When a Survey Isn’t Enough

A Case Study in Engagement

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Senior Director, Office of Patient Experience
Cleveland Clinic

- Integrated Health System
  - Main campus – 1200 beds
  - 11 regional hospitals
  - 18 Family Health Centers
  - Florida, Canada, Las Vegas and Abu Dhabi
- Revenue – $6 Billion
- 43,000 Employees
- Patient Experience Leader
Cleveland Clinic Health System
Present State – then!

Lowest satisfaction scores for major health care system!

Patients came to us for our expertise – but they didn’t like us!

Below average employee satisfaction and engagement!
It matters!
Cost of Actively Disengaged Employees

- Average Costs for Private Employers:
  - Wages: $19.45 per hour
  - Benefits: $8.05
  - Paid Leave: $1.86
  - Supplemental Pay: $0.83
  - Insurance: $2.15
  - Retirement and Savings: $0.94
  - Legally Required Benefits: $2.27

- $27.49 per hour x 40 hours = $1,099.60 per week

- Ratio of Engaged to Actively Disengaged: 1.45:1

- $57,179.20 per year per disengaged employee

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At Cleveland Clinic:

- 40,000 employees surveyed
- At 12% Actively Disengaged
- 4,800 employees
- \[3,904 \times \$57,000 = \]

\[\$273,600,000!\]
Employee Experience + Patient Experience

[Graph showing trends over years for Gallup Engagement, HCAHPS Rating, HCAHPS Recommend, and Complaints, with percentiles on the y-axis and years from 2008 to 2013 on the x-axis.]
Business IMPACT of Employee Engagement on HCAHPS

- CC Lowest Engagement
- CC Highest Engagement

CC Hospital Overall (Rating of 9 or 10) - 68%
CC Hospital Overall (Rating of 9 or 10) - 79%

“Would You Recommend” CC (Rating of 9 or 10) - 65%
“Would You Recommend” CC (Rating of 9 or 10) - 80%

11 Percentage Points Greater
15 Percentage Points Greater

Source: Gallup Consulting Business Impact, 2010
Our Challenges
Employee Engagement

Satisfaction
Our Strategy
Actions for 12 Things that Matter to Employees...

Q12: Challenge Me
Q11: Help Me Review My Contributions
Q10: Help Me Build Mutual Trust
Q09: Help Me Feel Proud
Q08: Help Me See My Importance
Q07: Hear Me!
Q06: Help Me Grow
Q05: Care About Me
Q04: Help Me See My Value
Q03: Know Me
Q02: Equip Me
Q01: Focus Me
The Employee Engagement Hierarchy

**What do I get?**
- Teamwork
  - Do I belong?
  - Coworkers committed to quality
  - Mission/Purpose of my organization
  - My opinions count

**What do I give?**
- Individual Contribution
  - What do I give?
  - Encourages development
  - Supervisor/Someone cares
  - Recognition last seven days
  - Do what I do best every day

**Basic Needs**
- What do I get?
  - Materials and equipment
  - I know what is expected of me at work

**Growth**
- How can we grow?
  - Opportunities to learn and grow
  - Progress discussion in last six months

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Stages of the Engagement Journey

**Maintain World-Class Results**
- Year 5-6
  - Maintain performance gains and competitive advantage
  - Enhanced Action Planning Using “Connections” concepts

**Achieve World-Class Results**
- Year 4-5
  - Performance gains and competitive advantage secured
  - Tools and process innovation

**Accomplish Practice**
- Year 3-4
  - Cultural themes established and practiced
  - Processes and tools enhanced

**Build Momentum**
- Year 2-3
  - Organizational commitment demonstrated and visible
  - Expand support tools and secure operational infrastructure

**Lay Foundation**
- Year 1-2
  - Concept introduction/awareness & organizational commitment
  - Establish operational and tactical processes, tools, and support
The S.M.A.R.T. Impact Meeting

- **Action Planning to Water Coolers**
  - Specific
  - Measurable
  - Achievable
  - Relevant
  - Timeline
But one survey tool isn’t always enough…

“Could we please meet?”
## Cleveland Clinic

### Details: Employee Engagement

<table>
<thead>
<tr>
<th>Overall Workgroup Engagement (GrandMean)</th>
<th>1st Unit</th>
<th>Past</th>
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</thead>
<tbody>
<tr>
<td>Now 4.33</td>
<td>%ile Rank 70 ▼</td>
<td>%ile Rank 4.83 96</td>
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<table>
<thead>
<tr>
<th>Accountability Index</th>
<th>1st Unit</th>
<th>Past</th>
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<tr>
<td>Now 4.83</td>
<td>%ile Rank 95</td>
<td>%ile Rank 5.00 99</td>
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### Workgroup Engagement Items (Q12®)

<table>
<thead>
<tr>
<th>Sample</th>
<th>Strongly Disagree</th>
<th>% 1</th>
<th>% 2</th>
<th>% 3</th>
<th>% 4</th>
<th>Strongly Agree</th>
<th>% 5</th>
<th>1st Unit</th>
<th>Now</th>
<th>%ile Rank</th>
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<tbody>
<tr>
<td>Q12. Learn &amp; grow</td>
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<td>Q11. Progress</td>
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<td>Q10. Best friend</td>
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<td>Q09. Employees committed to quality</td>
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<td>Q07. Opinions count</td>
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<td>Q03. Opportunity to do best</td>
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<td>Q02. Have materials &amp; equipment</td>
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<td>Q01. Know what’s expected</td>
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Numeric values shown when percentages are 5% or higher.
We investigated (beyond data)

- Conversations with leadership
- Conversations with team
- Conversations with individuals
We acted

- Empathized
- Apologized
- Responded quickly
- Thanked
The impact:
2013 was a great year

- More productivity!
- More areas served!
- Most hours in program’s 21 year history!
Number of Volunteers
Main Campus

Over 5000 volunteers across CCHS
2013 Statistics

- Total Volunteers: 2,152
- Total Hours: 173,326
  - 59,089 Special Projects
  - 107,941 PE
  - 6,296 Clerical
Volunteer Hours Historically

Cleveland Clinic Volunteer Services - Annual Hours

- 83.0 FTEs
- $3.84M
Cleveland Clinic
Every life deserves world class care.