The Impact of Culture & Engagement on Customer Satisfaction

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• Appreciation for the impact of workplace culture on the customer experience
• Understanding of how to create and reinforce healthy workplace values
• Appreciation for the key role managers play in supporting workplace culture and examples of systems that support their growth
• Assessment of your company strengths and opportunities to strengthen culture and employee engagement
We want to hear from you!

Join the poll:

• To the number 22333
• Text KAIWILLIAMS959
• You should receive a confirmation message
• Now you’re ready to respond
A Little bit about PPNNE...

- 21 Health Centers across Maine, New Hampshire, and Vermont
- Deliver high quality, low cost sexual and reproductive health care
- Provide care for over 45K patients in over 70K visits a year
- Provided $8.3 million in free or discounted care in 2018
- Our team is made up of 240 total staff, including 150 health center staff and 43 managers
**A Little bit more about PPNNE…**

- Our patients are satisfied
- When compared with over 20,000 other medical practices we are consistently ranked in the top quartile
- 2019 first quarter overall score in the 88th percentile

<table>
<thead>
<tr>
<th>Patient Satisfaction Question</th>
<th>2019 Q1 Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likelihood to recommend practice</td>
<td>95th</td>
</tr>
<tr>
<td>Staff treat me w/ respect &amp; compassion</td>
<td>97th</td>
</tr>
<tr>
<td>Staff worked well together</td>
<td>88th</td>
</tr>
<tr>
<td>Sensitivity to patients’ needs</td>
<td>94th</td>
</tr>
<tr>
<td>Courtesy of registration staff</td>
<td>97th</td>
</tr>
<tr>
<td>Friendliness &amp; courtesy of nurse/assistant</td>
<td>98th</td>
</tr>
<tr>
<td>Courtesy of check-out clerk</td>
<td>99th</td>
</tr>
</tbody>
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Source: Press Ganey

“Amazing staff!”

“Everyone was willing to answer any and all my questions making it an incredibly welcoming friendly and approachable environment”

“very helpful and caring”

“very positive experience, very comfortable, professional and non judgmental environment.”

“they showed concern for how I was feeling”

“I felt very at ease here, all positive :)”

“very good experience, great staff.”
Creating a culture where employee and client experiences are valued and prioritized.

Research shows a correlation between staff engagement, quality, and client satisfaction.
How do you build a healthy culture that lasts?

1. Define your workplace values and standards
2. Invest in your leaders
Define your Workplace Values and Standards
Ethos

We tend to the team.

Workplace Values

We respect and honor all people.
We jump in.
We try and we learn.
We care for our business.
We return to our mission.

Service Standards

Clear the Slate
Open the door
Make a connection
Keep them in the loop
Ask for feedback
Confirm the plan

Service Recovery

R.E.A.C.T.
Recognize
Empathize
Apologize
Collaborate
Thank
Just Culture refers to a value system of shared accountability where organizations are accountable for the systems they have designed and for responding to the behaviors of their employees in a fair and just manner.
Trauma-Informed Practice – for Clients and Coworkers

Trauma-Informed refers to a practice and culture which recognizes the prevalence and effects of trauma on individuals, and offers a framework that promotes resilience and healing while resisting re-traumatization.
Components of a Quality Culture

- Highlight the balance of mission and business
- Everyone should understand their role and their contribution
- Learning and improvement are key! Value must be placed on improvement and growth of both people and processes
- Diversity is a strength and cultures should enable and welcome it
  - Examining bias, both explicit and implicit
  - Using trauma informed lens
- Quality collaboration, teamwork, and communication is essential
- Recognition and appreciation are core components of employee engagement and productively
- Don’t forget to have fun 😊
Making it real

- Train all staff in workplace values and culture
- Train staff initially and ongoing
- Provide initial and ongoing training for managers in leadership development skills
- Make your values and culture visible
- “live out” your values, daily, seriously
- Find fun ways to recognize and highlight values on a routine basis so they are engrained in your culture
- Accountability!!! The organization and individuals must be held accountable for living out the values
Cultural Creation and Integration

Invest in your Leaders
We want to hear from you!

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We Recognize That Managers....

• Have a huge influence on employee engagement and performance, client experience, workplace culture, and business performance
• Are the key in translating and supporting organizational strategy, initiatives, and culture to their teams
• Have demanding and complex roles
• Need systems in place that support initial and ongoing mentorship, education, engagement, and performance accountability
• Often ask for more support and opportunities to learn and grow

In 2016, we began a more formal leadership development program and saw evidence of its impact
Employees and their Managers

Employee Engagement Results When Focused on Key Elements of Manager Performance

- My manager treats me with respect
- My manager cares about my job satisfaction
- I respect the abilities of my manager
What Does the Leadership Program Look Like?

- **Help Managers Help Themselves**
  Invest in developing skills to increase manager capacity

- **Build Support into Manager Role**
  Alleviate span of control and workload pressures on managers

- **Filter Initiatives from Above**
  Control the stream of new initiatives and unplanned work falling on managers
Leadership Training Content

Recommended Content

• Scope of manager role and responsibilities
• Shared language, values, concepts, and tools to use
• How to be an approachable, authentic, facilitative leader
• Discussion on how to effectively balance their thoughts, relationships, and priorities, while executing their complex roles
• Delegation strategies, accountability, and performance management expectations
• Emotional intelligence basics: self-awareness, self-management, social awareness, and relationship management
• Feedback, feedback, feedback, and communication, communication, communication
Sample Tool- Defining Leadership

As a leader you are responsible for removing barriers, driving change, and maintaining stability

• Leadership is a constant balance of...
  • Quality, efficiency, satisfaction
  • Results, process, relationship
  • Confidence and humility
  • Learning and mentorship
  • Speaking and listening
  • Advocacy and inquiry
  • Ownership and influence
  • Transparency and holding back
  • Celebration and constant process improvement
  • Jumping in and stepping back
  • Holding self, peers, supervisors and the organization accountable
Sample Tool- Humor

[Image of a cartoon dog sitting in a room filled with fire while saying, "This is fine."
Sample Tool-Dimensions of Success

Because leaders are accountable for results, they tend to focus energy and attention on reaching goals quickly. Consequently, leaders often inadvertently undermine long-term success.

Facilitative leaders **balance** their focus across three dimensions:

- **Results:**
  - Completion of a task
  - Achievement of a goal

- **Process:**
  - How the work gets done
  - How the work is designed and managed
  - How the work is monitored and evaluated

- **Relationship:**
  - How people interact
  - How people relate to the team, organization or network
  - How people feel about their involvement and contribution
  - How much trust people have in their team

*Modified from: Interaction Institute for Social Change*
Sample Tools- RCA 5 Why’s and Systems Iceberg

“Systems Iceberg” as a conceptual framework when looking for the “why.” With deeper understanding comes greater leverage.

- **Events**: What just happened?
- **Patterns**: What are the trends over time?
- **Structures**: What influences patterns? What are the relationships between parts?
- **Mental Models**: What assumptions, beliefs, and values do people hold about the system? What beliefs keep the system in place?
- **Cultural and Institutional Values**: The core beliefs and values embedded in our culture(s) and institution(s) that make up our “worldview”

Modified from: Interaction Institute for Social Change
Sample Tool - Process Improvement and Change Management
Sample Tool- PDSA

• Plan (Design the Process and ID Shared Vision)
  • Where are we now?
  • Where do we want to go?
  • How do we get there?
  • How will I measure this?

• Do
  • Do what was planned
  • Let’s try this!

• Study/Check
  • What does the data say?
  • Did things happen according to plan?
  • Is this working?

• Act/Adjust
  • How to improve next time?
  • What needs to be different?
Sample Tool- Seek Maximum Appropriate Involvement

Factors for Consideration:
- Key stakeholders
- Time for buy-in
- Importance & impact
- Info/context needed
- Capability
- Building teamwork
- Interest

Modified from: Interaction Institute for Social Change
Research shows that EI is the best predictor of success in life.
Sample Tool - Skillful Discussion

Pay attention to my intentions.
  What do I want from this conversation? Am I willing to be influenced?

Balance advocacy with inquiry.
  What leads you to that view? What do you mean by that view?

Build shared meaning.
  When we use the term ______, what do you mean?

Use self-awareness as a resource.
  What am I thinking? What am I feeling? What do I want at this moment?

Explore impasse.
  What do we agree on, and what do we disagree on?

Modified from: Interaction Institute for Social Change
Sample Tool- Productive Conversations
Adversarial Listening vs. Deep Listening

Adversarial Listening:

**Intention**- defend, resist, oppose

**Key attitudes**-
- “I know better”
- “this is a waste of time”
- “you don’t know what you are talking about”
- “I’ve got to convince you”

**Impact**- few possibilities identified, no alignment, distrust, resentment

Deep Listening:

**Intention**- to understand, support, learn

**Key attitudes**-
- “I am curious”
- “I want to acknowledge you”
- “I want to put aside my own thoughts so I can be open to your perspective”

**Impact**- new opportunity & understanding, creative ideas, trust, appreciation

Modified from: Interaction Institute for Social Change
Sample Tool- Giving Feedback

Feedback: Celebrating & Appreciating

• Specific: exactly what they did
• Positive: keep it all good
• Impact: what happened because of it
• Current: soon after the event
• Effort: reinforce good behaviors

Modified from: Decision Wise Giving and Receiving Feedback
Sample Tool- Giving Feedback

Feedback: Addressing Challenges

“When it’s an elephant, we’ll talk.”
Sample Tool- Giving Feedback

Feedback: Addressing Challenges

- Give the Context, Data & the Why (Objectively)
- Express Good Intentions
- Share your Perspective
- Ask for their Perspective (Inquiry)
- Decide what to do
- Follow up

Modified from: Decision Wise Giving and Receiving Feedback
Activity: Identifying Organizational Gaps

Instructions:

• **3 minutes**: individually, identify 3 improvement opportunities for your organization’s culture

• **6 minutes**: share with your neighbor, each partner should take 3 minutes
Instructions:

• **2 minutes**: review DISC materials and determine your style

- DOMINANCE: direct, results-oriented, firm, strong-willed, forceful
- INFLUENCE: outgoing, enthusiastic, optimistic, high-spirited, lively
- COMPLIANCE: analytical, reserved, precise, private, systematic
- STEADINESS: even-tempered, accommodating, patient, humble, tactful
Teamwork and EI Activity: DISC Exercise

Instructions:

• **8 minutes**: as a team, decide on the following:
  • Decide on an animal that best represents your style?
  • What are some strengths your style brings to the world?
  • What are some limitations your style brings?
Teamwork and EI Activity: DISC Exercise

Group Report Out:

- Animal that best represents your style?
- Strengths your style brings to the world?
- Limitations your style brings?
Teamwork and EI Activity: DISC Exercise

For Consideration…

• How was that activity?
• What did you learn about yourself?
• What did you learn about others?
• What will you take away from this activity?
• What are some things you would want your coworkers to know about your style that would help them understand you or work with you better?
• Think about a person who you struggle with in your work or personal life. Where do you think they would fall on the DISC and how does this perspective influence your thoughts or your relationship?
• How could understanding yourself, your tendencies, strengths, and triggers help you manage your emotions or relationships better?
Recommended Resources

• Managing to Change the World
  • Chapter 10 Exercising Authority Without Being a Wimp or a Tyrant

• Interaction Institute for Social Change
  • Facilitative Leadership for Social Change

• DecisionWise: Giving and Receiving Feedback
Questions & Discussion
THANK YOU!