Improving Employee Engagement on a Shoestring Budget

BAPTIST HEALTH®
MEDICAL GROUP

Matt Hayes | Director Practice Optimization | Baptist Health Medical Group

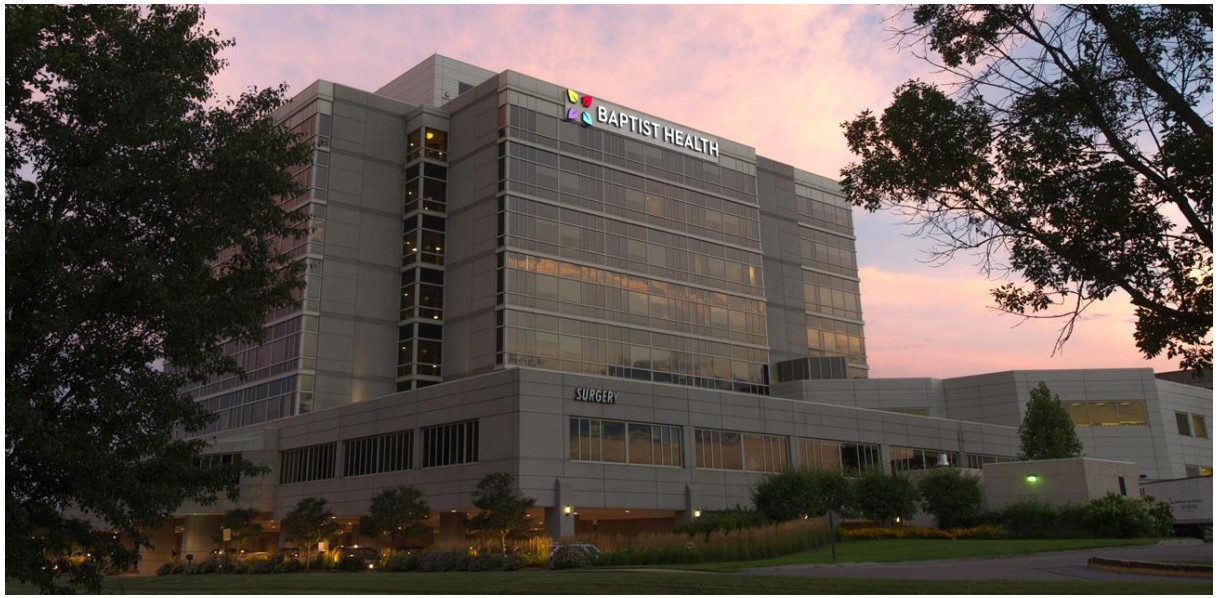
Predictive Analytics World for Business | Las Vegas | June 3-7, 2018

Learning Objectives

- In this session you will learn how to:
  - Ask the right questions
  - Identify drivers
  - Act on results

Baptist Health Kentucky & Southern Indiana Healthcare

- Founded in 1924, headquartered in Louisville, KY, Baptist Health is the largest non-profit health system in KY
- 8 owned hospitals and 1 managed hospital serving 39 counties in KY, 6 counties in IL and 6 in IN
- Large Medical Group with over 300 points of care and physician network of 3,000 employed and affiliated providers



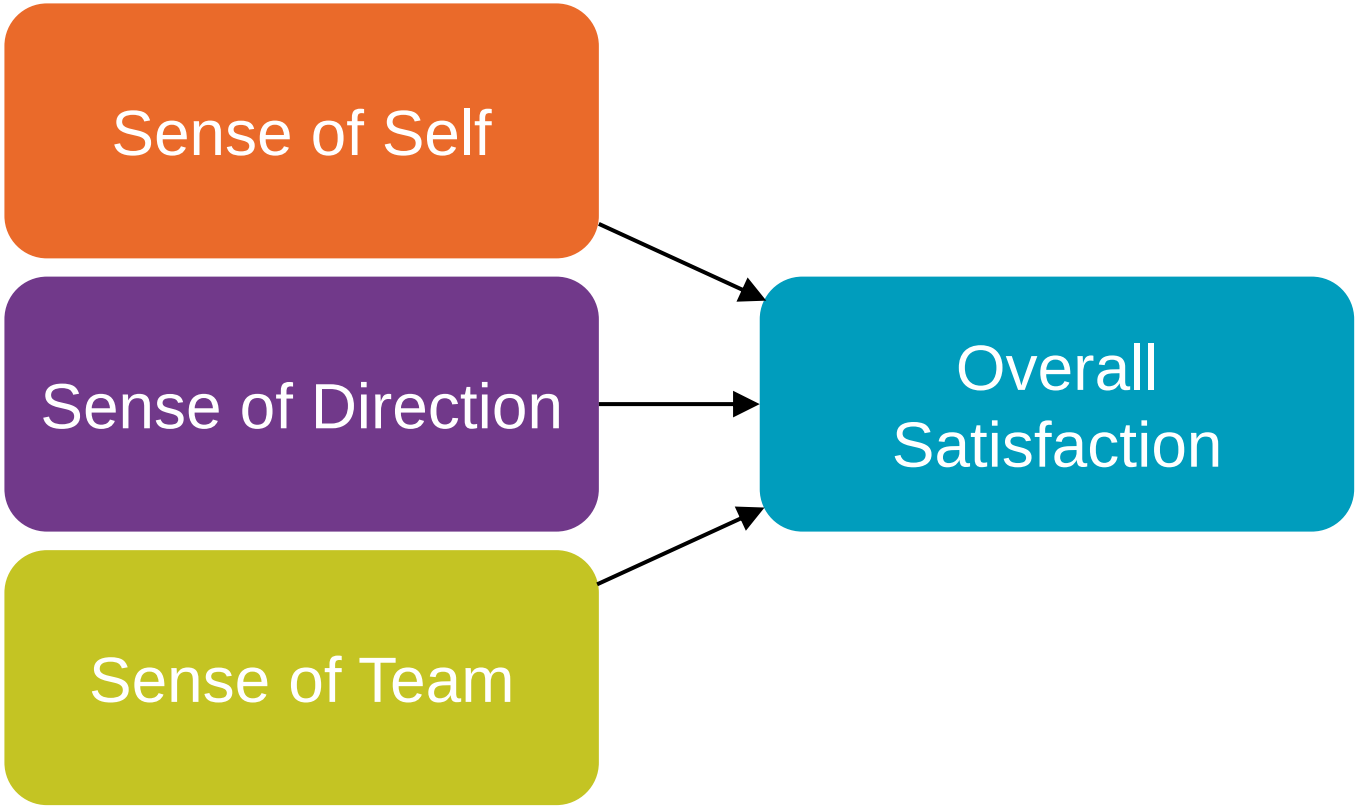
Ask the Right Questions

"The only true wisdom is in knowing that you know nothing." - Socrates

- Start with a good framework
- Don't reinvent the wheel
- Test and learn

Start with a good framework

"New frameworks are like climbing a mountain – the larger view encompasses rather than rejects the more restricted view." – Albert Einstein



Don’t reinvent the wheel

“Nothing is original.” – Austin Kleon

Test and learn

"Essentially, all models are wrong, but some are useful." – George E. P. Box

		P-value
SENSE OF SELF	Q1) I have the resources I need to be successful in my role.	.043
	Q2) I have the opportunity to use my strengths every day.	.093
	Q3) My ideas and suggestions are valued.	.005
	Q4) The work I do is meaningful.	.309
	Q5) I have the opportunity to develop both personally and professionally.	.298
SENSE OF DIRECTION	Q6) Expectations for my role are clear.	.102
	Q7) I receive appropriate recognition when I do good work.	.274
	Q8) I receive regular feedback and coaching to aid in my development.	.001
	Q9) I can see a clear link between my work and the mission of the company.	.581
	Q10) I understand how and why decisions are made.	.319
SENSE OF TEAM	Q11) Communication in my organization is open and honest.	.034
	Q12) My organization cares about my personal well-being.	.041
	Q13) My fellow employees are committed to doing good work.	.004
	Q14) I trust my fellow employees to have my back.	.007
	Q15) I feel a sense of belonging in my organization.	.339
OVERALL	**Q16) I am satisfied with my organization as a place to work?**	

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R-squared = 83.81%

Identify Drivers

"Shallow men believe in luck. Strong men believe in cause and effect." – Ralph Waldo Emerson

- Understand the theory
- Understand the methods
- Select a method

Understand the theory

"You can't connect the dots looking forward, you can only connect them looking backwards." – Steve Jobs

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Understand the methods

"Learn the rules like a pro, so you can break them like an artist." – Pablo Picasso

	Regression Analysis	Correlation Analysis	5 Why Analysis
What	• Analytic technique used to understand the nature and strength of relationships among multiple variables	• Analytic technique used to determine the degree to which two variables are related	• Analytic technique used to explore cause-and-effect relationships by using iterative questioning
Why	• Find a line of best fit for predicting an outcome	• Quantify how much one variable tends to change when the other one does	• Determine root causes
Tools	• MSExcel, Minitab	• MSExcel	• Fishbone diagram
Pay attention to	• R-squared value, P-values, coefficients	• R values	• Body language
Pros	• Results in a predictive equation	• Easy to communicate	• Easy to administer
Cons	• Requires a basic understanding of statistics to interpret and communicate results	• May exaggerate the strength of relationships when multicollinearity exists	• Outcome dependent on skill of facilitator and knowledge of participants

Select a method

"Even if you are on the right track, you'll get run over if you just sit there." – Will Rogers

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Modeling

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✓ Modeling ✓ Communicating

Select a method

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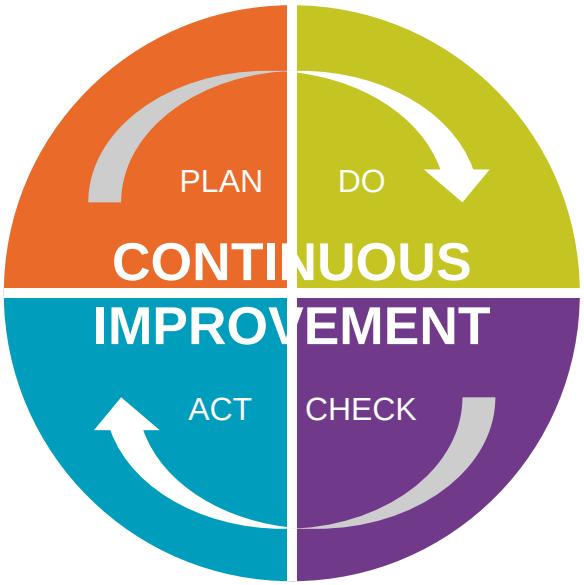
	✓ Modeling	✓ Communicating	✓ Collaborating

Act on Results

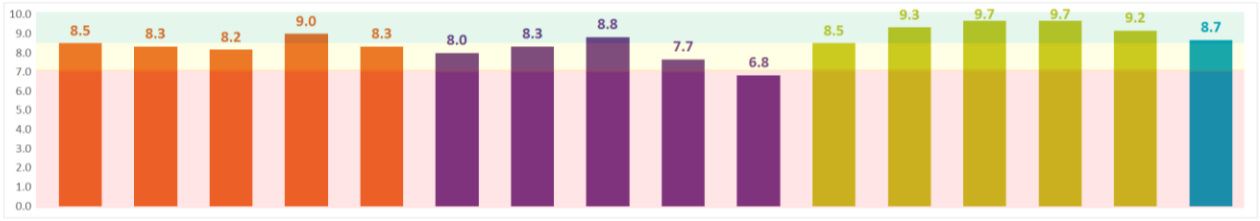
"Knowing is not enough, we must do. Willing is not enough, we must apply." – Bruce Lee

- Make it clear
- Make it collaborative
- Make it easy



Make it clear

"The single biggest problem in communication is the illusion that it has taken place." – George Bernard Shaw



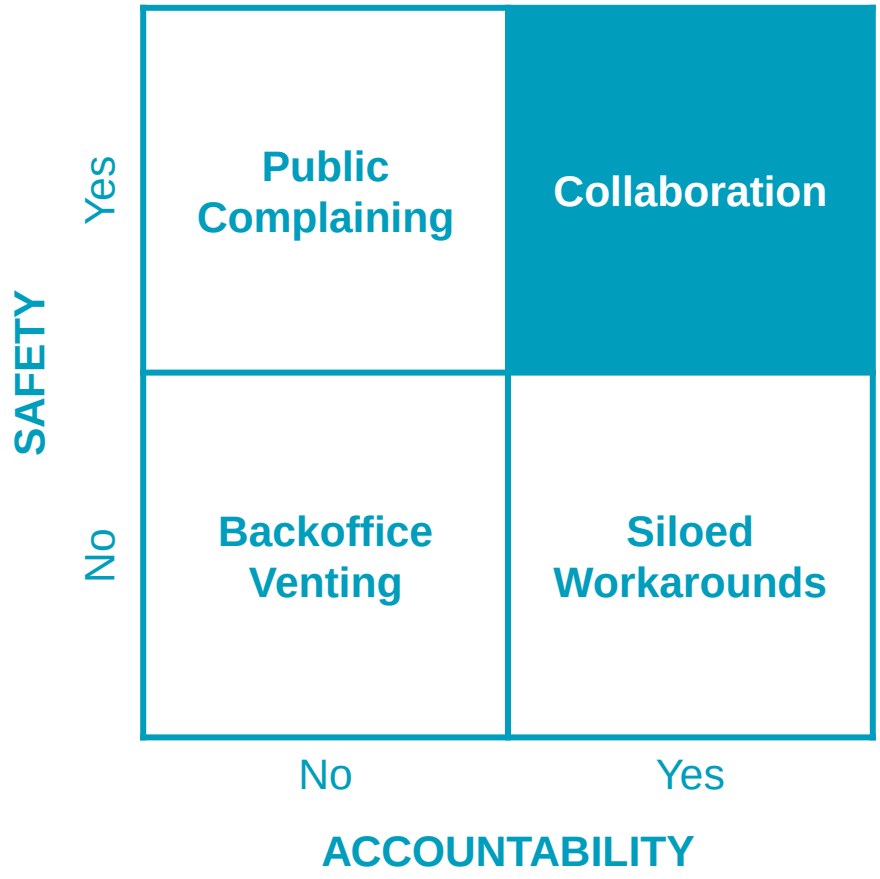
Have Resources	Use Strengths	Ideas Valued	Meaningful Work	Opportunity to Develop	Clear Expectations	Receive Recognition	Receive Coaching	Link Between Work and Mission	Understand Decisions	Open Communication	Organization Cares	Employees are Committed	Employees Have My Back	Feel Sense of Belonging	OVERALL
SENSE OF SELF					SENSE OF DIRECTION					SENSE OF TEAM					OVERALL
8.5					7.9					9.3					8.7

Rank	Question	Score	*Data-Driven Priorities* *	Notes
1	Employees are Committed	9.7		
2	Employees Have My Back	9.7		
3	Organization Cares	9.3		
4	Feel Sense of Belonging	9.2		
5	Meaningful Work	9.0		
6	Receive Coaching	8.8		
7	OVERALL	8.7		
8	Have Resources	8.5		
9	Open Communication	8.5		
10	Use Strengths	8.3		
11	Opportunity to Develop	8.3	3	
12	Receive Recognition	8.3		
13	Ideas Valued	8.2		
14	Clear Expectations	8.0	2	
15	Link Between Work & Mission	7.7		
16	Understand Decisions	6.8	1	

* *Data-Driven Priorities* show the top 3 priorities for potential Action Plans. These priorities are based on correlation to Overall Satisfaction AND opportunity for improvement. If *Data-Driven Priorities* are not indicated, there was not enough data to determine them, and you should use your lowest scores for Action Plans.

Make it collaborative

"Alone we can do so little; together we can do so much." – Helen Keller



Make it easy

"What do we live for, if not to make life less difficult for each other." – George Eliot

Survey Question:	Q10) I understand how and why decisions are made.
Score:	6.8
Target:	8.5
Timing:	2018 Q2

SMART GOAL CHECKLIST

- ☑ **S**pecific
- ☑ **M**easurable
- ☑ **A**ttainable
- ☑ **R**elevant
- ☑ **T**ime-Bound

Action	Owner	Other Resources Needed	Indicator of Success	Deadline
Develop framework for decision-making and share with team	Matt	Dr. Reynolds, team	Framework developed and shared	6/8/18
Pilot decision-making framework in team meeting	Becky	Team	Framework piloted	6/15/18
Add open forum agenda item to team meetings	Robert		Agenda updated	6/15/18
Implement weekly recap email communications with team	Dr. Reynolds		Email communications implemented	6/22/18

Summary

- Start with a good framework
- Don’t reinvent the wheel
- Test and learn
- Understand the theory
- Understand the methods
- Select a method
- Make it clear
- Make it collaborative
- Make it easy

References

- https://q12.gallup.com/
- https://measuringu.com/key-drivers/
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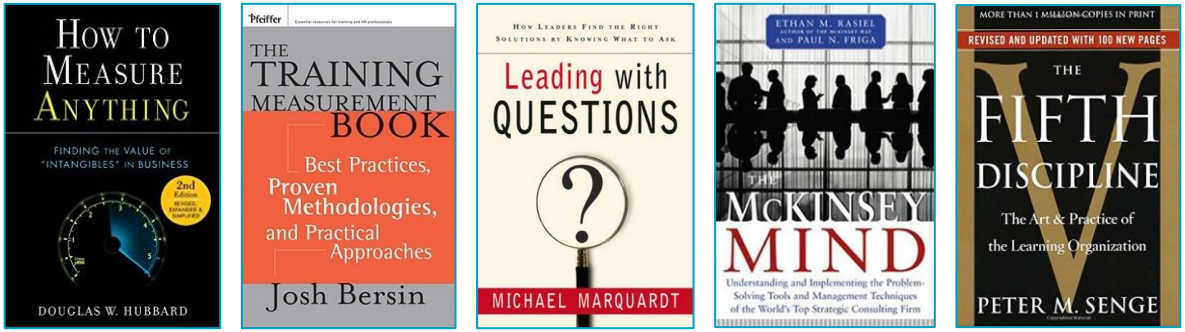

Q&A