# Empowered to Make a Difference

August 2019
Katherine Hills, Sr. Director of Communications
HR Partnership for Strategy & Innovation
Cecilia Preciado, Engagement Consultant, UCI Campus

# UCI HR | Partnership

## The Empowered Campaign



## The Empowered Campaign



- Staff Engagement Survey
- Town Halls
- ACHIEVE Goals
- Bright People, Brilliant Solutions
- Write On the Wall
- Dine with Leadership
- Meet the Chancellor's Cabinet
- Staff Service Awards
- Hospital Week
- Staff Appreciation Picnic
- Treat Cart

## What is Employee Engagement?

A measurement of an employee's emotional commitment to an organization; it takes into account the amount of discretionary effort an employee expends on behalf of the organization.



### **Engagement Drives Culture**

Engagement is about the culture that we want. It is the exceptional experience we want to provide to our colleagues, patients, staff and community. Active engagement gets us there.

### The UCI Culture Envisioned



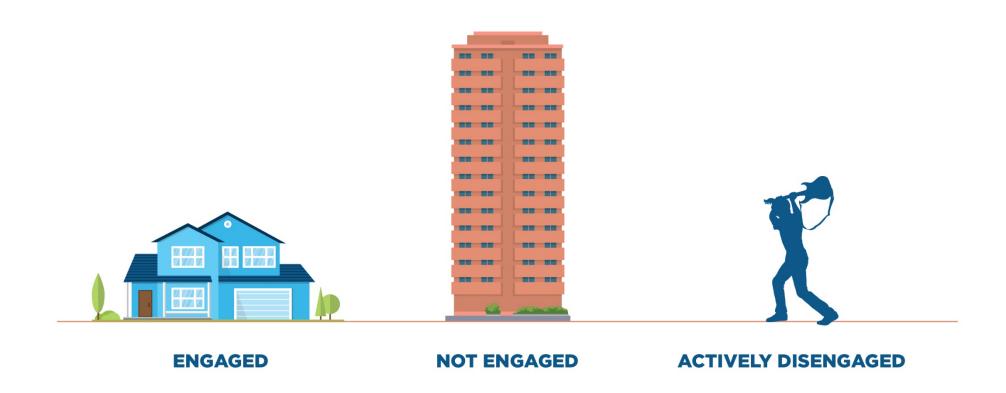
## Discretionary Effort



A little exercise on discretionary effort.

It's going above and beyond – not because you HAVE to, but because you WANT to.

## Dedication v. Ownership



## Why Engagement Matters

#### WHY ENGAGEMENT MATTERS



41% less absenteeism



70% fewer safety incidents



58% fewer patient safety incidents



17% higher productivity



10% higher customer metrics



Lower Levels of stress



Lower Levels of anxiety and depression



Lower Levels of bad cholesterol

## Everyone's Responsibility

Organization	<ul> <li>Provide resources — human, technical and financial</li> <li>Establish a culture of engagement</li> </ul>
Leadership	<ul> <li>Provide overall direction, vision and removal of barriers</li> <li>Reinforce values and direction</li> </ul>
Managers and Supervisors	<ul> <li>Create an environment in which engagement can happen</li> <li>Connect people to the organization and set them up for success</li> <li>Participate in action planning</li> </ul>
Teams	<ul><li>Create the team's culture</li><li>Create and implement goals and plans to drive engagement</li></ul>
Individual Contributors	<ul> <li>Maintain their own engagement</li> <li>Participate in and help to implement the team's engagement goals 10</li> <li>Support the engagement of others and the team</li> </ul>



### Three Types of Employees



These employees are loyal and psychologically committed to the company. They are more productive and more likely to stay with their company for at least one year.

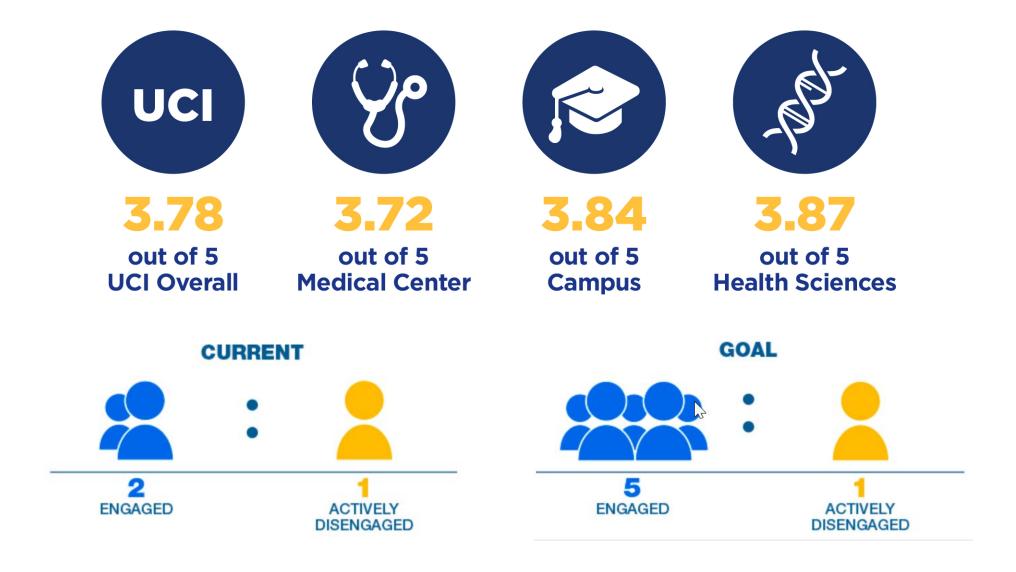


These employees may be productive, but they are **not psychologically connected** to their company. They are more likely to miss workdays and more likely to leave.



These employees are physically present, but **psychologically absent**. They are unhappy with their work situation and insist on sharing this unhappiness with their colleagues.

# Our 2017 Engagement Baseline



### What Have We Done Since 2017?



# We focused on our identified strengths & opportunities:

- Improve communication between leadership and employees
- Improve the way we handle change management
- Our pride in UCI in high
- Our teamwork within units is strong

# How we worked to improve staff engagement:

- Town Halls and Deep Dives
- ACHIEVE Goals
- Bright People, Brilliant Solutions
- Write On the Wall
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**UCI** HR | Partnership



### **2019 STAFF ENGAGEMENT SURVEY**

YOUR OPINION MATTERS. TAKE THE SURVEY.

**AUG. 12 - SEPT. 6** 

# GALLUP®

## The UCI Engagement Team

### **Survey Administrators**

- 1. Ramona Agrela, Associate Chancellor & CHRE Project Sponsor
- 2. Kathy Hills, Project Lead
- 3. Gretheel Olvera, Engagement Lead, UCI Health
- 4. Cecilia Preciado, Engagement Lead, Campus
- 5. Dyan Hall, Engagement Manager, Campus
- 6. Brad Giafaglione, UCI Patient Experience
- 7. Joshua Macias, Engagement Support, UCI Enterprise
- 8. Stephen Whelan, Sr. Technical Director, People Services
- 9. Maria Tieder, Engagement Database Lead
- 10.Mike Jacobs, Engagement Technical Expert
- 11.Brian Johnson, Engagement Technical Expert
- 12. Kohei Wada, Sr. Director, Enterprise Talent Development
- 13. Helen Ojeda, Engagement Training Lead
- 14. Michelle Quint, Executive Director, UCI Health HR
- 15. Pamela James, Executive Director, Campus HR
- 16. Julie Lance, Sr. HRBP, Office of the Associate Chancellor & CHRE

### Timeline

### **PRE-SURVEY**

Friday, August 9 – Email from Chancellor Gillman to All Staff

WEEK 1 (AUG. 12)

Monday, August 12 – Staff Engagement Survey Launches

Monday, August 12 - Campus Engagement Ambassador Kick-Off

Tuesday, August 13 - Email from Dr. Goldstein to UCI Health

Friday, August 16 – Survey Break (3:00 p.m.)

Friday, August 16 - Optional Ambassador Activity - Kit Kats

ALL WEEK - Optional Ambassador Activity - Ring Pops

WEEK 2 (AUG. 19)

Monday, August 19 - Email Reminder to Take Survey Week of August 19 - Survey Training for Directors, Managers, Supervisors

Thursday, August 22 - Staff Appreciation Picnic

WEEK 3 (AUG. 26)

Monday, August 26 - Email Reminder to Take Survey



### Timeline - Continued

### WEEK 4 (SEPT. 2)

Monday, Sept. 2 – Labor Day Holiday

Monday, Sept. 2 – Final Email Reminder to Staff Who Have Not Taken Survey

Final Email Reminder Push from Ramona Agrela

Friday, September 6 – Staff Engagement Survey Closes

ALL WEEK (Tues. - Fri.) - Optional Ambassador Activity - Donut Forget

### WEEK 5 (SEPT. 9)

Monday, Sept. 9 – Thank You Email from Chancellor Gillman to All UCI Tuesday, Sept. 10 – Thank You Email from Dr. Goldstein to UCI Health

**SEPTEMBER** – Post-Survey Training

**OCTOBER** – Results Available

**NOVEMBER** – Town Halls, Dept. Meetings, Goal Setting & Planning

**DECEMBER** – Continue Goal Setting & Planning

JANUARY+ - Execute, Execute, Execute!



### **2019 STAFF ENGAGEMENT SURVEY**

YOUR OPINION MATTERS. TAKE THE SURVEY.

# 80% PARTICIPATION

### Guidelines

### What we can do:

- Encourage
- Promote
- Incentivize

### What we can't do:

- Ask if an individual has taken the survey
- Force an individual to take the survey
- Tie the survey to any performance value

### Drive Participation

- Involve engagement ambassadors
  - Distribute posters and postcards at unit/department level
  - Encourage participation on an ongoing basis
  - Identify success stories at team and individual levels recommend to HR engagement team for publicizing
- Supported by
  - Web Pages
  - Intranet Highlight
  - e-Signature Highlight
  - Engagement Team
- Promote through
  - Survey break
  - Incentive program
  - Staff Appreciation Picnic
  - Local ambassador efforts
  - Leadership encouragement

### THANK YOU!

