Contribution

- Be purposeful about reaching out for input from team members



Sincere Appreciation

- Start each day by thanking a team member for something
- Pause 2–3 times a day and do an emotional check-in with yourself

Poll

How confident are you that you can integrate a daily strategy for each of the following areas?

Clear Expectations

Very confident

Confident

Not sure

Poll (cont.)

How confident are you that you can integrate a daily strategy for each of the following areas?

Contributions

Very confident

Confident

Not sure

Poll (cont.)

How confident are you that you can integrate a daily strategy for each of the following areas?

Sincere Appreciation

Very confident

Confident

Not sure

Key Points

- Employee engagement challenges all industries, but especially healthcare
- Employee engagement directly impacts patients
- All team members can develop simple daily habits that improve engagement
- It doesn't have to be difficult, but it does have to be consistent

Questions



**Suffer the pain of discipline
or the pain of regret.**



—Jim Rohn

Leadership Development for Healthcare Organizations

Develop highly-skilled, resilient leaders who are prepared to guide their team through challenging situations to achieve consistent, quality care.

www.medbridge.com/leadership-development

