Improving Intergenerational Communication:

*Strategic Human Resource Management*
“Lovelace UNM Rehabilitation Hospital exists to help people get healthier after a major injury or illness.”
Derrick Jones, CEO

CARF Accreditation:
• Stroke Specialty Program
• Brain Injury Inpatient Rehabilitation Programs
• Spinal Cord System of Care
• Inpatient Rehabilitation Programs
• Outpatient Medical Rehabilitation Programs (adults)
• Outpatient Medical Rehabilitation Programs (children and adolescents)

Facility Facts:
• Number of employees: 235
• Licensed beds: 62 acute inpatient rehabilitation beds
• Inpatient admissions in 2016: 1,079
• Outpatient visits in 2016: 20,396
• Average inpatient length of stay: 14 days
Strategic Pillars

People
Attract, engage, develop and retain high performing talent to achieve our Mission.

Service
Serve patients and their families in an extraordinary way to generate loyalty.

Quality
Achieve the best possible clinical outcome for each patient with the most efficient use of resources.

Growth
Seek and apply leading edge solutions to grow volumes.

Finance
Create sustainable financial success and implement continuous performance improvement.
May 2016 Employee Engagement

19th Percentile
2- People Strategies

Increase Engagement
- Department Action Planning

Decrease Turnover
- New Employee Onboarding
Cascading Communication of Results

Survey results are thoughtfully shared with each level of the organization.

HR Business Partners collaborate with Department Mgr/Sup to develop action plans.
Workplace Environment Stratification

The graph illustrates the relationship between Engagement Index Percentile and Manager Effectiveness Index Percentile. The data points suggest a positive correlation, indicating that higher engagement is associated with higher manager effectiveness.
Scores identified department as A, B, or C

A = department at 75th percentile or greater in both
  • Managerial Effectiveness
  • Employee Engagement

B = department at 75th percentile or greater in one of
  • Managerial Effectiveness
  • Employee Engagement

C = department below 75th percentile in both
  • Managerial Effectiveness
  • Employee Engagement
Department Action Planning

Top Indicators Successes

Top Indicators Opportunities

2 – 3 Actions
Department Action Planning

Partnership developed

• HR Business Partner and HR Director
• Manager or Supervisor of Department
• Director or Chief Officer of Department

Monthly Strategic Meetings

• A and B Departments meet once monthly
• C Departments meet every three weeks
• CEO attends Strategic meeting every six weeks
Department Action Planning

Directly after employee survey
• HR Business Partner and Manager/Supervisor meet with staff
  • Discuss top indicator successes and celebrate
  • Discuss top indicator opportunities and develop action plan
    • Two to three indicators, areas to improve on

Strategic Meetings
• Action Plan approved
• Discuss monthly deliverables on each indicator
  • Address if indicator is on track
  • Does indicator action item need adjustment
  • Successes each month are celebrated
  • Barriers are discussed and plan for resolution
• CEO Touch points for ensuring plans are moving forward smoothly
Department Action Planning
Example: In Patient Physical Therapy

“I receive the necessary support from employees in other units/departments to help me succeed in my work”

Initiative 1 - Develop a Therapy/Nursing Council

- SMART Goal: “Inpatient PT/OT services will establish a therapy/nursing council to include 2 PT’s, 2 OT’s, 2 staff nurses, 1 PCT, Nurse Manager, and Therapy Manager to meet monthly to facilitate collaboration in delivery of care”
Department Action Planning
Example: In Patient Physical Therapy

Tasks performed and reported to Strategic meeting

- Room reservations
- Agenda input from managers
- Presentation of agenda to Therapy Director, CNO, and CEO
- Presentation to Therapy/Nursing Council
- Share results with Therapy staff
- Follow up at each Strategic meeting
  - Who attended
  - What went well, successes
    - Staff feedback positive, seeing results in patient care
  - What could be improved, barriers to remove/resolve
    - Rotating staff for experience on Council
    - Identifying if knowledge instilled in staff months later, recall
Department Action Planning
Example: In Patient Physical Therapy

“My organization provides excellent care to patients”

Initiative 2 - Luncheon Question & Answer with Senior Leaders

- SMART Goal: “Therapy service will coordinate a monthly “luncheon Q&A” to include staff choice of speaker and topic to facilitate a better understanding of the operations of the hospital.”
Department Action Planning
Example: In Patient Physical Therapy

Tasks performed and reported to Strategic meeting

• Survey staff for topics
• Arrange for speaker to address topic
• Have staff complete evaluation to determine effectiveness of speaker and learning
• Follow up at each Strategic meeting
  • Who attended
  • What went well, successes
    • Staff appreciate having Senior Leaders answer adhoc questions
  • What could be improved, barriers to remove/resolve
    • Have some questions solicited prior to meeting
New Employee Onboarding

Social
Organizational
Technical

Preboarding
Level 101
Level 201
Level 401
Level 301
#MYARDENTSTORY

Onboarding that takes a New Hire beyond *surviving* to *thriving* in their first year.

**First Week**
- **Level 101**
  - Takes place between Day 1-30
  - I have a plan, the tools, and the right connections to ensure success!

**First Quarter**
- **Level 201**
  - Takes place between Day 31-60
  - I have a plan, the tools, and the right connections to ensure success!

**Level 301**
- Takes place between Day 61-90

**Level 401**
- Takes place between Day 91-180 until the end of the first year
  - Leader and Buddy support continues throughout the first year of a New Hire’s #MYARDENTSTORY
Results

Drum Roll
May 2017 Employee Engagement

Engagement increased by 16.3%

Disengagement decreased by 6.5%

62nd Percentile
Results – Overall Turnover

Overall turnover excluding PRN per diem casual (2016)
(N=309)
Results – Bedside RN Turnover

Bedside RN turnover excluding PRN per diem casual (2016) (N=305)

Cohort Percentile

- 10th: 3.0%
- 20th: 4.4%
- 30th: 5.1%
- 40th: 6.4%
- 50th: 9.5%
- 60th: 10.8%
- 70th: 11.7%
- 80th: 12.6%
- 90th: 14.3%
- Selected Provider (97th): 19.0%
Millennial Mindset

| Have fewer past work experiences for perspective | Tend to think in short-term increments | Have more opportunities than ever |

[Images: clip art of a graduate, calendar, and signpost]
## Top 10 Drivers by Impact on Engagement

*Determined by Multivariate Regression Analysis of 42 Engagement Drivers*

<table>
<thead>
<tr>
<th>Driver</th>
<th>Millennial Rank¹</th>
<th>Overall Rank²</th>
</tr>
</thead>
<tbody>
<tr>
<td>I believe in the organization’s mission</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Organization provides excellent care</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>I am interested in promotion opportunities</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Executive actions reflect our mission and values</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My current job is a good match for my skills</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>My ideas and suggestions are valued</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>I understand how my work contributes to the organization’s mission</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>My recent performance review helped me to improve</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Organization recognizes employees for excellent work</td>
<td>9</td>
<td>11³</td>
</tr>
<tr>
<td>Training and development opportunities helped me to improve</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>
Millennial Specific Retention Strategies

Unlike other cohorts, Millennials are more engaged than they are loyal...If you can retain them past their 3 year mark, their level of loyalty will closely match their engagement.

1. Effective Onboarding and Job Training
2. Technology Selection and Implementation
3. Stress and Burnout
4. Benefits (not just traditional)
Thank You

Helen Nielsen  
Human Resources Director – Lovelace UNM Rehab Hospital

Jim Hughes  
AVP Organizational Development – Ardent Health Services

Derrick Jones, CEO  
Lovelace UNM Rehabilitation Hospital