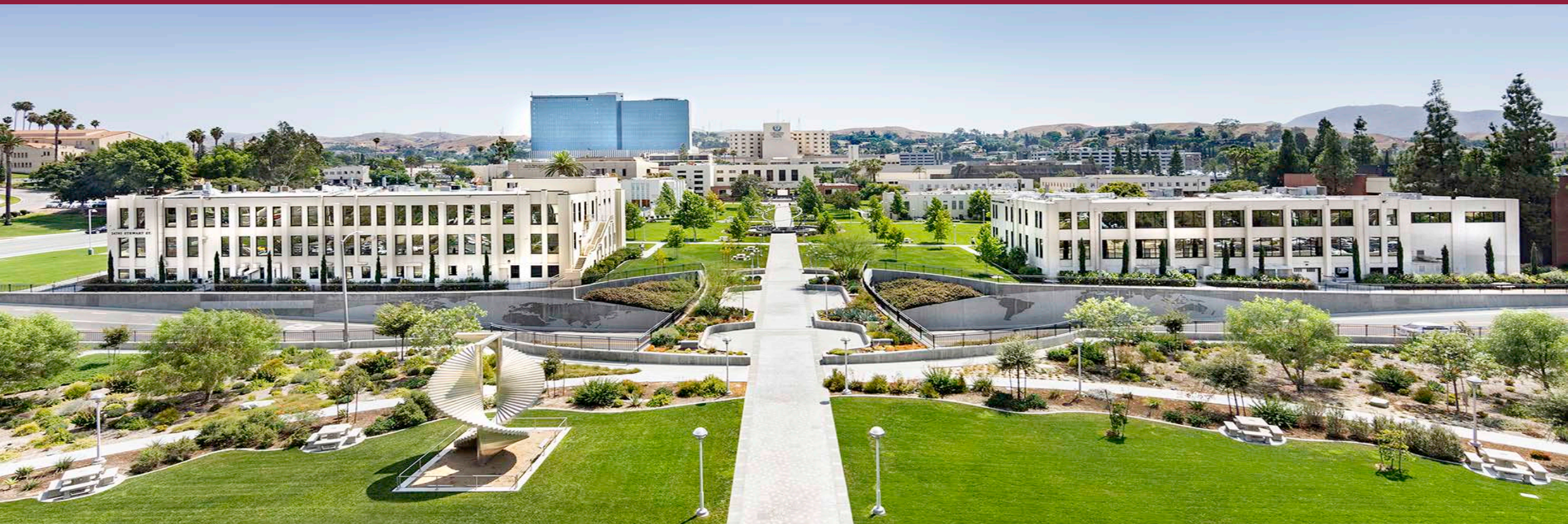


Creating a Culture of Engagement

Global Health Conference

September 3, 2020



LOMA LINDA UNIVERSITY
HEALTH

**Many Strengths.
One Mission.**

Agenda

» Employee Engagement

- ~ Definition & characteristics of an engaged employee
- ~ Why is employee engagement important?

» The Four Strategic Pillars

- ~ Fair Compensation & Benefits
- ~ Safe Work Environment
- ~ Open & Honest Communication
- ~ Opportunity for Growth & Development

» Building a Connection

» Measuring Success

- ~ Employee Engagement Surveys
- ~ HR Metrics

» Wrap-Up & Questions

What is Employee Engagement?

Employee Engagement is **NOT** happiness

Employee Engagement is **NOT** satisfaction

Employee Engagement is the emotional commitment the employee has to the organization and its goals.

- Engaged employees care about their work
- Engaged employees care about the company
- Engaged employees care about the people they work with and serve

Characteristics of an engaged employee

» Engaged

- Focused
- Present
- Motivated
- Energetic
- On time
- Consistent performance
- Commitment to job
- Willing to take on tasks
- Positive attitude
- Team player

» Disengaged

- Often distracted
- Physically present but psychologically disconnected
- Lacking motivation
- Time and attendance issues
- Inconsistent performance
- Not committed
- Not willing to take on tasks
- Shares negative outlook
- Not a team player

Why is employee engagement important?

» Employee Engagement positively influences key business initiatives

- ~ Productivity
- ~ Quality
- ~ Profitability
- ~ Patient Experience
- ~ Retention
- ~ Safety

» Engaged employees and teams

- ~ Have more energy
- ~ Have increased productivity
- ~ Positively affect on those around them

Employee Engagement Strategy

Four Strategic Pillars

- Fair Compensation & Benefits
- Safe Work Environment
- Open & Honest Communication
- Opportunity for Growth & Development

Focus

- Reduce turnover
- Increase retention & engagement
- Build employee connection
- Improve communication

Employee Engagement Strategy

Initiatives from 2016 to current

Fair Compensation & Benefits	Safe Work Environment	Open & Honest Communication	Opportunity for Growth & Development
<ul style="list-style-type: none"> • CRNA Benefits increased • Employee Referral • Student Loan Repayment • Top of Scale Bonus • Sign-on Bonus • Identity Protection • Total Rewards Statement • Relocation Reimbursement 	<ul style="list-style-type: none"> • Added police on campus • Increased security presence in parking structure • Increased video cameras 	<ul style="list-style-type: none"> • Employee Engagement Survey • Employee Forums • You Talked, We Listened • HR ONE • Employee Engagement Committees • Check-ins • Employee Rounding • Employee Celebrations • Hospital Week • New Employee Luncheons • Veterans Day Celebration 	<ul style="list-style-type: none"> • New Grad Program • Magnet Journey • Professional Certifications (Inc. \$) • Speed of Trust Services

Employee Engagement Strategy

Upcoming Initiatives

- Values Recognition platform targeted for 2020 launch
- Manager Toolkit
- “Buddy Assignment”
- New Employee Luncheon
- “Welcome to the Family” Gift
- One-Year Recognition



Fair Compensation & Benefits

- » Employees receive fair pay and very comprehensive benefits.
- » Consistent with our philosophy of Whole Person Care, we provide a holistic package of employee benefits that provides affordable access to
 - ~ Healthcare services
 - ~ Financial security
 - ~ Professional development,
 - ~ A work environment that allows employees to maintain their personal well-being and a work-life balance.
- » Employees enjoy a stable work environment that allows them to support their families and receive comprehensive benefits that will meet their needs from the beginning of their career into retirement.

Open & Honest Communication

Our employees are the foundation of our organization. Therefore, we place immense value on our employee communication and feedback to drive positive change.

Employee Engagement Survey

- ~ Administered every other year
- ~ All full-time, part-time and per-diem/unscheduled employees

» Rollout of results

- ~ Evaluated by senior administration and department leadership.
 - ~ Shared in work groups to solicit specific input from employees.
- » Teams create action plans focused on improving areas of opportunity and building upon areas of strength.

Employee Feedback

We strive to solicit feedback from our employees in other ways outside of regular surveys

» HR ONE

- ~ Central telephone number & email
- ~ Employees can ask questions or share concerns

» Employee Engagement Committees

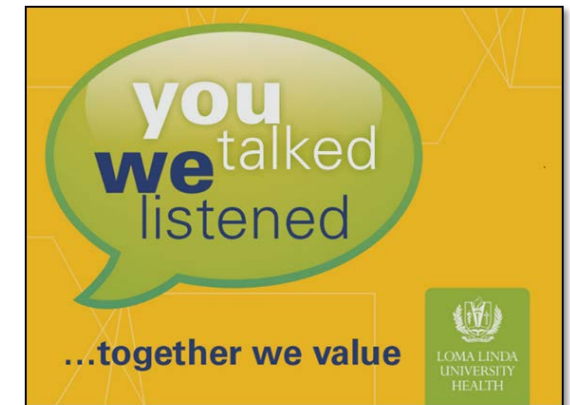
- ~ Front-line staff representing departments provide input to improve satisfaction

» Employee Forums

- ~ Twice a year
- ~ On-site presentations in convenient locations
- ~ Opportunity for communication between employees and top administration

» “*You Talked, We Listened... Together We Value*”

- ~ Online suggestion box accessible on One Portal and HRM webpage
- ~ Employees encouraged to share ideas and suggestions to improve the workplace.



Employer of Choice Surveys

Loma Linda University Health has been recognized as an Employer of Choice

LLU Surgical Hospital

- Modern Healthcare Best Place to Work in Healthcare, 2018-19
 - Ranked #25 of 50 provider organizations recognized, 2019
 - #1 Family Friendly Organization in 2018



Loma Linda University Health

- Forbes List of America's Best Employers by State, 2020
 - Ranked #11 of 100 organizations in California
- Becker's Top 150 places to work in healthcare, 2019
- Forbes List of America's Best Employers by State, 2019
- Inland News Group Top Workplace, 2018



Loma Linda University

- Great Colleges to Work For, Chronicle of Higher Education, 2018 and 2019
 - Honor Roll distinction, 2018 and 2019



Opportunity for Growth & Development

Loma Linda University Health is an environment where lifelong learning is encouraged and supported and employees can achieve their full potential.

- **Organization Wide Learning (OWL)** - Online classroom for continuing education
- **Leadership Essentials** - Provides opportunities to hear from organizational leaders in selected forums.
- **Management Residency and Business Internship Program** - Two-year program creating a pipeline of future service minded leaders.
 - Residents and interns are trained in multiple rotations through departments and an optional international rotation.
 - Includes a fully paid master's degree.
- **Nursing Leadership Residency Program** - Develops skills for nursing leadership positions with a fully paid Doctoral degree through LLU
- **Learning to Lead** - Networking and growth opportunities for young professionals.

LEARNING
TO LEAD



Employee Engagement Strategy

[illegible]

I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.

Maya Angelou

Building Organizational Connections

» Organizational Practices

- ~ Leadership Rounding
- ~ GRETE Method
- ~ Customer Service
- ~ Healthy Workplace Environment
- ~ Ways of saying 'Thank you'

» Communication

- ~ News of the Week
 - Veteran's Day
 - National Celebrations (Nurse's Week, Hospital Week, Etc.)
- ~ Leadership Connection



Celebrating Our Employees

Employee appreciation events

- Various events held on quarterly and annual basis
- Open to all employees
- Events include: food trucks, department activities, and other events that encourage teams to connect, share and have fun.
- Public Health restrictions and social distancing guidelines due to COVID-19 have shifted many of our in-person events to virtual

Veteran Recognition

- Annual recognition with free meal, letter from President, video & power point presentations recognizing LLUH employees who have served in the military.



Celebrating Our Employees

Service Recognition Banquets

- Annual events
- Themed event
- Recognition for milestone years of service
- Honoree and one guest may attend one of six events offered
- Honorees receive
 - Monetary gift based on years of service
 - Service Pin
 - Letter from our President
 - 40-year watch
- **2020 event will be held as a virtual event in September due to COVID-19**
 - Week of celebration
 - Virtual event hosted by our President, Dr. Hart



*Journey Through
The Sands of Time*

Building Personal Connections

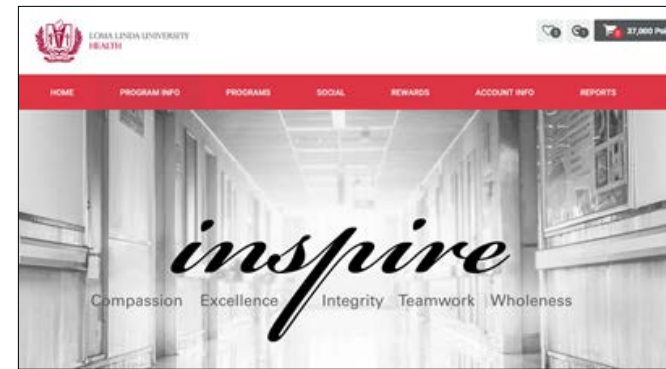
- » Utilizing Employee Gifts and Talents
 - ~ Welcome to the Team Questionnaire
 - ~ New Employee Orientation
 - ~ Tour of Department
- » Connect with employees on a personal level
 - ~ Welcome Token – Plant
 - ~ Hand Written Notes
 - ~ Eye Contact and a Smile
 - ~ Touch Base and Check in's
 - Project Oriented
 - Personally Oriented



Celebrating Our Employees

Values Recognition

- Values Recognition Toolkit
- Provides leaders with tools to recognize employees for exemplifying the organization's core values



- The Good Samaritan Awards
 - Awarded at Employee Forums
 - Employee receives a Good Samaritan badge pull and \$100 check
- Values Exemplar Awards
 - Awarded at annual Service Recognition Banquets
 - Employee receives engraved award and letter from our President



Measuring Success

Fiscal Year Reporting

» HR Scorecard

- ~ Retention
- ~ Voluntary Turnover

HR Dashboard

- » Attraction (talent acquisition & hiring)
 - ~ Vacancy
 - ~ Time to fill
- » Turnover
 - ~ Voluntary turnover
 - ~ Reason for termination
- » Retention & Engagement



Think about your best day at work.

How would you describe that day?

What made it great for you?

How did you feel?

Questions?

Thank you

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