Building a Culture of Engagement: Cleveland Clinic Abu Dhabi Pharmacy Experience

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DISCLOSURE

- I have no financial relationship to disclose.
Day #1: March 2015

- 360-bed facility

- Five centers of excellence:
  - Heart and vascular
  - Neurology
  - Digestive diseases
  - Ophthalmology
  - Respiratory & Critical care

- 197 Physicians
- 99 Pharmacy Caregivers
- 1700 Nurses

- Cleveland Clinic USA
  - #2 in USA
  - #1 in cardiology x 21 yrs
"Placing patients first is our highest priority. Patients are the reason we exist and the reason we come to work each day."

Delos M. Cosgrove, M.D.
Chief Executive Officer and President
Cleveland Clinic Health System
And whoever saves one - it is as if he had saved mankind entirely

Quran, Al-Maaida, Aya 32
Pharmacy Strategy

• **Major Programmatic Goals:**
  – Design medication use system based on highest technologies
  – Spread Best Practice and culture of medication safety at regional level
  – Caregiver’s Engagement
  – Patient-centered pharmacist practice model / API
Learning Objectives

• At the completion of this activity, you will be able to:
  – Explain what is employee engagement
  – Describe what is engagement culture.
  – Identify how we know if our employees are engaged
  – Describe how we have achieved high levels of engagement in Cleveland Clinic Abu Dhabi (CCAD)
My Last 6 Years at Cleveland Clinic Abu Dhabi: 4 years infra-structure + 2 years operation

- Design & Space Management
- IT selection & Integration
- Policies
- Recruitment
- Infrastructure for Employee Engagement
- Activation
- Trust, Delegate, Support and Engage our Caregivers
- Measuring Employee Engagement
What is Employee Engagement?
**Satisfaction:** “the contentment one feels when one has fulfilled a desire, need, or expectation.”

*Satisfaction is related to the organization*

**Engagement:** “employee is involved in, enthusiastic about, loyal, devoted and committed to his or her work.”

*Engagement is related to the local work group*
Employee Engagement: Definition

• A heightened *emotional* and *intellectual* connection that an employee has for his/her job, organization, manager, or coworkers that, in turn, *influences* him/her to apply *additional optional efforts* to his/her work.

Engagement Defined

Engaged employees are:

- mentally and emotionally invested in their work
- contributing to their employer’s success

ASTD Research Study sponsored by Dale Carnegie training, March 2006
Advice To Managers

• Before defining what is engagement, never ask your employee:

ARE YOU ENGAGED?
FACT

• Employee engagement is not a miracle.

• If you can maintain a happy family at home, you can maintain a happy and engaged employee at work!

• If you can maintain a happy and engaged employee at work, you can maintain a happy family.
Employee Engagement Data & Facts
What makes an employee awake at night? The TOP 5

1. Not feeling appreciated for the work they do.
2. Working in a stressful environment.
3. Not being valued and respected at work
4. Lack of career opportunities for advancement
5. Not working on top of his/her license!
How Many of You Would Like to Work in a Pharmacy Where All Employees Say:

“\textbf{I LOVE MY JOB!}”
Levels of Employee Engagement Worldwide

- Love my job, Engaged: 13%
- Actively Disengaged: 24%
- Not Engaged: 63%

Do just enough to get by & get paid
Employee Engagement

• USA:
  – 34.1 Engaged

• Germany:
  – 16% Engaged
  – 68% Not Engaged
  – 84% Not Engaged or Actively Disengaged

Gallup News Report, April 2016
Employee Engagement Outcome
Actively Engaged Employees 13-20%

Highly motivated to work hard / strong relationships

Stay – even for less money

Go the extra mile/Volunteer ideas

Recommend organization as good place to work
Engagement Outcome

• 37% less absenteeism
  • Call in sick only when ill

• 48% less safety incidents

• 21% higher productivity

• 22% higher profitability
Impact on Safety

• More Engaged Employees feel safer and provide safer care to the patient!

• Employee Engagement have a positive impact on safety culture at the unit level in ICUs
Employee Engagement

• Among 50,000 employees around the world, those who are most committed (engaged):
  
  • Perform 20% better
  • 87% less likely to leave the organization

Corporate Leadership Council, The Business Impact of Employee Engagement, on 50,000 employees, 2011
Not engaged Employees (55-65%)

- May be productive but are not psychologically connected to the organization
- Are more likely to miss work and leave the company
- Gives bare minimum
Actively Disengaged (20-25%)

- Are physically present but psychologically absent
- Are unhappy with their work situation
- Say and do things each day to share their unhappiness with other team members
It’s About Leadership

Percentage of employees answering “yes” to the question: “If you could fire your current boss, would you do so or not?”

- Engaged: 6%
- Not engaged: 23%
- Actively disengaged: 51%

Employee Engagement Level

Gallup, 2012
The Culture of Employee Engagement
Employee Engagement is about CULTURE

• Organizational DNA
What to understand before building culture

- People have different talent, skills and strengths
  - Talents are genetic
  - Skills and strengths are learnable
  - Hard to change disengaged individual
  - Easy to create an engaging environment
Building the Culture

- Engagement is everyone’s responsibility
- It must be a strategy
- Select managers who can build engagement
- Hold managers accountable for engagement
Building the Culture of Engagement

• The Theme of the month
  - Be Positive
    – Express your happiness
    – Respect Seniority
    – Smile
    – Be thankful
    – Make a difference
  – I love my job
  – I am accountable
  – I don’t achieve for credits
Focus on Strengths Culture

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My top 5 strengths are
Developer, Responsibility, Empathy, Connectedness, Relator

Reference: “The Strengths Finder”
How Do We Know If Our Employees are Engaged?
Ask Them!
Employee Engagement Models

- **Gallup Q12**
- Hewitt's Engagement Model
- Towers Watson
- CIPD Model
Gallup-Q12

Basic Needs

Individual Contribution

Teamwork

Growth

Q12. Opportunities to learn and grow
Q11. Progress in last six months
Q10. I have a best friend at work
Q9. Coworkers committed to quality
Q8. Mission/Purpose of company
Q7. At work, my opinions seem to count
Q6. Someone encourages my development
Q5. Supervisor/Someone at work cares
Q4. Recognition last seven days
Q3. Do what I do best every day
Q2. I have materials and equipment
Q1. I know what is expected of me at work
Q1 - I Know what is expected of me at work

Do you know your expectations at work and how they contribute to overall mission?
Q2-
I have the materials and equipment I need to do my work right.

Do you have all the resources to be productive at work?
Q3-
At work, I have the opportunity to do what I do best every day.

Were you challenged at work to be your best?
Q4.
In the last seven days, I have received recognition or praise for doing good work.

In the last 7 days did you receive/ give any recognition?
The Power of Recognition

- Recognizing employee performance increases engagement by 60%
- 34% of Employees quit their jobs due to lack of recognition

The Engagement Engine, Towers Watson; 2010
Q5.
My supervisor, or someone at work, seems to care about me as a person.

Does this statement reflect your workgroup?
Q6.
There is someone at work who encourages my development.

Where did you get those special learning? Was it from a Colleague/ Supervisor
Q7. At work, my opinions seem to count.

Were your opinions/ suggestions given due weightage in your workgroup?
Q8.
The mission/purpose of my company makes me feel my job is important.

*Do you know how you contribute to CCAD’s Mission?*
Q9.
My associates or fellow employees are committed to doing quality work.

Does this reflect your workgroup?
Q10. I have a best friend at work.

Can you recall their name(s) instantly?

- Employees who have best friends at work are 7 times more likely to be engaged in their jobs
- If you have 3 vital friends at work, you are 96% more likely to be satisfied in your life!!
Q11. In the last six months, someone at work has talked to me about my progress.

When was the last time your supervisor talked about your performance?
Q12.
This last year, I have had opportunities at work to learn and grow.

Where your capabilities challenged at work? Could you think one or two projects that up-skilled you?
Q12 Survey

Reassess interventions Team/ Group/ CCAD level

Identify source of Engagement/ Disengagement?

Improved Performance

Conduct Qtr.-Pulse Survey to track progress

Create Impact Plans created to improve/ sustain

Start here
# 1: Start With Recruitment

- Hire with care; we select honest, qualified and mature caregivers who are committed to the mission of the department
- Introduce Gallup concept before joining

- Our ABC for recruitment
  - A: Attitude
  - B: Background
  - C: Communication
# 2: Daily Huddles

- A holy time that no one will miss!
- A fun time and an ice breaker!
- A transparent open communication forum:
  - No politics, no gossips, no rumors in pharmacy!
- Permanent Agenda:
  - Census
  - What is going well…. What did not go well?
  - Scenarios about the theme of the month
  - Recognitions
# 3
Share one Gallup question per huddle

- Brainstorm on how to score 5 / Action plans
- Ask each team member:
  - What makes you happier?
  - Why not 5?
#4: Professional Development

- Professional Development is a priority agenda for managers
- Opportunities for conference and training
- Increase expectations
  - Boards
  - Masters
  - Residencies
#5: Recognition

- Provide timely, sincere and frequent recognition
- Advertise employee achievements & success
- Monthly group lunch
- Celebrate personal & professional celebrations
  - Birthday, Certification, New born, etc.
Focus on the Manager’s performance

- Popular in nature: smile, laugh, and have fun!
- Open door
- Let others teach me; everyone is important!!
- Talk in terms of other person’s interest
- Always listen to advice and suggestions
- Solutions found only through brainstorming
- Watch yourself: Be a role model
- Sensing lack of engagement and seeking to engage
# 7

Communicate, Re-communicate, Over Communicate

- Monthly manager-caregiver meeting
- Weekly report by manager
- Daily huddles in each area
- Quarterly retreat
- No e-mail query without answer!!
#8 Leadership-Caregiver Relationship

A strong relationship between managers and pharmacy leaders based on:

- Trust
- Respect
- Commitment
“If your actions inspire others to dream more, learn more, do more, and become more, you are a leader.”

John Quincy Adams
# 9: My performance as a leader

- I spend half of my time developing leaders

“I do less and they do more while everyone is happier”
# 10: Market the 5

- If international benchmark is 4.5, why can we not score 5?
70% of Fortune 500 companies have corporate mentorship programs.

- Build Self awareness
- Develop Skills
- Improve Performance
- Grow Professionally
Why Mentorship?

Highly engaged workforce and career satisfaction

Helps staff navigate more complex work environment and ensure success in career

More likely to be promoted, publish 5x more, support for grants; increased competence, improved recruitment and retention

The Outcome
Our Pharmacy Gallup Grand Mean

Grand Mean 2012: 4.05
Grand Mean 2013: 4.89
Grand Mean 2014: 4.83
Grand Mean 2015: 4.29
Patient Experience / TOP BOX
It is all about SMILE 😊

• If you can make your people smile at all times then you know that you are doing a good job!
Key Take-Aways

Employee engagement matters

- HR has critical role – champion, facilitator and model
- Engagement is not just an “initiative” or “program”
- Survey results must be acted on
- Engagement levels are low
- But can be improved
- Engagement should be measured
Cleveland Clinic

Every life deserves world class care.

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