

Empowered to Make a Difference

August 2019

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The logo features a stylized, multi-pointed starburst or flower-like shape in shades of blue and white, positioned to the left of the text.

UCI HR | Partnership

The Empowered Campaign



EMPOWERED
TO MAKE A DIFFERENCE

The Empowered Campaign



EMPOWERED TO MAKE A DIFFERENCE

- 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

- Provide resources — human, technical and financial
- Establish a culture of engagement

Leadership

- Provide overall direction, vision and removal of barriers
- Reinforce values and direction

Managers and Supervisors

- Create an environment in which engagement can happen
- Connect people to the organization and set them up for success
- Participate in action planning

Teams

- Create the team's culture
- Create and implement goals and plans to drive engagement

Individual Contributors

- Maintain their own engagement
- Participate in and help to implement the team's engagement goals ¹⁰
- Support the engagement of others and the team

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



3.78
out of 5
UCI Overall



3.72
out of 5
Medical Center



3.84
out of 5
Campus



3.87
out of 5
Health Sciences

CURRENT



2
ENGAGED



1
ACTIVELY
DISENGAGED

GOAL



5
ENGAGED



1
ACTIVELY
DISENGAGED

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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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

Promote Survey Participation

Timeline - Continued

Promote Survey
Participation

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!



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