Making the Connection Between Employee Engagement and Patient Satisfaction

Presented by:
Debbie Costello, MSM, RN

“The delivery of compassionate care leads to safer care but this will only occur with an engaged workforce under effective leadership.”

Day, 2014, British Journal of Nursing

Session Overview

- Patient Satisfaction as a Quality Measure
- Value Based Purchasing
- Characteristics of Engaged Employees
- Psychological Engagement
- Management Guidelines to Promote Employee Engagement
- The Link Between Employee Engagement and Patient Satisfaction
- The Business Case
Quality Measure Spotlight: Patient Satisfaction

Three Composite Measures
- Care of Patients
- Communication
- Specific Care Issues

Global Ratings
- Overall Rating
- Willing to Recommend

Roadmap for VBP

- 2015 PPS rule
  - Demo project 2016 in 5-8 states
  - Current Pay-for-Reporting provides foundation
  - Will align with National Quality Strategy
  - Align with existing VBP programs
  - Coordinate with existing components
  - “A critical tool to identify link between patient experience and perceived quality of care”

Engaged Employees...

- Work with passion
- Feel connected to the organization
- Are more productive
- Are more customer focused
- Are less likely to leave their job
- Go above and beyond the call of duty
- Attract people who have the same level of commitment
- Help move the organization forward
Defining Engagement

- **Rational**
  - Recognize and agree with the mission of the organization

- **Behavioral**
  - Incorporates high energy and discretionary effort

- **Emotional**
  - Attitudinal attachment
  - Enthusiasm

Gray, 2012, Nursing Forum

Psychological Engagement Presence

- Feeling that job tasks are worthwhile
- Trust and support
- Physical, emotional, and psychological means

Rakovec-Felser, 2011

Management Impact

- **Meaningful**
  - Worthwhile
  - Useful
  - Valuable
  - Making a difference
  - Appreciated

- **Safety**
  - No fear of negative consequence
  - Trust
  - Openness
  - Supportiveness

- **Availability**
  - Sense of having physical, emotional, psychological means

Rakovec-Felser, 2011
Psychological Engagement and Relationships

- Linked to the level of satisfaction with patient care delivery
- Low satisfaction with care delivery associated with related to:
  - High level work pressures
  - Inadequate materials
  - Inadequate staffing
- Social support can help to buffer

Carter and Tourangeau, 2012

Common Factors of Highly Engaged Employees

- Organization values me
- Organization practices what it preaches
- I would recommend this organization
- Employees are included in decision making
- Organization encourages and supports innovation

Wagner, 2006

Rules of Engagement

In order to be engaged, employees need to:

- Know what is expected of them
- Have the necessary materials and equipment
- Receive recognition for doing a good job
- Trust their leader and co-workers
- Know their opinions matter
- Feel their job is important
- Believe their fellow employees also are committed to doing quality work
- Have open dialogue with managers about goals and progress
- Have opportunities to learn and grow
"The way you create great service is by creating a great place to work. The key is creating great supervisors."

Quint Studor

Engagement Starts with the Leader

Do you have the right leader?

- Hiring practices
- Aligned values and beliefs
- Cultural values
- Mission of the organization
- Influential
- Expertise
- Conflict management
- Accountability
- Referent power
- People matter

7 Step Action Plan: Ensuring Employee Engagement

1. Provide a positive work environment
2. Reward and recognition
3. Shared values and guiding principles
4. Involve and engage the workforce
5. Develop employees skills and abilities
6. Promote positive relationships with coworkers
7. Evaluate and measure job satisfaction

Heathfield, 2015
Action Plan #1:
Provide a Positive Work Environment
- Demonstrate trust and respect
- Understand what motivates people
- Employee discounts
- Ensure safety of staff
  - Work environment
  - Lateral violence
- Fair and manageable workloads
- Equal opportunity and treatment
- Competitive pay and benefits
- Open communication and transparency

Action Plan #2:
Reward and Recognize
- Acknowledgement from the manager
  - Verbal/written
  - Physical
  - Timing: don’t delay praise
  - Sincere
  - Specific - Give details of the achievement
  - Personal - Do it in person or through a handwritten note
  - Positive - Don’t mix in criticism
  - Proactive - Don’t wait for perfect performance
- Effective feedback ongoing
- Build morale through fun recognition events

http://hrcouncil.ca/hr-toolkit/keeping-people-employee-recognition.fm
Action Plan #3
Shared Values and Guiding Principles

- Set the culture tone
- Common purpose
- Value alignment
- Accountability
- Focusing on detail
- Delivering quality
- Honesty
- Positive
- Helping others
- Being a great team member
- Respecting company policies and respecting others
- Showing tolerance

http://www.mindtools.com/pages/article/understanding-workplace-values.htm

Action Plan #4
Involve and Engage the Workforce

- Employee suggestions
- Forum to promote exchange of ideas
- Spotlight on specialties
- Cross functional teams, committees
- Special projects
- Invite input into decisions
- Transparency
- Open door policy
- Keep promises

Action Plan #5
Develop Employees Skills and Abilities

- Understand individual goals
- Look internally to fill positions
  - Transfers, lateral mobility
  - Promotions
- Development and training
  - Orientation
  - Certifications
  - Seminars
  - In house education
  - Invites
  - Subscriptions
Action Plan #6
Promote Positive Relationships

- People matter
- Focus on strengths
- Empathy
- Humor
- Minimize incivility

Action Plan #7
Evaluate and Measure Satisfaction

- Satisfaction surveys annually
  - Attitudes
  - Morale
  - Motivation
- Periodic check in
  - Employee forums
  - Quick informal surveys
  - Personal dialogue

“The level of employee engagement significantly impacts retention, absenteeism, patient satisfaction, patient outcomes, and ultimately, patient safety.”

Wagner, 2006
Is there a Relationship Between Employee Engagement and Patient Satisfaction?

Gallup Analysis

Gallup’s five core items show a consistent strong relationship to patient satisfaction
1. I have the materials and equipment to do my job right.
2. At work, I have the opportunity to do what I do best every day.
3. The mission or purpose of my organization makes me feel my job is important.
4. My associates are committed to doing quality work.
5. This last year, I have had opportunities at work to learn and grow.

AHRQ Research Portfolio

- Model describing relationship of organizational climate and patient outcomes
- Positive organizational climates were generally found to improve patient safety.
- Consistent research findings: patient and employee outcomes were affected by organizational climate

Blizzard, 2015

Stone, Hughes, and Dailey, 2008
Study: Home Health Client Satisfaction and Nursing Perception

- Relationship with patients cited as reasons to stay in home care
- Nonprofessionalism of colleagues as a reason to consider leaving
- High value on colleagues that serve as a resource and can be trusted
- Correlation between nurse/supervisor relationship and client satisfaction

Study: Home Health Client Satisfaction and Nursing Perception (cont.)

- Correlation between client satisfaction scores and a structured framework
- Managers provide opportunities for their nurses to maintain currency with home health nursing practice

Study: Relationship Based Care

- Increased workloads
  - High stress level
  - Unprofessional behavior
  - Patient perceives lack of caring
  - Weakens patient engagement
  - Increase in poor outcomes
Study: Compassionate Care Delivery

Byproduct when compassion is lacking:
- Increase in avoidable harm to patients
- Pressure ulcers
- Falls
- UTI (catheter related)

Research: Vital Link
Employee Satisfaction and Satisfaction and Quality of Patient Care

Department comparison
- High employee sat/
  high patient sat
- Patients more likely to recommend
- Individual employee recognition key contributor
- More respect and visibility
- Being listened to /
  decision making

Key conclusion
- Emphasis on how employees feel about what they do

How Anna Jacques Improved Patient Sat. Scores

- Developed a philosophical change
- Changed the culture
- Adopted a more cohesive team approach
- Raised level of accountability
- Implemented a patient first customer focused approach
- Changed community perception
Report: Malcolm Baldridge National Quality Award

- Necessary resources and training for staff
- "Employee morale was the biggest factor in patient satisfaction."
- Achieving this started with leadership at the top.

The Commonwealth Fund

- In order to become patient centered:
  - Workforce most important aspect
  - Nurture an environment of valued
  - Workforce/Patients: Same dignity and respect
  - Leaders model positive behavior
  - Encourages similar behavior in others
  - Responsive, service-oriented care to patients and their families

"Evidence of significant associations between positive leadership practices and increased patient satisfaction, reduced adverse patient events and reduced patient complications"
Wong, 2010

"A team of interdisciplinary scholars developed a model depicting aspects of organizational climate and their relationship to worker and patient outcomes"
Zinn, 2008

"Relationship was found between positive patient-reported inpatient experiences and lower-than-expected pre-admissions, hospitalization, and 30-day post-discharge costs"
CMS, 2015
“In the end, we must not forget that patients do not care how much we know until they know how much we care.”

Gerald Healy MD, 2014


