



WHAT'S YOUR PULSE: CONNECTING WITH AND UNDERSTANDING YOUR STAFF

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Submit
your
responses
in Chat!

Icebreaker

What are you planning to make for dinner tonight?

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Today's Objectives

- 1** **Align** on the importance of staff retention.
- 2** **Discuss** options to solicit team member feedback.
- 3** **Share** case studies and identify strategies to address staff needs.
- 4** **Review** (virtually) universal resources.

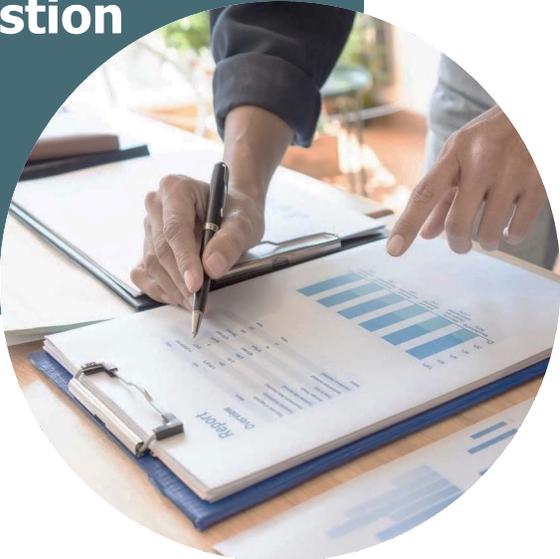


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Poll Question

What level of turnover have your teams experienced within the last 12 months? (Scale of 1 - 5)

- **1**- None.
- **2**- Below average.
- **3**- Average.
- **4**- Above average.
- **5**- Significant.



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Today's Staffing Challenges



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Workforce Pressures



4.5 million
Americans resigned in
November 2021¹



30 - 45
Age group with the
highest turnover²



7%
Inflation rate in 2021³



1 SHRM HR Daily Newsletter. "Record 4.5 Million Workers Quit in November," Roy Maurer, Jan 4 2022.
2 <https://hbr.org/2021/09/who-is-driving-the-great-resignation>
3 Pickert, Reade. 12 January 2022. www.Bloomberg.com. "US Inflation Shows More Staying Power After Hitting 7% in 2021"

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Increased Pressures on Employees

- Vaccine mandates.
- Childcare needs.
- Increased workloads due to understaffed teams.
- Increased cost of living due to inflation.
- Overall stress due to COVID-related issues.



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Increased Pressures on Employers

- Difficult to find qualified talent / backfill roles.
- Demanding retention efforts to retain staff.
- Challenging requests for salary increases.
- Need to solicit feedback, gain understanding, and act.



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Connecting for Feedback

Mechanisms and Case Studies



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Connecting for Feedback



Management Techniques



Stay Interviews



Employee Surveys



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Management Techniques

- 5-minute stand-up meetings.
- Management by Walking Around (MBWA).
- Huddles.



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Case Study 1

Frustration Around Job Duties

"Honestly, I have taken on / had so many additional tasks added to my daily job that I sometimes have a hard time remembering what I was originally hired to do. I'm constantly picking up slack for others, so I forget what my responsibilities are as opposed to responsibilities I am taking care of for other people."



5-Minute Meeting

- Pay attention to sources of frustration.
- Listen – without trying to think of what you are going to say next.
- Ensure there is clarity around responsibilities.
- Create systems for accountability.
- Educate staff on their roles, and the roles of others.



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Case Study 2

Fatigue From Long Shifts

"I really enjoy the people I work with and the physicians, but I am exhausted. I am not sure I can keep up the pace we have going. We can work over 12 hours and maybe have only a short lunch break that whole time. We need more rest."



Management by Walking Around

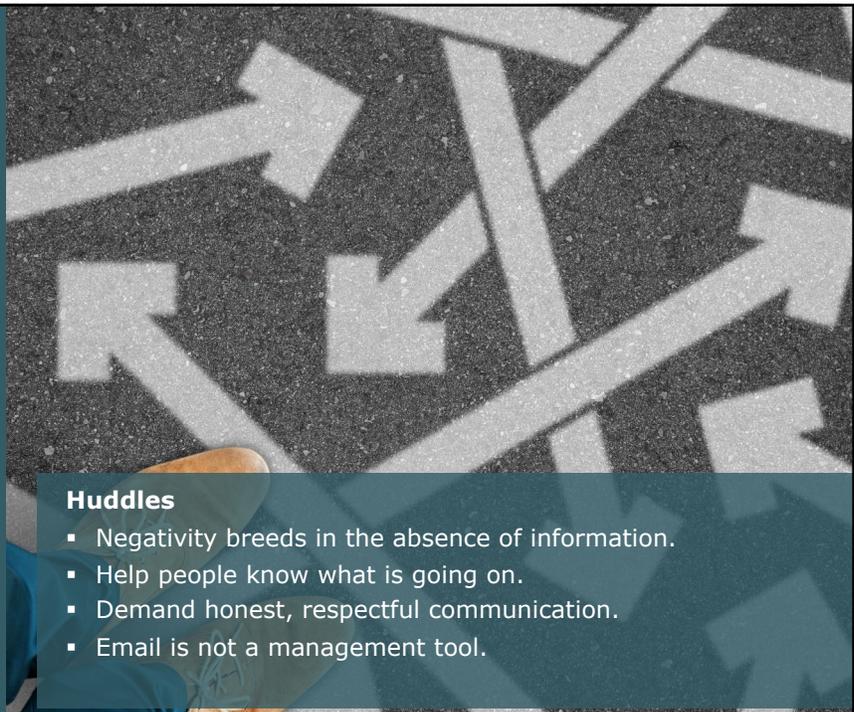
- Pace matters.
- Review team and individual contributions.
- Communicate needs to senior leadership.
- Focus on small wins.

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Case Study 3

Stress From Lack of Communication

"If there is one fault that seems to be universal, it's how information is communicated-not everyone get's the same information, at the same time, in regards to the same event or change, thus causing hard feelings or chaos."



Huddles

- Negativity breeds in the absence of information.
- Help people know what is going on.
- Demand honest, respectful communication.
- Email is not a management tool.

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Poll Question

Have you conducted stay interviews with your staff in the last 6 months?

- Yes
- No
- I don't know



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Stay Interviews

- Help you know why staff might leave.
- Meeting is casual and conversational.
- Most interviews take less than 30-minutes.



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Potential Questions

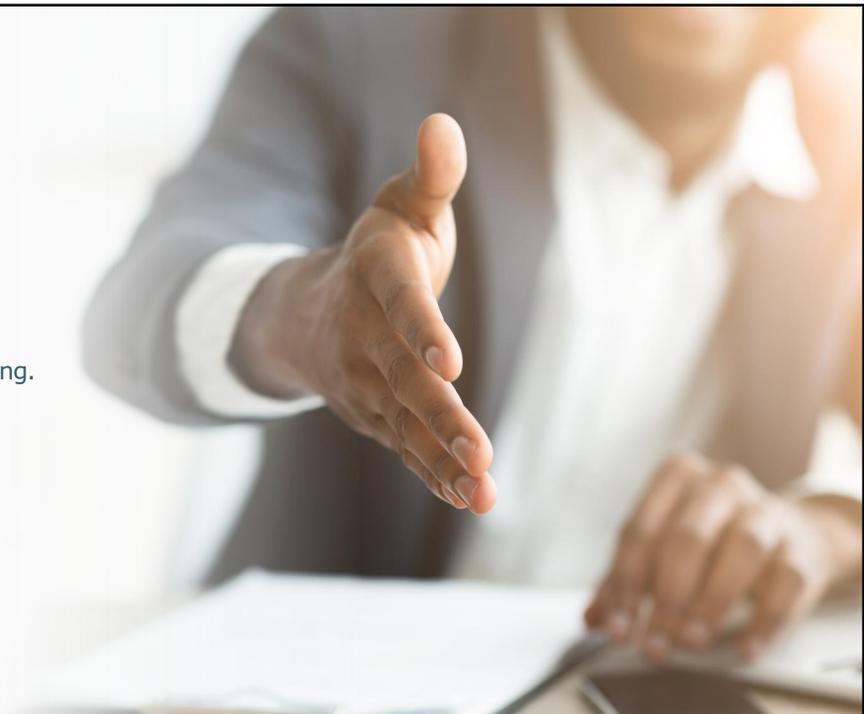
- What do you like most or least about working here?
- What keeps you working here?
- How do you like to be recognized?
- What would you like to learn here?
- What motivates (or demotivates) you?
- What can I do to best support you?



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Closing the Interview

- Summarize conversation.
- Develop a plan.
- Thank team member for sharing.
- Express commitment.

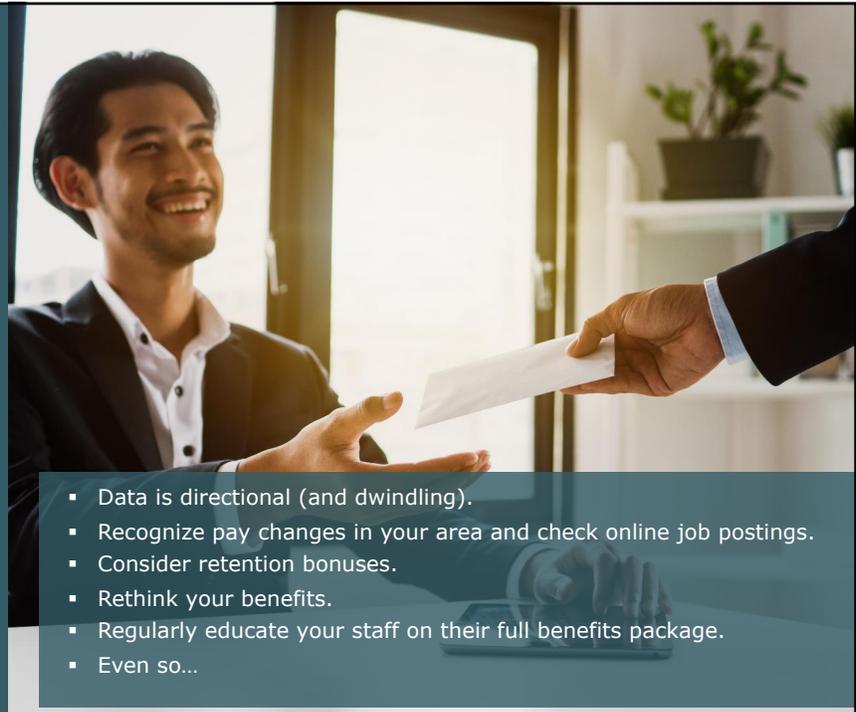


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Case Study 1

Demand for Salary Increase

"I don't care if we do teambuilding or if lunch is sometimes provided. I prefer to be paid for my hard work. Even with the recent "raise" I'm not paid enough for what I do."



- Data is directional (and dwindling).
- Recognize pay changes in your area and check online job postings.
- Consider retention bonuses.
- Rethink your benefits.
- Regularly educate your staff on their full benefits package.
- Even so...

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Case Study 2

A Need for Acknowledgement

"Management listens, but I'm not sure they really hear me as I never see resolution to the issues raised. We're constantly asking for changes to reduce burnout and improve patient safety, but nothing ever changes."



- Acknowledge what you can and cannot change.
- Focus on what you can change.
- Communicate regular updates to the team.
- Offer appreciation once a week.

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Poll Question

Has your center implemented an employee survey in the last 18 months?

- Yes
- No
- I don't know



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Staff Surveys



Benefits

- Structured Demonstration of Commitment.
- Anonymous Feedback.
- Collated Feedback (overall and by data segment).
- Reflection Time; Strategic Action.

Watchouts

- Keep a wide focus.
- Need senior leadership support.
- Must be prepared to share results and take action.



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The Importance of Action

"8% of employees strongly agree that their organization takes action on surveys."

“Employees who strongly agree that their organization acts on survey results are **1.9 times more likely to be engaged.**”



Source: Gallup Institute: https://advise.gallup.com/employee-engagement?utm_source=google&utm_medium=cpc&utm_campaign=new_workplace_non_branded_employee_engagement&utm_term=increase%20employee%20retention&gclid=Cj0KCQjwwY-LBhD6ARIsACvT72Playtte5LHF5RCVFIBIYfT7QqB7Bic9S5CiyAN_EU-WqPCqTUQMnMaAlzXEALw_wcB

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Case Study 1

Desire for a Positive Work Environment

"The negativity spreads like a poison....One negative person can cause several others to start to feel negative and it spreads and spreads...."



- Do not underestimate the impact of negativity.
- Manage in (or out) negative employees.
- Starts with culture and leadership.
- May take time.

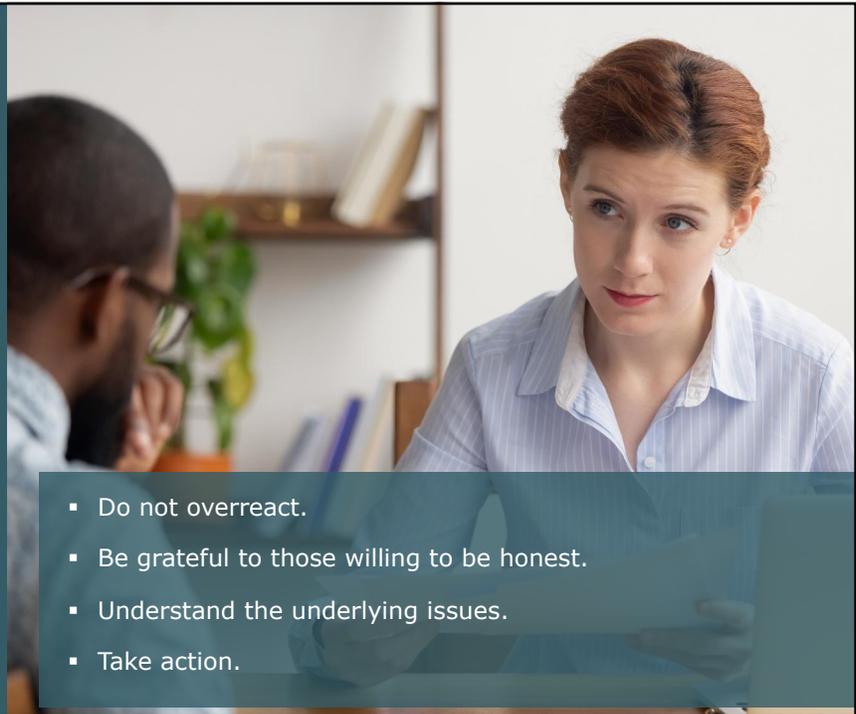


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Case Study 2

Need for Managers to Know the Pulse

"We have a surgical technician who literally says, "I hate this place." That's how she starts her morning. Wearing socks that say "F*** this S***" and showing them off in our morning huddle. How do you combat that.... Of course, if they knew their [sic] were consequences for this type of behavior, they may not do it so obviously...."



- Do not overreact.
- Be grateful to those willing to be honest.
- Understand the underlying issues.
- Take action.



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Facebook Feedback

We asked our Facebook groups:

How is your facility obtaining feedback from your staff?

(Select all that apply)

- Employee surveys **25 Votes***
- Stay interviews **2**
- 1-on-1 meetings **30**
- Regular department meetings **30**
- Daily Huddles **7**
- Other: **3 New hire questionnaire on staff who did training**



* Based on 97 selections made in response to the poll, as of 6/16/22.

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Share what you do!

How else are you gathering employee feedback?



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(Virtually) Universal Resources



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Action Plan Template

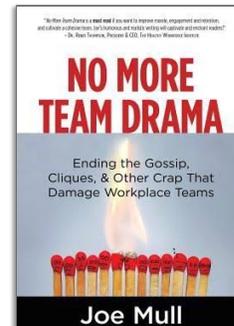
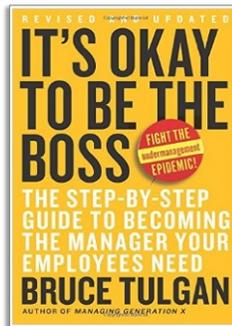
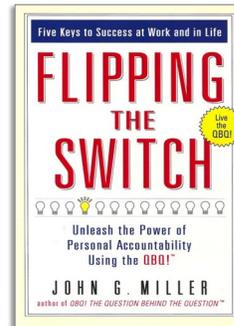
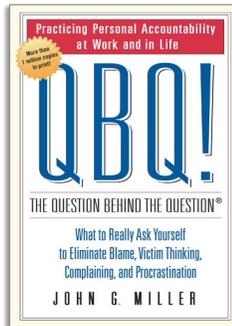
- Develop a written plan
- Identify due dates and responsible parties
- Keep track of progress over time

ACTION PLAN			
[Enter Center Name]			
Action Item	Responsible Party(ies)	Timeline	Notes
High Priority			
Medium Priority			



Reading Resources

- Help guide management team
- Help shift culture



Employee Survey Resources

- DIY – Paper
- DIY – Survey Monkey
- Third-Party Led – BSM Consulting / Others



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Questions & Answers



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Conclusion

- Employees and employers alike are faced with increased pressures in today's environment.
- Staying connected with staff to mitigate issues is of paramount importance.
- Management techniques, stay interviews, staff surveys, and available resources can aid efforts.



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Thank you!

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Available to Members on eSupport

eSupport > Compliance & Operations > Facility Staff Documentation > Employee Satisfaction Survey



HOME ESUPPORT > EDUCATION > FORUM ACCOUNT >

FACILITY STAFF DOCUMENTATION: EMPLOYEE SATISFACTION SURVEY

Conduct an employee satisfaction survey at least once a year. Employee satisfaction is directly related to patient outcomes, and staff turnover. It is important that as a leader of an organization you have a pulse on the workplace environment and what type of culture you are creating. This survey has less to do with patient safety and the care we provide and more to do with the employee's view of the leadership and role they play in the organization.

BEST PRACTICES FOR A SUCCESSFUL EMPLOYEE SATISFACTION SURVEY

- Keep the responses anonymous
- Technology is your friend- use tools like survey monkey that are free or very cheap
- Keep it short- respect your employees time
- Ensure your questions provide information that you can use to improve your workplace
- Ensure that you as a leader follow and create an action plan to address the responses
- Share results with staff and allow staff to participate in development of an action plan
- Do a survey every year and only make small changes to the survey. Using the same survey year after year allows you to gather usable data and measure progress and improvements.
- Share results with stake holders and the Governing Body

SEARCH

FACILITY STAFF DOCUMENTATION

Personnel Files

Orientation

Employee Satisfaction Survey



EMPLOYEE SATISFACTION SURVEY

Conduct an employee satisfaction survey at least once a year. Employee satisfaction is directly related to patient outcomes, and staff turnover. It is important that as the leader of your organization, you have a pulse on the workplace environment and what type of culture you are creating. This survey has less to do with patient safety and the care we provide and more to do with the employee's view of the leadership and role they play in the organization.

BEST PRACTICES FOR A SUCCESSFUL EMPLOYEE SATISFACTION SURVEY

- Keep the responses anonymous.
- Technology is your friend. Use online survey tools that are either free or reasonably priced to distribute and easily analyze data. Examples: survey monkey, survey gator, etc.
- Keep it brief. Respect your employees time.
- Ensure your questions provide information that you can use to improve your workplace.
- Create and follow an action plan to address the responses.
- Share the results with your staff and allow them to participate in developing the action plan.
- Conduct your survey annually and only make small changes to the questions. Using the same survey repeatedly allows you to gather usable data and measure progress and improvements over time.
- Share the results with stake holders and the Governing Body.

RECOMMENDED EMPLOYEE SATISFACTION SURVEY QUESTIONS

1. Do you feel you are valued for the work/care you provide?
2. How would you describe the ASC culture?
3. Does the ASC provide you with the tools you need to complete your job in a safe manner?
4. Do you feel that you can approach your immediate supervisor about problems or issues in the workplace?
5. When an issue or problem is brought to management's attention do you feel management addresses the issue?
6. Do you think that work is distributed evenly across the team?
7. Do you feel that communication between team members is effective and efficient?
8. Do you feel that you are given the opportunity to participate in committee or decision making at your center?
9. Are you provided a fair, accurate and timely performance appraisal?
10. Do you feel respected by your coworkers?
11. Turnover is valued by the organization. T/F
12. My job responsibilities and goals are clearly defined. T/F
13. My supervisor/manager treats every employee fairly and consistently. T/F
14. I have enough time to complete my workload and provide safe care to my patients. T/F
15. When a mistake occurs do you feel comfortable bringing it to management's attention?

Progressive Surgical Solutions | Employee Satisfaction Survey

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Allow up to 2 weeks for processing your certificates

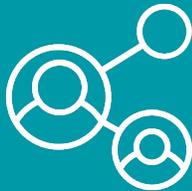


Any questions regarding CE Credit, contact Jenna@pss4asc.com



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A place to connect, support, and network with other ASC managers all over the country
www.facebook.com/groups/ascmanagers



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Upcoming Webinars

DATE	🕒	CE	WEBINAR TOPIC	SPEAKER
JUL 25	20		Allied Health Workers in the ASC	Debra Stinchcomb
AUG 22	60	RN, CASC	Meaningful Hand Hygiene Surveillance	Crissy Benze
SEP 26	20		Excel for Nurse Leaders	Nancy Stephens
OCT 28	60	RN, CASC	Revenue Cycle Management: Improving the Bottom Line	Kylie Kaczor
NOV 28	20		Annual Survey Watch Report 2022	Cyndi Krause
DEC 16	60	RN, CASC	Life Safety Risk Assessment: What is it and what is Required?	John Crowder, Jr.



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