



# STAR<sup>2</sup> CENTER

## **ADMINISTRATIVE STRATEGIES TO REDUCE BURNOUT:**

WORKPLACE WELLNESS: CREATING A CULTURE OF ENGAGEMENT

JUNE 21, 2018

3:00PM ET

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# STAR<sup>2</sup> CENTER

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# STAR<sup>2</sup> CENTER

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# WEBINAR HOUSEKEEPING

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# WORKPLACE WELLNESS: CREATING A CULTURE OF ENGAGEMENT

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Founder, Intrinsic, LLC



intrinsic

Guest: George Brewster, Gimbal Systems

# LEARNING OBJECTIVES

- Understand trends in Employer-of-Choice/Employee Engagement.
- Define culture and understand its importance to an organization.
- Knowledge of Wellness plans and considerations for implementation.
- Understand Leadership styles more aligned with being an employer-of-choice.



The  
antithesis of  
burn-out is  
engagement.





# POLL QUESTION

- What % of the U.S. Workforce is disengaged?
  - 70%
  - 50%
  - 35%
  - 10%

# THE PROBLEM

The American workplace is plagued with chronically low levels of engagement. Research shows that 7 out of every 10 US workers aren't working to their full potential - and it's affecting American businesses more than they realize.



# 70%

of US workers are disengaged at work



Disengaged workers cost the US between **\$450 - 550 billion** each year in lost productivity



**46%** of new hires fail within 18 months. **89%** of these failures are due to poor culture fit.

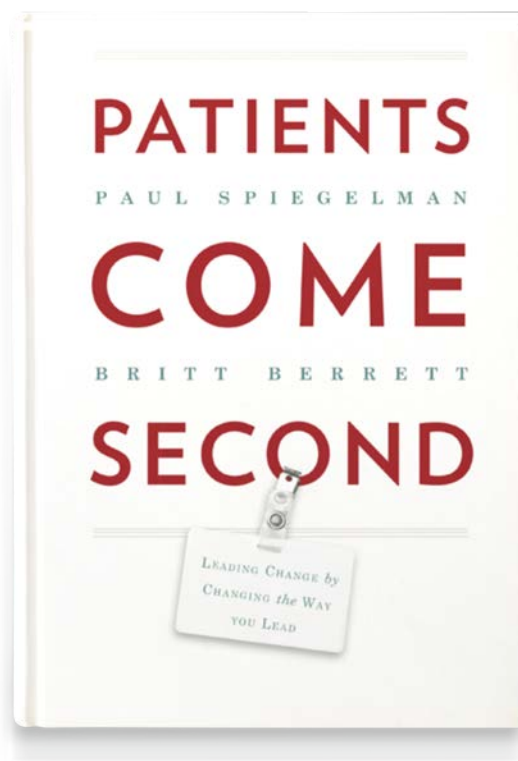


Turnover costs are often estimated to be **100% - 300%** of the base salary of replaced employee



**80%** of people who were dissatisfied with their direct manager are disengaged

# STAFF ENGAGEMENT DRIVES PATIENT SATISFACTION



“We must find ways to engage our nurses, administrative staff, physicians, housekeeping staff, supervisors, switchboard operators, etc. so that they WANT to provide great service to their patients. It’s not that we think patients are not important. But, there is a direct correlation between employee loyalty and customer loyalty. And with more restrictive reimbursements on the horizon, the pressure will continue to rise on patient acquisition and retention.”

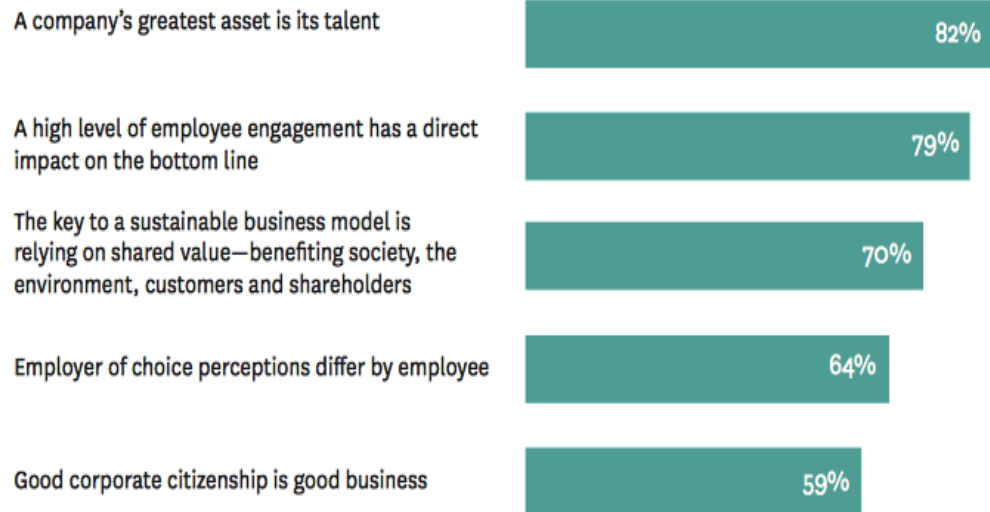
# GREATEST ASSET: EMPLOYEES

Figure 1

## Views on Organizations and Leadership

QUESTION: PLEASE RATE YOUR LEVEL OF AGREEMENT WITH EACH OF THE FOLLOWING STATEMENTS ABOUT ORGANIZATIONS AND LEADERSHIP.

PERCENT RATING 8, 9 OR 10, WHERE 10=STRONGLY AGREE



But only 23 % of respondents believe their organization is now attracting and retaining best talent.

# WHO ARE WE ENGAGING? 4 GENERATIONS

Workplace Characteristic	Veterans (1922-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y (1981-2000)
<b>Work Ethic</b>	Respect authority, Hard work, Age = seniority, Company first	Workaholics, desire quality, question authority	Eliminate the task, Self-reliant Want structure and direction, Skeptical	What's next, Multitasking, Tenacity, Entrepreneurial
<b>Work is...</b>	An obligation	An exciting adventure	A difficult challenge, A contract	A means to an end
<b>Leadership Style</b>	Directive, Command and control	Quality	Everyone is the same, Challenge others, Ask why	Remains to be seen
<b>Communication</b>	Formal Memo	In person	Direct, Immediate	Email, Voice mail
<b>Rewards &amp; Feedback</b>	No news is good news Satisfaction in a job well done	Money, Title Recognition Give me something to put on the wall	Sorry to interrupt, but how am I doing? Freedom is the best reward	Whenever I want it, at the push of a button Meaningful work
<b>Motivated By</b>	Being respected	Being valued and needed	Freedom and removal of rules	Working with other bright people
<b>Work/Life Balance</b>	Keep them separate	No balance "Live to work"	Balance "Work to live"	Balance – it's 5pm – I've got another gig
<b>Technology is...</b>	Hoover dam	The microwave	What you can hold in your hand: PDA, cell	Ethereal - intangible

# CONSIDERATIONS

- National birthrates are dropping, talent pool is shrinking
- Our work is more knowledge-based--need to attract more educated employees
- Engagement and retention will become even more important than it is today



Harvard Business Review

# TODAY'S WORKFORCE

- Millennials have surpassed Generation Xers as the largest generation in the US Labor Force (Pew Research Center)
- Members of this group change jobs at least 4 times in their first decade out of college – they want and need work-based training & development
- Require challenging, meaningful work and constant check-in and feedback
- Value training and mission centric focus over other benefits (Deloitte)
- Equally interested in how the company invests in its' people as products/services
- Must prepare to accept that retention is NOT the end goal (Julia Stiglitz)



# WHAT DOES YOUNG TALENT WANT?

## Important Criteria in Being an Employer of Choice

QUESTION: FROM YOUR PERSPECTIVE, WHAT DO YOU FEEL ARE THE MOST IMPORTANT CRITERIA IN BEING AN EMPLOYER OF CHOICE?

### TOP 7 SELECTED





# THE GOOD NEWS: CHCS HAVE MOST IMPORTANT FACTOR: SOCIAL VALUE

**Organizations That Fit the Aspirations of Younger Generation Talent  
Are Big Social Value Creators**



# EMPLOYEE ENGAGEMENT – GALLUP Q12



# TRENDS IN EMPLOYER-OF-CHOICE

## Old Model

- ▶ **Security in exchange for compensation**



## New Model

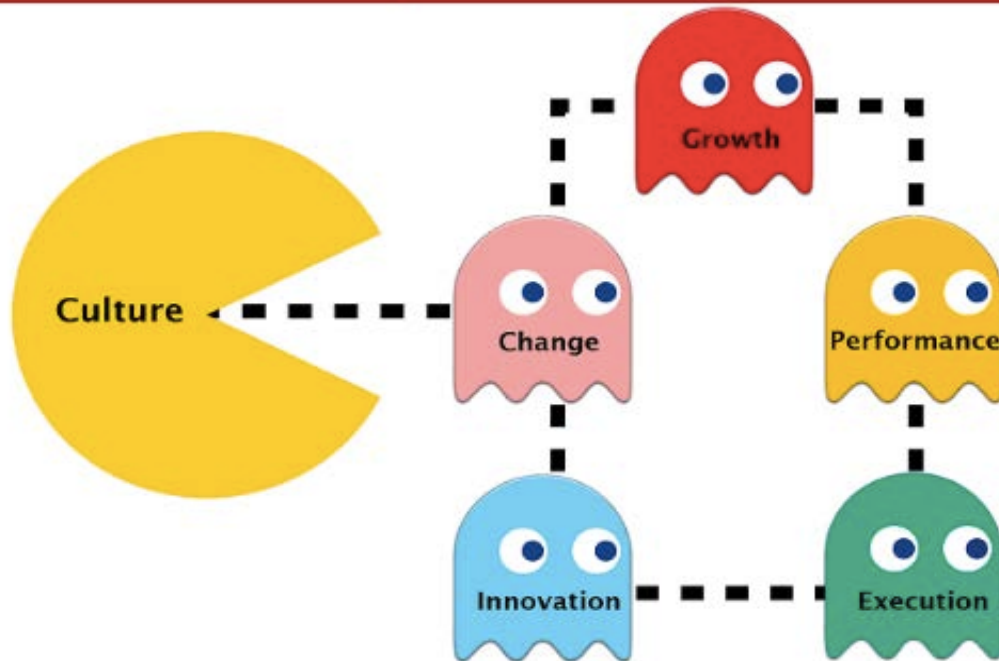
- ▶ **Meaningful work that solves social problems**
- ▶ **Professional Development**
- ▶ **Autonomy**
- ▶ **Flexibility to innovate and have ownership of projects**
- ▶ **Co-create with customers**
- ▶ **Trust and Transparency**



Harvard Business Review

# BOTTOM LINE – CULTURE SUPPORTS ENGAGEMENT

Organizational culture eats strategy for breakfast, lunch and dinner



- Culture not only eats strategy for breakfast, it spits it out in front of you.
- Focusing on employee engagement and creating a positive workplace culture will be the differentiator in defining good vs. great.
- By driving performance through an engaged culture, you simply enhance your ability to be competitive and financially viable and put yourself in a employer of choice position.

# WHAT MAKES CULTURE?

- Culture is the self-sustaining pattern of behavior that determines how things are done.
- Made of instinctive, repetitive habits and emotional responses.
- It's what people actually do more than what they say or believe.
- An organization's current culture contains several reservoirs of emotional energy and influence.
- When **positive culture forces** and **strategic priorities** are in sync, companies can draw energy from the way people feel. This accelerates a company's movement to gain competitive advantage.
- Culture is about emotional attachment that unleashes potential.

“Culture is what people do when no one is looking.”

- Herb Kelleher, Chairman  
Southwest Airlines

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\* Source: Ten Principles of Organizational Culture (reprint # 16105)

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# ASK YOURSELF



- Do we truly know our culture? Is it the culture we want?
- Am I responsible for the culture?
- How do we measure the culture?
- How do we create more high-impact customer and employee experience moments and make them repeatable?
- Are we willing to reduce productivity temporarily to build a culture of learning?
- Am I fully aware of the “bad news travels fast” climate and am I prepared for the implications?



# CREATING CULTURE

- Flowers when employee is sick
- Birthday cards and celebrations
- Laundry Service or Meal delivery for mandatory over-time
- Healthy snacks
- Community gardens
- “Field trips”: connect to mission
- APPRECIATION: from Leadership and Peers
  
- Culture of Fun
  - Monthly outings
  - Engage Staff: What motivates them?
  - Be careful: Be Authentic



# WELL-BEING: PHYSICAL AND MENTAL HEALTH

## Anxiety, Depression, Stress and Burn-out

- One-fourth of employees view their jobs as the number one stressor in their lives.
  - Northwestern National Life
- Three-fourths of employees believe the worker has more on-the-job stress than a generation ago.
  - Princeton Survey Research Associates
- Problems at work are more strongly associated with health complaints than are any other life stressor-more so than even financial problems or family problems.
  - St. Paul Fire and Marine Insurance Co.





# **SITTING**

## **THE NEW**

# **SMOKING**

Even if you're fit and active,  
that desk job is seriously bad  
for your health

# POLL QUESTION 2-PART

- Does your organization have a Wellness Plan?
  - Yes or No
  
- Is your Wellness Plan tied to lower health care premiums?
  - Yes or No

# BENEFITS OF WELLNESS PROGRAMS

- Lowering health care costs
- Reducing absenteeism
- Achieving higher employee productivity
- Reducing workers' compensation and disability-related costs
- Reducing injury
- Improving employee morale and loyalty
- Healthier employees are happier and more productive employees

Society for Human Resource Management



# POLL QUESTION

- What is the average amount saved for every dollar invested in a Wellness Plan?
  - \$5.63
  - \$2.18
  - \$1.89
  - \$3.37

# WELLNESS PROGRAMS

- Cost Savings:
- Average savings: \$3.37 for every dollar invested
- Johnson and Johnson leaders estimate that wellness programs have cumulatively saved the company \$250 million on health care costs over the past decade; from 2002 to 2008, the return was \$2.71 for every dollar spent.
- Lower Absenteeism - absenteeism costs fall by about \$2.73 for every dollar spent

US National Library of Medicine  
National Institutes of Health



[www.chcworkforce.org](http://www.chcworkforce.org)

doi: 10.1377/hlthaff.2009.0626 HEALTH AFFAIRS 29,  
NO. 2 (2010): –©2010 Project HOPE—The People-to-People Health Foundation, Inc.

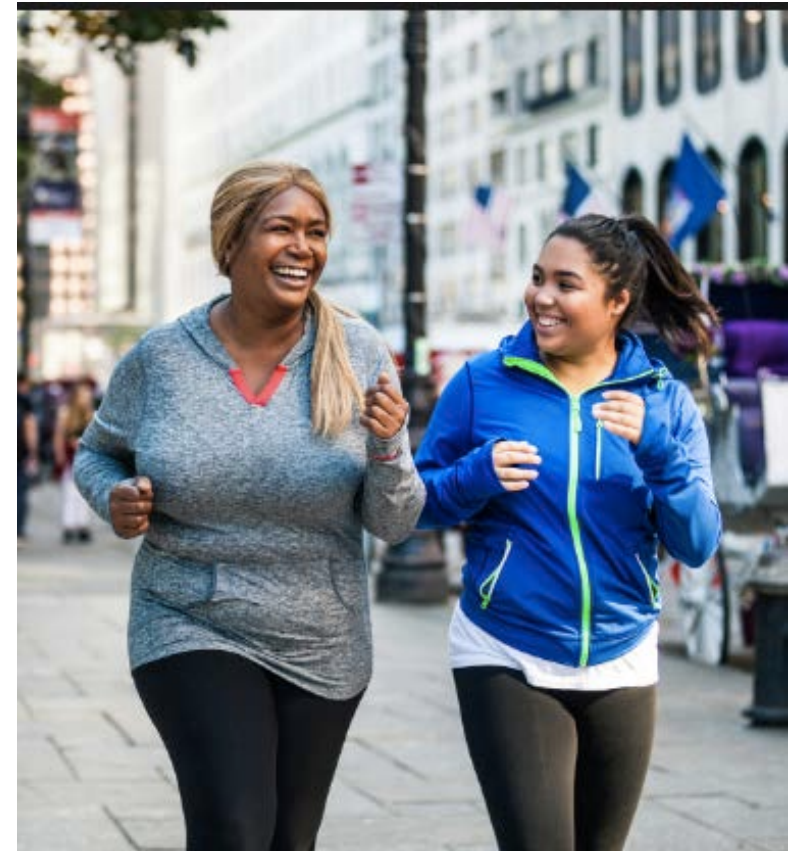


# STEPS TO IMPLEMENT

- Set up with the help of a health insurance broker
- Usually administered through HR department
- Larger companies invest in on-site workout facilities, relaxation rooms, personal trainers, healthy meals, stress-reduction classes
- Smaller companies offer incentives using health club memberships, healthy eating programs, stress-reduction classes
- Penalties and Incentives

# STEPS TO IMPLEMENT (CONT.)

- Health Assessment Screening
- May be encouraged to participate in:
  - Weight Loss Programs
  - Smoking Cessation Programs
  - Nutritional Improvement Programs
  - Stress Reduction classes
- Positive Incentives:
  - lower health care premiums (subsidized by insurance provider or organization), reimbursements for health club memberships, bicycles, I-pad, gift cards
  - employees **lose trust** when forced to act against their wishes





# BEST PRACTICES: IMPLEMENTATION

Multi-level Leadership-  
Need buy-in and  
participation on all levels



Alignment-Culture shifts  
take time



Scope, Relevance and  
Quality-It's more than  
just cholesterol



# FEDERAL REGULATION INCENTIVES

Patient Protection and Affordable Care Act of 2010 (PPACA) permits employers to offer cash incentives to employees for participating in Wellness Programs and reaching certain targets.

Current law limits the value of Wellness incentives to 30% of the total health care premium spent per worker. The law also allows 50% in programs targeting tobacco use.

# CONCERNS

- Concern that health promotion programs are discriminatory — allowing employers to shift medical costs to workers in poor health.
- In October 2014 the EEOC filed a claim against Honeywell claiming its biometric testing program violated the ADA.



# MINDFULNESS: FAST-GROWING PROGRAM FOR STRESS REDUCTION AND BURN-OUT PREVENTION

- CASE STUDY: Aetna Insurance
  - Divided employees into quintiles by stress markers such as heart rate
  - Found that the most stressed group had average medical costs \$2,500 a year higher than the least-stressed group
  - After mindfulness and yoga training for 12 weeks the costs drop markedly
  - Company pegged the added cost for the most-stressed employees in the study of 458 people at "nearly \$2,000"
  - That figure even seems a bit low if you consider that obesity could be linked to stress.

# POLL QUESTION

- What percentage of employees quit their job because of their boss?
  - 12%
  - 24%
  - 31%
  - 52%

# IMPORTANCE OF LEADERSHIP ON CULTURE

## ■ Accenture

- 31 % of employees quit because they don't like their boss
- 21% leave due to lack of empowerment

## ■ Leigh Branham survey of 20,000 employees

- The #1 reason people quit their job: loss of trust and confidence in senior leaders
- #2: Feeling undervalued in recognition, reward and pay



# TRANSFORMATIONAL LEADERSHIP

- “If you hire people just because they can do a job, they'll work for your money, but if they believe what you believe, they'll work for you with blood and sweat and tears.”
  - Simon Senek, Leadership Consultant



- Available
- Engaged
- Listen
- Empower



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# WHAT IS LEADERSHIP PRESENCE?

The ability to connect authentically with ourselves and with others, in order to motivate and inspire a team toward a desired outcome.

# ONE – TWO COMBINATION

Emotional  
Intelligence



Mindfulness



Ability to be **AWARE** of yourself and others and **FOCUS** on what is needed in the moment



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# Challenges of Leadership



# One bad apple...



# THE BENEFITS OF LEADERSHIP PRESENCE

- Felt and experienced by you and those around you
- Inspires people and drives engagement and retention
- Builds resiliency to navigate constant change
- Creates healthier leaders, workplaces and patients
- Generates positive culture



# THANK YOU

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