

# Reinventing Work: People. Technology. Time.

## Taking Engagement to Experience

Defining, Measuring and Improving the Caregiver Experience for Better Outcomes

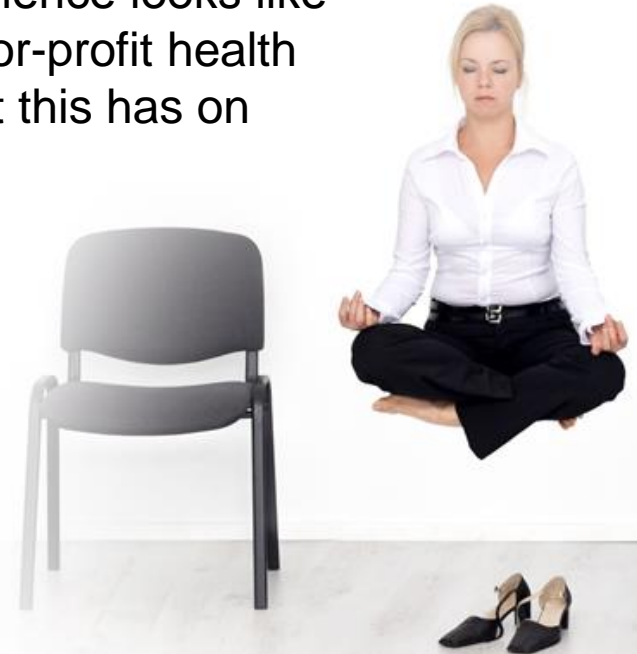


April 25, 2018

## Our time together

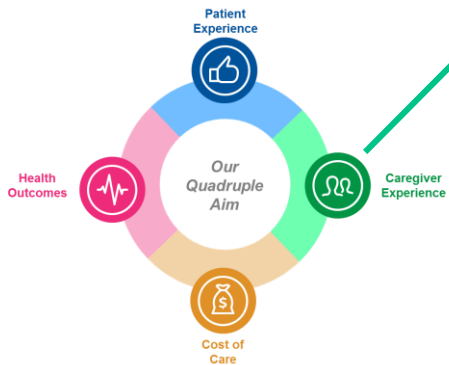
Organizations with a clearly defined and articulated Employee Experience tend to see improved outcomes such as **employee engagement, ease in attracting and retaining key talent, fewer regrettable new hires and lower turnover.**

In this session, we'll explore what the Caregiver Experience looks like for the over 110,000 caregivers employed by the not-for-profit health system, Providence St. Joseph Health, and the impact this has on **organizational and clinical outcomes.**



## An Experience Worth “Aiming” For

We are called to create an exceptional experience that inspires and enables our caregivers to bring their best to work every day



The data is clear: when physicians, nurses, and support staff have a great experience at work...



...**patient satisfaction** is significantly higher.



...**infection & mortality rates, length of stay, and readmissions** are lower.



...**net margins & productivity** are higher, and **malpractice rates** are lower.

Hospitals with Top Quartile Org Culture Performance showed...




- ↑ 10% higher overall satisfaction ratings
- ↑ 97% patient “likeliness to recommend”
- ↓ 150% lower bloodstream infection rates
- ↓ 26% lower mortality rates
- ↓ 20% fewer sick days

*Based on the Press Ganey special report “Achieving excellence: The convergence of safety, quality, experience, and caregiver engagement.” (2017 Strategic Insights).*

*Based on the 2016 WTW Perspectives: When we’re feeling better, they’re feeling better, using data from over 600 U.S. health care units.*

## Linked to the Strategic Plan

The Caregiver Experience is key to our strategy.

HEALTH 2.0   2018-2022 PSJH Integrated Strategic & Financial Plan	
GOAL	2022 PERFORMANCE
<b>GOAL 1: We will advance understanding, efficiency, health care, learning, education and other essential services to our patients and communities. We seek to create a place where caregivers are fulfilled and inspired in caring for the Mission.</b>	
 <ul style="list-style-type: none"><li>1. Create a work experience where caregivers are developed, fulfilled and inspired to care for the Mission</li><li>2. Advance work compensation, high-value health care</li><li>3. Make PSHJ the provider partner of choice in all our communities</li><li>4. Maximize our resources to improve operational savings</li><li>5. Foster community commitment to our Mission and healthcare</li></ul>	<ul style="list-style-type: none"><li>1. Advance top quartile performance in caregiver engagement and first-year turnover; increase Mission engagement to 75% and create foundation engagement index</li><li>2. Advance top quartile health outcomes</li><li>3. Advance top quartile provider engagement</li><li>4. Drive operating EBITDA to \$2.7B</li><li>5. Double productivity production to \$200M per year</li></ul>
<b>GOAL 2: We will be our communities' health partner, striving for physical, spiritual and emotional well-being. We seek to ease the way of our neighbors in their journey to good life.</b>	
 <ul style="list-style-type: none"><li>1. Transform care and improve measurable health outcomes, especially for the poor and vulnerable</li><li>2. Lead the way in improving our patients' mental and emotional well-being</li><li>3. Expand our commitment to whole-person care for people of every age and stage of life</li><li>4. Engage with partners in addressing the social determinants of health, with a focus on education, housing and the environment</li><li>5. Be the preferred health partner for those in need</li></ul>	<ul style="list-style-type: none"><li>1. Provide value-based care; attain top quartile performance in population care across all populations; improve patient access, connectivity and navigation to the most appropriate site of care</li><li>2. Expand to improve the most-vulnerable mental health &amp; address community priorities to be defined in 2019</li><li>3. Advance 7% year-over-year increase in percentage of patient goals related to health care utilization reduction</li><li>4. Identify &amp; improve the top community health need in every region to be defined in 2019</li><li>5. Expand inpatient care of consumer - patient engagement platform (Care, Health, All.)</li></ul>
<b>GOAL 3: We will respond to the signs of the times, pursuing bold opportunities that transform our services. We seek to support and sustain our Mission.</b>	
 <ul style="list-style-type: none"><li>1. Identify sources of savings to ensure sustainability of the Mission</li><li>2. Digitally enable, simplify, and personalize the health experience</li><li>3. Create an integrated scientific approach, clinical research and precision program that is radically designed for meaningful outcomes</li><li>4. Utilize insights and data from data to drive strategic transformation</li><li>5. Advance the vision and presence of PSHJ nationally to improve health</li></ul>	<ul style="list-style-type: none"><li>1. Operate 20-40% (2022) relative to comparable shareholder return source</li><li>2. Capture 2.0 million digitally-enabled patient interactions annually, outside existing, in-network, All.)</li><li>3. Drive to 100 new phase I oncology-related studies and 100 publications</li><li>4. Approach and achieve our data goal to be defined in 2019</li><li>5. Increase awareness of the PSHJ Mission &amp; Vision among top influencers to 10%</li></ul>

## PSJH Caregiver Experience Framework

This is the experience that our Caregivers want to receive in order to bring their very best to work each day.



## Caregiver Experience Connection

*The Caregiver Experience is the Mission and our Values in action that help us achieve our Strategy. It's what we do. Our programs and policies provide guidelines for how we do it.*

### Mission & Values



### Caregiver Experience



### Strategy



High Reliability | Mission Leadership Formation | Cultural Compass |  
5 Bests | Leadership Competencies | Caring Behaviors | Whole Person  
Care | Own It | Compassionate Care

— EXAMPLES —



## Application to Talent Management

### Integrated Talent Management 2018 Strategy & Goals



**Q: How do these strategies ensure we are working in an integrated fashion across Talent Management, Field Support, and CoEs per our new model?**

**Answer (Meg Steele):**  
 “Our work must be integrated in order to achieve the objectives outlined in our strategy document. For example, in order to achieve the ultimate aim of having the best caregiver experience in healthcare, we must embed our caregiver experience and diversity and inclusion framework into all our programs, across all of our functional areas, as stated in the document. To be even more specific, I would expect any deliverable from the ITM function to have the fingerprints of Cindy Vaughn (Experience) and Chanin Kelly-Rae (D&I) all over them. To be even more specific, this will require Cindy and Chanin to have input to the design and development of those products and services, which will require the leaders of those efforts to intentionally invite and require their participation. In this way, we will deliver integrated talent management solutions.

Ultimate Aim	Best caregiver experience in healthcare	Best Leaders in Healthcare	Highest Performing Healthcare Organization
Strategic Aim	<ul style="list-style-type: none"> <li>Improve experience every year</li> <li>Advance culture in alignment with mission / experience</li> <li>Use internal experience to enhance external talent brand</li> </ul>	<ul style="list-style-type: none"> <li>Hire the best</li> <li>Develop for success</li> <li>Cultivate the pipeline</li> </ul>	<ul style="list-style-type: none"> <li>Align caregivers with PSJH strategy</li> <li>Design effective &amp; efficient systems</li> <li>Improve team effectiveness</li> <li>Ease the way through change</li> <li>Robust workforce strategy &amp; plan</li> </ul>
Priorities	<ul style="list-style-type: none"> <li>Roll out and embed caregiver experience and diversity &amp; inclusion framework</li> <li>Use actionable insights to improve caregiver experience</li> <li>Offer career development strategy &amp; framework; integrate into 2019 PD process (for all)</li> </ul>	<ul style="list-style-type: none"> <li>Use leadership competency model to hire, develop and assess</li> <li>Develop and deliver front line leader (FLL) program</li> <li>Take action on Leader Effectiveness assessment</li> <li>Accelerate development and movement of top 200</li> <li>Offer targeted development for clinical leaders</li> <li>Identify top 50 roles and create robust and diverse pipeline filling strategy</li> </ul>	<ul style="list-style-type: none"> <li>Ensure strategic alignment around Health 2.0</li> <li>Offer structure, training, tools and expert consulting on: Team effectiveness, change, org design, inclusion, strategic workforce planning (SWP)</li> <li>Reduce PSJH cost through targeted interventions</li> </ul>
Measure	<ul style="list-style-type: none"> <li>HSE 51%</li> <li>Glassdoor rating 3.8</li> <li>Retention: 88%; FY 77%</li> <li>Attraction measure</li> <li>External recognition measure</li> </ul>	<ul style="list-style-type: none"> <li>Supervision category: 85%</li> <li>Internal fills supervisor and higher</li> <li>HSE &amp; retention (same as experience)</li> <li>Top 50 roles have pipeline filling strategies</li> <li>Bottom 15% have plan; 50% moved out</li> </ul>	<ul style="list-style-type: none"> <li>Survey index: role alignment, senior leadership, strategy, mission, team effectiveness, change</li> <li>3 operational metrics for every design effort</li> <li>Effectiveness of learning outcomes / penetration</li> <li>Measure a savings of \$5M through ITM initiatives</li> </ul>
Outcomes	<ul style="list-style-type: none"> <li>Top quartile engagement &amp; retention</li> <li>Top quartile health outcomes</li> <li>EBIDA 10.1%</li> <li>More referrals</li> </ul>	<ul style="list-style-type: none"> <li>Same as experience, plus sub metrics                             <ul style="list-style-type: none"> <li>Productivity</li> <li>Agency</li> <li>Vacancy</li> <li>Hiring costs / Admin costs (HR)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Workforce cost reduction</li> <li>Revenue / EBIDA improvement</li> <li>Workforce plan achievement (increase in capability)</li> </ul>

## Use of the CGX Framework

- ✓ **What it is.** It is the **specific, intentional experience** we deliver to one another.
- ✓ **Why it matters.** First and foremost, it is the **right thing to do** for our people. Further, when Caregivers have the full “Experience,” they are more engaged. This translates to **improved clinical and organizational outcomes** (e.g., Patient Experience, Retention, Quality, Safety, Compassion, Burnout).
- ✓ **How we use it.** It is a **design tool** to shape our programs, policies, and behaviors. It is the basis of our **measurement and accountability.**

*It is a philosophical lens akin to the Mission and our Values,  
it's not a stand-alone program or initiative.*



## CGX Center of Excellence Strategic Priorities

1. Design and deploy the unique, intentional PSJH Caregiver Experience framework to inform the design of organizational policies, programs, and behaviors. Facilitate the exchange (“give and get”) of our Caregiver Experience through the delivery of simple, easy-to-access education, tools, and best practices.
2. Measure and monitor Caregiver Experience over time for data-driven insights and solutions that shape our decisions and our priorities – functionally, operationally, and behaviorally – throughout PSJH. Set the stage for leading versus lagging indicators and promote better accountability.
3. Align and integrate CGX with the PSJH strategy, the Mission, and the overall Care Experience.

*Key Metrics: Higher “Highly Sustainably Engaged,”  
Lower First-Year Turnover*

## CGX Delivery (Products & Services)

Products & Services	Description	Timing	Target Audience
<b>Insights Webinars</b>	Extract quick and useful insights from CGX data that can be used in the field to promote higher HSE and lower FYTO.	Monthly	HR Field Delivery; HR CoEs
<b>Caregiver Experience Website</b>	Landing page that organizes CGX education, tools, and resources (including best practices). Discussion boards to share ideas, ask questions, provide feedback.	Ongoing	Core Leaders
<b>Survey Design, Admin, Reporting/ Analytics</b>	Various research methods used to glean meaningful and useful data that can be translated into insights and actions for key stakeholder groups.	Annual CGX, Check-Ins, Ongoing New Hire, Exit	All Caregivers; PSJH Board
<b>Consulting</b>	Consult on major CGX insights and discuss points of synergy for strategies, tactics, and approach at the System and Region levels.	As needed	Executive Teams (System, Region, Shared Services, Clinical)
<b>Partnerships</b>	Collaborate with other CoEs (in and out of HR) to design synergistic strategies that support the overall experience, the Mission and clinical/organization results.	Regular, ongoing	Mission, Marcom, HRO, Leadership Development, Diversity, Caregiver Development, TA, Total Rewards, etc.
<b>CGX Champion Network</b> (CHROs, Field Delivery, and / or PX owners)	Oversight of the PSJH Experience Champion Network to ensure proper and consistent CGX education, training, and deployment (e.g., survey, tools, and resources)	TBD	Single point of contact in each "Region" (includes Shared Services, Continuum Care, PMG, CCPH)
<b>Core Leader Tools &amp; Resources</b>	Subject-matter tools designed to help Core Leaders improve the Caregiver Experience through specific actions or ideas.	As needed / developed	Core Leaders
<b>Caregiver Experience Summit</b>	Forum to inspire, educate, share best practices, develop new ideas, and build enthusiasm for the Caregiver Experience <b>(FUTURE STATE)</b>	<b>(FUTURE STATE)</b>	TBD

## CGX Listening Strategy / Surveys

### Strategy / Purpose

- Monitor and Measure the Caregiver Experience over time, in a way compelling to improvement of the experience
- Identify data-driven insights into the relationship between CGX, patient experience, operational outcomes, etc.
- Identify leading indicators and monitor trends
- Promote CGX accountability at all levels

### CGX Surveys

- Caregiver Experience Survey (Q4)
- Regional Trends Survey (Q1, Q2, Q3)
- "By Request" Pulse Surveys
- Exit Survey (ongoing)
- New Hire Survey (future)

### Key Metrics & Topics

- Sustainable Engagement
  - Highly Sustainably Engaged
- Mission Alignment
- Intent to Stay / Turnover Drivers
- Burnout
- Supervisor Effectiveness
- Risk
- Community
- Empowerment
- Mission and Values
- Quality
- Respect
- Role Success
- Safety
- Senior Leadership
- Supervision
- Teamwork
- Total Rewards
- Workload
- Survey follow-up

	2018	2019	2020	2021	2022
Q1: Regional Trends Survey	-----	January 9-23	January 8-22	January 13-27	January 12-26
Q2: Regional Trends Survey	April 4-18	April 3-17	April 1-15	April 7-21	April 6-20
Q3: Regional Trends Survey	July 11-25	July 10-24	July 8-22	July 9-23	July 13-27
Q4: Caregiver Experience Survey	October 3-17	October 2-16	October 7-21	October 6-20	October 5-19

## **Analytics & Insights**

There are several initiatives underway (or planned) to leverage valuable insights from our CGX Survey, including:

- ✓ Caregiver Experience Index
- ✓ Patient-Caregiver Experience Correlation / Causation
- ✓ Supervisor Effectiveness
- ✓ Retention
- ✓ Mission Alignment
- ✓ Burnout

## The CoE Team



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Thank you!

