What is Engagement?

Employee Engagement

Connection team members feel to their jobs

Reflects how invested and connected team members are in the success of their teams and organization
What Does an Engaged Leader and Team Look Like?

Engagement

- Good Teammate
- Transparency
- Speaks up For Safety
- Visibility
- Willing to Give Extra
- High Performing

CMS Star Rating
Leapfrog Hospital Safety Grade
Resiliency

What does engagement look like to you?
“Virtuous Cycle”
Intersection of Safety, Quality and Experience

14% CLABSI rates
17% CAUTI rates
16% C. diff rates
LOS ½ day less

28% CLABSI rates
9% C. diff rates
11% PSI 90 scores
LOS 0.8 days less

CLINICAL EXCELLENCE

Top RN Satisfaction
Drives Quality & Safety

Top RN Practice Environment
Drives Patient Experience

WORKFORCE & ENGAGEMENT

Engaged Workforce
Drives Quality, Safety, Patient Experience

Top Engagement
Drives Quality & Safety

Top Engagement Drives Patient Experience

PATIENT EXPERIENCE

33% points for Likelihood to Recommend
11% points for Discharge Information
29% points for Medicine Communication
24% points for Staff Responsiveness

46% points for Overall Rating (Physician)
53% points for Overall Rating (Employee)
44% points for Likelihood to Recommend (Physician)
38% points for Likelihood to Recommend (Employee)
30% points ranking for Staff Responsiveness
50% points for Transition of Care
23% points for MD Communication
38% points for RN Communication

Data Source: Press Ganey
CCH 2020 Safety Culture & Engagement Correlation

Correlation Coefficient: $r = +0.83$

very strong positive association

Data Source: Press Ganey
Employee Engagement Results

Cook County Health 2020

Engagement
Employees’ emotional attachment and commitment to organization

3.83
-0.27 vs Nat’l Healthcare
-0.21 vs Safety Net
+0.03 vs CCH 2018

Survey Admin: September – October 2020
Response Rate: 56% (n=3,300)

Data Source: Press Ganey, Employee Engagement and Culture of Safety Survey
## Key Drivers of Engagement

### Cook County Health 2020

<table>
<thead>
<tr>
<th>Key Drivers (in order of influence)</th>
<th>2018 CCH</th>
<th>2020 CCH</th>
<th>% Unfavorable</th>
<th>Difference from:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Nat’l Healthcare Avg</td>
</tr>
<tr>
<td>I feel like I belong at CCH</td>
<td>3.85</td>
<td>3.94</td>
<td>7%</td>
<td>-0.15</td>
</tr>
<tr>
<td>CCH provides high quality care and service</td>
<td>3.78</td>
<td>3.74</td>
<td>8%</td>
<td>-0.45</td>
</tr>
<tr>
<td>CCH makes every effort to deliver safe, error-free care to patients</td>
<td>3.83</td>
<td>3.82</td>
<td>8%</td>
<td>-0.42</td>
</tr>
<tr>
<td>I have confidence in senior management’s leadership</td>
<td>3.36</td>
<td>3.27</td>
<td>25%</td>
<td>-0.49</td>
</tr>
<tr>
<td>My work gives me a feeling of accomplishment</td>
<td>3.99</td>
<td>4.06</td>
<td>6%</td>
<td>-0.15</td>
</tr>
</tbody>
</table>

Data Source: Press Ganey, Employee Engagement and Culture of Safety Survey

*statistically significant difference
### Leader Index

<table>
<thead>
<tr>
<th>Leader Index Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>The person I report to treats me with respect</td>
</tr>
<tr>
<td>I respect the abilities of the person to whom I report</td>
</tr>
<tr>
<td>The person I report to encourages teamwork</td>
</tr>
<tr>
<td>The person I report to care about my job satisfaction</td>
</tr>
<tr>
<td>The person I report to is a good communicator</td>
</tr>
<tr>
<td>I am involved in decisions that affect my work</td>
</tr>
</tbody>
</table>

#### Leader Index

<table>
<thead>
<tr>
<th></th>
<th>High Readiness</th>
<th>Moderately High Readiness</th>
<th>Moderate Readiness</th>
<th>Moderately Low Readiness</th>
<th>Low Readiness</th>
</tr>
</thead>
<tbody>
<tr>
<td>≥90</td>
<td>80-89</td>
<td>70-79</td>
<td>60-69</td>
<td>&lt;60</td>
<td></td>
</tr>
</tbody>
</table>

- **Group is ready to have discussions for improvement with manager**
- **Group may be ready for discussions; manager may benefit from guidance**
- **Build relationships between managers and employees prior to discussions**

Data Source: Press Ganey
Employee Engagement and Culture of Safety Results
Cook County Health 2020

What is Culture of Safety?

• Organizations that are highly reliable maintain a commitment to safety at all levels, from frontline providers to managers and executives.
• Safety is viewed as a core value across all sites and services.

Safety Culture
Evaluation of attitudes and behaviors impacting patient and workplace safety

3.54
-0.46 vs Nat’l Healthcare
-0.36 vs Safety Net
-0.05 vs CCH 2018

Data Source: Press Ganey, Employee Engagement and Culture of Safety Survey
Key Features of a Culture of Safety:

• Organizational commitment of **resources** to address safety concerns.

• Blame-free environment where individuals are able to report errors or near misses **without fear** of reprimand or punishment.

• Takes into account that individuals are **human**, fallible and capable of mistakes, and that they work in systems which are sometimes flawed.

• **Uses data** proactively and in response to events.

• Encourages **collaboration** across ranks and disciplines to seek solutions to patient safety problems.

*Source: AHRQ Patient Safety Primer, “Culture of Safety”*
Why Safety Culture Matters

• Improving the culture of safety within health care is an essential component of preventing or reducing errors and improving overall health care quality.

• Safety culture influences the effectiveness of other safety and quality interventions.
  • Can enhance or inhibit effects of other interventions

• Safety culture can change through intervention.
  • Leadership commitment
  • Staff engagement
Reliability as the Operating System that Ties it all Together

HIGH RELIABILITY =

- Safety First
- Best-Practice Medicine
- Patient Centeredness
- People Centeredness
- Resource Focus

Move toward Zero Harm
Clinical Quality Improves
Patient Experience Improves
Workforce Engagement Improves
Efficiency Improves
<table>
<thead>
<tr>
<th>Item</th>
<th>2020 Score</th>
<th>% Unfavorable</th>
<th>Difference from</th>
<th>Difference from</th>
</tr>
</thead>
<tbody>
<tr>
<td>In my department, we discuss ways to prevent errors from happening again.</td>
<td>3.90</td>
<td>11%</td>
<td>-0.37</td>
<td>-0.27</td>
</tr>
<tr>
<td>We are actively doing things to improve patient safety.</td>
<td>3.90</td>
<td>7%</td>
<td>-0.37</td>
<td>-0.29</td>
</tr>
<tr>
<td>I can report patient safety mistakes without fear of punishment.</td>
<td>3.84</td>
<td>11%</td>
<td>-0.38</td>
<td>-0.27</td>
</tr>
<tr>
<td>Employees will freely speak up if they see something that may negatively affect patient care.</td>
<td>3.81</td>
<td>11%</td>
<td>-0.38</td>
<td>-0.27</td>
</tr>
<tr>
<td>The amount of job stress I feel is reasonable.</td>
<td>3.09</td>
<td>32%</td>
<td>-0.40</td>
<td>-0.31</td>
</tr>
<tr>
<td>Mistakes have led to positive changes here.</td>
<td>3.66</td>
<td>11%</td>
<td>-0.41</td>
<td>-0.33</td>
</tr>
<tr>
<td>I feel free to raise workplace safety concerns.</td>
<td>3.80</td>
<td>11%</td>
<td>-0.41</td>
<td>-0.30</td>
</tr>
</tbody>
</table>

**Data Source:** Press Ganey, Employee Engagement and Culture of Safety Survey
## Culture of Safety Items

### Lowest Performing Items Compared to National Healthcare Average

<table>
<thead>
<tr>
<th>Item</th>
<th>2020 Score</th>
<th>% Unfavorable</th>
<th>Difference from</th>
<th>Data Source: Press Ganey, Employee Engagement and Culture of Safety Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior management provides a work climate that promotes patient safety.</td>
<td>3.57</td>
<td>60%</td>
<td>-0.48</td>
<td>-0.36</td>
</tr>
<tr>
<td>When a mistake is reported, it feels like the focus is on solving the problem, not writing up the person.</td>
<td>3.42</td>
<td>54%</td>
<td>-0.49</td>
<td>-0.39</td>
</tr>
<tr>
<td>Where I work, employees and management work together to ensure the safest possible working conditions.</td>
<td>3.56</td>
<td>60%</td>
<td>-0.52</td>
<td>-0.40</td>
</tr>
<tr>
<td>My department works well together.</td>
<td>3.65</td>
<td>63%</td>
<td>-0.53</td>
<td>-0.46</td>
</tr>
<tr>
<td>I would recommend Cook County Health (CCH) to family and friends who need care.</td>
<td>3.65</td>
<td>63%</td>
<td>-0.57</td>
<td>-0.47</td>
</tr>
<tr>
<td>Communication between departments is effective at Cook County Health (CCH).</td>
<td>3.03</td>
<td>36%</td>
<td>-0.59</td>
<td>-0.47</td>
</tr>
<tr>
<td>My department is adequately staffed.</td>
<td>2.66</td>
<td>30%</td>
<td>-0.61</td>
<td>-0.51</td>
</tr>
</tbody>
</table>
Timeline for Employee Engagement

Next Steps

Dec 4th – 10th
Executive overviews for Provident, ACHN, Correctional Health, CountyCare, Stroger and CCDPH

Dec 11th
Data is released to all leaders

Dec 12th – 31st
Leaders share and discuss their data with their teams

PLANNING

Feb 1st
All leaders with available data upload improvement plans into Press Ganey Portal

ACTION
Impact of Sharing, Communication & Involvement on Engagement

Cook County Health, 2020 Pulse Survey in March

Data Source: Press Ganey, Employee Engagement and Culture of Safety Survey
Improvement Plans

Due February 1\textsuperscript{st}

• Leaders were required to create improvement plans on the following:
  • Leader index item
  • Culture of safety item
  • Work unit/department specific item

*templates for each measured item available in the Press Ganey Portal*

• Improvement plans were due into the Press Ganey Portal on February 1\textsuperscript{st}
Improvement Plans
Press Ganey Portal

Examples of Plans Submitted:
- “Culture of mutual respect”
- “Employee communication styles”
- “Encourage error reporting”
- “Focus on problem, not person”
- “Identification of communication strategies”
- “Improve access to career development activities”
- “Involve staff in decision making”
- “Promotion of CCH”
- “Reducing job stress”
- “Refer CCH for care”
- “Reputation transformation”
- “Staff inclusion and engagement”
- “Why my work matters!”
Action Phase: Ongoing Follow-Up

Tips for Leaders

• Regularly review the Improvement Plan with your leader and your direct team members
• Action planning should be a standing item on your team meeting agenda
• Ask team members assigned to action tasks to regularly report-out on progress
• Continue to modify, add tasks, and update the Improvement Plan as it evolves
• Communicate and celebrate successes and progress as steps are completed
• Continue to discuss improvement plans with your manager and teams – provide updates throughout the year
• Complete the High Reliability training – and practice the tools, use the knowledge gained
Questions