

# Improving Staff Engagement

## Hepatology

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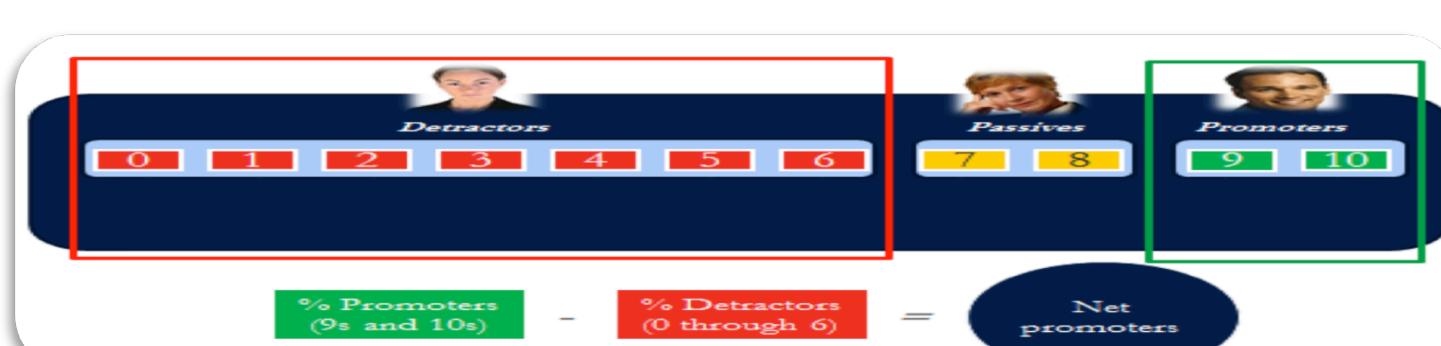
## Background

According to a Gallup Report, employee engagement is significantly correlated with patient satisfaction.

Prior to the start of our Lean Management journey, baseline data was collected from staff in February 2015 via a Pulse survey to better understand employee engagement. This survey consisted of two simple questions:

- Q1. On a scale from 0-10, how likely are you to recommend UCSF as a place to WORK?
- Q2. On a scale from 0-10, how likely are you to recommend UCSF as a place to come for CARE? .

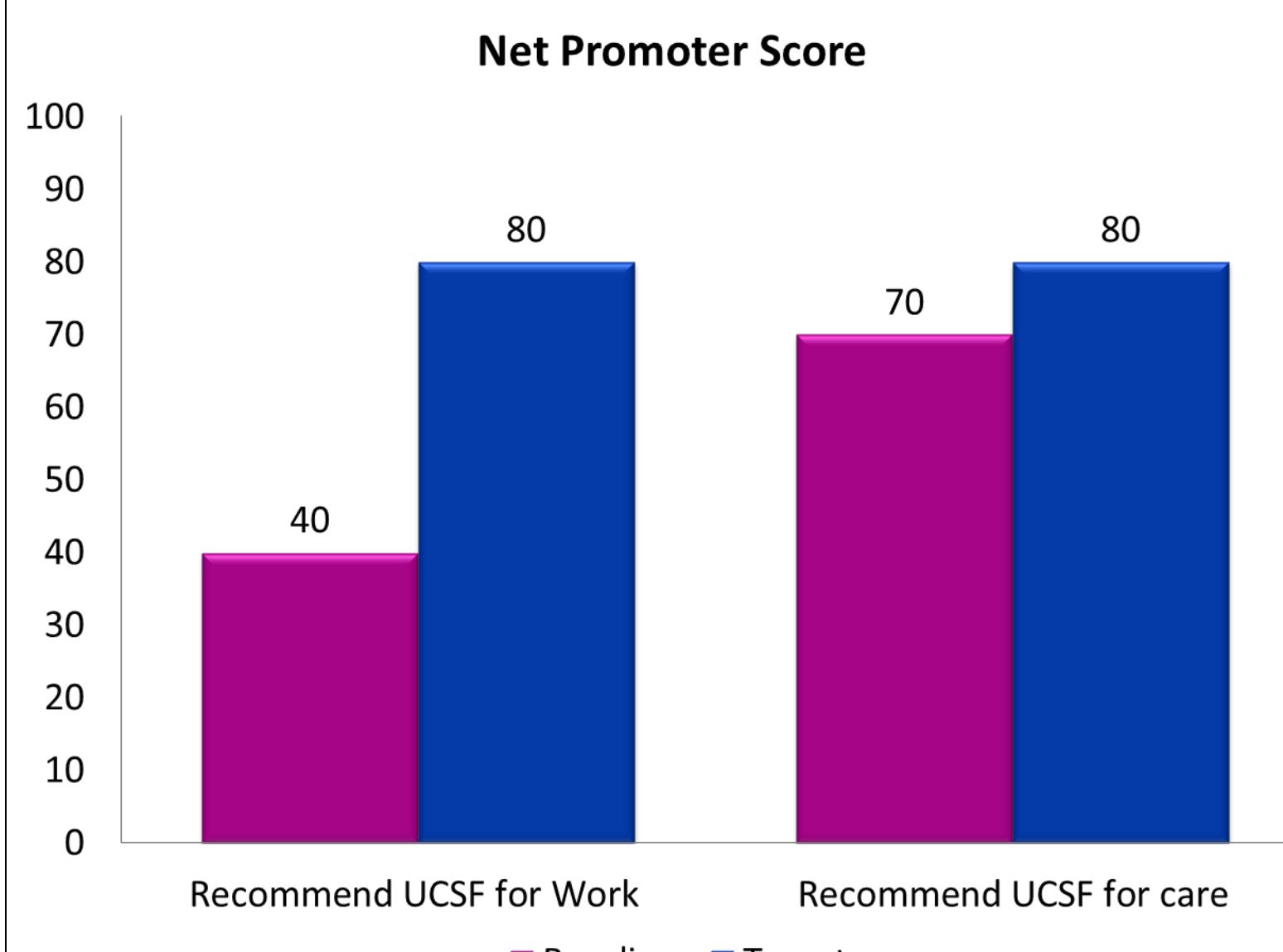
The answers from Q1/Q2 were utilized to calculate the Net Promoter Score (NPS):



The baseline results from Pulse survey show a positive NPS with 'Recommend UCSF for Work' at +40 and 'Recommend UCSF for Care' at +70.

## Project Goals

Our goals is to improve our 'Recommend UCSF for Work' and 'Recommend UCSF for Care' score each by 10 points for the February 2016 Pulse Survey.



## Project Plan and Intervention(s)

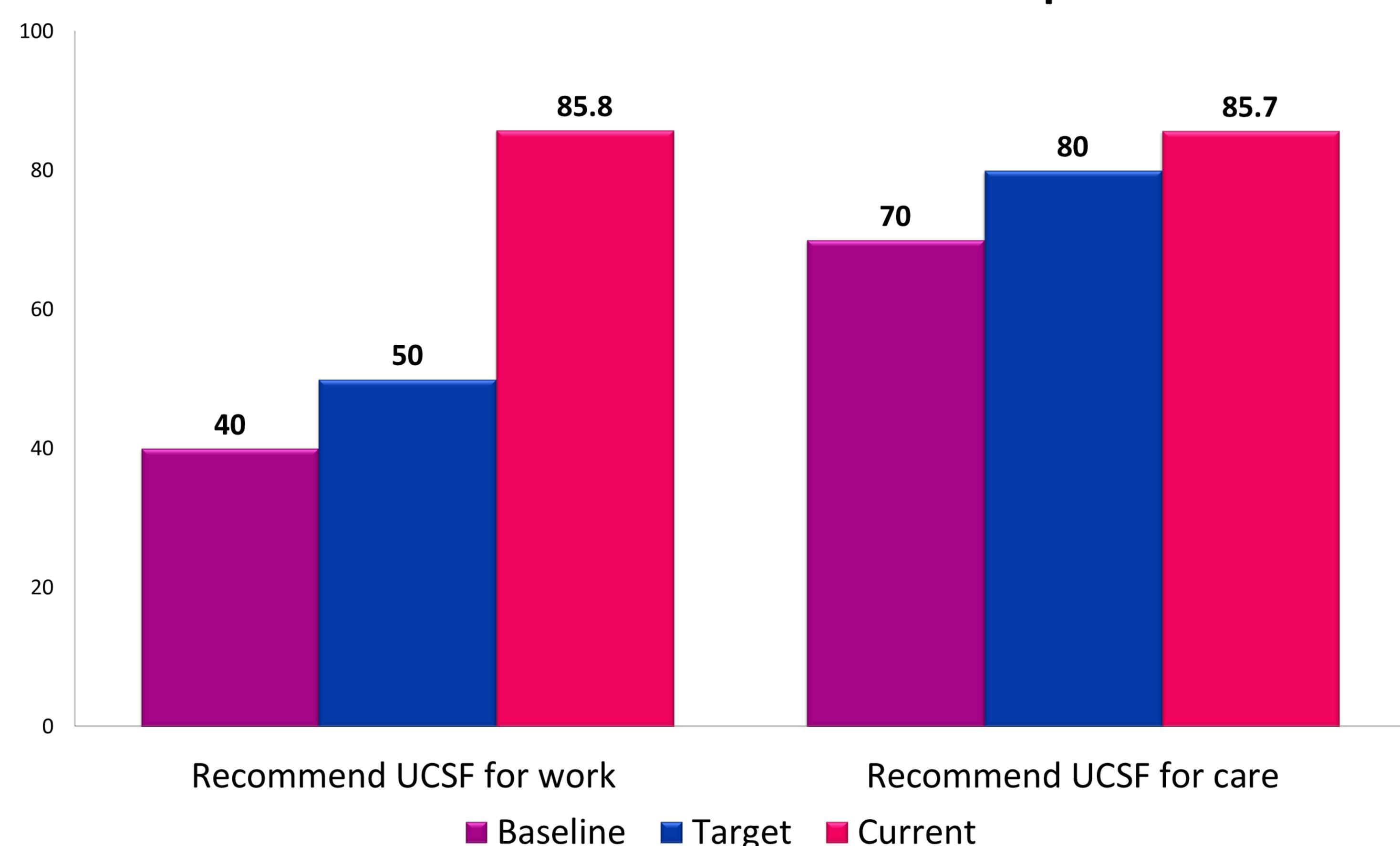
Improving employee engagement in our unit consisted of a multi-dimensional intervention:

1. **Lean Leader Development Workshop.** The leadership team went through an intensive 4 month training focused on creating a lean management structure in the unit. The workshops were focused on moving away from top-down planning and flow of authority, coaching and developing employees to create problem solvers, and focusing on improving process.
2. **Daily Huddles.** To provide staff the opportunity to regularly discuss and work on improvement ideas, daily huddles led by our Practice Manager / Administrative Director were started.
3. **Visibility Board.** Creating a visibility board and regularly updating it with metrics that matter has allowed for employees to be a part of the process improvement projects, such as reducing clinic visit duration to under 60 minutes and reducing no-shows and late cancellations.

## Project Evaluation & Impact

One year later in February 2016, we sent out another Pulse survey. We found that over the course of a year and the various changes we made to increase employee engagement, our Net Promoter Score improved by a score of +45.8 for 'Recommend UCSF for Work' and by a score of +15.7 for 'Recommend UCSF for Care'.

### Net Promoter Score: Pre and Post Comparison



## Next Steps, Dissemination & Lessons Learned

### Next Steps:

The next steps for this project to further increase employee engagement is to schedule 1:1 meetings for our Practice Manager to meet with staff members and to discuss progress opportunities and other ways to improve engagement.

### Dissemination:

We recommend that other practices interested in improving employee engagement at UCSF send out a Pulse survey to their staff members to better understand the current conditions. Additionally, starting daily huddles is a good forum to engage staff members.

### Lessons Learned:

Multi-dimensional solutions are key to improving engagement.