

UAMS Employee Engagement and Action Planning Toolkit

What is Employee Engagement?

Employee engagement is a fundamental concept in the effort to understand and describe the nature of the relationship between an organization and its employees. Engagement occurs in employees when employees are present, focused, and energized in the workplace. However, what it *does* is even more interesting. Engaged people go beyond what is expected of them because they feel part of a purpose larger than themselves.

Why is Employee Engagement Important?

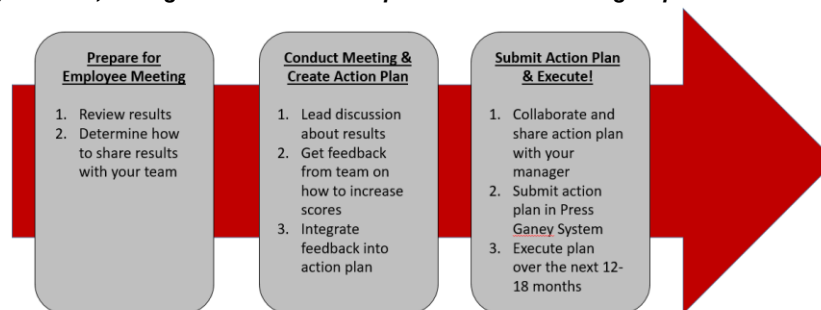
The importance of employee engagement can't be overstated – employee engagement strategies have been proven to reduce staff turnover, improve productivity and efficiency, retain customers at a higher rate, and increase revenue. Most importantly, engaged employees are happier, both at work and in their lives. When you're engaged, it infuses everything you do with purpose, energy, and enthusiasm.

How to Use this Guide:

The goal of this toolkit is to leverage your employees' engagement to create a high reliability culture focused on safety, quality, the patient and family experience, and efficiency/finance. A simple process is detailed below.

The most important part of the employee engagement survey process is collaboratively creating a team action plan. The action planning process includes multiple steps to ensure that these plans are deliberate and effective. In order to improve your team's work environment and maximize performance, all team members must contribute to continuous improvement. The process outlined in this toolkit will help you bring in multiple findings to generate a meaningful discussion; however, the best engagement discussions are those that are open, encouraging, and two-way.

Please work with your team, manager and HRBP to complete all of the following steps within the next four to six weeks.



Step 1 – Prepare for the Employee Meeting:

First, you will need to get familiar with navigating the system and your results (page 2-3)! Once you have a good comprehension of the data, you will need to plan *how* you will deliver and share these results with your team. We recommend using the Press Ganey "Resources Page" (page 2) to help you plan the communication to your team.

Step 2 – Conduct Employee Meeting & Create an Action Plan:

Second, you will lead a discussion about the survey results you received and where you believe the team should focus their time to improve employee engagement (page 4). After, you will integrate these ideas into your final action plan.

Step 3 – Submit Action Plan & Execute Plan:

The last step is to share the feedback gained from your employees with your manager to finalize your action plan. Once finalized, submit your action plan into the Press Ganey System (page 5-6). Over the next 12-18 months, monitor and continue taking the steps to successfully execute your Employee Engagement Action Plan. Remember, Employee Engagement is not a one-time event; it should be ongoing to provide really successful results.

*****Employee Engagement is a priority initiative at UAMS therefore, we encourage *all* leaders to complete an action plan. All leaders who scored in the Tier 2 or Tier 3 categories on the Leader or Team Index will be required to create an Employee Engagement Action plan.*****

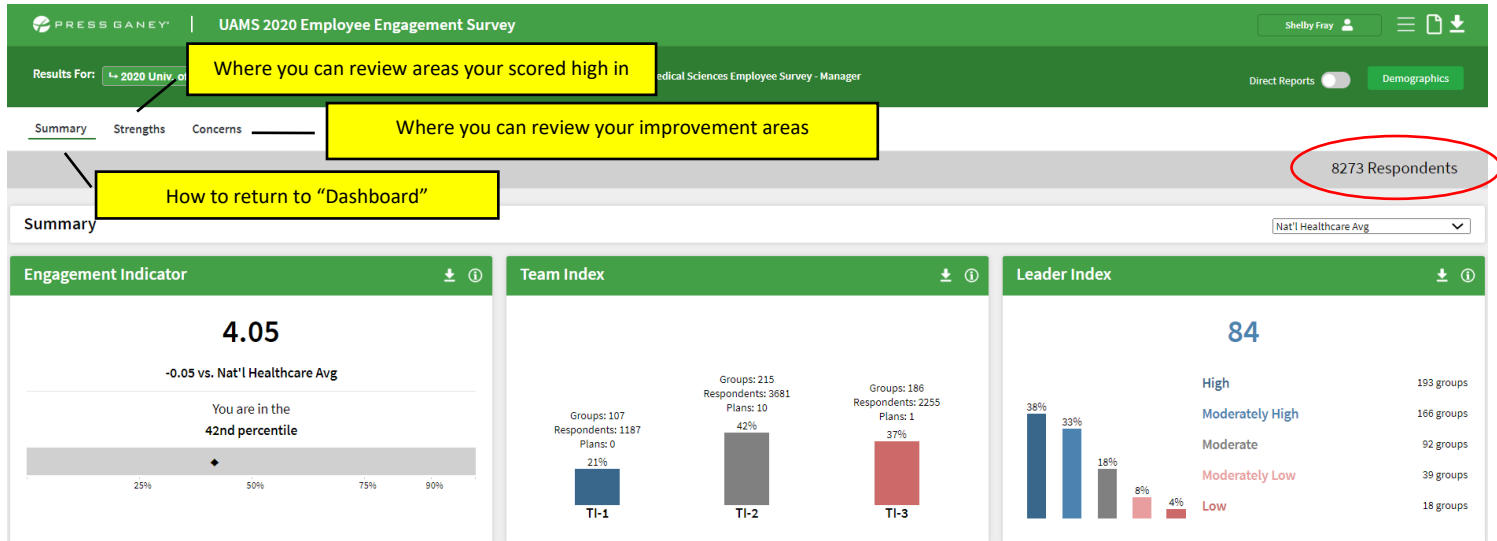
Step 1- Prepare for Employee Meeting


Navigating the Press Ganey System:


The first thing you will see when logging in is the “Dashboard Navigator” page (see image below). Please note that the “Unit Hierarchy” allows for you to review your results by individual unit and the “Manager Hierarchy” allows for you to view your results encompassing all of your direct reports. For example, John Smith is the supervisor for the Pediatric AND Internal Medicine unit. If John wants to review his results in regards to everyone he manages in both units, he will select the “Manager Hierarchy”. If John wants to break those results down further by individual unit, he will select “Unit Hierarchy”.


Dashboard Navigator

Dashboard	Product
UAMS 2020 Employee Engagement Survey	
UAMS 2020 Unit Hierarchy	Employee Engagement
UAMS 2020 Manager Hierarchy	Employee Engagement



 You will see this “Information Icon” throughout the site. Press it anytime you want a more detailed explanation of the section you are reviewing.

 You will see the “Download Icon” that will allow you to download the information you are currently reviewing as a single picture.

 This is the Press Ganey “Resources Icon” (top right of dashboard). Pressing this icon takes you to short YouTube style video tutorials, a glossary, and detailed information on action planning.

Exporting & Printing Data Results:

1. Select the download icon in the top right corner of the dashboard.
2. A screen will pop up (image to the right) to let you select format, delivery method etc.
3. **Export Scope** defaults to “Current Page” (which will only give you the info you are currently viewing). Selecting the “Snapshot” will give you a comprehensive report.

Export Report Export this report to any of the supported formats

Export format: PDF

Delivery method: Email

Page orientation: Portrait

Paper size: Letter (8.5x11 in.)

Email recipients: SFray@uams.edu

Comment to recipients:

Export scope: Current page

Report Language: English

This section focuses on high level navigation of the system and includes frequently asked questions. For more detailed navigation information, please refer to the [Press Ganey Video Tutorial Page](#)

By hovering over a section on your dashboard, you can gain more information about the results of that particular section. For example, when viewing your dashboard, if you click on the scores and/or graphs, detailed information on the items that encompass that score will appear and look like the image below.

#	Item	Domain	Unfavorable	Distribution Neutral	Favorable	Score	vs. Overall Organization	vs. Nat'l Healthcare Avg	Responses
METRIC: Engagement Indicator									
	Engagement Indicator (6 items)	-	6%	17%	77%	4.05	0.00	-0.05	8,228
35	I am proud to tell people I work for UAMS.	Engagement Indicator	2%	13%	85%	4.25	0.00	-0.01	8,213
36	I would stay with UAMS if offered a similar position elsewhere.	Engagement Indicator	10%	27%	63%	3.74	0.00	-0.14	8,031
48	I would like to be working at UAMS three years from now.	Engagement Indicator	7%	17%	77%	4.09	0.00	-0.03	8,056
57	I would recommend UAMS as a good place to work.	Engagement Indicator	4%	15%	81%	4.11	0.00	+0.02	8,218
58	Overall, I am a satisfied employee.	Engagement Indicator	7%	16%	77%	3.96	0.00	-0.04	8,228
86	I would recommend UAMS to family and friends who need care.	Engagement Indicator	4%	13%	83%	4.15	0.00	-0.07	6,655

- The image above shows the survey line items that were taken into consideration for that specific area.
- You can see the percentage of employees that answered unfavorable, neutral, and favorable.
- The “Score” column is your mean score for that line item.
- “Vs. Overall Organization” column is how you scored compared to other leaders at UAMS.
- “Vs. Nat’l Healthcare Avg.” column is comparing how you scored to leaders in other academic medical centers.
- The “Response” column indicates how many employees answered that specific line item in the survey.

Determining How to Share Your Results with Your Team:

Remember, you know your team best and how they comprehend and unpack certain information. **To help you prepare for this meeting, we recommend using the Press Ganey “Resource Page” (page 2).** When you enter the resources page on the Press Ganey website, you will find helpful documents under Employee Support Resources and the Improvement Planning Tools tab.

*****Use the area below to help guide your talking points with your team.*****

Employee Engagement Score

Your Engagement Score	Vs. Organization Score

Top 2 Strengths:

1.

2.

Leadership Index Score

High	%
Moderately High	%
Moderate	%
Moderately Low	%
Low	%

Top 2 Concerns:

1.

2.

Step 2- Conducting the Meeting & Creating an Action Plan

Leading the Discussion

You will lead a discussion by first giving an overview of your survey results entirely. You will then communicate the strengths and areas of concerns with your team in more detail. The goal of this portion of the discussion is to focus on what surprises them, the strengths/weakness of the work environment, along with where they believe the team should focus their time to improve as well as how you can improve as a leader.

Get Feedback from Your Team

The purpose of this portion of the discussion is to identify what you as a leader are doing well and in what areas you can improve. Your HR Business Partner is available to meet with you and your team for this meeting. To help you facilitate this, we recommend using the “Continue, STOP, Start” exercise.

Continue, STOP, Start Directions:

- First, determine the specific area of improvement as a group (i.e., communication).
- On three different pages, write the words “Continue,” “Stop,” and “Start.”
- Ask your team to discuss and write specific behaviors that need to be stopped, started and continued to improve the issue.

Tip: Some teams may not feel comfortable having a large group discussion about this openly. For this reason, your HR Business Partner is available to meet with your team with or without you to gather feedback that will assist you in creating the best action plan. Alternatively, you may have your employees work in pairs/small groups and report back after they have completed the exercise. Remember, you know your team best!

General Guidelines

- Do not critique or “shoot down” any feedback or suggestions, the purpose of the discussion is to be open
- Thank employees for all feedback and suggestions no matter the quality
- Be a facilitator and only interrupt for the sake of time

Once the team has worked through this exercise, take the pages with you as notes and begin to develop your action plan!

Developing Your Action Plan:

Be sure to involve your team in choosing the items that will be action planning priorities.

- As you choose areas to strengthen, stick to your list of items that need attention.
- Don't bite off more than you can chew—realize that the most successful action plans address only 2-3 items at most.
- Be strategic! Pick items that, once improved, will also improve other items.
- Think about what each project/initiative/area for improvement would look like for your team over the next year. Use the area below to help you organize your thoughts.

1. **Name of Project/Initiative/Area of Improvement:** _____
Opportunity it Effects: _____
3-4 Sentence Description:

2. **Name of Project/Initiative/Area of Improvement:** _____
Opportunity it Effects: _____
3-4 Sentence Description:

3. **Name of Project/Initiative/Area of Improvement:** _____
Opportunity it Effects: _____
3-4 Sentence Description:

Now begin to break out all the steps throughout the year you and your team need to take in order to successfully execute your Employee Engagement Action Plan. Include meetings, training events, gathering supplies, evaluations, special equipment needs, check-in times with your supervisor, arranging outside speaker, etc. record anything that will be a step or milestone you and your team need to meet or take in order to complete your plan.

Most importantly, remember to develop SMART action plans! Action Plans need to be Specific, Measurable, Achievable Relevant, and Time-Based:

Specific	Can you define the steps to reach the goal?
Measurable	How will you show improvement?
Achievable	Is this something you have control over?
Relevant	Does it relate to the issue at hand?
Time-based	What is your time limit?

Name of Project/Initiative/Area of Improvement: _____

September:

March:

October:

April:

November:

May:

December:

June:

January:

July:

February:

August:

Step 3- Submit Action Plan and Execute

Collaborate and Share Action Plan with your Manager:

Come to your manager with a well thought out plan! Take this time to walk through your action plan and focus specifically on *how* you are going to improve employee engagement. It is also a good idea to share the feedback you received from your team with your manager to help explain why the action items you choose are important to you. Remember, research indicates that employees who witness positive change from survey results are twice as likely to be highly engaged versus those who do not!

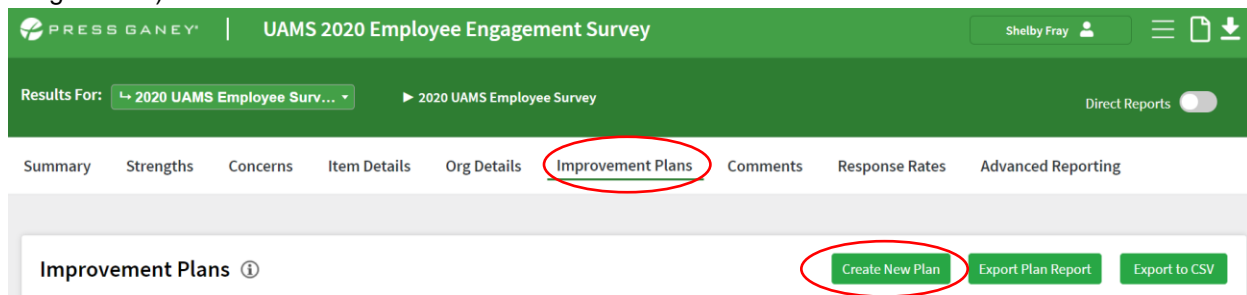
Once your action plan has been finalized and approved by your manager, these written plans should be submitted into the Press Ganey system under the “Improvement Plans” tab.

Submit Action Plan in Press Ganey System:

IMPORTANT NOTE: When submitting your action plan, you must be in the MANGAER HIEARCHY view.

Steps:

1. When submitting your action plan items, go to the “Improvement Plans” tab and select “Create New Plan” (see image below).



2. You will then select an item to create a detailed plan by selecting an option from the drop down menu. In this drop down, you will see all 106 line items that employees were surveyed on. You need to select the option that you identified as a concern (refer back to page 3). For example, if on your dashboard you saw under the concerns tab that you had low results on line item “The person I report to gives me useful feedback” **AND** it was one of the areas of improvement you selected for your action plan, you will need to select that specific drop down option. **TIP:** You can type the line item directly into the drop down box and it will populate and filter it for you quickly!
3. You will then fill out the information needed.

4. Be sure to “Save All Changes” to capture your action items in the system.

*****Important Note:** You will need to follow this process for each area of concern you selected to address in your action plan. For example, if you selected 3 areas of concerns (1. The person I report to gives me useful feedback, 2. I feel like I belong at UAMS and 3. I respect the abilities of the person to whom I report) to improve, you would need to create 3 separate process plans for each following the directions above.***

Execute Plan:

Ultimately as the leader of your team, it is your job to keep the action plan on track. In addition, it is also your role to communicate to both your manager and employees on progress, accomplishments, and milestones associated with the plan.

Tips for Executing Your Action Plan:

- Utilize multiple communication methods to reinforce progress (status emails, message boards, monthly team meetings)
****Try using the Stoplight Report technique****
- Use employee rounding as a way to support communication with your staff
- Keep Employee Engagement as a standing staff meeting agenda item (for team meetings and meetings with your supervisor)
- Post your action plan in your department for employees to see- this also keeps your action plan in visible sight!
- Recognize the team for accomplished goals- celebrate in a way that is meaningful to them

Action Planning is a crucial component to increasing our employee engagement at UAMS. If you have any questions please contact you Human Resources Business Partner for any assistance or help you may need in developing an action plan. You can also email Shelby Fray at SFray@uams.edu and Tim Bullington at TBullington@uams.edu if you have any issues with the Press Ganey reporting site or general employee engagement questions. Thank you for your commitment to making UAMS one of the best academic medical centers in the world.