

Workforce Survey for Microsystems

Growing The Workforce and Creating a Great Workplace

**Institute for Healthcare Improvement
Workforce Domain Learning Session**

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**Nashville, Tennessee
February 12, 2004**

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WELCOME!

- **Managers, HR Staff, Coaches**
- **“Getting on the same page”**
- **Aim:**
 - **Prepare and support practices to utilize diagnostic tool as a “current state” measure**
 - **Learn and design new strategies and methods to result with improved outcomes for staff**

Agenda

- **February 12, 2004 1:15-2:15**

- | | |
|---|-------------|
| 1. Introductions/ Overview of tools and materials | 1:15 – 1:20 |
| 2. Microsystems and Workforce/Workplace | 1:20 – 1:30 |
| 3. Workforce development and the Survey | 1:30 - 2:00 |
| “Climbing to the Summit” | |
| Base Camp to the Summit | |
| 4. Overview of the results | 2:00 - 2:15 |
| Break | 2:15 – 2:30 |
| 2:30-3:30 | |
| 1. Using the results to take action | 2:30-2:45 |
| 2. Workforce development worksheet | 2:45-3:10 |
| 3. Report on ideas and action | 3:10-3:25 |
| 4. Wrap up and Evaluation | 3:25-3:30 |

First Session

- **Identify primary components and questions from the workforce survey**
- **Understand the meaning and origins of the workforce survey**
- **Review results to begin to “diagnose” your clinical microsystem to prepare to take action**

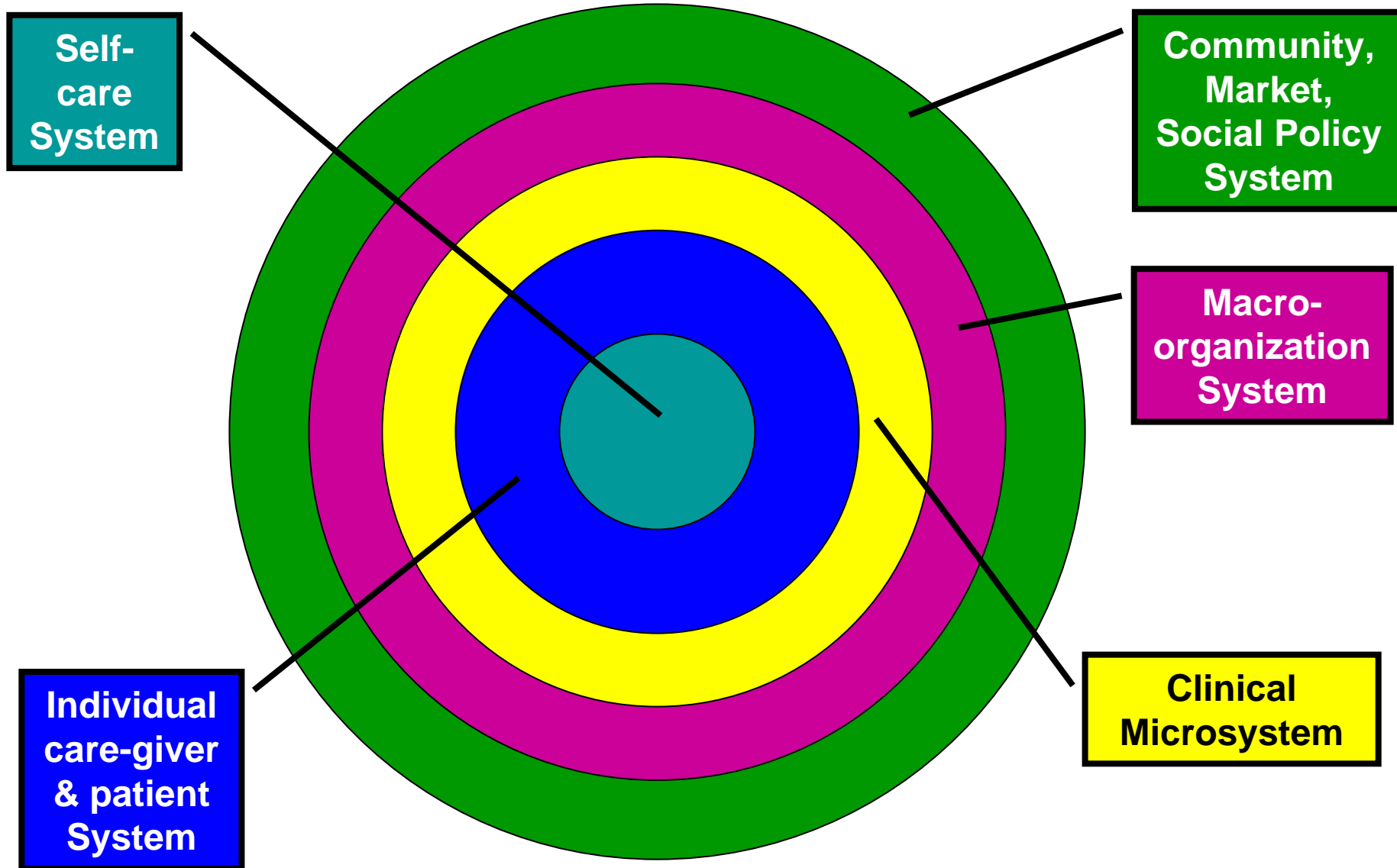
1. Introductions & Overview of materials

- **Introductions**
- **Name, practice, role**

2. Why we are here

- **Learn about and improve our practice and our work life and clinical microsystem thinking**
- **Learn from “great managers”**
- **Develop action plans to improve the work place.**

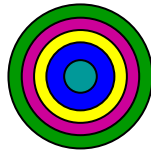
The way we work to “make” health care



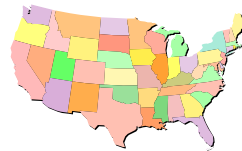
Evolution of “Clinical Microsystems”



J. Brian Quinn, PhD



8 Success Characteristics



10 Success Characteristics



www.clinicalmicrosystem.org



late 1970's & 1980's	1992	mid-90's	1998	2000	2001	2001	2002	Future
World-wide research and study of best-of-best service organizations Batalden, Nelson Research and Knowledge Development •Deming •Caring for Pts & Populations •Clinical Value Compass		•CECS course on Micro-units •HFHS “panels” of patients	Hierarchy of Systems	IOM and Julie Mohr and Molla Donaldson	IOM 21st Century	Robert W. Johnson Foundation Study	Website established	

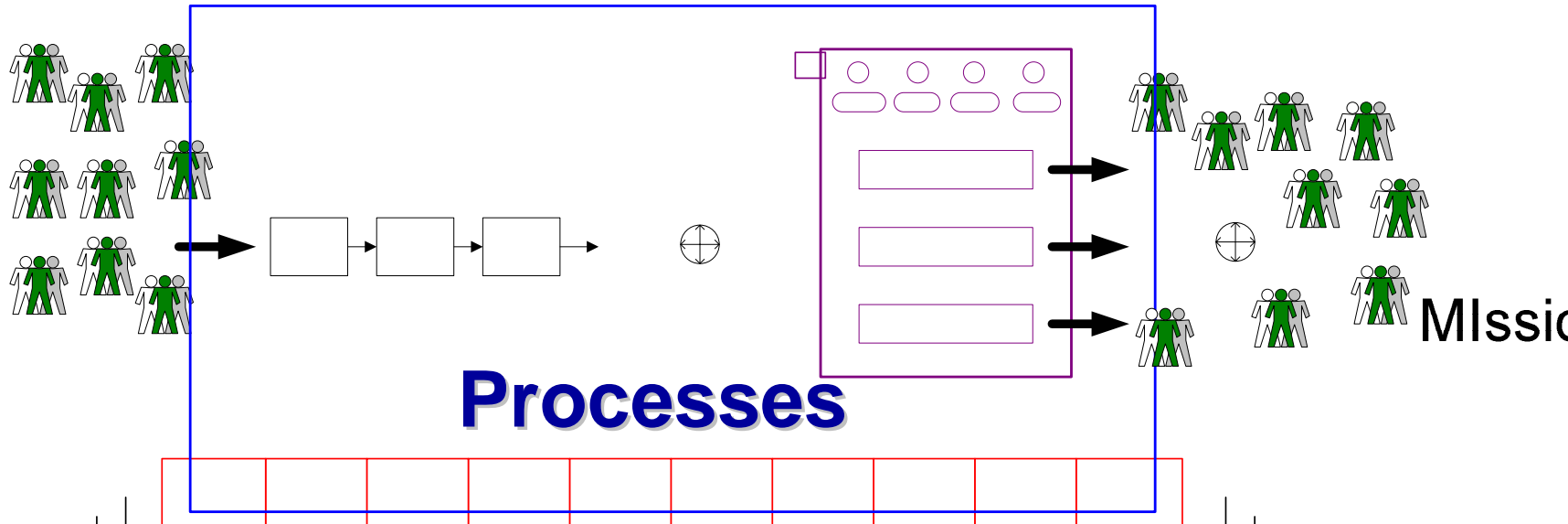
Microsystem Definition

A health care clinical microsystem can be defined as the combination of a **small group of people** who work together on a regular basis-or as needed- to provide care **AND the individuals** who receive the care (who can also be recognized as a discrete subpopulations of **patients**.)

It has clinical and business **aims**, linked **processes**, a shared **information** environment and produces services and care which can be measured as performance **outcomes**. These systems evolve over time and are (often) **embedded** in larger organizations.

As any living adaptive system, the microsystem must: (1) do the work, (2) meet staff needs, (3) maintain themselves as a clinical unit.

Patients



Processes

healthcare
needs

People

Patterns

Healthy

Chronic

Very High Risk

Healthy

Using Different System Lenses to Understand a “particular” System

Biologic System

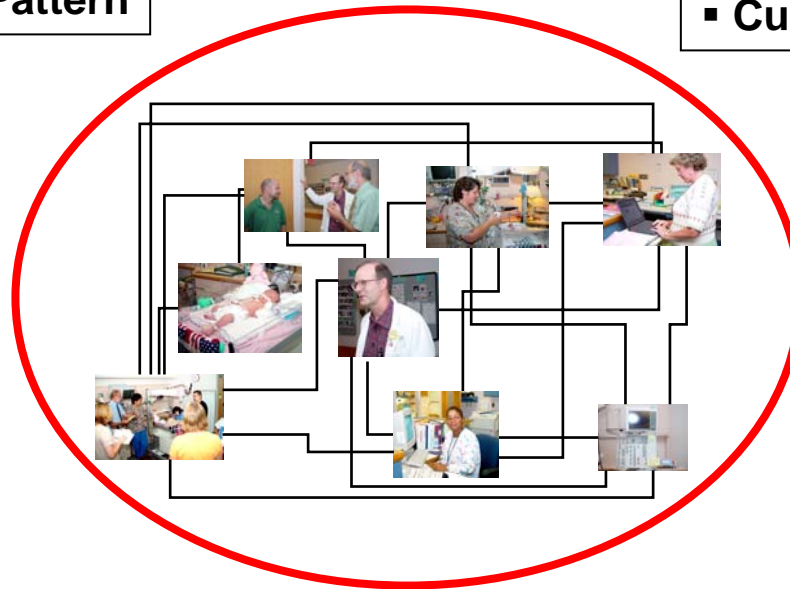
- Emergence
- Coordination/synergy
- Structure, Process, Pattern

Economic System

- Inputs/Outputs
- Cost/Waste/Value/Benefits
- Customers/Suppliers

Sociologic System

- Relationships
- Conversations
- Interdependence
- Meaning/sense



Political System

- Power
- Governance
- Citizenship
- Equity

Mechanical / Physical System

- Flow
- Temporal Sequencing
- Spatial Proximities
- Logistics
- Information

Anthropologic System

- Values
- Culture/Milieu

Focus on Workforce Development



Microsystems are the building blocks that come together to form Macro-organizations



3. *Workforce Development*

First Break All the Rules *Climbing to the Summit*

Buckingham M, Coffman C (1999): *First Break All The Rules*. New York, NY: Simon & Schuster.



First Break All the Rules

- **Background on book**
 - **Massive meta-analysis**
 - **Over 1,000,000 surveys**
 - **Over 35,000 organizations**
 - **Goal: to find key quality of worklife characteristics that SEPARATE great work places from terrible work places**

Meta-analysis

- **24 Companies (12 distinct industries)**
- **2528 work units (microsystems)**
- **105,680 employees**
- **Average of 42 employees/business unit/
90 business units/company**
- **Divided work units -- high performers vs. low performers**
 - **Productivity**
 - **Profits**
 - **Turnover**
 - **Customer Satisfaction**

Meta-analysis

- **31% of all business units retail operations**
- **28% financial organizations**
- **21% health care units**
- **9% education units**
- **11% other business**

Gallup Results

- **Analysis to determine what differentiated them**
- **12 questions separated the high performers from the low performers**
- **12 questions “tap” 4 broader, underlying dimensions**
 - **Productivity**
 - **Profits**
 - **Turnover**
 - **Customer Satisfaction**

The Secret KQCs

- **Know what is expected**
- **Materials and equipment**
- **Do what I do best everyday**
- **Recognition last 7 days**
- **Supervisor/someone at work cares**
- **Encourages development**
- **My opinions count**
- **Mission/purpose of company**
- **Quality work by co-workers**
- **Best Friend**
- **Progress in last 6 months**
- **Opportunity to learn and grow**

FBATR 12-Item Survey

- **I know what is expected**
- **I have the materials I need to accomplish my role**
- **I have the opportunity to do what I do best**
- **I have received recognition or praise for good work**
- **Someone truly cares about me as a person**
- **Someone always encourages my development**
- **My opinions count**
- **Mission/purpose of my organization makes me feel my job is important**
- **Co-workers are committed to doing highest quality work**
- **I have a best friend**
- **Someone has talked to me about my progress**
- **I have had opportunities to learn and grow**

WORKFORCE DEVELOPMENT SURVEY

Please answer these questions about your worklife. In answering the questions, please think about the clinical department – i.e., the clinical practice, clinical unit, or department that you work in on a daily basis or that you spend most of your time with.

1. I know exactly what is expected of me in my clinical department.
 Strongly Disagree Disagree Agree Strongly Agree
2. I have the materials and equipment I need to accomplish my role in my clinical department.
 Strongly Disagree Disagree Agree Strongly Agree
3. In my clinical department, I always have the opportunity to do what I do best everyday.
 Strongly Disagree Disagree Agree Strongly Agree
4. In the last seven days, I have received recognition or praise for doing good work.
 Strongly Disagree Disagree Agree Strongly Agree
5. My supervisor or someone in my clinical department truly cares about me as a person.
 Strongly Disagree Disagree Agree Strongly Agree
6. There is someone in my clinical department who always encourages my development.
 Strongly Disagree Disagree Agree Strongly Agree
7. My opinions really seem to count in my clinical department.
 Strongly Disagree Disagree Agree Strongly Agree
8. The mission/purpose of my organization makes me feel my job is important.
 Strongly Disagree Disagree Agree Strongly Agree
9. My co-workers are committed to doing the highest quality work.
 Strongly Disagree Disagree Agree Strongly Agree
10. I have a best friend in my clinical department.
 Strongly Disagree Disagree Agree Strongly Agree
11. In the last six months, someone in my clinical department has talked to me about my progress.
 Strongly Disagree Disagree Agree Strongly Agree
12. This last year, I have had many opportunities in my clinical department to learn and grow.
 Strongly Disagree Disagree Agree Strongly Agree

COMMENTS:

How does it work?

- **Administer once every 6 to 12 months to all members of the microsystem**
- **Analyze data to “pop out” results**
 - **top box (strongly agree)**
 - **poor performance (disagree + strongly disagree)**

What do you get?

- **A guide to reaching the summit**
- **Powerful view of what you need to maintain**
 - **high rate of strongly agree**
- **and what you need to strengthen**
 - **any area that is not “strongly agree”**

Ways to Improve Worklife

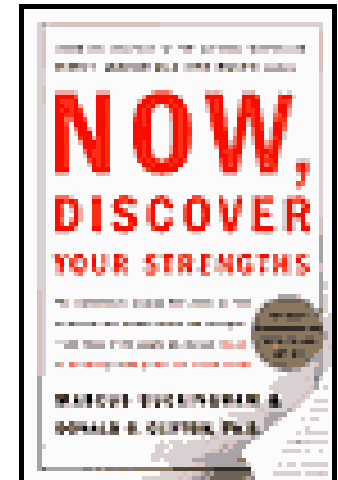
- **FBATR** provides a framework and ideas for improving worklife
- The basic idea is to “diagnose” your microsystem’s worklife
 - Strengths and defects
- Develop “treatment” based on diagnosis
- Use ideas & tips from the “best managers” to build your treatment plan
 - These ideas are described in **FBATR**

“The only way to generate enduring profits (and outcomes) is to begin to by building the kind of work environment that attracts, focuses, and keeps talented employees..”

» The Service Profit Chain, Heskett, Sasser, Schlesinger

Follow up Books

Now, Discover Your Strengths



Follow This Path

Ways to Improve Worklife

- **Reaching the Summit**





Summit

Camp 3: "How can we all grow?" (11, 12)

Camp 2: "Do I belong here?" (7,8,9,10)

Camp 1: "What do I give? (3,4,5,6)

Basecamp: "What do I get" (1,2)

Base Camp - “What do I get?”

- **Needs are pretty basic**
- **What is expected of me, how much will I earn, how long is the commute, where is the bathroom, where do I get food, will I have an office?**
 - **#1 I know exactly what is expected of me in my clinical microsystem.**
 - **#2 I have the materials and equipment I need to accomplish my role in my clinical microsystem.**

Camp One - “What do I give?”

- **Can I excel in my role?**
- **Do others think I’m excelling?**
- **If not, what DO they think about me?**
- **Will they help me?**

“What do I give?”

- #3 I always have the opportunity to do what I do best everyday (doing well in my role)**
- #4 In the last seven days, I have received recognition or praise for doing good work (other people value my individual performance)**
- #5 My supervisor or someone in my clinical microsystem truly cares about me as a person (Other people value me as a person)**
- #6 There is someone who always encourages my development (Other people prepared to invest in my growth)**

Camp Two “Do I belong here?”

- **Whatever your basic value system happens to be, at this stage you really want to know if you fit**
 - **#7 My opinions really seem to matter**
 - **#8 The mission/purpose of my organization makes me feel my job is important**
 - **#9 My co-workers are committed to doing highest quality work**
 - **#10 I have a best friend in my clinical microsystem**

Camp Three “How can we all grow?”

- **Advanced stage of the development. You are impatient for everyone to improve!**
- **Focus on making things better, learning, growing, and innovation**
 - **#11 In the last six months, someone in my clinical microsystem has talked to me about my progress.**
 - **#12 This last year, I have had many opportunities to learn and grow**

Reaching the Summit

- **Focus is clear**
- **Recurring sense of achievement**
- **The best of you is being called upon and the best of you responds every single day.**
- **Others are thrilled with the challenge of their work**
- **Buoyed by mutual understanding and shared purpose, your team looks out and forward to challenges over the horizon**

Are the “Camp” levels stable?

- **Not always.**
 - **Your organization is going through times of change...may need to go back to Base Camp**
 - **You may have been promoted...may need to go back to Camp One**
 - **The levels can change depending on the organization, the environment, personal changes**

CAUTION #1

- **Regardless of how POSITIVELY you answer questions at Camp Two or Camp Three, the longer your lower level needs remain UNMET, the more likely it is you will burn out, become unproductive, and leave,**

Be Careful

On the surface everything seems like your team members are learning and growing...but deep down there is disengagement. Less productivity than could be, and members would jump ship at the first good offer.

Mountain Sickness

- **Brought on by lack of oxygen at high altitudes**
- **Starved of oxygen, your heart starts pounding, you feel breathless, and disoriented**
- **If you don't climb down to lower altitudes, your lungs fill with fluid and you will die.**
- **The only cure..climb down and give your body time to acclimatize.**

Focus on Workforce Development



The Foundation

Questions #1-6

- **Base Camp and Camp One are the foundation for building a healthy work environment - focus on these needs.**
- **Ignore these needs and you are much more likely to psychologically disengage.**
- **If the lower level needs remain unaddressed, then everything you do further along is irrelevant.**
- **Focus here and the team building and innovating is so much easier.**

It must be
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Coffman C. and Gonzalez-Molina, G. *Follow This Path: How the world's greatest organizations drive growth by unleashing human potential.* Warner Books, New York, NY. 2002.

The Managers

- **Focus has been on the finances**
- **Need to learn “new habits”**
 - **Manage time differently**
 - **Learn about each staff member**
 - **Treat each staff member differently based on lessons learned**
 - **Sincerely listen and care about what makes each individual “tick” to help push them to new heights of performance**
 - **Encourage and create teams that build off from each other...rather than a bunch of individuals who care only about themselves**

Human nature fuels business

- **Humans are emotion-driven**
- **Emotions can be messy**
 - **Not well understood**
 - **Less than predictable**
 - **Can disrupt the workplace**
 - **Occasionally cause fear**
- **The personalities of each staff member provide clues to who they are...their talents.**

Strengths not Weaknesses

- **Managers need to know what the strengths are in each staff member and build off them**
- **We need to stop trying to “fix” people**
- **Employees can become fully engaged in their work because the immediate manager or supervisor makes it possible...someone is cheering you on.**

A few tenets of current state

- **Everyone can excel at anything...if they work hard enough**
- **People will work harder ONLY if they get paid more and are given perks**
- **The focus of development should be on fixing their weaknesses**
- **Treat every employee the same way**
- **Competencies, skills, and knowledge are more important than talent**

Environment

- **The managers are directly responsible for the workplace environment.**
- **Staff leave managers NOT organizations (usually)**
- **Although it's about the managers, the managers need to create and nurture a workplace environment where staff can be part of the solutions...eg "In the last seven days, I have received recognition or praise for doing good work"**

Great Managers Take Aim at Base Camp and Camp #1

- **1. Do I know what is expected of me at work?**
- **2. Do I have the materials and equipment I need to do my work right?**
- **3. At work, do I have the opportunity to do what I do best every day?**

Great Managers Take Aim at Base Camp and Camp #1

- **4. In the past seven days, I have received recognition or praise for doing good work?**
- **5. Does my supervisor or someone at work seem to care about me as a person?**
- **6. Is there someone at work who encourages my development?**

Camp #2

- **7. My opinions really seem to count in my clinical department.**
- **8. The mission/purpose of my organization makes me feel my job is important.**
- **9. My co-workers are committed to doing the highest quality work.**
- **10. I have a best friend in my clinical department.**

Camp #3

- **11. In the last six months, someone in my clinical department has talked to me about my progress.**
- **12. This last year, I have had many opportunities in my clinical department to learn and grow.**

Manager role is “Catalyst”

- **Reach inside each employee and release unique talents into performance**
- **Best played one employee at a time..**
 - **One manager asking questions of, listening to, and working with one employee**

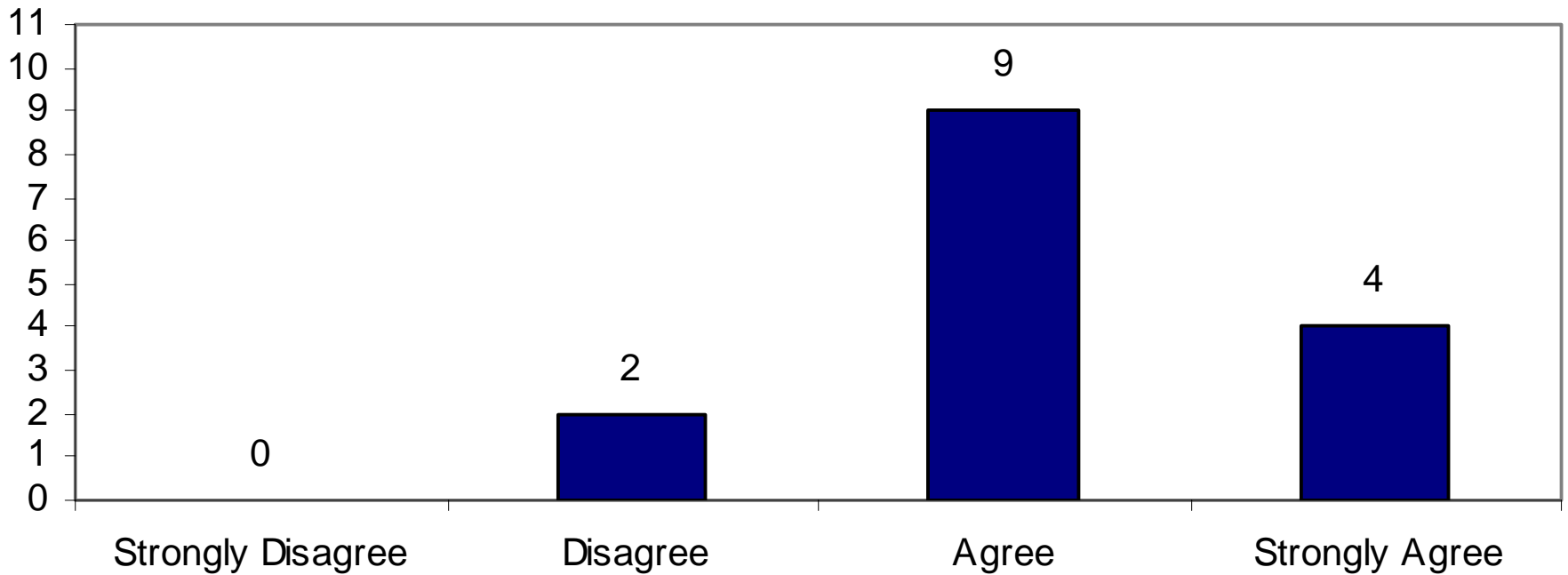
Manager role is “Catalyst”

- **Manager’s function is to speed up the reaction between 2 substances to create desired end product.**
- **The manager created performances in each employee by speeding up the reaction between the employee’s talents and the company goals**
- **and between the employee talents and the customer needs.**

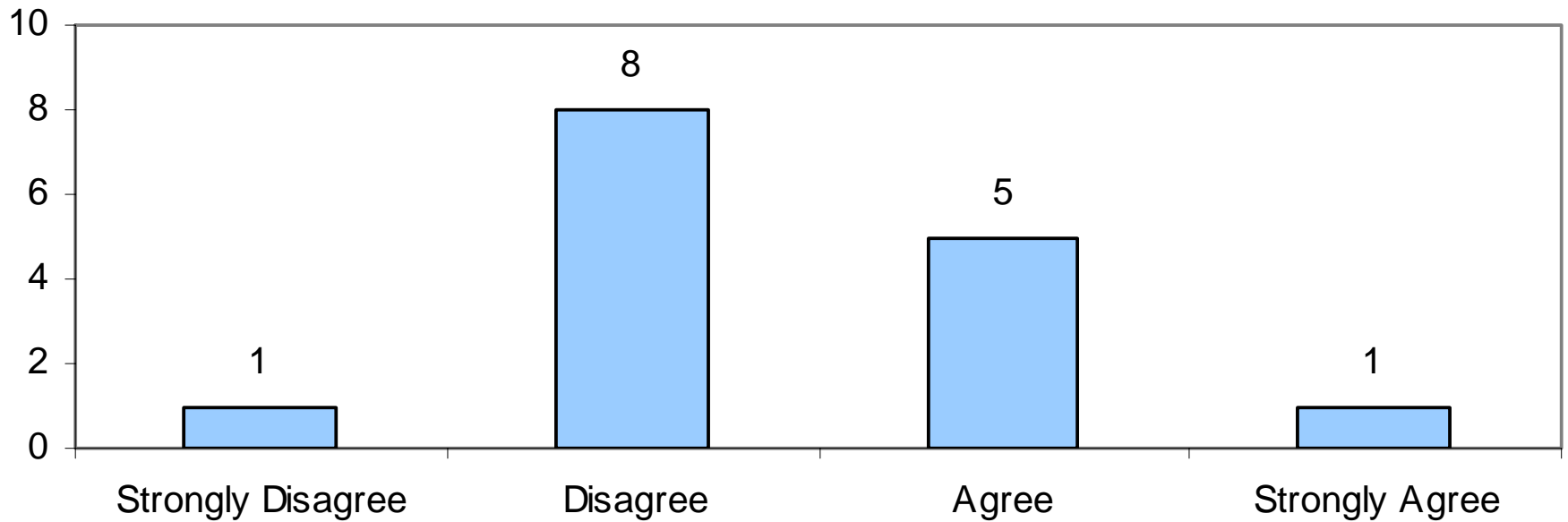
Workforce Development Results

- **Review the case study or actual results you have received during the break.**
- **Histogram by question**
- **% Strongly agree**
- **Be prepared to identify strengths and weaknesses when you return.**

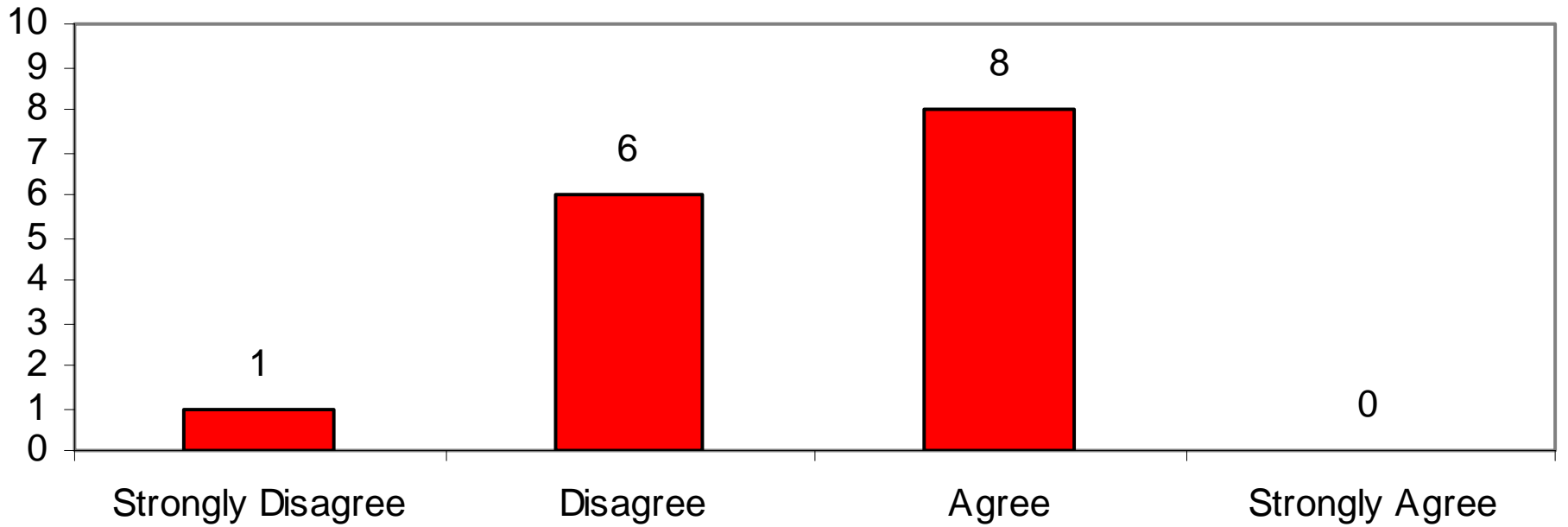
1. I know exactly what is expected of me in my clinical Microsystem



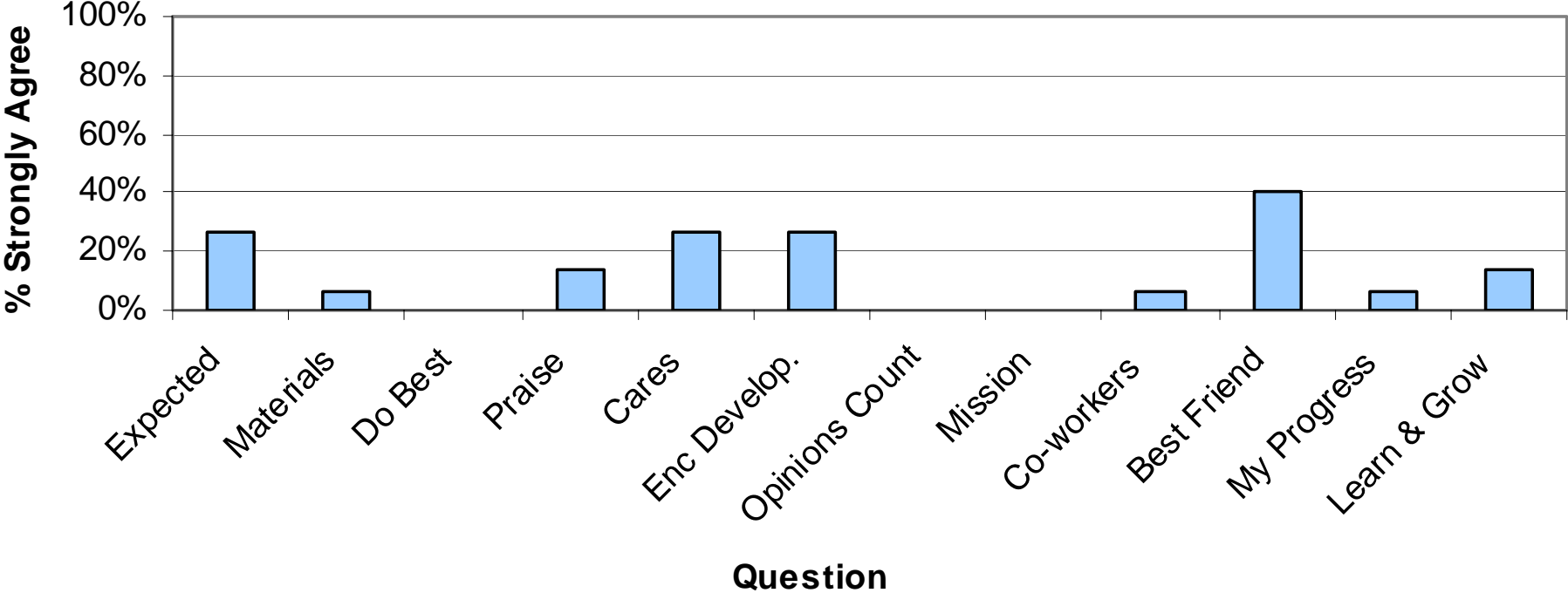
2. I have the materials and equipment I need to accomplish my role in my clinical microsystem



3. In my clinical microsystem, I always have the opportunity to do what I do best everyday



Hosp 4
N=15
Percent Responding Strongly Agree



BREAK

Session #2

- **Review your results**
- **Identify high leverage changes appropriate for your microsystem**
- **Design an action plan to test and implement change ideas**

Exercise A

- **Review your workforce survey results**
- **What do you see as**
 - **Strengths?**
 - **Weaknesses?**
- **Report to group**

So, What Might You Do?

EXERCISE B

- **Review the worksheet and begin to complete ACTION steps specific to your results and your unit**
- **Discuss with buddy at your table**
- **Report Out**

Workforce Development Reaching the Summit Worksheet

Question	To achieve a rating of "Strongly Agree":	Action Steps	Completion Date
1. Do I know exactly what is expected of me at work?	<ul style="list-style-type: none"> ➤ Set accurate performance expectations <ul style="list-style-type: none"> ➤ Focus on today's performance ➤ Clarify when standardization is expected and when to exercise own style. <p>AVOID: Too many rules; Too much chaos</p>		
2. Do I have the materials and equipment I need to do accomplish my role?	<ul style="list-style-type: none"> ➤ Understand processes and ask employee about equipment and materials. 		
3. I always have the opportunity to do what I do best every day.	<ul style="list-style-type: none"> ➤ Hire Right <ul style="list-style-type: none"> ➤ Be clear headed ➤ Know how much of a person you can change ➤ Know the difference between talent, skills, and knowledge and which can be taught and which can only be hired in ➤ Interview questions which cut through a candidates desire to impress and reveal true talents 		
<p>4. In the past 7 days, I have received recognition or praise for doing good work</p> <p>5. My supervisor or someone in my clinical microsystem truly cares about me as a person</p> <p>6. There is someone in my clinical microsystem who always encourages my development.</p>	<ul style="list-style-type: none"> ➤ Ability to motivate EACH employee = TIME ➤ Whom you spend it with ➤ How you spend it <ul style="list-style-type: none"> ➤ Should you spend time with your best people or your struggles? ➤ Should you help a person fix weaknesses or should you focus on strengths? ➤ Can you give too much praise and when? If not - why not? ➤ Development of employees <ul style="list-style-type: none"> ➤ Develop a plan for EACH person <ul style="list-style-type: none"> ➤ Where do I go from here? ➤ Can you help me grow? ➤ Should each person get promoted? ➤ Can you get too close to staff? 		

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- **Focus here and the team building and innovating is so much easier.**

In order to get top scores on the 6 questions...

- **A great manager must be able to do four activities EXTREMELY well.**
 - **Select a person**
 - **Set expectations**
 - **Motivate the person**
 - **Develop the person**
- **These are a managers MOST important responsibilities**

4 Keys of Great Managers

1. Focus on Selecting a Person

- Tips on how to select a person
- Insight on three kinds of “talent”
- How to identify and interview for selecting the right person
- Must know the difference between talent, skills and knowledge
- Must know how much a person you can change
- Must know how to ask questions that reveal true talent
- Must select on talent, not just experience, intelligence or determination
 - Talent: Recurring pattern of thought, feeling or behavior that can be productively applied
 - “Hiring Smart”

4 Keys of Great Managers

2. Focus on Defining the Right Outcomes

- How you can get people to do what you want them to do when you are not there?
- Set performance expectations
- Keep person focused on performance today
- Be clear on conformity and ability to exercise own style
- Balance standardization/efficiency with flair and originality
- Define the right outcomes, NOT the right steps
- Yet at the same time, treat each person differently
- Make each person feel as though he is in a role that uses his talents, while simultaneously challenging him to grow
- Care about each person, praise each person and as necessary, terminate a person you have cared about and praised.

4 Keys of Great Managers

3. Let them become more of who they already are.

- Focus on each person's strengths and manage around weaknesses
- **YOUR TIME** is your biggest investment.
- Focus on **STRENGTHS** not weaknesses

4 Keys of Great Managers

4. Find the Right Fit

- Help each person find the right fit
- Regardless of what the employee wants, the manager’s responsibility is to steer the employee toward the roles where the employee has the greatest chance of success.
- Develop the “right” fit
- Not just promotion to the next rung of the ladder

BONUS.....

- **Worksheet to begin to discover what you know and what you don't know**

KEY #3 Let them become more of who they already are.

- **Focus on each person's strengths and manage around weaknesses.**
 - Don't try to fix the weaknesses
 - Cultivate their talents
- **Each person has a unique set of talents and a unique pattern of behaviors**
- **Individuality fascinates Great Managers**

Great managers can describe the unique talents of each person

- **What drives them**
- **How they think**
- **How they build relationships**
- **Become a novelist and describe the characters**
- **Deliberately look for something to like about each person**

Workforce Development What Do You Know?

1. List 3 people (multidisciplinary) who work in your unit.
 - a. _____
 - b. _____
 - c. _____

2. What are their talents?
 - a. _____
 - b. _____
 - c. _____

3. What are their goals for the coming 6 months?
 - a. _____
 - b. _____
 - c. _____

4. How much time do you spend with them over a period of a month?

5. What gives them joy in their work?
 - a. _____
 - b. _____
 - c. _____

6. Where do they want to be 5 years from now?
 - a. _____
 - b. _____
 - c. _____

7. How do they prefer to receive praise and acknowledgement?
 - a. _____
 - b. _____
 - c. _____

When you are done today...

- **Go back and “rehire” your best people**
 - **Tell them why they are one of the cornerstones of the team’s success.**
 - **Tell them why they are so good.**
 - **Don’t assume they know.**
- **Go back and study your TOP performers**

Summary

- **Workforce development**
- **Survey results and actions**
- **The Four Keys of Great Managers**
- **Action Plan**

Evaluation
