How to Know What Your Employees Really Think

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Kellie Wynne

Session Objectives

- Identify the importance of employee feedback
- Review methods and best practices for feedback
- Outline an employee survey implementation process
- Share lessons learned from employee feedback

Why is This Important?

“I don’t feel the love.”
Outstanding Culture

CORE VALUES

Patient Satisfaction

Methods of Feedback

1:1 Meetings

Employee Satisfaction Surveys

Team Meetings
1:1 Meetings

- Practices with 5 - 20 employees
- Smaller staff – understand practice pulse
- Sensitive interpersonal issues

1:1 Meeting Best Practices

- Set aside ample time for discussion
- Listen to concerns; ask probing questions
- Do not react
- Give respectful perspective
- Conduct weekly stand-up meetings
- Schedule meeting time with your managers
- Provide employee with an email summary to document conversation
1:1 Meeting Watch-Outs

- Confidentiality
- Deciding when to take action
- Blowing off steam vs. serial complaining
- Empathizing vs. sympathizing

Staff Meetings

Smaller team meetings or larger group meetings
Regular status checks
Team-wide announcements
Keep group pulse
Staff Meetings Best Practices

- Keep meetings positive
- Help team focus on solutions
- Allow key managers and staff to share in the presentation of topics
- Schedule regularly
- “Grocery Cart” technique

Staff Meeting Watch Outs

- Avoid calling out any individual(s)
- Monopolizers
- Scolding
- Meeting just to meet

Employee Satisfaction Surveys
Employee Satisfaction Surveys

- Larger practices (25+ employees)
- Anonymous feedback
- Strategic Planning session preparation
- Practice-wide demonstration of commitment
- Do-It-Yourself or 3rd party administrator

Employee Satisfaction Survey Process

1. Create and distribute survey (10-ish questions, paper or email/online)
2. Give 1–2 weeks for completion
3. Compile results
4. Analyze results for themes
5. Select 2–4 key areas to address; rally management team and physicians
6. Make a plan and take action!

Employee Satisfaction Surveys

Best Practices
Be Open to Feedback

Evaluate Strengths and Weaknesses

Position and Responsibilities  Compensation and Benefits

Work Environment  Practice Operations

Share the Results

How to Know What Your Employees Really Think
Presented by Elizabeth Holloway & Kellie Wynne
Create an Action Plan

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Responsible/Delegated</th>
<th>Due Date</th>
<th>Completion Date</th>
<th>Status/Notes</th>
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- Implement a survey and receive feedback from each employee in the process.
- Schedule individual meetings with each team member to provide them with a copy of their development plan and review the metrics and goals set for them.
- Allow employees to discuss their concerns with you and ask questions about their development schedule. Address any questions or concerns they may have.
- Complete Wage and Benefit Reconciliation Annually, and part of the employee’s IRRP process.

Demonstrate Commitment

Practice Name: Summary of Employee Wages and Benefits

<table>
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<th>Wages and Benefits</th>
<th>Summary of Employee Wages and Benefits</th>
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<table>
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<tr>
<th>Item</th>
<th>Amount</th>
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<td>Sub Total Gross Wages and Benefits</td>
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<tr>
<td>Sub Total Other Benefits</td>
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<tr>
<td>Total Wages and Benefits</td>
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Continue to Follow-Up

*Measure to understand success*

*Frequently report back on progress*
Watch Outs

- Physician engagement
- Maintain anonymity
- Take action
- Marathon, not a sprint

LESSONS LEARNED

Patient Wait Times
**Miscommunication**

“Did you decide to renovate the house without telling me?”

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**Closed Door to Management**

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**Staff Training**

ability  mentor  coach
advising  learning
motivation  education
development  practice
knowledge  skill  instruction
Game Changing Resources

- It's Okay to Be the Boss
- QBQ!
- Flipping the Switch

The Five-Step Management System

1. Provide the Tools
2. Provide Training
3. Help Employees Set Goals
4. Become a Resource
5. Hold Employees Accountable

Eliminate Practice Poisons
Thank you!

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