

# Improving Staff Engagement

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DAILY PLANET HEALTH SERVICES

CHC LEADERSHIP INSTITUTE LEARNING PROGRAM 2017-18

CAPSTONE TEACH-BACK: JUNE 13, 2018



# 1. Focus

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- Employees spend roughly 40% of their waking hours at work
- Communication directly impacts our relationships and that impacts patient care
- This is especially true the larger an organization is & number of locations
- **We must prioritize effective communication and teamwork**
- From patients to funders, all are affected by communication

## 2. Team

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Freddie Hicks: Registration Coordinator

Sarah Hersh: Human Resources Coordinator

Isha Toledo: Medical Practice Manager

Kysha Washington: Case Manager Services Coordinator

Susan Sekerke: Advancement Coordinator

Paul Brasler: Behavioral Health Services Coordinator

# 3. Need

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- **Problem:** Things are talked about, but not finalized – staff don't have all the information
- **Solution:** Close the gap. Communicate through different avenues – HR Recap, Lowdown
  
- **Problem:** Staff find things out as they happen (or later) and don't have time to prepare and staff inadvertently give bad information to patients unknowingly
- **Solution:** Management communicates department and programmatic changes to Human Resources for posting (online and email)



# 4. Objectives

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**Goal:** Positively impact our internal culture = increased patient and staff satisfaction

**Strategy:** Establish new communication standards and transparency initiatives

**Focus & Action:** Improve staff communication on a global level - focus on written communications and in-person communications that meet the needs of our staff

# 5. Assets

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- **Employee Satisfaction Survey** indicates communication has gotten better (two-year trend), but communication between departments is lacking.
- This includes general announcements and strategic changes not being communicated outside of departments.
- This lack of communication impacts work-flow, relationship-building between functional teams, and delivery of services (patient care).

# 6. Action Strategies

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**Identify** how other sites operate and what communication they need/would be best received.

**Ask:**

- *What information are they lacking?*
- *Do they feel they receive relevant information in a timely manner?*
- *Do they feel supported from leadership and management?*

**Survey** line staff, mid-management, senior staff – *what are our strategic needs?*

**Test initiatives** – what's within our control?

**Survey** – does this seem to be working? Review Constant Contact open-rate

**Repeat** – what can we change to make this better?

# 7. Team Development

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- **Learn more about each other and struggles faced with internal communications.** What managers want to be communicated to other departments?
- **Learn more about each department's culture and communication styles** – both strengths and opportunities. What are the needs of each department?
- **Research past CHC leadership projects** – what was successful?
- Shared best practices from CHC HR Director's Meeting – **what are other CHCs doing to impact communication?**

# 8. Testing & Refinement

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- **Discuss communication amongst team** – we all represent different facets of the organization, what do our teams need from other departments within the Agency?
- Discuss communication within management meeting
- Survey communication style preferences amongst staff
- Run “test” HR Recap and staff meeting
- Survey staff, managers, internal team
- Repeat refinement
  - EX: Behavioral Health needs and meeting schedule – maybe a late afternoon meeting is more effective than a mid-afternoon meeting

# 9. Results to Date

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Problem: Agency Recap could be more inclusive, including information from all departments

- Solution: Recap has been re-branded as *The Connector* (reinforcing our branding message) and every department must provide a recap, success story, or status update monthly
- BUT, who's actually reading the email? We can also now analyze open and click-rates on the newsletter

# The Connector

helping you connect the dots for those in need



QUALITY · COMMUNITY · HEALTH



## Upcoming Events

**May 28**  
Agency CLOSED

**June 5**  
Ted Talk Tuesday @ WGHC 12pm

**June 20**  
Staff Meeting

## General Communications



Top (L-R) Maureen Neal, CFRE; Paul Brasler, LCSW; and Stephen Popovich, MD  
Bottom (L-R) Nancy Wallace, FNP; Kelly Goode, Pharm D., BCPS, FAPNA, FCCP;  
and Janice Sarter Giles, DOS

We have six DPHS staff members attending the **National Health Care for the Homeless conference** this week, making two presentations: "**Collaborative Office-Based Opioid Treatment for Homeless and High-Risk Populations**" and "**Oral Health Care for Diabetic Patients Without Homes.**"

We were also able to participate in the The National Healthcare for the Homeless PhotoVoice Learning Collaborative in which participants documented their lived experiences through photographs and journal entries. The goal was not only to increase knowledge and awareness, but also to empower participants to share their individual stories and to allow them to engage attendees in collaborative dialogue around issues and policies affecting

## Important Announcements

The Agency has **changed its annual training schedule**. Please note that employees will be assigned trainings this month for the entirety of the year. These trainings include Bloodborne Pathogens, HazCom, and HIPAA. **Employees will have until 12/31/2018 to successfully complete these courses.**

If employees wish to complete the trainings together, please contact HR. Sarah can get that set-up for you!

**You don't want to miss this!** Find a welcome message from our new CEO, Beth Merchant.



Beth began working with us on May 1st! You can reach out to her at [bmerchant@dailyplanetva.org](mailto:bmerchant@dailyplanetva.org) or by phone at (804) 783-2505, x230.

# 9. Results to Date

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- Problem: Staff meetings are not particularly engaging or effective
- Solution: Including more two-way communication (this would require senior leadership team support AND modeling); changing room size and special dynamics
- Problem: Staff need static place to look at updates
- Solution: Lowdown Homepage: change in format and update style

## DPHS Updates

### HOLIDAYS:

- 7/4: Agency CLOSED, Independence Day

**June Staff Meeting (6/20):** Retirement Plan Updates

**DPHS in the News!** Check out this article written by Vox. You don't want to miss it - [read here](#). You'll find cameos by Maureen Neal (COO Advancement), Michele Pennison (MA), Paul Brasler (BH Program Coordinator), Freddie Hicks (Lead Central Registrar) and John Starkey (Central Registrar, BH).

Effective, April 17, 2018 WGHC will begin a **Women's Health Clinic**. Courtney Pate (NP) will be seeing patients on **Tuesday mornings from 8:15am to 11:30 am**. Please contact Tonya Johnson (MA, extension 206) for scheduling. Patients may be seen for the following services:

- Well-women visits
- Pap tests
- Sexually transmitted infection (STI) testing
- Lab services for family planning and STI testing
- Contraceptives (Long Acting Reversible Contraceptives (LARC), Nexplanons, IUD's, Depo Shots, Birth Control)
- Any urinary or vaginal infection symptoms

**We're EXTENDING our hours!** Beginning on March 5th, the West Grace Health Center Medical Clinic will be open until 7:00pm on Mondays. The last patient appointment will be 6:00pm. Big thanks to the medical and registration staff that are helping with this new schedule!

**Dental is making changes to their new patient process!** February will be the last month that DPHS will take walk-ins for new patient visits. Beginning in March, new patient visits will be scheduled by front desk staff. Exact process details are TBD; however, please begin to communicate this change to patients and community partners. Please contact Freddie Hicks with questions that you may have (ext. 261).

**Have a suggestion?** We'd like to hear it! [Click here](#) to share your questions, comments, ideas, and concerns anonymously with HR and MGMT.

## My Time

Thursday, Jun 07, 2018, 02:47 PM

MY TIMECARD

## Cheers, cheers!

### Best foot forward -

I just wanted to make sure that you are aware of what a stellar job that [Pam Minter](#) (MAP Coordinator) is doing with the Medication Assistance Program and Samples. She has really taken ownership of the program through

## Our Mission



Quality | Community | Health

**Our Mission:** to provide accessible, comprehensive, and integrated quality health services to anyone regardless of their housing, financial, or insurance status.

**Our Vision:** a community where ALL are empowered to live healthy, enriched, and stable lives.

**Our Values:** Respect | Inclusiveness | Empowerment | Compassion

### 2017-2020 Strategic Plan

Goal 1: IMPROVE PROCESSES TO ENSURE HIGHER QUALITY OUTCOMES

Goal 2: STRENGTHEN INTERNAL OPERATIONS TO ENSURE CONTINUATION AS AN EFFECTIVE AND IMPACTFUL NONPROFIT

Goal 3: ENSURE COMMUNITY UNDERSTANDING OF FULL SCOPE AND IMPACT OF SERVICES

Goal 4: STRIVE FOR EXCEPTIONAL CUSTOMER SERVICE WITH INTERNAL AND EXTERNAL CLIENTS

Goal 5: EXPAND AND REFINE PROGRAM OFFERINGS GEARED TOWARDS SERVING MORE MEDICALLY UNDERSERVED CLIENTS THROUGH CORE HEALTH SERVICES

### DPHS by the Numbers:

Daily Planet Health Services served 6,496 individuals of

# 10. Lessons Learned

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- Improving communication is a journey, not a destination:
  - Achieving optimal internal communications is an ongoing process
  - No organization can declare – “our internal communications are fixed”
  - Striving to improve internal communication has a direct impact on patient care and patient experience

# 10. Lessons Learned con't.

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- Understanding difference between customer satisfaction and patient experience
  - Improving customer satisfaction creates culture that meets the low bar
  - Improving patient experience creates culture that strives to reach higher level of care
  - Improving patient experience incorporates a culture that understands patient population (Trauma informed care, additional barriers faced by our patients)

# THE FUTURE

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## Future Goals:

- Problem: We do not understand each others' roles that can lead to confusion
- Solution: Educating staff on the roles of Managers, Senior Leaders and Board Members