

But I come to work every day...

Re-Engaging Disengaged Employees

Whitepaper Series Part I

There is a huge difference between the people that come to work and those that do more than simply come to work. Unfortunately, the statistics on employee engagement are not encouraging.

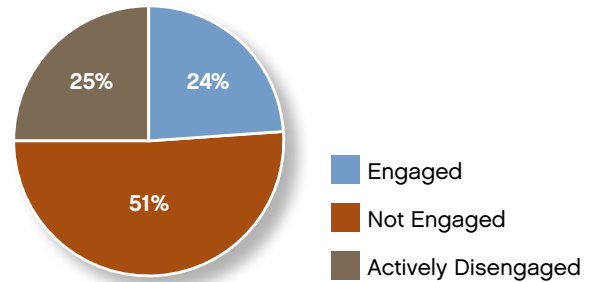
The Gallup Organization surveyed more than three million people to assess employee engagement. They categorized staff in three distinct groupings:

1. **Engaged** — these employees feel a strong connection to the mission and values of the organization. They drive innovation and change.
2. **Not Engaged** — these employees aren't necessarily negative or positive. They've simply checked out. They put in their time but don't commit to anything beyond the basic roles and responsibilities of their job.

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3. **Actively Disengaged** — these people are unhappy at work, and act out their unhappiness. They undermine their engaged colleagues. They prefer to be part of the problem rather than part of the solution.

Gallup's results showed the following distribution:



Fully, 76% of all employees were either not engaged or actively disengaged. Gallup further reports that 25% of the workforce, one of every four employees, is actively disengaged. They say you can identify this particular population pretty easily. They're **CAVE** dwellers: **C**ontinually **A**gainst **V**irtually **E**verything! Although we may chuckle at the CAVE dweller acronym, there is a significant cost of this group. It is reported that actively disengaged staff costs the American economy more than \$300 billion annually in lost productivity. Clearly, this group undermines and even prevents your ability to improve and grow.

In your own facility, you see it manifested in many ways: high turnover, low satisfaction in your patient and employee survey scores, reduced safety and quality, and much more. You know that without fully engaged employees, it is nearly impossible to develop a positive service culture.

Most healthcare organizations have service standards calling for all staff to treat customers with dignity and respect. It is critical to achieve from both a human and business standpoint. But, with so many unengaged and disengaged employees, a careful action plan must be employed.

What Will Cause the Change?

You. You understand that attracting and retaining engaged employees requires an environment that promotes trust and teamwork. It also requires other healthcare leaders who understand that their roles are to build people, not merely manage them. The most effective leaders create an environment that brings knowledge, values and skills into congruence.

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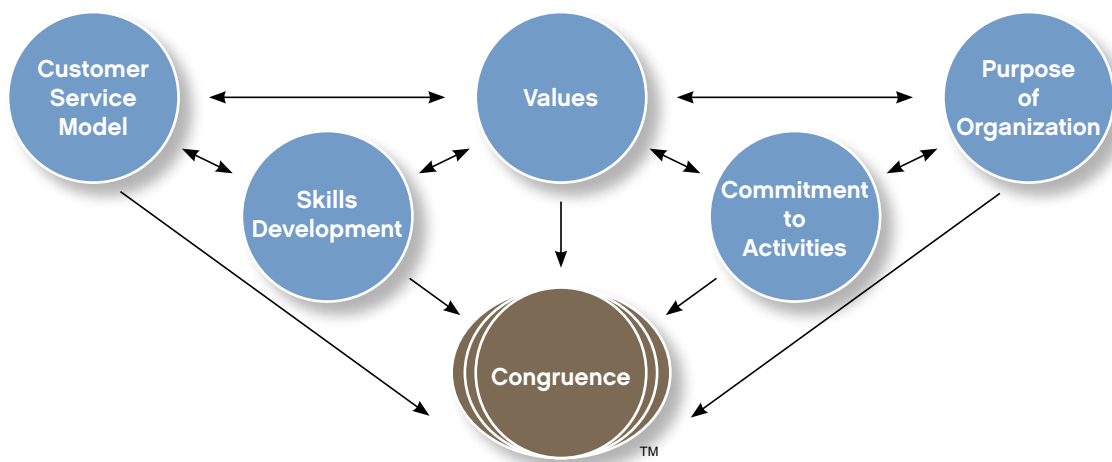
Integrity Healthcare Services developed and instructs the Congruence Model as a way for healthcare leaders to understand multiple dimensions that influence job productivity and satisfaction. Here are the basics of the model:

There are five key dimensions that ultimately need to be in congruence for maximum productivity and satisfaction:

1. **Service model** — understanding and applying the communications process to satisfy patients and other customers
2. **Service skills** — developing automatic behaviors through practice and repetition
3. **Purpose** — clearly understanding the purpose of the organization and how my job fits in
4. **Service attitudes** — being genuinely interested in creating value for others and the organization
5. **Positive values** — demonstrating values of honesty, integrity, respect and trust

Each dimension interacts with all the others in an equal way. When one is weaker than the others, gaps occur. When gaps occur, job productivity and satisfaction (both employee and customer!) will be diminished.

Service Congruence Model



However, as they come closer into alignment, or *congruence*, the ideal is achieved: great customer service and satisfaction!

Easier Said Than Done?

Understanding the concept of congruence alone won't result in alignment. That's where coaching techniques, understanding behavior styles and knowing how to communicate more effectively come into the picture. When leaders understand what causes positive service culture, they are then able to model it and teach it. Effective service training starts with leadership, then moves through the organization like the aroma of a bouquet of roses.

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Integrity Healthcare Service's training curriculum addresses key subjects like Understanding Your Role, Communicating More Effectively, Problem Solving and Behavior Styles. Leadership receives additional training on Effective Coaching and Building People.

The Solution

More than 100 hospitals, medical centers and clinics have partnered with Integrity Healthcare Services to help change the service culture in their organizations. Integrity's proven approach addresses all three dimensions of a person. Skills, attitudes and values each has a unique focus. And, the one-of-a-kind six week follow up program ensures that your training "expense" becomes an "investment". You'll see the results, just watch your satisfaction scores.

Let Integrity Healthcare Services partner with you to change the service culture in your organization.

Please contact us at:

(800) 646.8347

info@integrityservices.com

www.integrityhealthcareservices.com