



Managing in the Time of COVID-19 and Beyond Webinar Series

Session 1: Increase Employee Engagement at Your Health Center

Monday, June 28, 2021

April Lewis

CEO, A. Lewis Academy, Inc.

This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$625,000 with 0 percentage financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit [HRSA.gov](https://www.hrsa.gov)

HOUSEKEEPING



We are
Recording

Ask Questions

Have Fun

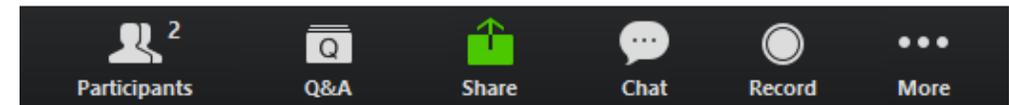
QUESTIONS & TECH HELP



Questions?

- Use the chat and questions boxes
- Email mblake@clinicians.org

Select "All panelists and attendees"
before sending your chat to the
group



ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED (ACU)



Access to Care & Clinician Support

Recruitment & Retention

National Health
Service Corps

Resources

Training

Networking

STAR² CENTER



- National Cooperative Agreement awarded in 2014
- Funded by the Bureau of Primary Healthcare
- One of 21 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

www.chcworkforce.org

Contact us: info@chcworkforce.org

YOUR SPEAKER



APRIL LEWIS

CEO

A. Lewis Academy, Inc.

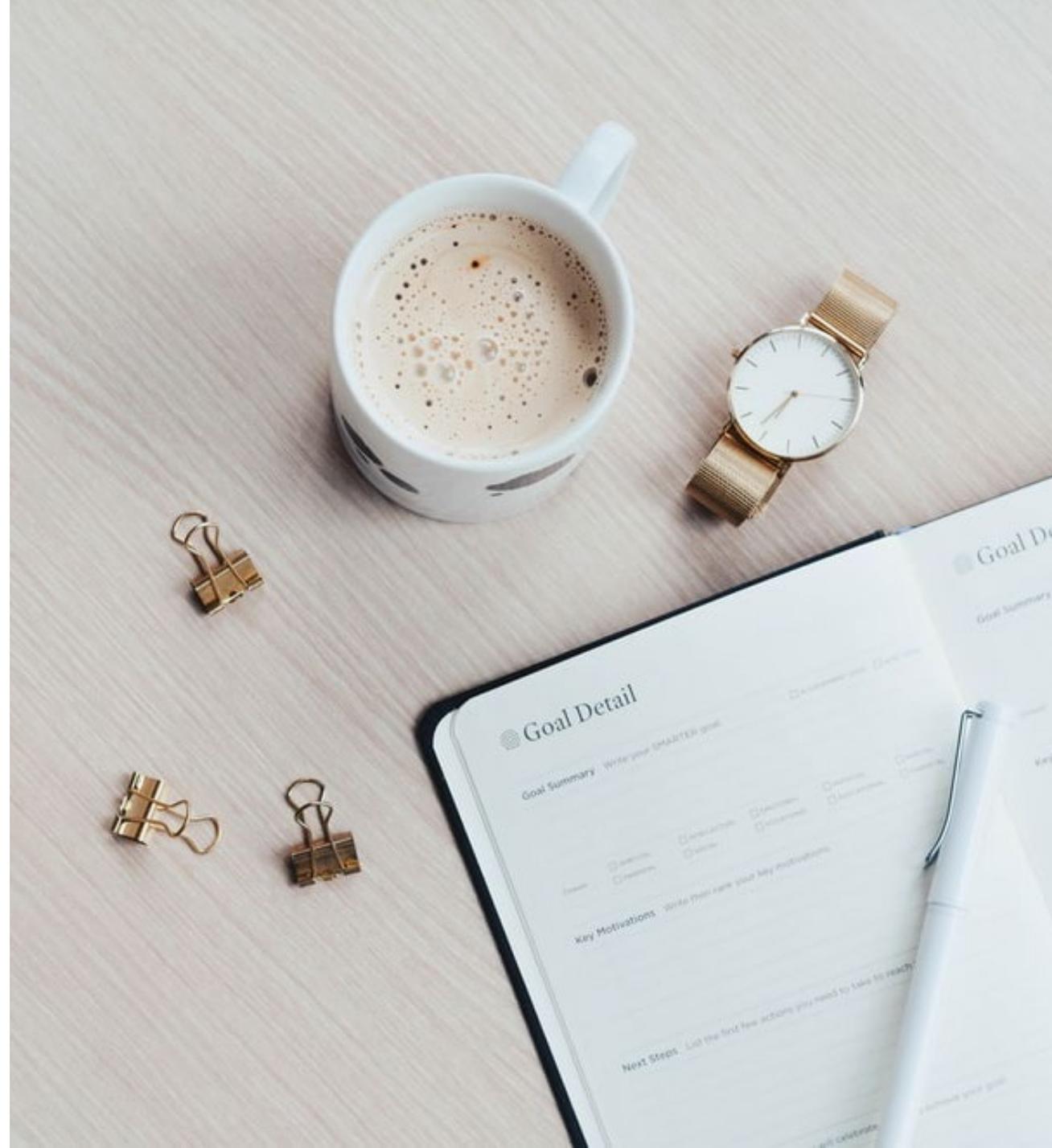
Increase Employee Engagement at Your CHC



*with April Lewis, CEO
A Lewis Academy
June 28, 2021*

Goals for Today

Identify the drivers of engagement



Goals for Today

Identify the drivers of engagement

Provide practical approaches to increase engagement amongst a diverse team

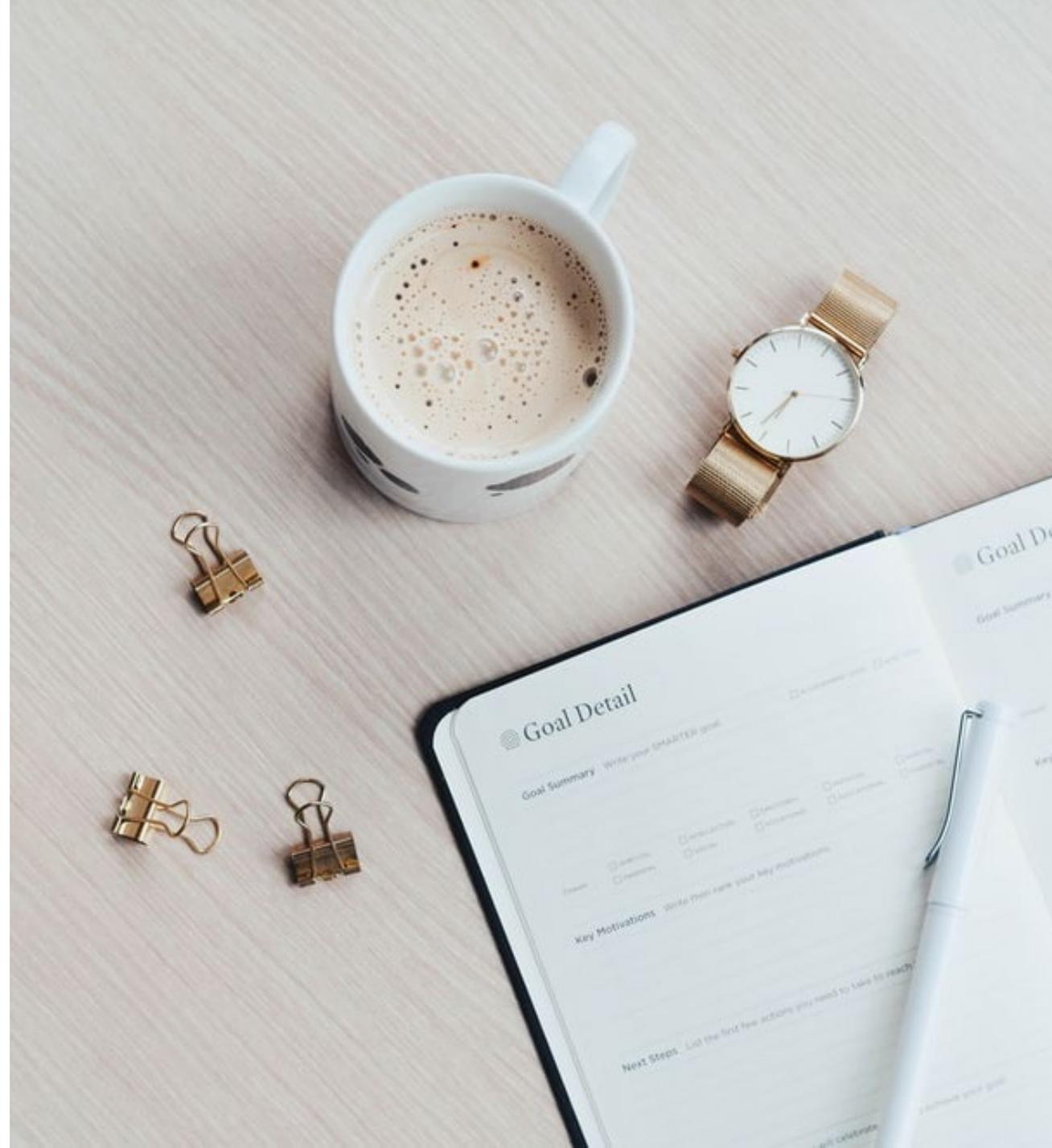


Goals for Today

Identify the drivers of engagement

Provide practical approaches to increase engagement amongst a diverse team

Develop solutions to align staff with organization's mission and vision



T H A N K



Y O U

By December 31, 2021,
what do you want to
see in your team that
you are not seeing
now?

What causes
disengagement
amongst your team?

Engaged employees are
those who are involved in,
enthusiastic about and
committed to their work
and workplace.

(Gallup)

The impact of employee engagement

85%

of employees are **not**
engaged in the workplace

1 in 2

employees have left a job to
get away from their
manager

Low employee
engagement has
been linked to
depression.

Source: Well-Being The Five Essential
Elements

By: Tom Rath & Jim Harter

Managers who focus on
employee strengths have
higher levels of
engagement

Source: Well-Being The Five Essential
Elements

By: Tom Rath & Jim Harter

Employees who do not
get to use their strengths
burnout after 20 hours of
work each week

Source: Well-Being The Five Essential
Elements
By: Tom Rath & Jim Harter

The Drivers of Employee Engagement

LEADERSHIP

*How does your leadership team
engage with your staff?*

LEADERSHIP

How does your leadership team engage with your staff?

“Round robins”, town halls, listening sessions, consistent messaging

COMPENSATION

*Is your team receiving
competitive, fair-market salaries?*

COMPENSATION

*Is your team receiving
competitive, fair-market salaries?*

*Visit salary.com, communicate with HR
and other CHCs, bonuses*

ENVIRONMENT

*What are the conditions of your facilities?
Shared spaces vs. offices/cubicles. Cross-
departmental work or team silos?*

ENVIRONMENT

*What are the conditions of your facilities?
Shared spaces vs. offices/cubicles. Cross-
departmental work or team silos?*

*Building upkeep, natural light, common
areas, minimize office drama*

GROWTH

*Access to continuing education
and development sessions*

GROWTH

*Access to continuing education
and development sessions*

*SkillsPath, Community Colleges, Coaching,
site/ all-staff training days, digital
resources*

MEANINGFUL WORK

*Is there a connection between
your team members personal
interest and work?*

MEANINGFUL WORK

*Is there a connection between
your team members personal
interest and work?*

*Learn how team members interest intersect
with their work*

CONNECTION TO MISSION

*Does your team realize how they
help to achieve the mission?*

CONNECTION TO MISSION

*Does your team realize how they
help to achieve the mission?*

Mission statement + job functions

BURNOUT

*In what way, and how frequently,
do you assess workloads?*

BURNOUT

*In what way, and how frequently,
do you assess workloads?*

*Ask your team “how are you managing your
tasks?” and “what do you need to be successful?”*

UNFAIR TREATMENT

Are teams, or groups, treated differently? E.g., rewards, flex scheduling, resources, etc.

UNFAIR TREATMENT

Are different teams, or groups, treated differently? E.g., rewards, flex scheduling, resources, etc.

Consistency across sites and the organization

RECOGNITION & REWARDS

*How is your team shown
appreciation?*

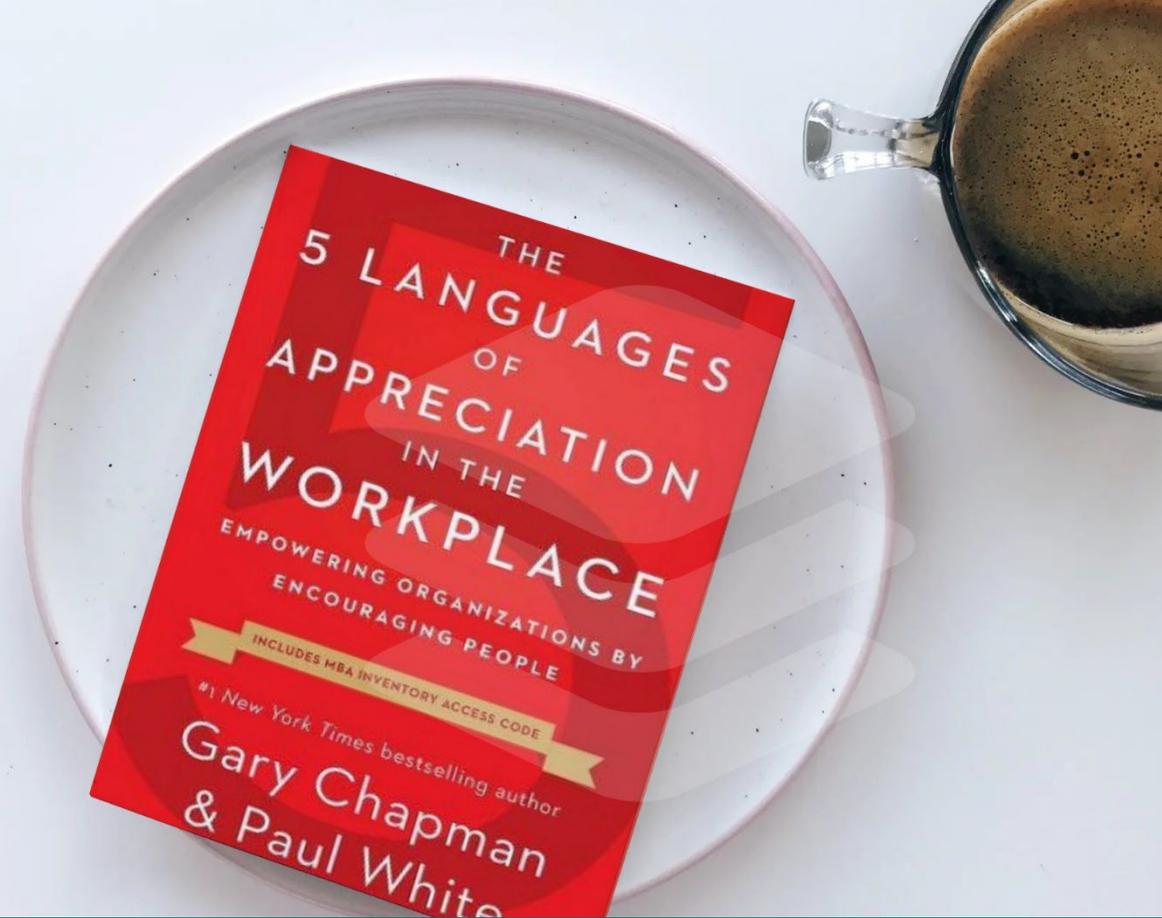
RECOGNITION & REWARDS

*How is your team shown
appreciation?*

Everyone wants to be acknowledged

Recognition and Reward

- **40%** of staff say they would put more into their work if they were recognized more often*



Recommend to read as a leadership group and utilize online resources and assessments

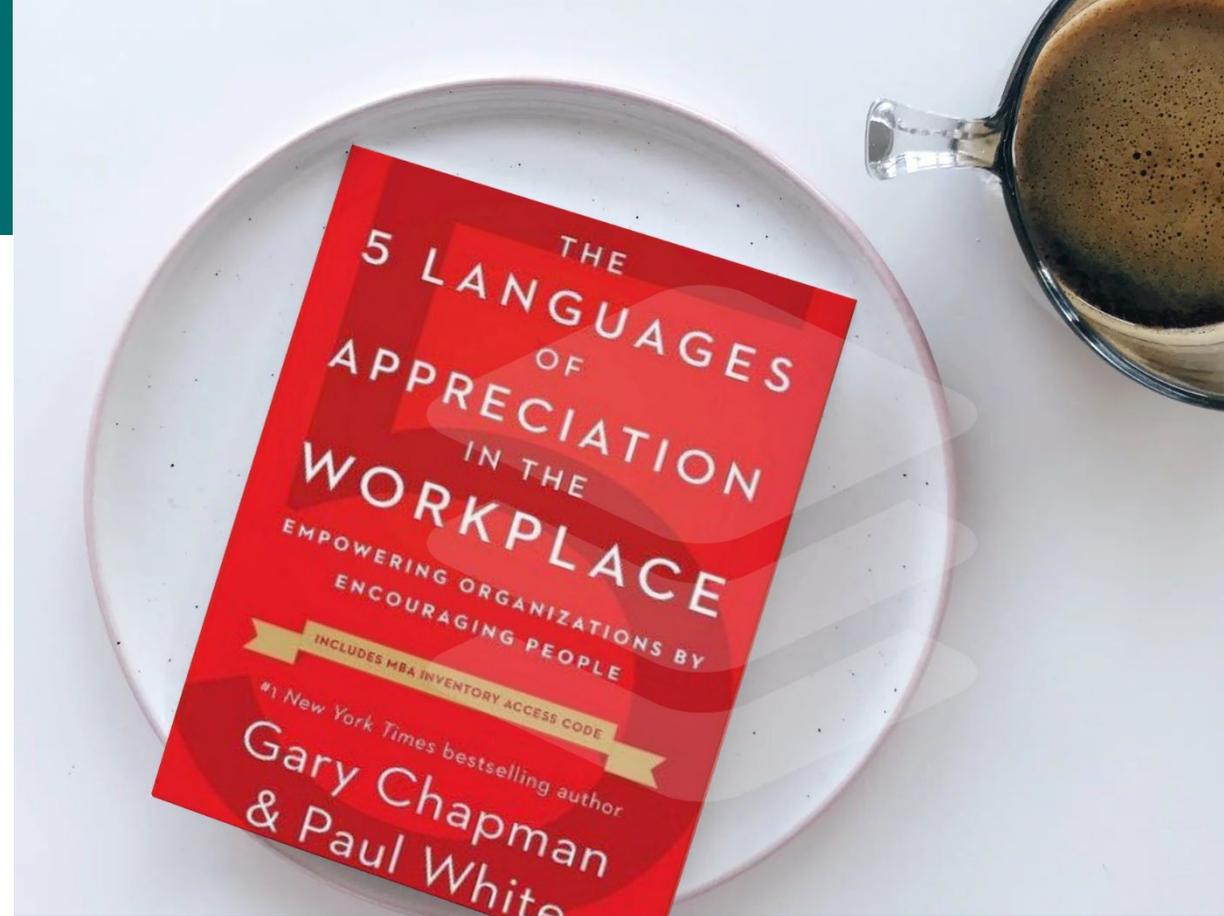
www.appreciationatwork.com

*Society of Human Resource Management

** Survey Monkey and Bonusly

Recognition and Reward

- 40% of staff say they would put more into their work if they were recognized more often*
- **63%** of employees who are recognized are “very unlikely to look for a new job”**



Recommend to read as a leadership group and utilize online resources and assessments

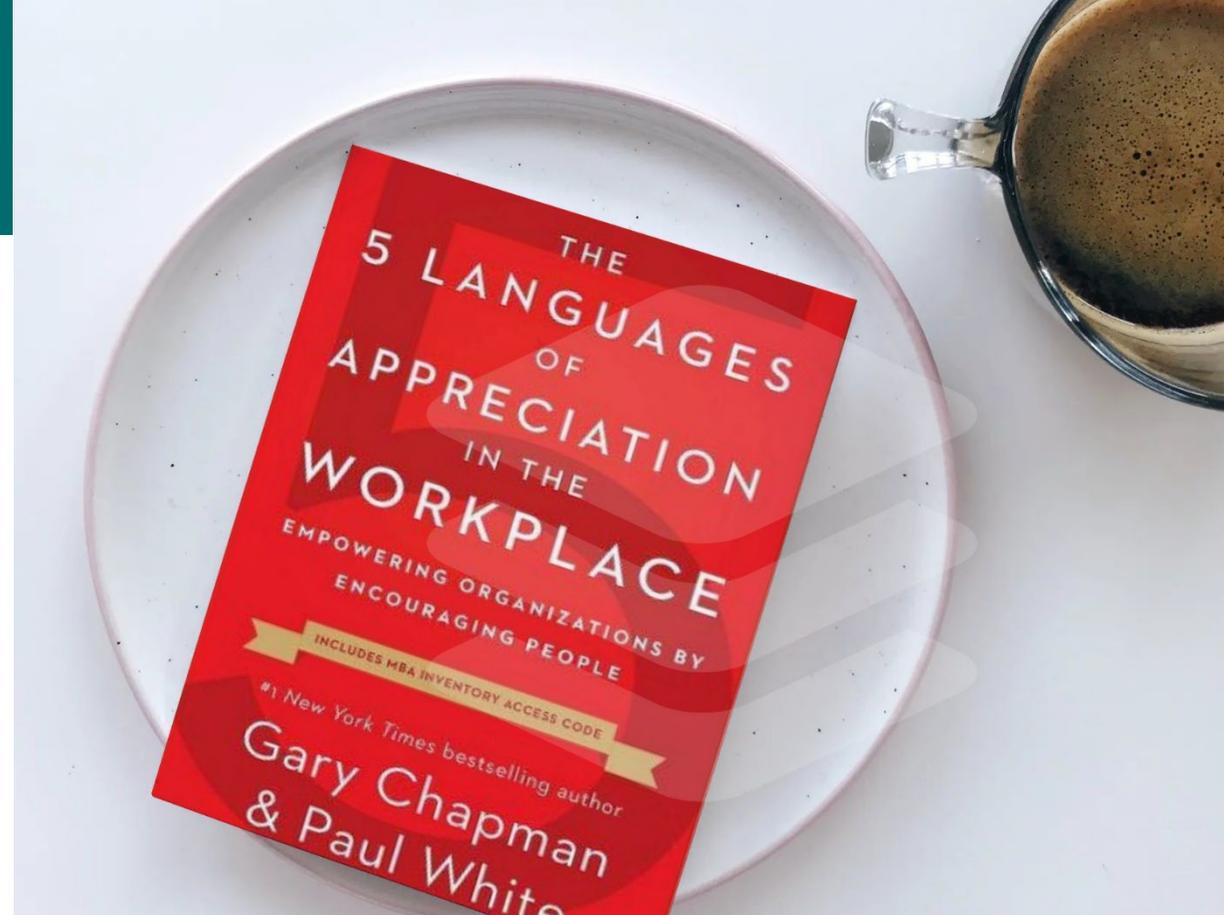
www.appreciationatwork.com

*Society of Human Resource Management

** Survey Monkey and Bonusly

Recognition and Reward

- 40% of staff say they would put more into their work if they were recognized more often*
- 63% of employees who are recognized are “very unlikely to look for a new job”**
- Determine how staff want to be recognized



Recommend to read as a leadership group and utilize online resources and assessments

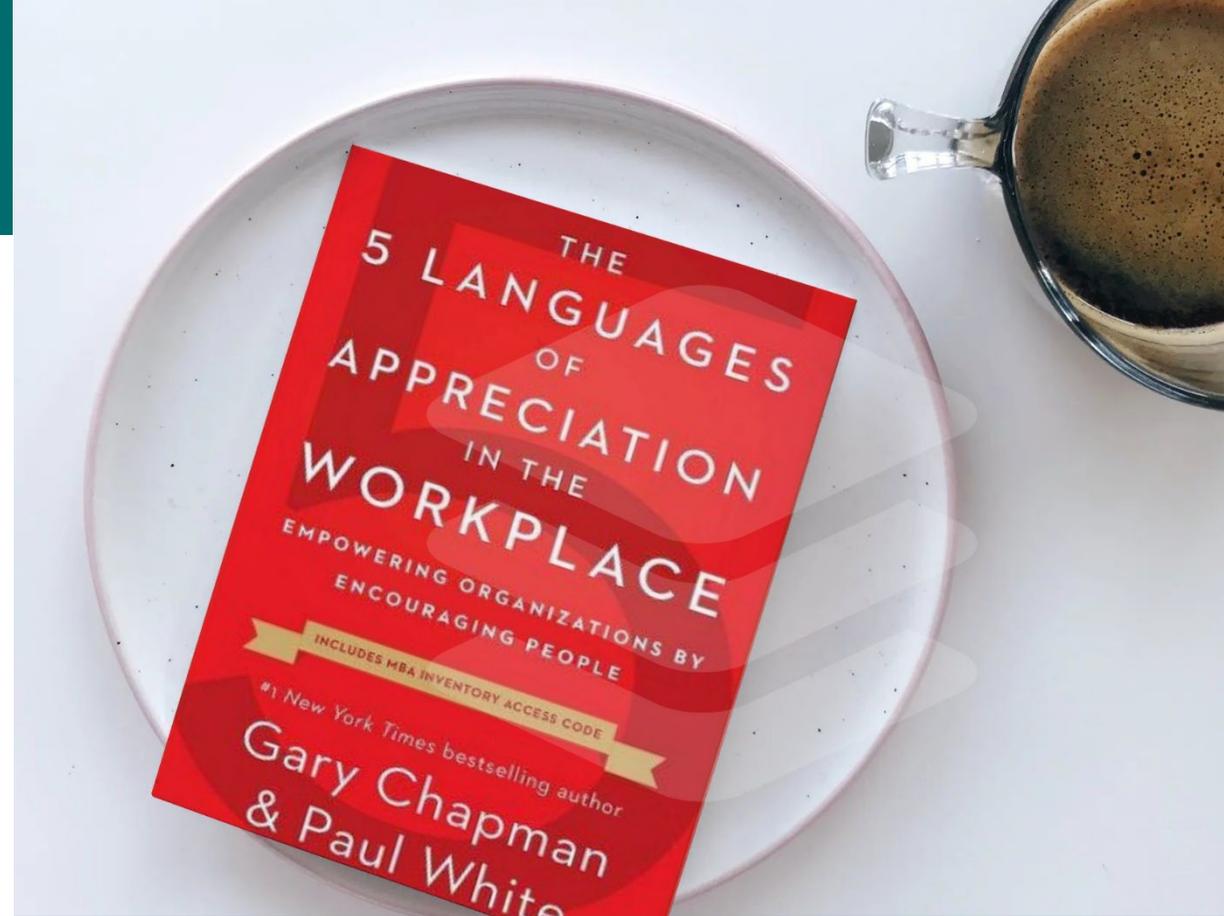
www.appreciationatwork.com

*Society of Human Resource Management

** Survey Monkey and Bonusly

Recognition and Reward

- 40% of staff say they would put more into their work if they were recognized more often*
- 63% of employees who are recognized are “very unlikely to look for a new job”**
- Determine how staff want to be recognized
- Celebrate the small wins and give consistent and **specific** “thank you’s”



Recommend to read as a leadership group and utilize online resources and assessments

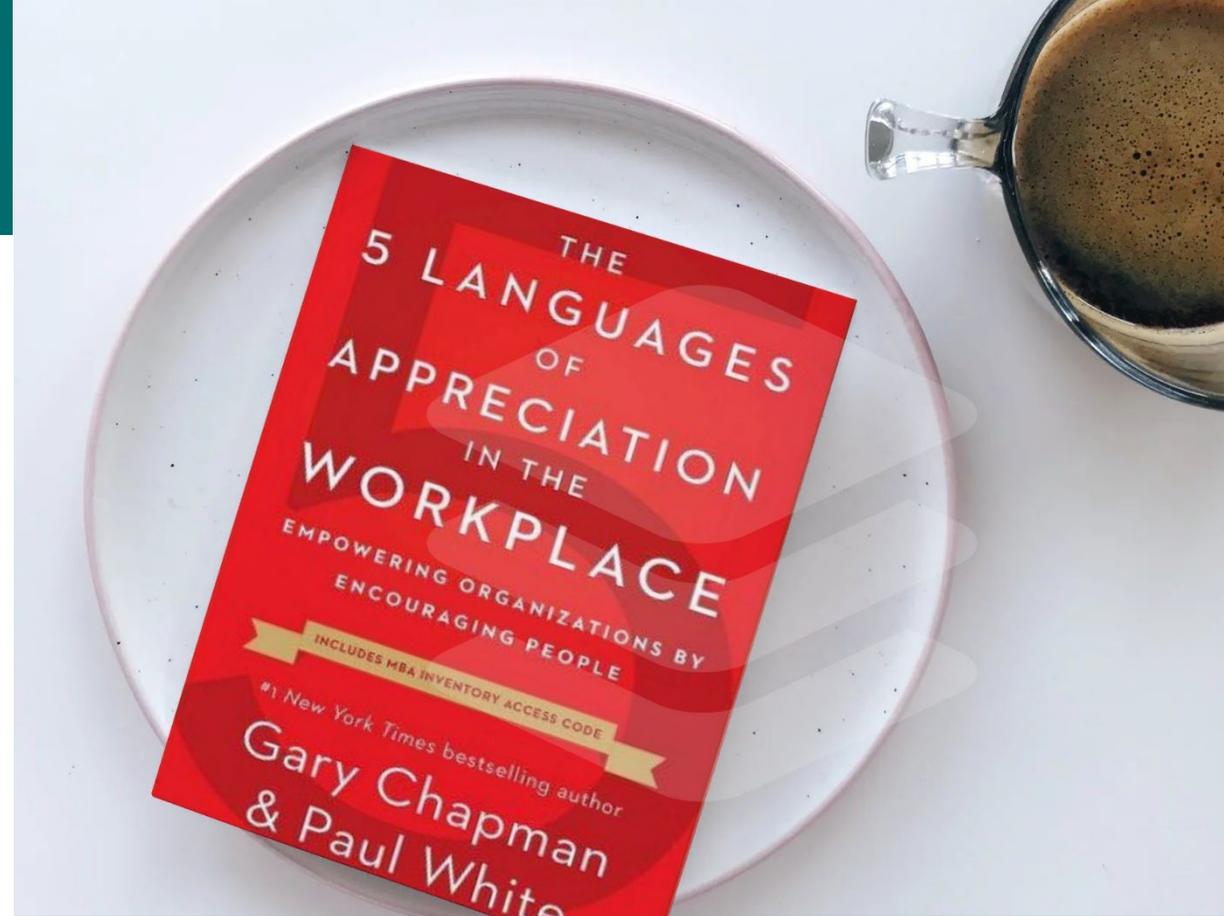
www.appreciationatwork.com

*Society of Human Resource Management

** Survey Monkey and Bonusly

Recognition and Reward

- 40% of staff say they would put more into their work if they were recognized more often*
- 63% of employees who are recognized are “very unlikely to look for a new job”**
- Determine how staff want to be recognized
- Celebrate the small wins and give consistent and specific “thank you’s”
- Make recognition events part of your regular meetings



Recommend to read as a leadership group and utilize online resources and assessments

www.appreciationatwork.com

*Society of Human Resource Management

** Survey Monkey and Bonusly

“The price of doing the
same old thing is far
higher than the price of
change.”

-Bill Clinton

**5 Ways to
Increase
Engagement**

1

Human first, employee second.

What do people need to thrive?

JOB SATISFACTION AND EMPLOYEE ENGAGEMENT ON MASLOW'S HIERARCHY OF NEEDS



▶ **SELF-ACTUALIZATION**

Alignment of professional with personal goals, a spirit of entrepreneurship, creative, rewarding work, work-life balance

▶ **ESTEEM**

Regular recognition, two-way feedback, a culture of appreciation, personal growth through learning and development

▶ **BELONGING**

Diversity and inclusion, support from team members and managers, social interactions in the workplace

▶ **SAFETY**

Job security, insurance, benefits, regular training for long-term employability, sufficient pay to meet long-term goals

▶ **PHYSIOLOGICAL**

A safe workplace, short commutes to work, sufficient pay to meet immediate needs of survival

JOB SATISFACTION AND EMPLOYEE ENGAGEMENT ON MASLOW'S HIERARCHY OF NEEDS



2

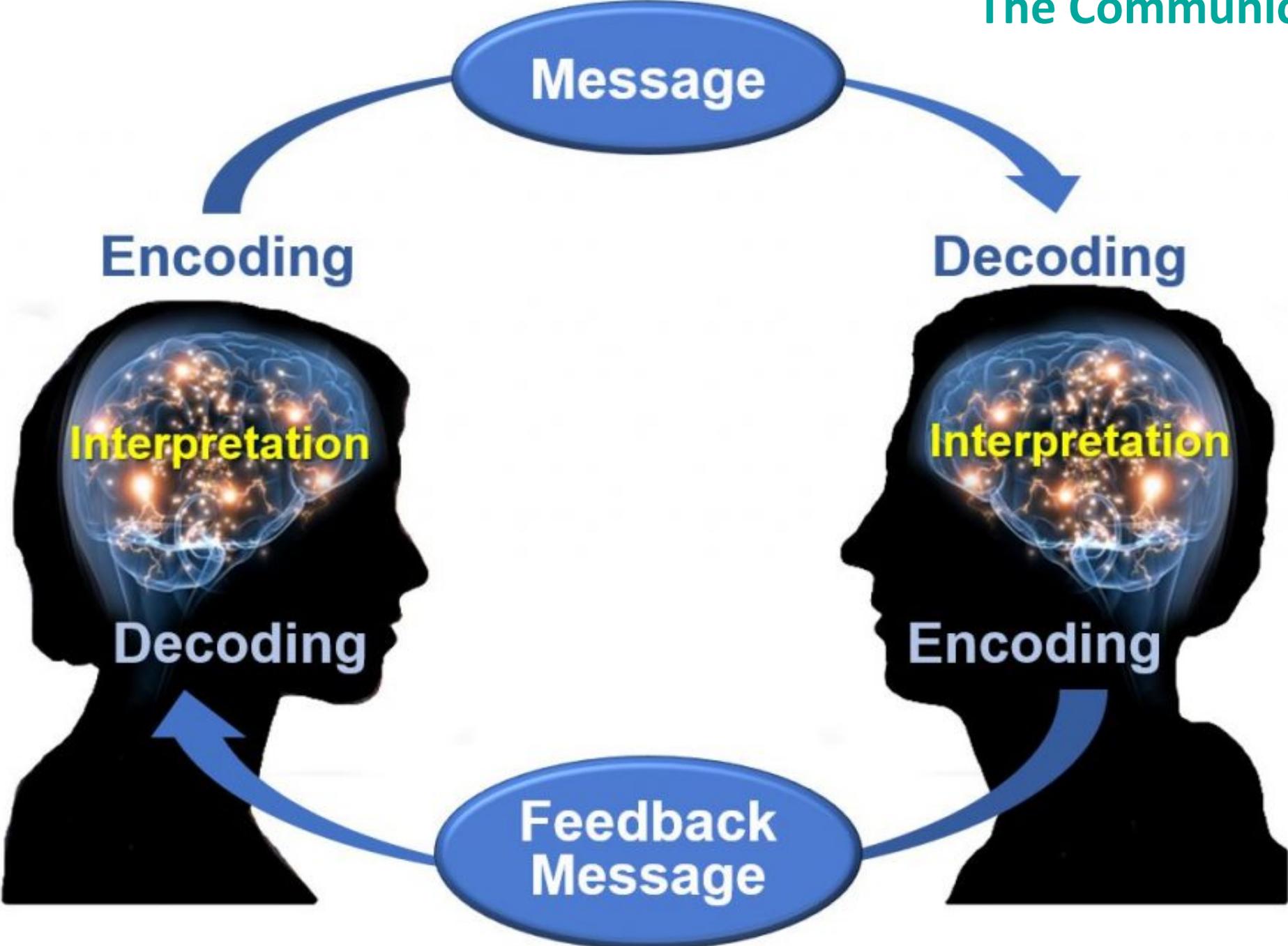
Crystallize communication

*Mindful Communication and Emotional
Intelligence*

“The biggest single problem in communication is the illusion that has taken place.”

-George Bernard Shaw

The Communication Loop



Mindful communication means that you are present and nonjudgmental in how you correspond with others.

It includes **listening** and **speaking**.

Emotional Intelligence (EQ) is the ability to understand, use and manage your own emotions in a positive way.

Helps you manage stress and engage better with others.

3

Ask open-ended questions to learn how your staff is feeling?

Show genuine interest in your teams well-being and satisfaction

4

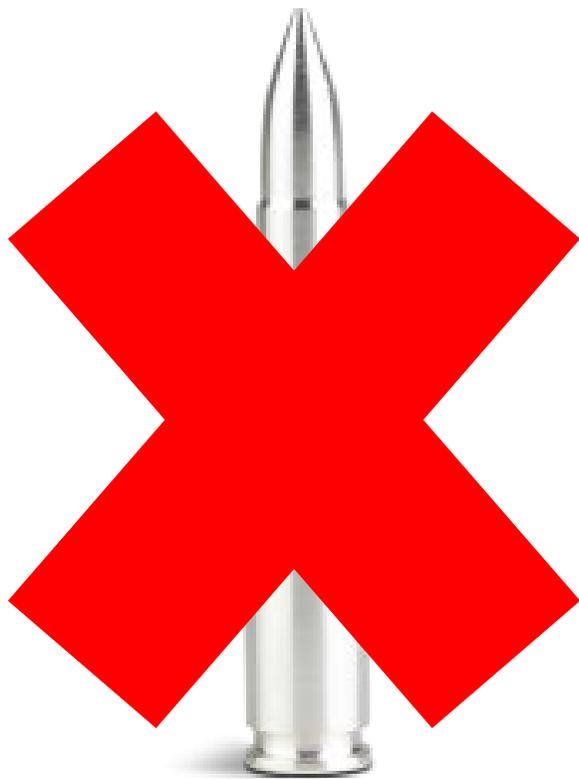
Receive feedback

Use 1:1's to listen and learn

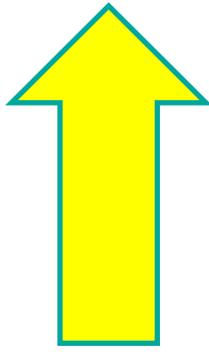
Peer feedback

Affinity Groups

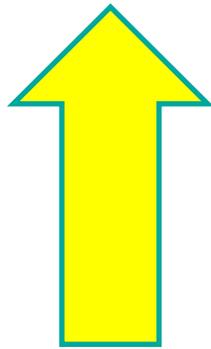




4



Intrinsic Motivators



Engagement

Remember....

- Engage with your team authentically
- Measure engagement regularly (surveys and discussion)
- Everyone needs to be engaged with differently, accordingly, and inclusively.
- Communication is a loop that requires mindfulness and Emotionally Intelligence
- Compassion and communication will go further than strategy
- Ask open-ended questions to listen and learn
- Connect the person with their work and the mission

You Got This!

I wish you continued health,
happiness, and success.



april@aprillewis.com

www.aprillewis.com

QUESTIONS



PLEASE JOIN US FOR THE REST OF THE SERIES

Managing in the Time of COVID-19 and Beyond Webinar Series

- **Tuesday, June 29, 1:00-1:45PM ET:** Adapting Procedures and Workflows for COVID Resilience
- **Wednesday, June 30, 12:00-12:45PM ET:** Diversity, Equity, And Inclusion: Managing for a New Culture

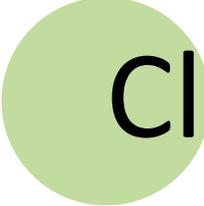
To learn more and register, visit:

<https://tinyurl.com/bdkkurpj>

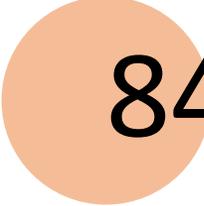


STAY IN TOUCH!

 Chcworkforce.org

 Clinicians.org

 info@clinicians.org

 844-ACU-HIRE

