Rounding For Outcomes
Ongoing Communication with Employees to Keep Turnover Low and Engagement High

Lisa Irvin, Vice President of Nursing, Roper Hospital
Matthew Severance, CEO, Roper Hospital
Steven Shapiro, MD, Vice President Medical Affairs & Chief Medical Officer
Presentation Objectives

• Understand how Rounding for Outcomes on Staff relates to the Evidence Based Leadership model

• Understand and describe how Rounding for Outcomes works – what questions to ask, how frequently to round, what outcomes to target

• Understand and describe the relationship of Rounding for Outcomes, Department Meetings and Employee Forums in moving engagement results at Roper St. Francis Healthcare

Evidence Based Leadership (EBL)

- Foundation
  - Leader Evaluation
  - Leader Development
  - Must Haves™
  - Performance Gap
- Breakthrough
  - Standardization
  - Accelerators

ROPER ST. FRANCIS HEALTHCARE:

Aligned Goals
- Implement an organization-wide leadership evaluation system to hardwire objective accountability
- Principle 7

Aligned Behaviors
- Create process to assist leaders in developing skills and leadership competencies necessary to attain desired results
- Principle 4 & 8
- Rounding
- TY Notes
- Employee Selection
- Pre and Post Phone Calls
- Key Words
- Principle 3, 5, 6, & 9

Aligned Process
- Re-recruit high and middle performers
- Move low performers up or out
- Principle 4
- Agendas by pillar
- Peer interviewing
- 30/90 day sessions
- Pillar goals
- Principle 1 & 2
- Staff Evaluation Manager (SEM)
- Discharge Call Manager (DCM)
- Rounding Manager (RM)
PRC EMPLOYEE OPINION SURVEY
Roper Hospital PRC Results
Where we started...

2006 Employee Satisfaction
"As a Place To Work"

- 2002: 45.4
- 2003: 50
- 2004: 56.5
- 2005: 74.5
- 2006: 68.6

What's Right in Health Care™ | Evidence to Outcomes
2006 Nursing Employee Satisfaction
"As a Place To Work"

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What's Right in Health Care™ | Evidence to Outcomes

2006 Key Drivers – Roper Hospital

- Patient Care
  - Decreased from 71.6 to 65.0
- Communication
  - Decreased from 89.5 to 79.3
Aligned Behaviors - Must Haves℠

- Aligning Leader Evaluations with Desired Behaviors
- **Rounding for Outcomes**
- Employee Thank You Notes
- Employee Selection and the First 90 Days
- Discharge Phone Calls (Pre and Post Phone Calls)
- Key Words at Key Times

What is Rounding for Outcomes?

- **Proactively**, engaging, listening to, communicating with, building relationships with and supporting your most important asset (your employees).
Employee Rounding

- Managers round on every employee, every 1 – 2 months:
  - What is working well today?
  - Is there anyone I should be rewarding and recognizing today?
  - Are there any physicians I should be recognizing today?
  - Do you know of anything we could do better?
  - Do you have the tools and equipment to do your job?

- Benefits of Employee Rounding:
  - Build relationships, capture wins, communicate issues/concerns
  - Set clear expectations, focus on key questions, and recognize staff
  - Improved employee satisfaction
  - Reduced turnover

Disconnect between Patients and Staff
Perception of Patient Care

- Nursing Perception of Care
- Patient Perception of Care

- 2005: Nursing Perception of Care = 46.2, Patient Perception of Care = 54.2
- 2006: Nursing Perception of Care = 79.3, Patient Perception of Care = 76.9
Roper Hospital Quality Campaign

Goals:

- Celebrate and communicate the people, successes, accomplishments
- Increase employee satisfaction, engagement and perception of patient quality care
- Redefine what “excellence” means – does not mean perfection
- “Connect the dots” – your opinion counts, as a result of, etc.
Key Messages:

- We care about and value our employees.
- We recognize their many contributions to our organization, patients, community.
- We are dedicated to providing employees with the tools and support they need to provide excellent care, always.

Multimedia Approach:

- Posters in multiple display cases in high traffic, high visibility locations such as elevators and time clocks.
- Department Spotlights displayed on the tabletents, employee intranet and internal email.
- Tent Cards displayed in cafeterias, lobbies and waiting rooms.
- Electronic ticker in the cafeteria.
Electronic LED sign

• Quarterly Employee Forums
• “Mission Accomplished”
• “Fun at Work” Employee Events
• VP of Nursing Staffing on Units
• Coffee & conversation with CEO, VP nursing
Roper Hospital 2007 Results
"As a Place to Work"

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2007 Employee Opinion Survey Results

- Patient Care
  - Increased from 67.4 percentile in 2006 to 89.3 percentile in 2007

- Communication
  - Increased from 78.4 percentile in 2006 to 84.5 percentile in 2007
Patient Satisfaction
Perception of Patient Care

What's Right in Health Care™ | Evidence to Outcomes

15 Palmetto Gold Recipients
Roper Hospital 2008
Roper St. Francis Healthcare

2008 PRC President’s Award Winner

South Carolina Chapter Public Relations Society of America

“Your Excellence In Action” 2007 Mercury Award Internal Communication
From: GRodelesper@aol.com  
Sent: Wednesday, May 30, 2007 11:18 PM  
To: Brockmeyer Wanda  
Cc: DebBrooks@RoperStFrancis.com  
Subject: Northwoods

Dear Wanda and Deb,

I wanted to officially pass along to you about a patient event at Roper Northwoods.

I was working Wednesday morning May 30, when at 6:15 AM I was told of EMS enroute with a 3 month old in full arrest. They arrived with a child that was in arrest with CPR ongoing. My staff at that time were Amanda, Nicole, Jan from nights, and Tracie and Tonya had arrived for their day shift. The entire staff performed in an outstanding and professional manner during the resuscitation effort. Unfortunately our efforts were not successful.

After the code was called, I witnessed the unbelievable caring and compassion that our staff has for our patients. The dead little boy was wrapped in a blanket, and while waiting for the parents to arrive the staff took turns rocking him and holding him. It was an unbelievably moving site, and it moves me to tears to even write this. I was never so proud to consider myself part of our emergency department team.

Dr. Ed
Roper Northwoods ED

Dr. Edward Rodelsperger
Thank You!