



W E B I N A R S



The UCHealth Story: Disrupting the Employee Voice Process

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Why Change?

FACT

Your patients' experiences will rarely exceed that of your employees.

FACT

“Employee engagement is what the business wants. Happiness is what the employees want. If they each look out for the other's interest, the bargain works exceptionally well.”

Employee Voice Objectives

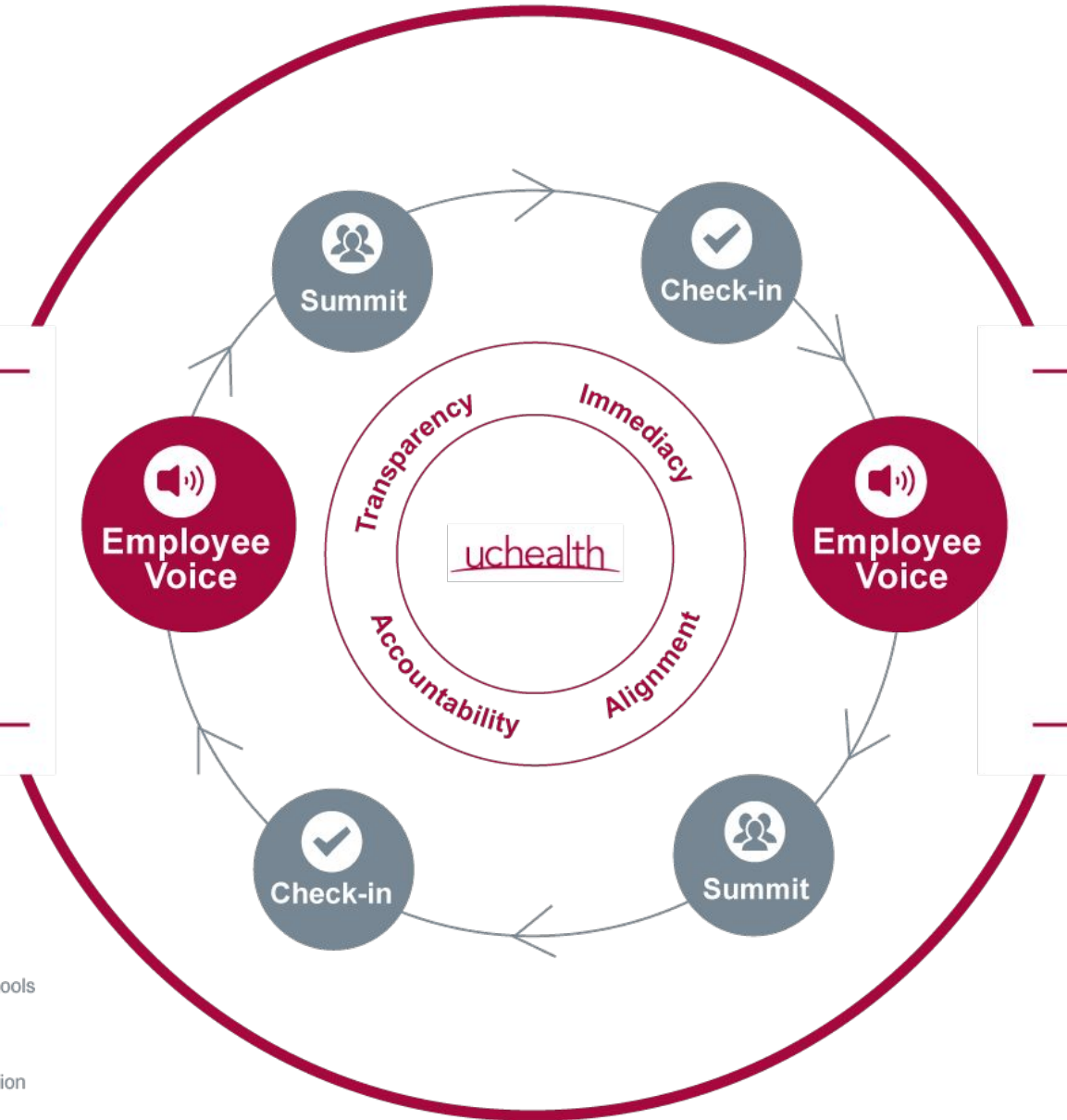
- Accessible, easy-to-interpret results
- Real-time results available at the leader level
- Experienced vendor that can manage our scope and complexity, act as partner
- Ability to create UCHHealth specific questions
- Quick & easy access for staff (mobile enabled)
- Ability to compare like units
- Ability to ask and interpret open-ended questions

Employee Voice Timeline



The Employee Voice Model

-  **Employee Voice**
Short, actionable, immediate results widely shared
-  **Summit**
Leader-led, models front-line conversation, identify common issues, share best practices and tools
-  **Check-in**
Short, verifies cascade of communication, identifies perception or execution gaps



Outcomes
Engagement
Consistency
Trust

What We Did: Process Recap



Questions asked in Soft launch

Benchmarked Engagement Questions:

- Our vision creates excitement and motivation for our employees. (Mission: Vision)
- There is a clear mission that gives meaning and direction to our work. (Mission: Strategic Direction & Intent)
- Everyone believes that he or she can have a positive impact. (Involvement: Empowerment)
- The leaders and managers 'practice what they preach. (Consistency: Core Values)
- I am enthusiastic about working for UCHealth. (Engagement)

Open-Ended “Crowdsourcing” Questions:

- What is one thing that would make you more enthusiastic about working for UCHealth?
 - New: Think about your team, what is one change within your team’s control that would make you more enthusiastic about working for UCHealth?
- What is the most important thing your manager does to support you?

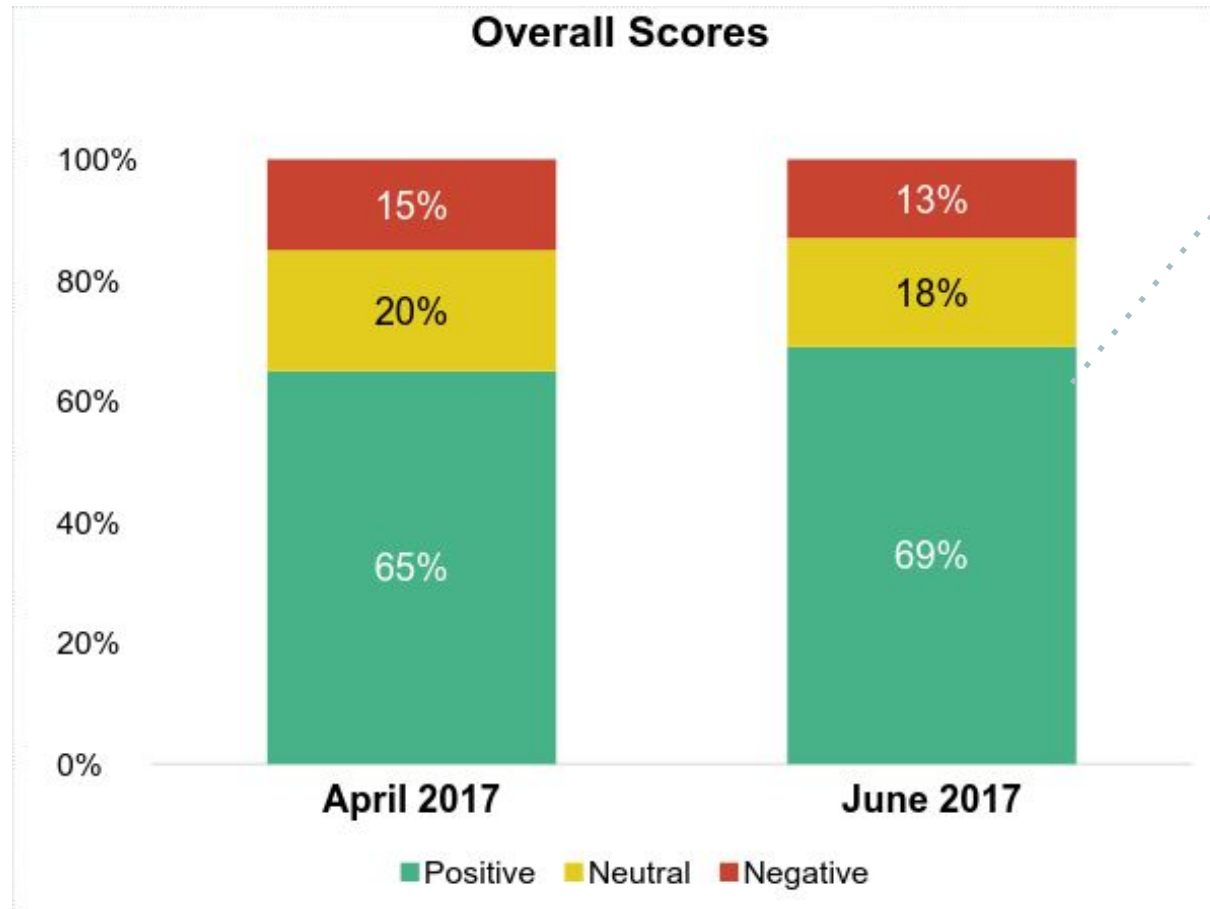
Action Check-in Questions:

- Think about the last 3 weeks. Were you made aware of your team’s Employee Voice results? (Y/N)
- What actions did your team identify for improving Employee Voice results?

Impact Check-in Questions:

- Think about the last 3 weeks. Were actions taken to improve your team’s Employee Voice results? (Y/N)
- What impact did those actions have on the team?

What We Got: Percentage of Positive Responses



+4% in Positive responses

This increase is due to decreases in both Neutral and Negative ratings.

April N = 1649

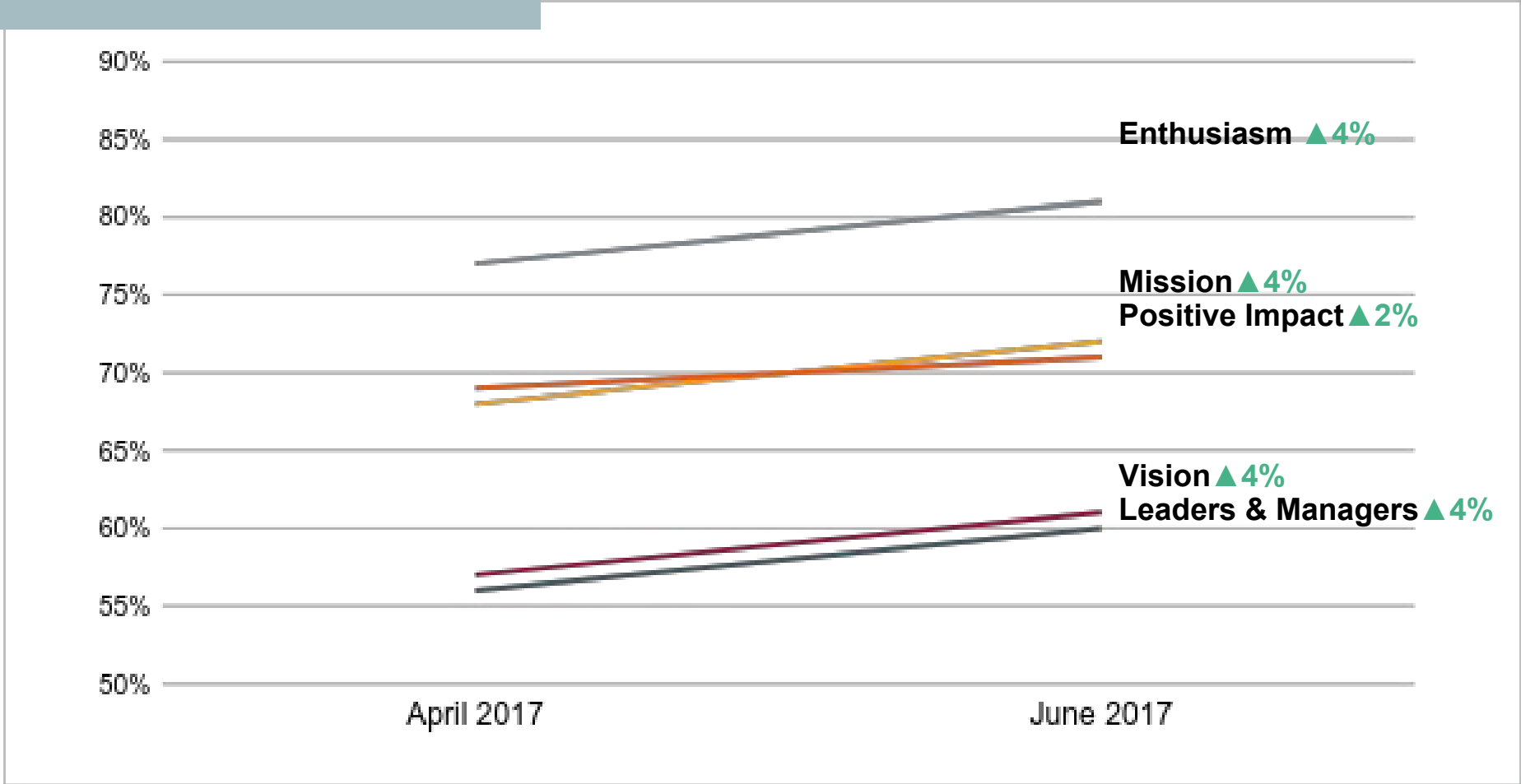
May N = 1323 (check-in)

June N = 1194

July N = 989 (check-in)

Soft Launch Results: Trend Across Time

Increasing trend across all areas



Soft Launch Results: Comparison to Benchmarks

	Benchmarked Data		UCHealth	
	Global*	Healthcare [#]	April 2017	June 2017
1 Our vision creates excitement and motivation for our employees.	42% Positive	43% Positive	57% Positive	61% Positive
2 There is a clear mission that gives meaning and direction to our work.	63% Positive	73% Positive	68% Positive	72% Positive
3 Everyone believes that he or she can have a positive impact.	58% Positive	60% Positive	69% Positive	71% Positive
4 Leaders and managers "practice what they preach."	50% Positive	51% Positive	56% Positive	60% Positive
5 I am enthusiastic about working for UCHealth.	80% Positive	83% Positive	77% Positive	81% Positive

* Items 1-4 benchmarked against 1,060 organizations from Denison's Global Culture Normative Database (All industries). Benchmark represents 476,962 individual respondents.
 Item 5 benchmarked against 245 organizations from Denison's Global Engagement Database (All industries). Benchmark represents 109,301 individual respondents.

[#] Items 1-4 benchmarked against 59 Healthcare and Social Assistance organizations from Denison's Healthcare Culture Normative Database (based on NAICS). Benchmark represents 11,536 individual respondents.
 Item 5 benchmarked against 23 Healthcare and Social Assistance organizations from Denison's Healthcare Engagement Database (based on NAICS). Benchmark represents 3,917 individual respondents.



What We Got: Participation



Benchmark Vote Ratio: 7:1 [Votes:Answer]

As voting is optional, the vote count is a great measure of engagement.

Higher than usual voting activity indicates high level of engagement across all surveys/check-ins

Employee Voice (Apr 2017)	 Participation Rate: 54%	 Votes Ratio: 17:1
Action Check-in (May 2017)	 Participation Rate: 42%	 Votes Ratio: 11:1
Employee Voice (Jun 2017)	 Participation Rate: 36%	 Votes Ratio: 10:1
Impact Check-in (Jul 2017)	 Participation Rate: 28%	 Votes Ratio: N/A

What We Heard from Leaders in the Process

Anecdotes from leaders from focus groups and from Results Summits

Mixing leaders at the Summit was great. Sharing themes with peers is more meaningful than hearing it from an executive.

Having an executive model how to have a conversation with my staff was essential.

The tool was very easy to navigate.

Just enough communication.

We need to share positive outcomes of the survey, highlighting departments that made a change.

This survey doesn't need to be a big deal. It's just something we now do as leaders.

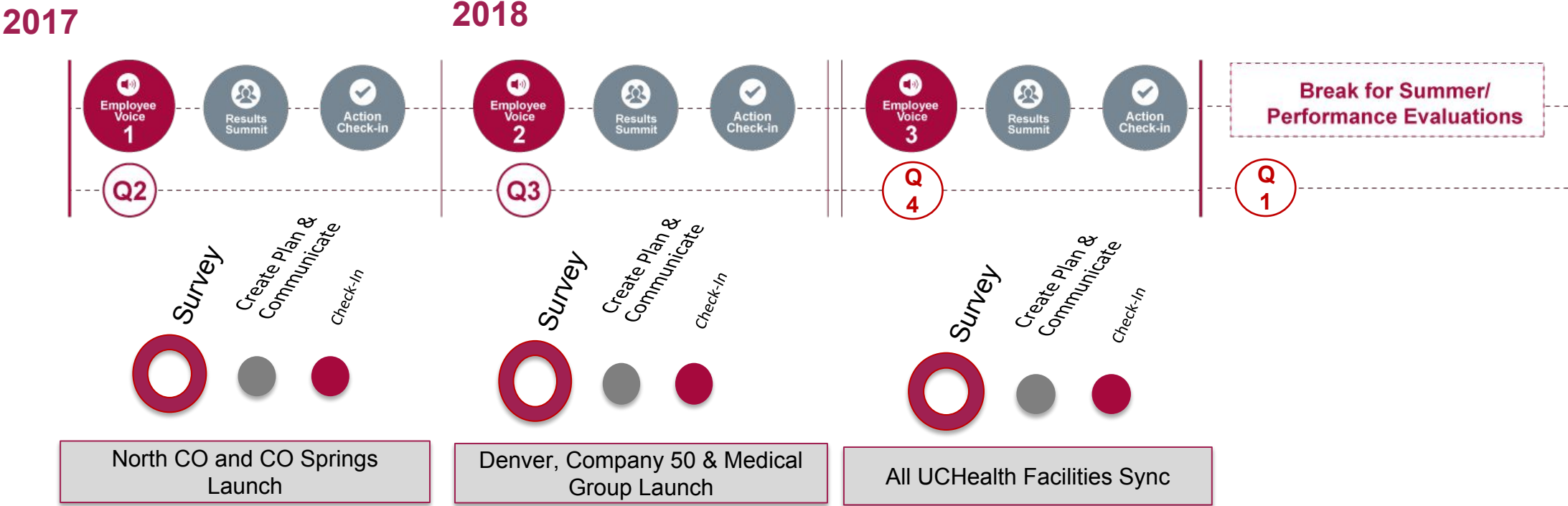
I didn't use the toolkits, but I got what I needed from the Summit.

There's a concern that crowd-sourcing plants ideas in staff's minds.

We need to let employees know: "If you take this five minute survey, change happens."

Questions?

Full Launch Plan: Cadence/Timing





THANK YOU!

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