

### Disclosure of Commercial Interests

I consult for the following organizations: Various clients in long-term care and health care organizations. At their request, they wish to remain unnamed.

List the Name of Your Employer: self-employed

- CEO and Principal

- BaldrigeCoach, Inc.

- What the company does? The BaldrigeCoach team provides an integrated suite of training and consulting services, which have been developed while working with 19 Baldrige Award recipients, 38 top-level State/Regional Quality Award recipients, and 12 Gold Award recipients in the AHCA/NCAL Quality Award program.

I have no financial investments in organizations in the health care industry.



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## How Award-Winning Leaders Engage Employees to Achieve Exceptional Results

Kay Kendall

ACHCA 51<sup>st</sup> Annual Convocation & Exposition  
Tuesday, April 4, 2017



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### Objectives

- Examine the concept of Workforce Engagement
- Learn from best practices of Baldrige and other Award winners
- Explore the relevancy of this topic to your own organization



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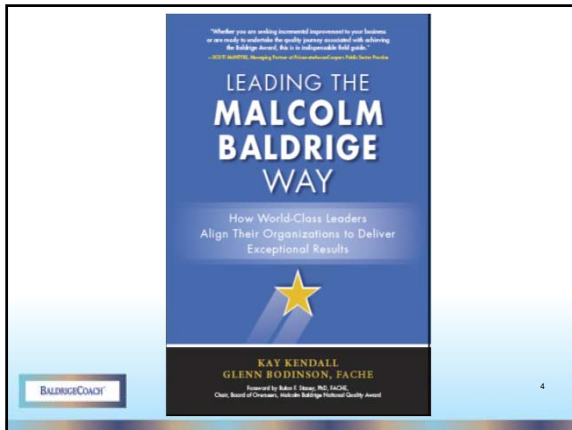
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### Background on Our Book

- Approached by McGraw-Hill publishing
- Interviewed more than 50 executives from 31 Award-winning organizations in all sectors
  - Health Care
  - Small Business
  - Manufacturing
  - Service
  - Very large to very small; union and non-union workforce
  - Education
  - Government
  - Non-profit
- Conducted research in published literature

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### Approach Tailored to Leaders' Needs

- Background – Baldrige, Employee Engagement
- Using Data to Drive Engagement
- When You're Already a Pretty Good Organization
- Maintaining Momentum When Facing a Downturn
- The Challenges of Being a Very Large Organization
- The Challenges of Being a Very Small Organization
- Getting All of the Senior Leaders on Board
- Confronting a Culture of Entitlement
- Common Characteristics of Leaders
- Lessons Learned About the Journey

.....and additional references and resources

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### Workforce Engagement

- The extent of workforce members' emotional and intellectual commitment to accomplishing your organization's work, mission, and vision...
- ...In general, workforce members feel engaged when they find personal meaning and motivation in their work and receive interpersonal and workplace support. An engaged workforce benefits from trusting relationships, a safe and cooperative environment, good communication and information flow, empowerment, and accountability for performance.



Baldrige Performance Excellence Program, 2015—2016 Baldrige Excellence Framework: A System Approach to Improving Your Organization's Performance. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology.

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### What's Your Average Turnover?

- Which positions?
- What problems does that cause?



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### The High Cost of Turnover

- Recruiting, interviewing, hiring, and training costs
- Lag time to productivity
- Burnout and low morale of remaining employees
- Estimates:
  - Entry-level employees: between 30 – 50% of their annual salary
  - Mid-level employees: upward of 150% of their annual salary
  - High-level or highly specialized employee: 400% of their annual salary



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### The Current State of Workforce Engagement

- Depending on the study (and industry and type of workforce – union/non-union) highly engaged employees comprise only 24 to 30% of the workforce

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### But What If Those Disengaged Employees Stay?



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### The High Costs of Disengaged Employees

- Organizations with a significant percent of disengaged workers have
  - 37% higher absenteeism
  - 49% more accidents
  - 60% more errors and defects
  - 18% lower productivity
  - 16% lower profitability
  - 37% lower job growth
  - 65% lower share price over time
- In health care, increased medication errors and other patient safety issues

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### What Causes Lack of Workforce Engagement?

- Lack of trust in senior leadership
- Inability to see how what they do contributes
- Lack of responsiveness to issues
- Lack of opportunity
- What else?



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### Best Practices from Award Recipients

- Recruiting, Hiring, and Retaining Employees
- Ensuring a Safe Operating Environment
- Fostering an Organizational Culture Characterized by Open Communication, High Performance, and an Engaged Workforce
- Leveraging the Drivers of Workforce Engagement
- Specific Examples from Kindred Mountain Valley, the First Baldrige Award Recipient in Long Term Care



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### Recruiting, Hiring, and Retaining New Workforce Members

- Using the Vision, Mission, and Values in the recruiting and hiring process
  - K&N Management
    - **Mission:** "To Guarantee Every Guest is Delighted Because of Me"
    - Vision:** "To Become World Famous By Delighting One Guest at a Time"
    - Core Values:** "Excellence | Quality | Integrity | Relationships"
    - <http://knmanagement.com/>
    - [https://www.youtube.com/watch?v=sW0W\\_FTMRV4](https://www.youtube.com/watch?v=sW0W_FTMRV4)



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### Recruiting, Hiring, and Retaining New Workforce Members

- Using the Vision, Mission, and Values in the recruiting and hiring process
  - Midway USA
    - <http://www.midwayusa.com/jobs-in-missouri>
    - Concrete values



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### Recruiting, Hiring, and Retaining New Workforce Members

- A downloadable Culture Book

Why Work at Elevations?

From a culture that values safety, responsibility, and high quality to the commitment we make to our customers, we're here to help you work better. Find out how we do it.

**CULTURE BOOK >**

Culture of Excellence

We set a goal to win the Highest Bestway Award and we did it in 2013. We had to do it because we were asked to do it. We were asked to do it because we were asked to do it.

Core Values

Employees understand their place in a customer and internally driven state of self-being, providing excellent and consistent work experience and service. Employees always provide excellent, first-class service to our customers and ensure that their individual goals align with the company's goals. Our focus is on safety, customer commitment, service, quality, and profitability. We stand as a professional and ethical work environment and demonstrate our commitment to safety, quality, and profitability.

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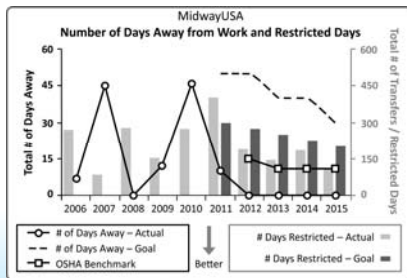
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### Ensuring a Safe Operating Environment



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### Ensuring a Safe Operating Environment

- PRO-TEC Coating

#### **Driven to lead ... safely.**

What is it like to work at PRO-TEC? Watch this video and see how our self-directed work teams empower PRO-TEC associates through a culture of ownership, responsibility and accountability.

<http://www.proteccoating.com/associates-video/>

Their focus is to provide not only quality products for customers, but to embody an industry-leading commitment to safety in the workplace.



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### Fostering an Organizational Culture Characterized by Open Communication, High Performance, and an Engaged Workforce

- We never asked a question about culture
- Every leader we interviewed for this book talked about their organization's culture
  - They were intentional about the culture
  - It related explicitly to the vision and mission
  - It was shaped by the values
  - It led to engaged and empowered employees



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### Fostering an Organizational Culture

- Elevations Credit Union



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### Fostering an Organizational Culture

- Elevations Credit Union (continued)



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### Open Communication

- City of Irving, Texas

**Face-to-Face Communication**

- Town hall meetings
- Stand ups/Huddles
- Ride alongs
- Leader rounding
- Department meetings
- One-on-one meetings
- Employee groups



**Print, email, online Communication**

- Employee Newsletters
- Operations Report
- Weekly news email
- Intranet
- cityofirving.org
- Videos



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### High Performance

- Connecting every person to the strategic objectives (what is most important) of the organization
- Using data to communicate progress and identify issues
- Recognition for achieving goals
- Investment in training and development
- Focusing on the drivers of workforce engagement (more about that in a minute)



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**Engaged Workforce**

- City of Irving, Texas



Picking up trash

– OR –



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**Leveraging the Drivers of Workforce Engagement**

- Fact: Companies that survey employees at least every other year report about 50% of their employees as “Champions” versus only 29% for those who don’t regularly survey their employees or survey them at all.
- Informal methods of assessing workforce engagement
  - Attendance at voluntary meetings or events
  - Absenteeism
  - Accidents
  - Grievances

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**Leveraging the Drivers of Workforce Engagement**

- Focus on what matters most – all workplace factors are not equal
- Validate the drivers through meetings with small groups of employees
- Develop action plans and make them visible to employees
- Increase trust in senior leaders

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### Best Practices from Kindred Mountain Valley

- Senior leaders personally serving as role models
- The Action Map providing line-of-sight for front line staff to the most important goals and objectives
- Using visual management methods to make data and information available to all staff
- Daily Leadership Rounds – on staff as well as residents
- Investment in workforce development
- Reward, recognition, and fun

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### Which Best Practices Appeal to You?

- Why?



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### What One or Two Actions...

- Will you take tomorrow?
- Next week?
- Next month?

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Questions? How can I help you?

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