

Hepatology

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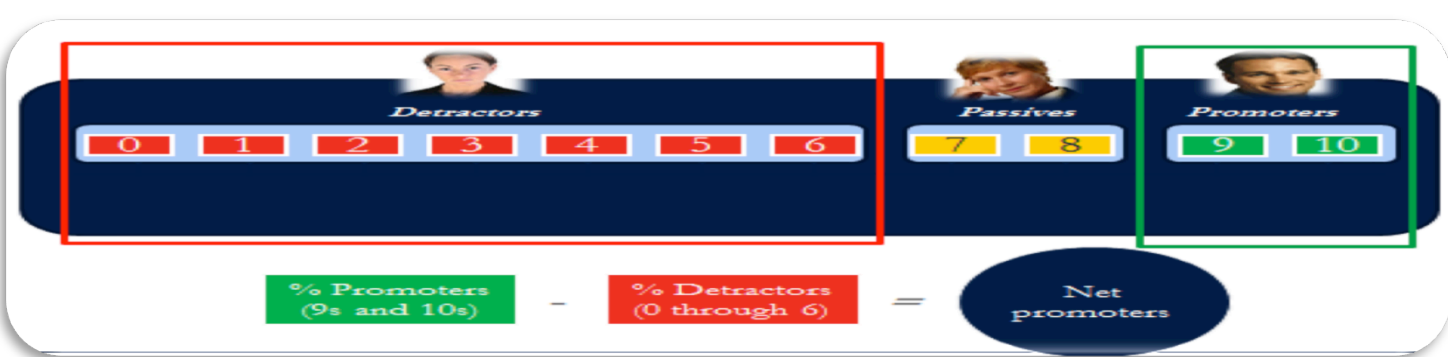
Background

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? .

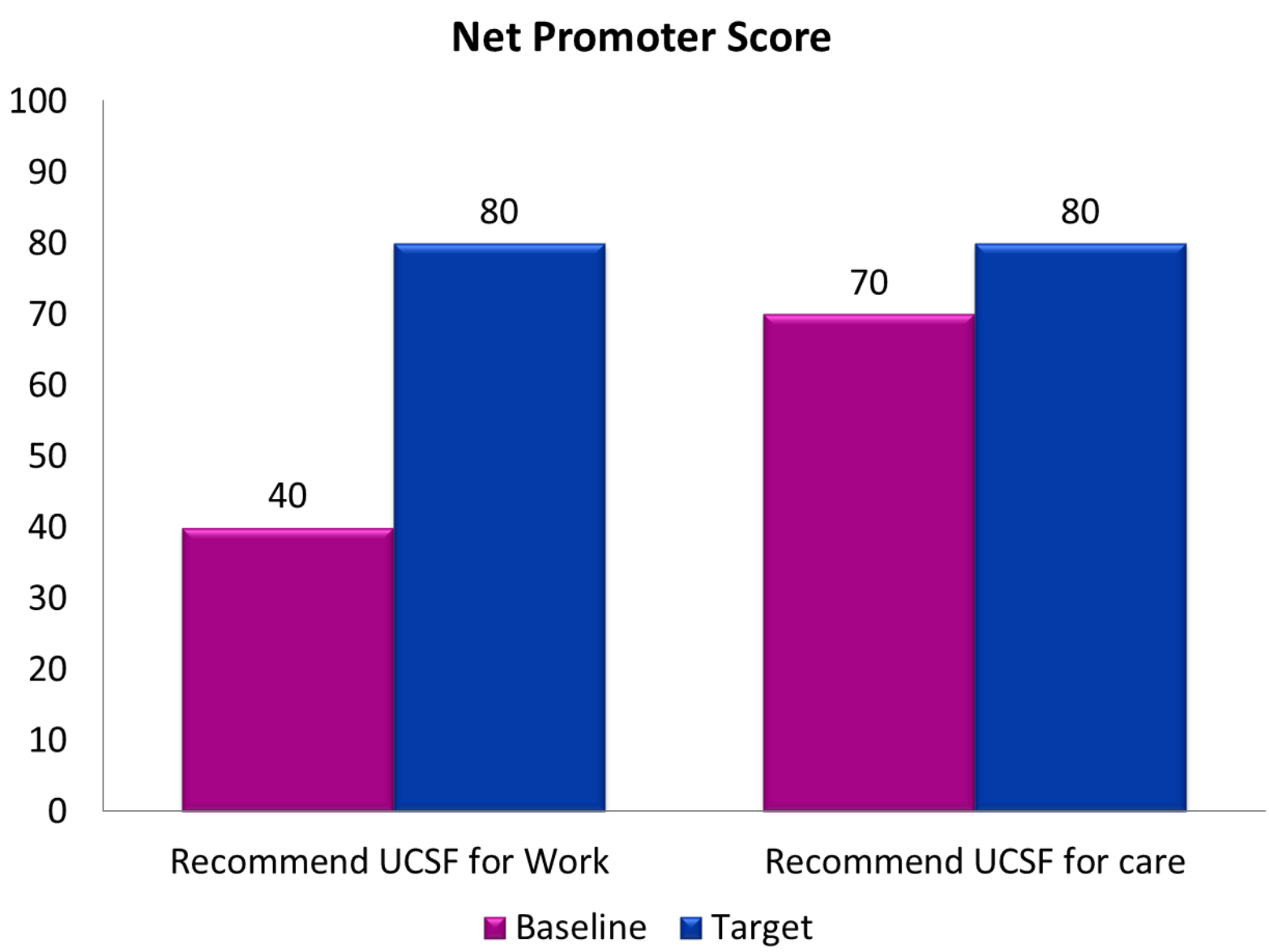
The answers from Q1/Q2 were utilized to calculate the Net Promoter Score (NPS):



The baseline results from Pulse survey show a positive NPS with ‘Recommending UCSF for Work’ at +40 and ‘Recommending 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.



Improving Staff Engagement

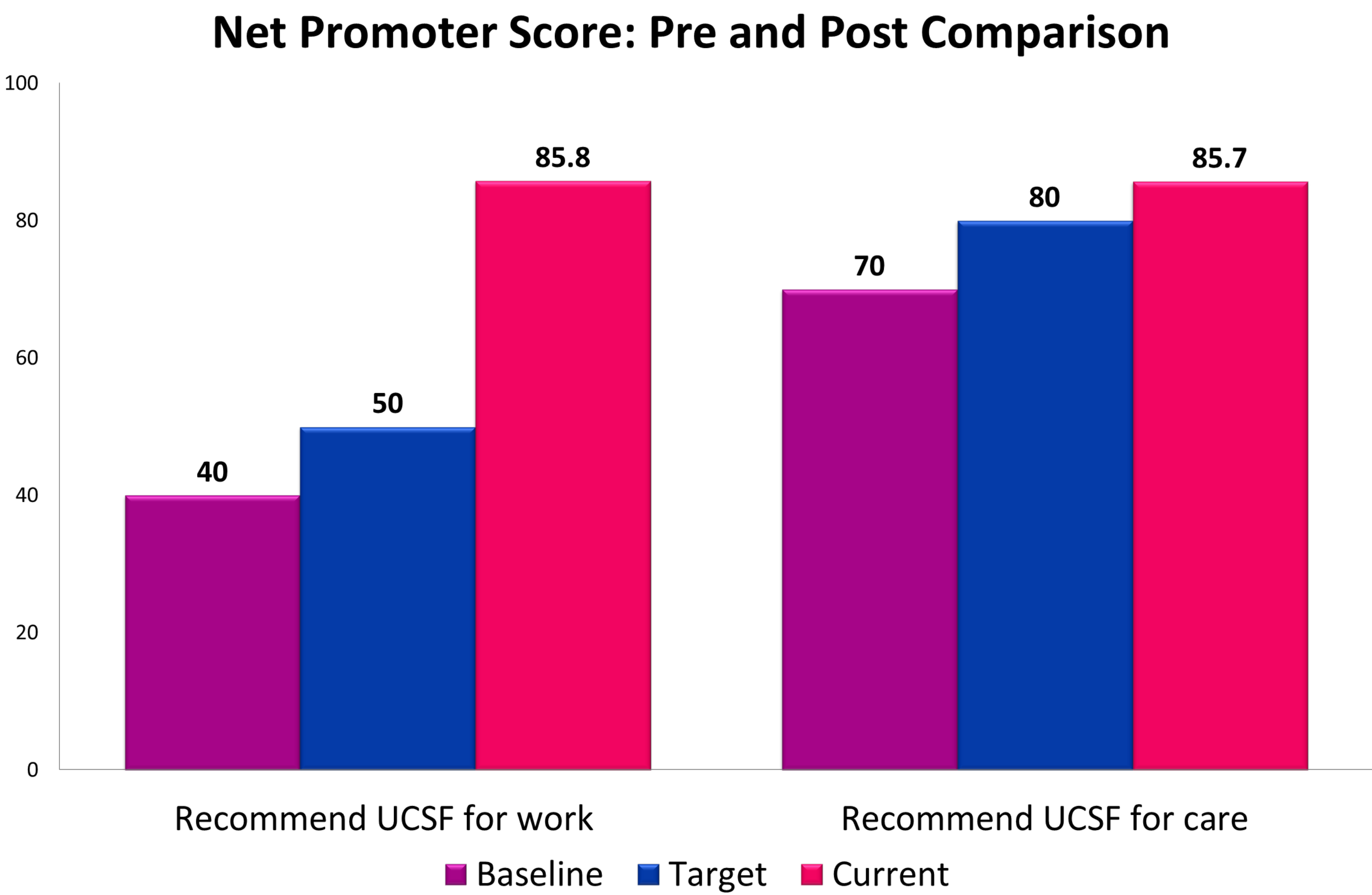
Project Plan and Intervention(s)

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’.



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.