



## Healthier Washington Fostering An Engaged Workforce: From Concepts to Implementation

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# Medicaid Transformation goals

## **The Medicaid Transformation boosts Washington's ability to**

- Integrate physical and behavioral health purchasing and service delivery in Medicaid
- Convert 90 percent of Medicaid provider payments to reward outcomes
- Support providers adopt new payment and care models
- Implement population health strategies that improve health equity
- Provide services to meet the needs of our aging populations and address the key determinants of health

# Healthier Washington's overarching strategies



# Innovation impacts all of us



- Attitudes:
  - Hunkering down
  - Getting through the day
  - Burdened - too much to do, administration vs. patient care

“You cannot give what you do not have.”

Maureen Bisognano, President Emerita/Senior Fellow, IHI



# What can I do to foster engagement?

Pride of workmanship and joy in work are important to the psychology of change

W. Edwards Deming

Use improvement science to test approaches

Make engagement a shared responsibility at all levels

Identify unique impediments at local level –teams and individuals

Ask your team what matters in their daily work

Institute for Healthcare Improvement: Finding Joy in Work – 4 Steps for Leaders

<http://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>

# An Engaging Approach

The WHAT, WHY, and HOW of Engagement and Wellbeing/Inner Work Life

# THE WHAT

Defining engagement and  
wellbeing/inner work life



# Engagement:

**An engaged person...**

Is fully involved in and enthusiastic about their work, and thus will act in a way that furthers their organization's interests.

**Engagement is measured by...**

Their positive or negative emotional attachment to their job, colleagues, and organization, which profoundly influences their willingness to learn and perform at work.

**When fully engaged...**

They care about the future of the company and are willing to invest “discretionary effort.”

Source: The Gallup Organization





# Wellbeing / Inner Work Life

## Inner Work Life Is

The confluence of perceptions, emotions, and motivations that individuals experience as they react to and make sense of the events of their workday.

## Positive & Productive Benefits

Creativity, productivity, commitment, and collegiality are all higher when the three components of inner work life are positive. Fosters and enhances intrinsic motivation (leads to “over and above” contributions).

## Favorable Outcomes

50% increase in the odds of having a creative idea on days when people were in a positive mood.



**Engagement and Wellbeing / Inner Work Life  
are Mutually Reinforcing**

# THE WHY

Why engagement supports better quality patient and community outcomes, and why it advances team and organizational wellbeing / inner work life.



# Engagement: A Clear Value Proposition

- 37% lower absenteeism
- 25%-49% less turnover
- 27% less shrinkage (loss of goods/inventory/supplies)
- 49% fewer safety incidents
- 60% fewer quality defects
- 12% better customer satisfaction
- 18% more productivity
- 16% better profitability
- 3.9 times the Earnings Per Share (EPS) growth rate among top decile companies (compared to their less engaged counterparts)



# Unfortunately...

- Only 27% are “actively engaged” (i.e., passionate and engaged, dedicated to moving the organization forward)
- 54% are “not engaged” (i.e., “checked out,” or putting in their time but not their talent/energy/passion into their work)
- 14% are “actively disengaged” (i.e., unhappy, acting out their unhappiness, and undermining the accomplishments of others and the team/company)

# What Works at Work is Simpler Than You Might Think



# What Enhances Engagement

1. Knowing what is expected of you at work (defined roles/responsibilities)
2. Having materials, equipment, and resources to do your work correctly
3. Having the chance to do what you do best every day
4. Receiving recognition and praise for doing good work, and genuine appreciation for contributions (at least weekly)
5. Feeling that your supervisor or another employee cares about you as a person
6. Having someone at work who encourages your development

# What Enhances Engagement

- 7. Feeling that your opinions are heard and that they matter
- 8. Feeling that your job is important (to the company mission and to others/the world)
- 9. Believing or observing that other employees are committed to doing quality work
- 10. Having a “best friend” at work
- 11. Receiving feedback every six months on your progress at work
- 12. Having opportunities throughout the year to learn and grow





# Meaningful Connection Matters More Than You Know





# Wellbeing & Inner Work Life: The Intrinsic Motivation Factor

- “When people are intrinsically motivated, they are driven by a passion for the work itself. Because of their passion they are willing to explore the problem deeply and persist until they find a creative solution that satisfies them.”
- “When people are driven primarily by extrinsic motivators such as rewards or pay, their main goal is to simply get that reward. As a result, they will look for the quickest and simplest solution that will get them the reward they seek, rather than the best and most creative one.”



# What Positively Influences Inner Work Life

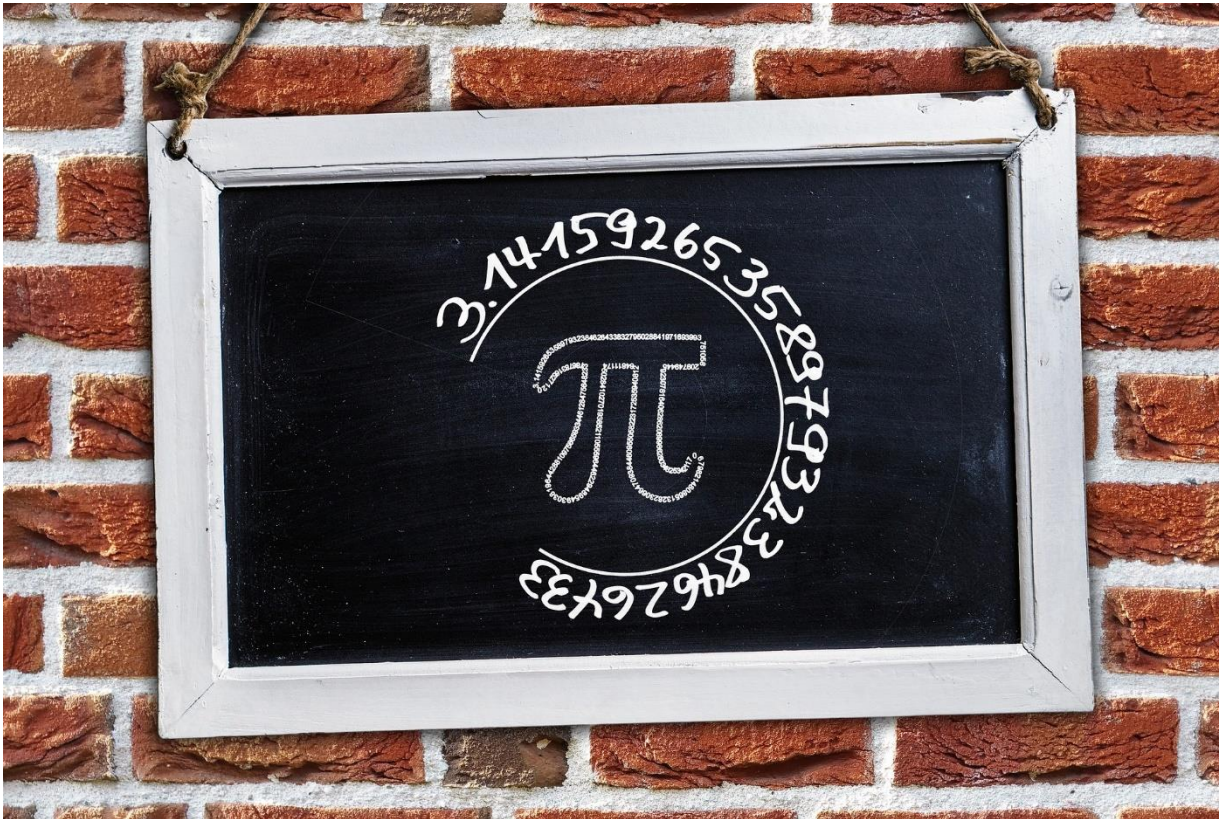
1. **The “Progress Principle”:** Demonstrating progress in meaningful work, whether the progress is a major breakthrough or a small, incremental step forward (“a small win”).
2. **Catalysts:** Actions that directly support progress in the work and consequently support inner work life (e.g., providing sufficient resources or support).
3. **Nourishers:** Things like showing respect or recognition.



# Detractors to Inner Work Life

- The opposites of progress, catalysts and nourishers are: **setbacks, inhibitors and toxins**, respectively, and each impacts inner work life either directly or indirectly.
- Critical Note: Data show that the negative effects of setbacks, inhibitors and toxins are **2 to 3 times greater** than the positive effects of progress, catalysts and nourishers.
- Negative is more powerful (“stickier”) than positive.

# Seeking the Magic Ratio





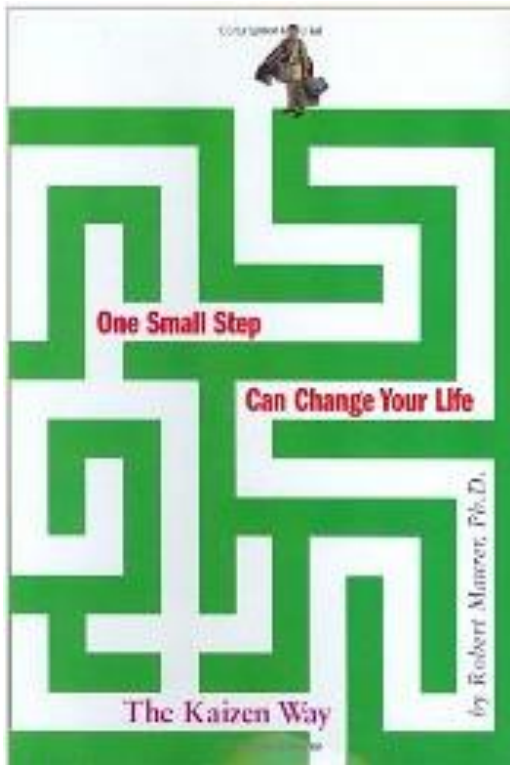
# Magic Ratio

- 5:1 at home
- 3:1 at work

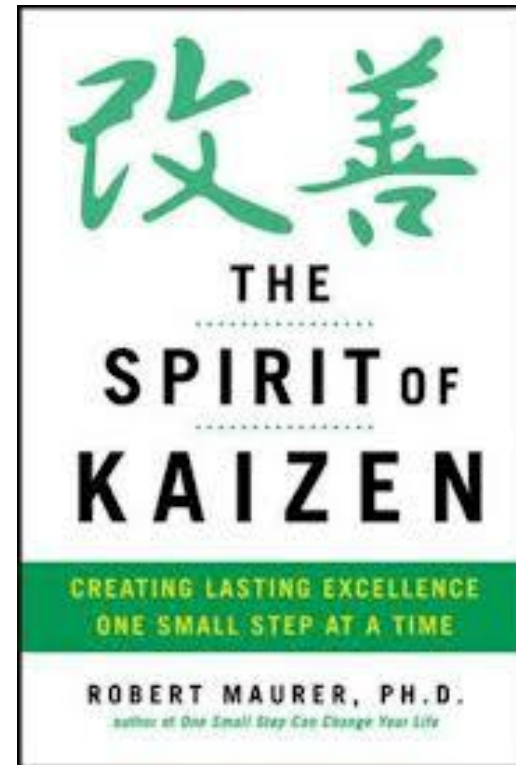
# THE HOW

How to enhance engagement and wellbeing /  
inner work life through proven, simple, small  
steps

# Two Small Stories on One Small Step



One STEP at a time



One CONNECT at a time





# Change is...well...*change*

“All changes, even positive ones, are scary. Attempts to reach goals through radical or revolutionary means often fail because they heighten fear. But the small steps of Kaizen disarm the brain’s fear response, stimulating rational thought and creative play.”

Robert Maurer, PhD  
*One Small Step Can Change Your Life*



## But Can Small Really Work?

- One small step: all measures of health
- The \$300k trash bag
- Simple signs (no-show rate 15%-5%)
- The 3-minute evolution (60% morale improvement)



# It's All About Building Capital

- Psychological
- Social
- Business / Organizational

# Engagement Moves Like a Current & Must Have a Source





# Practical Ways to Influence the Engagement Cycle

1. Alignment of individual and organizational “why”
2. Strengths-based leadership and organizational culture
3. Foundations of social connection, trust, and collegiality
4. Valuing input/contributions and expressing appreciation
5. Demonstrate progress (individual & organizational/initiative)



## 1) Alignment with “WHY”

- Personal why energizes intrinsic motivation
- Aligning personal with organizational why sparks engagement
- Engagement fuels results



## 2) Strengths-based Leadership & Culture

- Individuals knowing their own strengths
- Leaders and teams knowing, cultivating, & relying on those strengths
- Avoiding weakness-focused / gap-focused

# 3) Foundations of Social Connection & Trust

- Know people as people
- Welcoming conflict as conversation
  - Conflictus: “to strike together”, channels energy and vibrancy.
  - Convers: “to turn about. Looking at all sides.”



Source: Lencioni





## 4) Valuing Contributions & Expressing Appreciation

- The #1 reason people leave their jobs is...
- 70% of people indicate that the most stressful part of their job is...
- One of the most powerful predictors of employee productivity and engagement is...



## 5) Demonstrate Progress

- Acknowledging progress in **meaningful** activities...even small steps
- Providing **meaningful** support or resources to advance that progress
- Demonstrating respect, appreciation, recognition in **meaningful** ways



# After Becomes the Next Before

Disney · PIXAR

- 5 things that worked
- 5 things that could have worked better



# Identify Your One Small Step

- Identify one thing you hear today that could make a difference in your region
- Take action on it...one small step

Improving joy and  
engagement in work



Pierce County **ACH**

## Improving Joy in Work

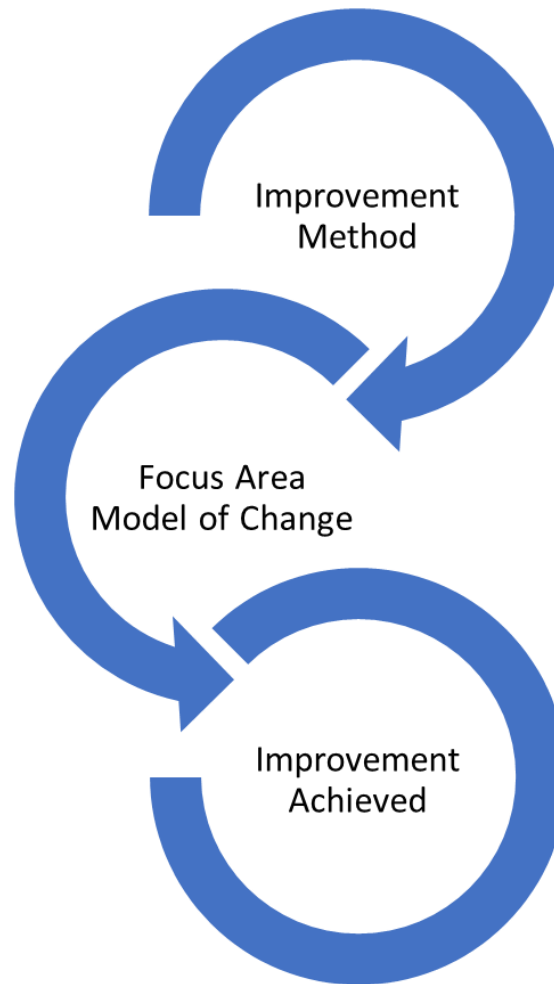
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# Pierce County ACH Role – Improving Joy in Work

- Adopt the Quadruple Aim
- Infrastructure for Change
  - Common improvement model
  - Improvement Advisor services
  - Virtual ‘office’ to post resources and exchange of ideas
  - Learning Communities
  - Evidence-based topic specific frameworks
- Partner Capacity for Change
  - Sponsor Improvement Advisor Program for partner staff
  - Life QI

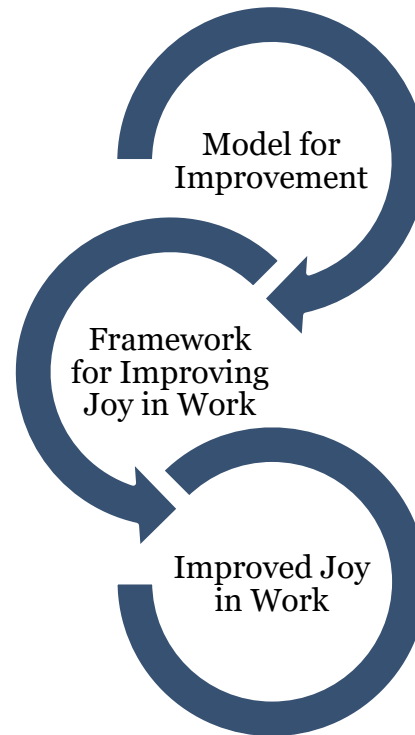


# Basic Transformation Model





# Joy in Work



# Science of Improvement Approach

- Identify the problem
- Set a clear aim statement
- What are the measures of success?
- What changes will you make?
  - Evidence-based system model
- Plan-Do-Study-Act cycles
- Measure improvement
- Implement





# Example: Increasing Staff Engagement

- What is the problem?
  - Low staff engagement scores
  - Poorly coordinated care
  - Reviewed Framework for Improving Joy in Work

What is the aim?

- Improve staff engagement scores on the inpatient unit by 50 percent by December 31, 2018

Measures

- Percent of shifts for which all teams had a daily huddle
- Percent of staff that report they see themselves as a productive member of a team



# Example

- What are the changes the team tested?
  - + Finding a time for daily huddles
  - + Building a standard agenda that could be completed in 10 minutes
  - + Specifying who can lead the huddles
- PDSA cycles on all three changes in first week
- Tracked measures weekly
- Ready to spread





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Discussion: Bringing engagement and joy in work to teams

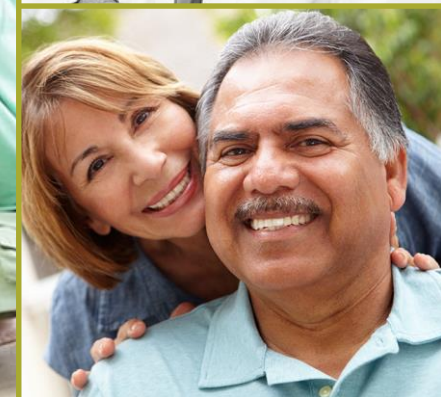
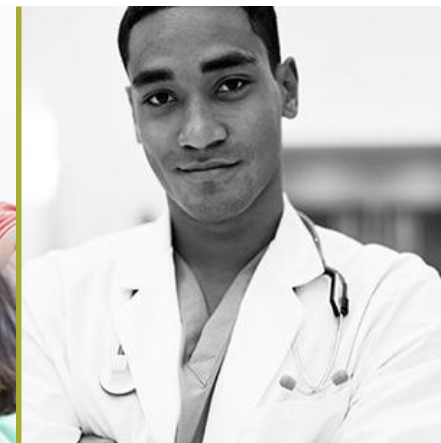


## Discussion

- What ideas do you have as a leader about championing engagement in your organization? With your project partners?
- What do you, your organization and your partners need to be doing now and in the next 6 months to build engagement into your projects?
- What steps to creating and implementing an engagement strategy can you take in the next 2 weeks after you get home?

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