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# DELIVERING ON YOUR PRACTICE CULTURE THROUGH ENGAGED EMPLOYEES

2018 PCC Users' Conference | Denver, CO  
Tuesday, June 19, 2018

# Agenda

- Importance of Employee Engagement
- Culture
- Selection
  - Pre-Interview
  - Interview
  - Post-Interview
- Onboarding and Training



# Intentionality

“Disney’s consistent business results are driven by over managing certain things that most companies under manage or ignore — and that’s a key source of what differentiates us. We have learned to be intentional where others are unintentional.”

Mike Reardon

*Senior Business Program Facilitator  
Disney Institute*



WHY IS

# EMPLOYEE ENGAGEMENT

IMPORTANT?



# Employee Engagement... Why?

Engaged Employees are more:

-  Productive
-  Innovative
-  Loyal
-  Cost-Effective



# Turnover Costs

Cost of  
Hiring

Cost of  
Onboarding

Cost of  
Training

Lost  
Productivity

Lost Engagement

Customer  
Service & Other  
Errors

Cultural Impact



TYPES OF

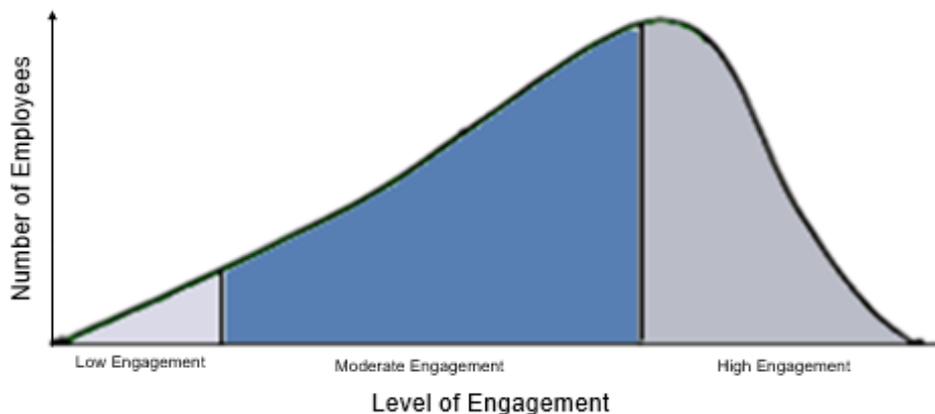
# EMPLOYEE ENGAGEMENT



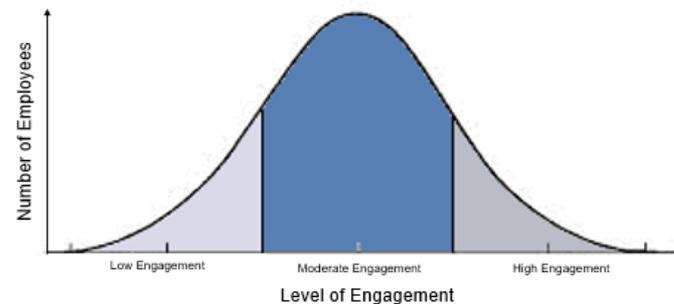
# Employee Engagement

## Where does your practice fit?

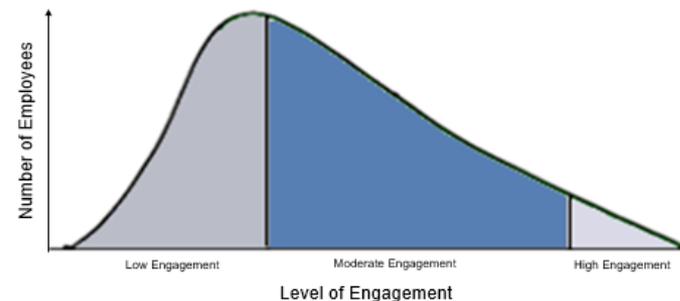
### Committed



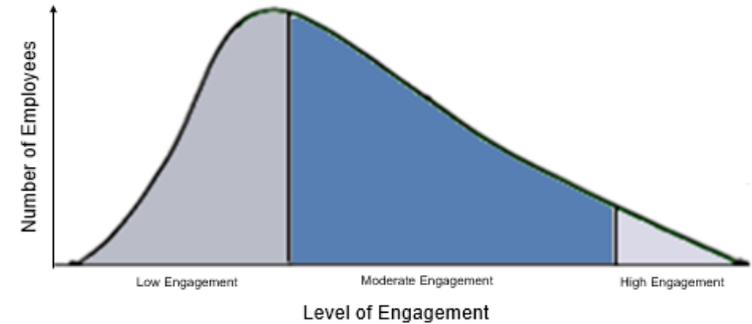
### Compliant



### Non-Committed



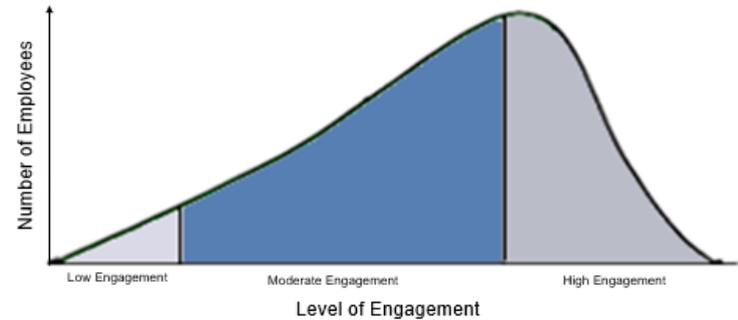
# Shifting to Non-Commitment



- Employees don't see their value
- Low morale
- Consistent messaging/micromanagement
- No recognition for desired behaviors
- Lack of clear direction
- Lack of empowerment



# Shifting to Commitment



- Placing the right people in the right roles
  - employee strengths and interests
- Providing High-Quality Training
- Listen to Employees
- Care for Employees (Internal Customers)
- Eliminating Job Dissatisfaction
- Creating Conditions for Job Satisfaction



# Eliminating Job Dissatisfaction

- Fixing poor and obstructive work conditions and company policies
- Providing effective, supportive, and non-intrusive supervision
- Creating and supporting a culture of respect and dignity for all team members
- Ensure that wages are competitive
- Building job status by providing meaningful work for all positions
- Providing job security.



# Creating Conditions for Job Satisfaction

- Providing opportunities for achievement
- Recognizing employees' contributions
- Creating work that is rewarding and matches employees' skills and values
- Giving as much responsibility to each team member as possible
- Providing opportunities for advancement in the company by hiring from within (through promotions)
- Offering training and development opportunities so that when promotions do arise, employees are equipped for the position



# CULTURE WITH INTENTION



# What Does 'Culture' Mean?

- Culture consists of the beliefs and behaviors of the collective organization: employees and owners
- Develops over time from the cumulative traits of the people the company hires and the mission that they are tasked with carrying out.



# How Do You Develop ‘Culture’?

- The key to success in developing and sustaining a strong culture is to develop one that values employee engagement and loyalty.
- You must first identify your mission – without it, who can understand what the company is about?



# Developing Your Mission and Vision

Get clear on your mission and update it if you haven't thought about this for a while:

- What is the personality of the practice?
- Does it fit with where you are now? And where you want to go?
- What opportunities exist that you could evolve / aspire toward?



# Developing Your Mission and Vision

A mission statement is intended to clarify the 'what' and 'who' of a company, while a vision statement adds the 'why' and 'how'

Missions define what the company is about, visions define what the company aspires to become.



# Examples of Strong Missions



Mission: "To spread the power of optimism."



"We work hard every day to make American Express the world's most respected service brand."



# Examples of Strong Missions

## The Kids Plus Mission



To **MEET** the individual needs of every child and family.

To **LEARN** what makes each child special, and what every family values.

To **GROW** along with our patients and families, helping them always to be safe, healthy, and happy.

## The Kids Plus Vision



A pediatric practice so supportive, caring, and connected that we feel like family.



# Using Your Mission

- Putting the mission at the forefront of your organization
- Empowering staff to act on that mission in their daily interactions with each other and with patients
- Reinforcing the mission at every meeting, in trainings, and whenever there is a 'teachable moment'



# Culture with Intention

Heritage &  
Traditions

Language &  
Symbols

Shared  
Values

Traits &  
Behaviors



# Culture with Intention:

## HERITAGE & TRADITIONS

### Sharing Company Stories



#### The DISNEY Way:

- Traditions Course during onboarding
- Multiple Locations on Website
- Internal Publications

#### The Way:

- History Page on Website
- Social Media Pages
- Through video during onboarding



# Culture with Intention: LANGUAGE & SYMBOLS

## Company Recognition



### The DISNEY Way:

- Mouse Ears
- Recognizable Characters
- Cast Member, On-Stage, Guest, etc.
- Company Language

### The Way:

- Shooting Star
- Everyday Superheroes serving others
- SuperSquad
- Company Language



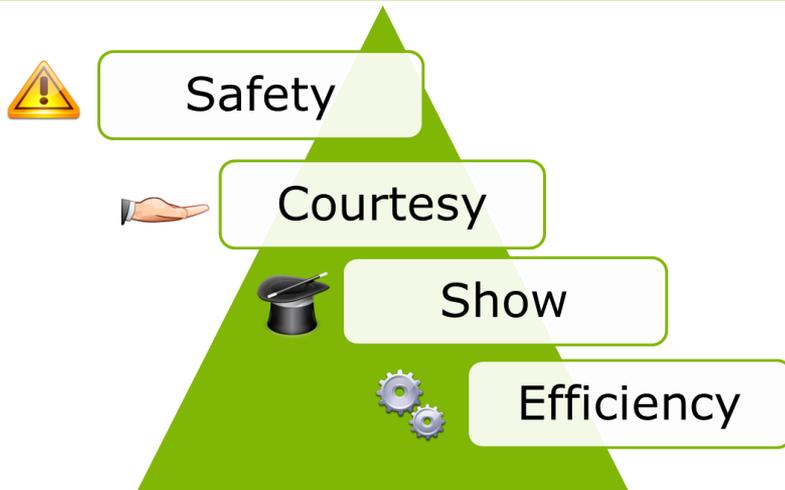
# Culture with Intention:

## SHARED VALUES

### Value System for Decision Making



#### The DISNEY Way:



#### The SuperDuper Pediatrics Way:

- Safety
- Courtesy
- Teamwork
- Service



# Culture with Intention: TRAITS & BEHAVIORS

## Communication of Desired Behaviors



### The DISNEY Way:

- Specific Traits and Behaviors for each of the Four Keys

### The Way:

- Weekly leader-led care team meetings

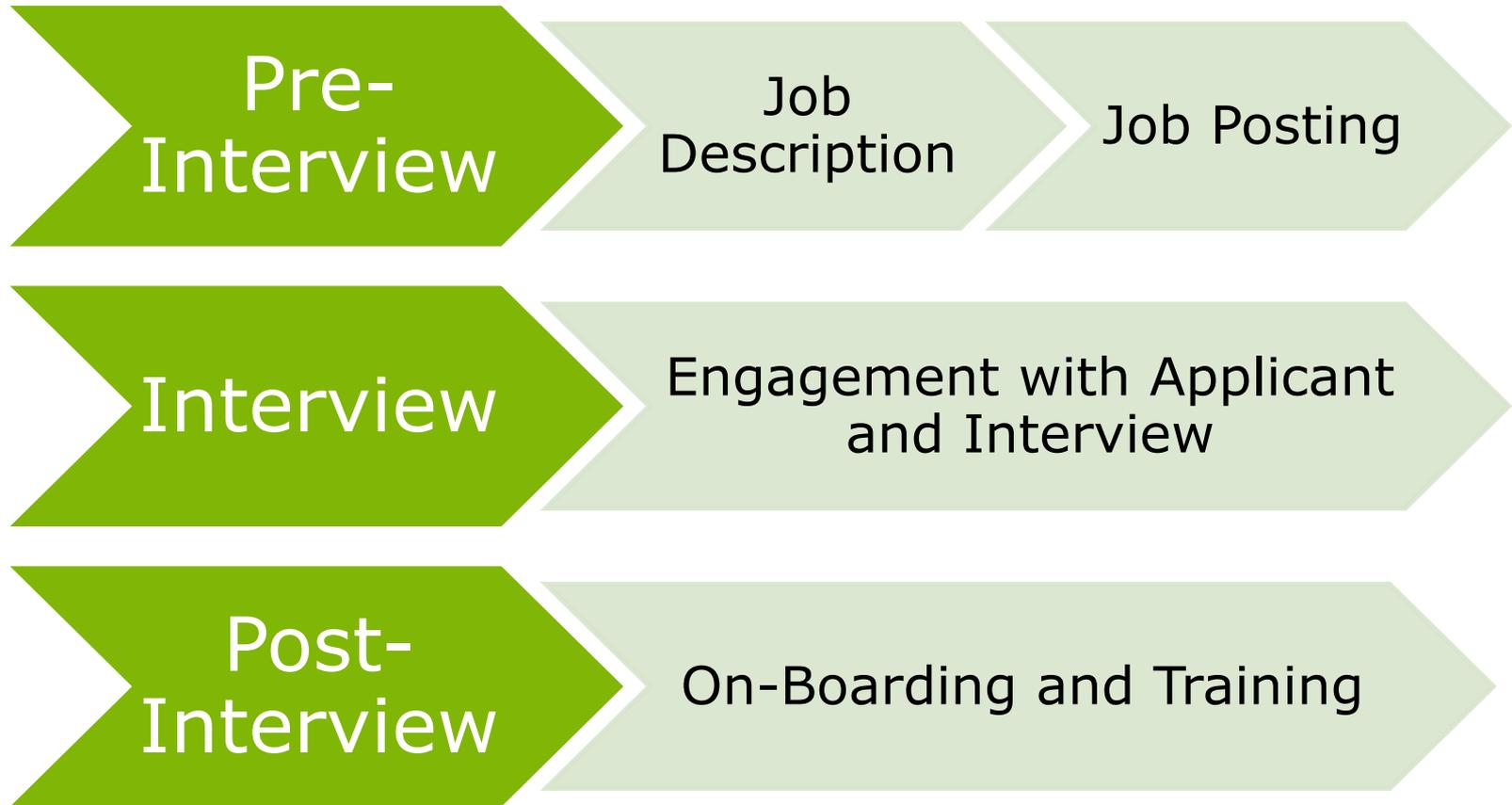


HUMAN RESOURCE PROCESSES THAT ENGAGE

# SELECTION



# SELECTION



HUMAN RESOURCE PROCESSES THAT ENGAGE

# SELECTION: PRE-INTERVIEW



SELECTION: PRE-INTERVIEW

# JOB DESCRIPTIONS & POSTINGS

Do you have Job Descriptions?

Do they reflect your practice's culture?

Are they ever reviewed/updated?

Do you emotionally engage/excite?



# Selection: Pre-Interview

## Job Descriptions



Customer Service Specialist (Receptionist), SuperDuper Pediatrics (Nyack, NY)

### Introduction

*At SuperDuper Pediatrics we understand that it takes **everyday heroes** to **make a difference in our community**. No matter the stage in your career, being a part of SuperDuper Pediatrics means being a **part of a team** where, by **combining and growing our powers and strengths**, we deliver **quality healthcare and service** to our patients and their families. As a member of the **Super Squad**, you are the **face of our mission to help all in need** and an important part of our patients' healthiest lives and development. **Join the SuperDuper Squad and help us save the day... Every Day!***



Selection: Pre-Interview

# Job Postings

**Continue to be Intentional with your Culture in the Entirety of the Job Description & Posting:**

- Responsibilities
- Basic Qualifications
- Preferred Qualifications



# Selection: Pre-Interview Job Postings



**I AM MARVELOUS**  
**I AM A SERVANT OF OTHERS**  
**I AM AN EXPECTATION EXCEEDER**  
**I AM AN ALLY IN HEALTH**

**I AM MARVELOUS**  
I believe that a smile can change a day.

**I AM A SERVANT OF OTHERS**  
I believe that doing my best is the only way

**I AM AN EXPECTATION EXCEEDER**  
I believe in rising above and beyond

**I AM AN ALLY IN HEALTH**  
I believe in healthy growth and development

**I AM**



HUMAN RESOURCE PROCESSES THAT ENGAGE

# SELECTION: INTERVIEW



Interview

Engagement with Applicant  
and Interview



# Applicant Engagement / Interviewing

- Include your practice's mission and vision statements in your hiring paperwork and wherever it seems appropriate along the way.
- Offer an explicit description of your practice's culture and values.
- Use language in your job descriptions and postings that reflect the practice's culture.
- Make sure that those employees who will interact with potential/new hires are those that embody your practice's culture
- In your job descriptions include both required traits as well as desired traits



# Selection

Sometimes it is better to hire a less qualified employee that is a better cultural fit over a candidate that has a better skill set but undesirable behaviors:

- It is more expensive to hire someone that you will eventually have to replace again
- An improper fit can cause disillusionment amongst other employees
- An improper fit can skew the company's culture in an undesired direction.
- You can train new skills, you can't train a new personality



# Selection

## **DO NOT Settle!**

Do not settle on an improper fit employee just because you need a body in a seat.

This is a short sighted decision that will do more harm than good in the long run.



# What does your training program “say?”



**“Think this is bad? You should see the inside of my head.”**



# HUMAN RESOURCE PROCESSES THAT ENGAGE

## ONBOARDING & TRAINING

### Pre-First Day

- Send Information
- Set Up Workstation

### First Day

- Welcome and Tour
- Help with Transition
- Training Begins

### Second Week

- Getting to Know the Team
- Follow Up with Managers

### 30 Days

- Survey About Onboarding Program

### 45 Days

- Assess Understanding
- Assess Engagement

### 90 Days and On

- Continue to Follow Up
- Continue to Train



# SUMMARY



# Final Thought...

- CFO asks CEO -

*“What happens if we invest in developing our people and they leave us?”*

- CEO -

*“What happens if we don’t, and they stay?”*

The only thing worse than training your employees and losing them is not training your employees and keeping them.”

-Zig Ziglar

*Author and Motivational Speaker*



# QUESTIONS?





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