

# PHCA 2016 Annual Convention

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## Culture/ Employee Engagement's Impact on Your Bottom Line, and How to Improve it



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## Welcome And Warm Up

- How do you know when it's a good day?

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Learning objectives:

Realize how culture impacts the bottom line

Learn why employees leave or become disengaged

Take home strategies to start the transformation

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St. Paul's Story

Self Insured Worker's Compensation Program

Was averaging **\$32,841** Every Month on Worker's Compensation



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St. Paul's is now averaging only **\$5,429** / month

Monthly Savings = **\$27,412**    Yearly Savings = **\$328,944**



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# Three Types of Employees



### Engaged

These employees are loyal and psychologically committed to the organization. They are more productive and more likely to stay with their company.



### Not Engaged

These employees may be productive, but they are not psychologically connected to their company. They are more likely to miss workdays and leave the organization.



### Actively Disengaged

These employees are physically present but psychologically absent. They are unhappy with their work situation and insist on sharing this unhappiness with their colleagues.

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# Engaged Employees



Spotting engaged employees is often easy.



30%

of employees in the U.S. are engaged

### Engaged employees:

- contribute to their organization in a positive manner
- work with passion and feel a profound connection to their company
- want to know the desired expectations for their role so that they can meet and exceed them
- are naturally curious about their company and their place in it
- perform at consistently high levels
- want to use their talents and strengths at work every day
- drive innovation and move their organization forward

Gallup's State of the Global Workplace report, 2013

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# Not Engaged Employees



Spotting not engaged employees may be challenging.



52%

of employees in the U.S. are not engaged

### Not engaged employees:

- are not hostile or disruptive
- may be happy and satisfied with their job, but they work without passion, commitment or energy
- show up to work and go through the motions
- do not feel a connection with their company, manager or coworkers
- are not overly concerned about customers, productivity, profitability, waste, safety or the connection to the mission or purpose of the team
- would leave to go work for another company if a better opportunity arose

Gallup's State of the Global Workplace report, 2013

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## Actively Disengaged Employees



Spotting actively disengaged employees is often easy.



**18%**

of employees in the U.S. are actively disengaged

Actively disengaged employees:

- are consistently negative
- seem to be against everything and everyone
- insist on sharing their unhappiness with their colleagues
- monopolize a manager's time
- account for more quality defects
- contribute to theft
- miss more days of work
- quit at a higher rate than engaged employees

Gallup's State of the Global Workplace report, 2013

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## There Is a Difference Between Satisfaction and Engagement



Satisfied Employees

- May or may not be productive
- Put their time but not necessarily their energy into their work
- Take a wait-and-see attitude toward their job



Engaged Employees

- Work with passion
- Perform at consistently high levels
- Drive innovation and move their organization forward

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## We Act Differently When We Are Engaged

- We are 100% psychologically committed to the job.
- We know the scope of our jobs and look for new and better ways to achieve outcomes.
- We are more productive.
- We work more efficiently.
- We are safer.



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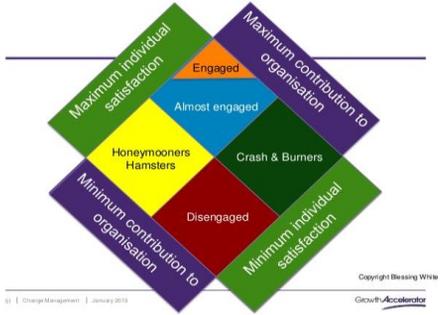
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### Blessing White X-Model




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Imagine what your organization would be like if 90% of your employees were fully engaged..

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### Gallup 12 Factors of Engagement

1. I have the material and equipment to do my job right
2. At work, I have the opportunity to do what I do best every day
3. I know what is expected of me
4. In the last seven days, I have received praise for good work
5. My supervisor, or the person I report to, seems to care about me as a person
6. There is someone at work who encourages my development
7. In the last six months, someone at work has talked to me about my progress
8. At work, my opinions seem to count
9. The purpose of my company makes me feel my job is important
10. My associates (fellow employees) are committed to doing quality work
11. I have a best friend at work
12. This last year, I have had opportunities to learn and grow

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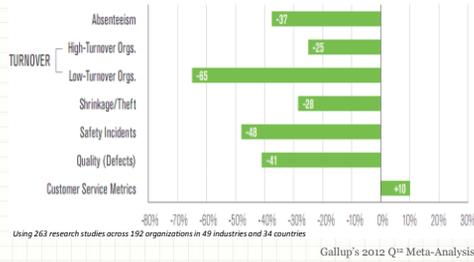
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## Engagement Is a Leading Indicator of Business Results



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## Cleveland Clinic Empathy Video

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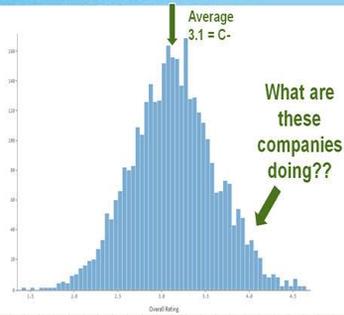
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## Engagement Remains a Global Challenge

Glassdoor Employee Ratings – 20,000+ Companies



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Think about your best leader....

What behavior did they do that made them come to your mind?

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### Gallup Employee Engagement Q 12 Results




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#### United Zion Retirement Community Employee Engagement Survey Spring 2016 | Overall




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### Rowntree Garden's Q12 Scores




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Rowtree Gardens Employee Engagement Survey Spring 2016 | DEPARTMENT  
 Percentile range in Global Database: 2011-15: 86 - 92



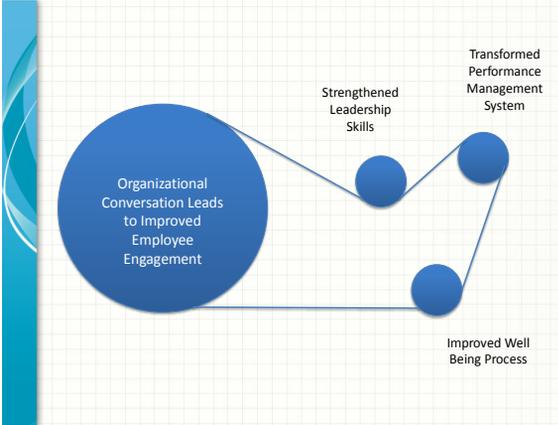
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Rowtree Gardens Employee Engagement Survey Spring 2016 | DEPARTMENT  
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### Why is it hard to be a good listener?

- Thought speed greater than speaking speed
  - 125 words
  - 400 words
  - 75% difference!
- We are inefficient, we lose 3/4 of what people say on average... we often comprehend and retain 1/4
- Hard Work
  - People often feel drained after a period of concentration
- Training
  - Writing, reading, speaking
  - Very few people have had formal listening training

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**Wrap Up/Reflections**

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