

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

Osama Tabbara, R.Ph., BCNSP, EMBA  
Senior Director,  
Department of Pharmacy Services  
Cleveland Clinic Abu Dhabi (CCAD), UAE



# 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

ومن أحيائها فكأنما أحيى الناس جميعا

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

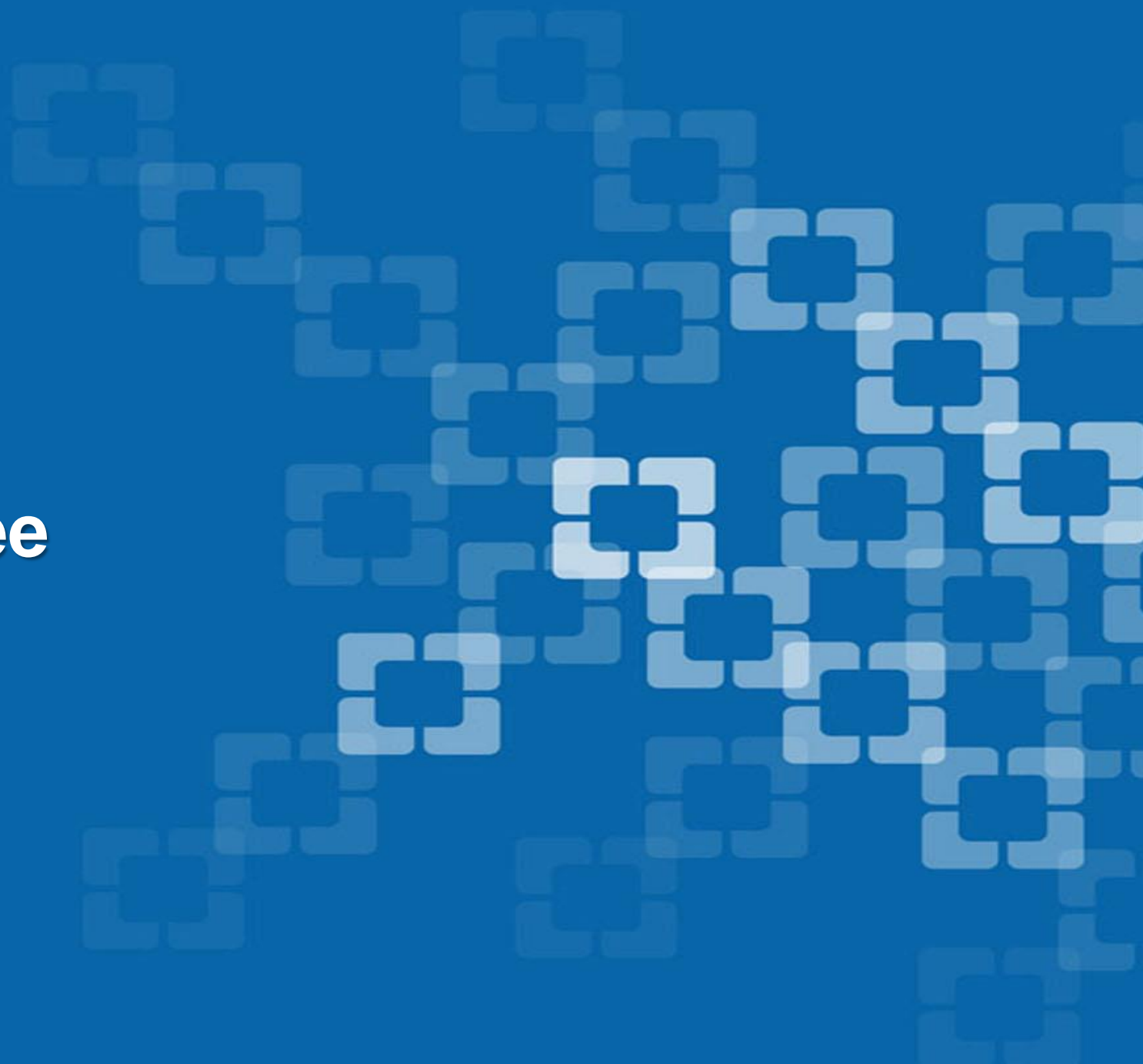
- At the completion of this activity, you will be able to:
  - Explain what is employee engagement
  - Describe what is engagement culture.
  - Identify how we know if our employees are engaged
  - Describe how we have achieved high levels of engagement in Cleveland Clinic Abu Dhabi (CCAD)

# 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 versus 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.

Gibbons J.. New York: The Conference Board, inc.;2006:5

# Engagement Defined

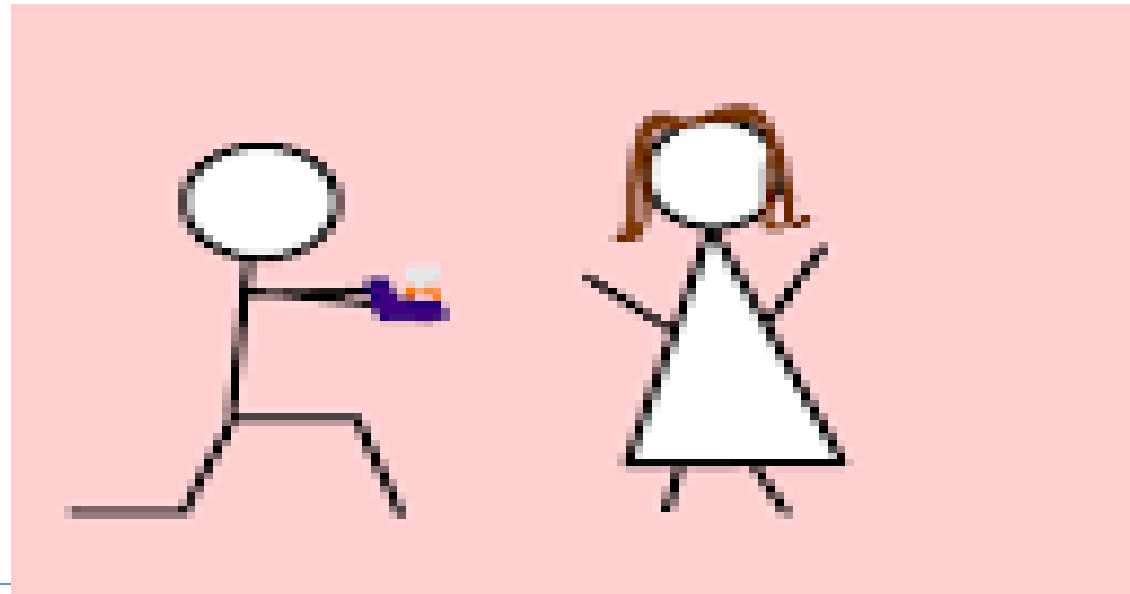
- Engaged employees are:
  - **mentally and emotionally invested in their work**
  - **contributing to their employer's success**

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!

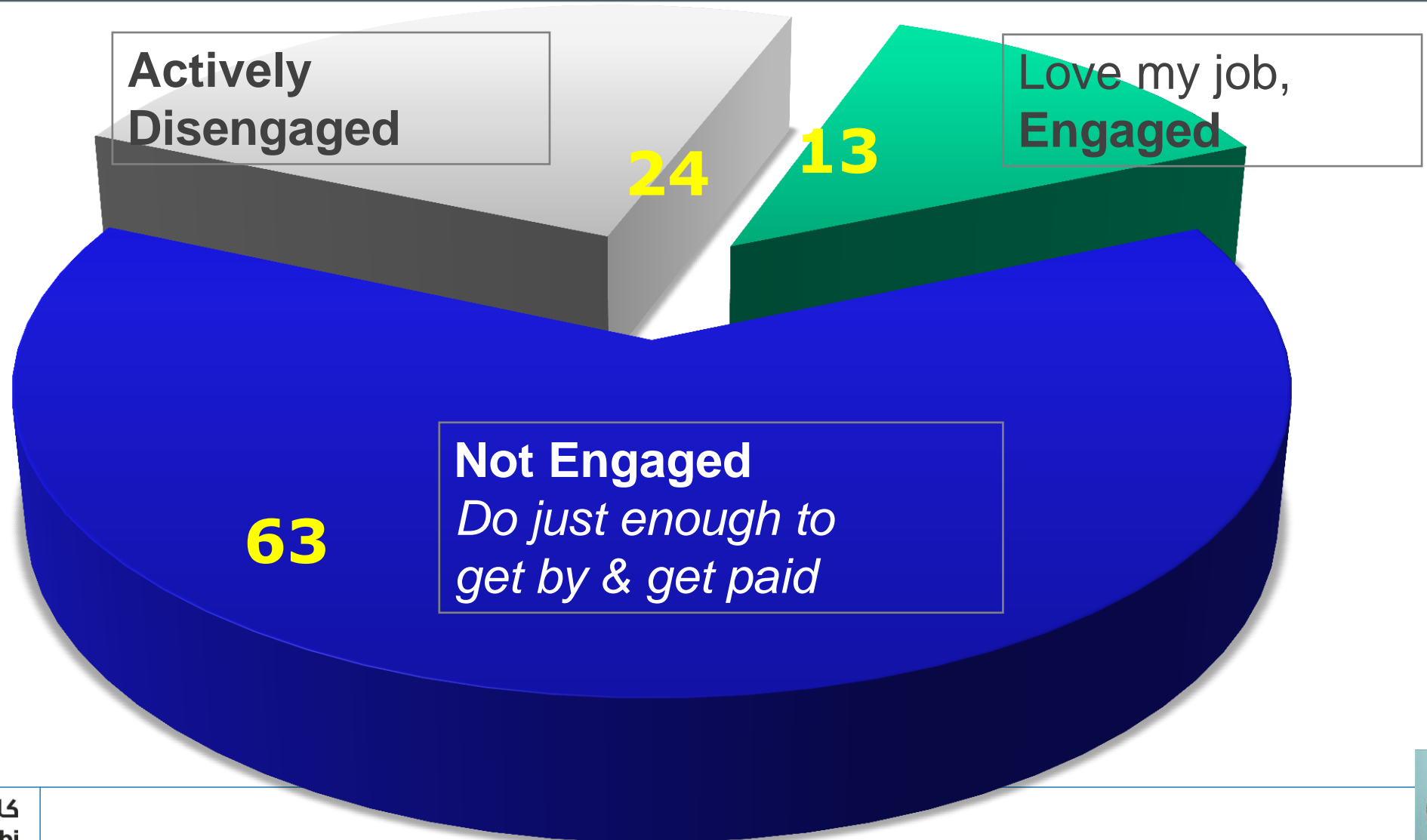


How Many of You Would Like to Work in a Pharmacy Where All Employees Say:

“I LOVE MY JOB!”



# Levels of Employee Engagement Worldwide



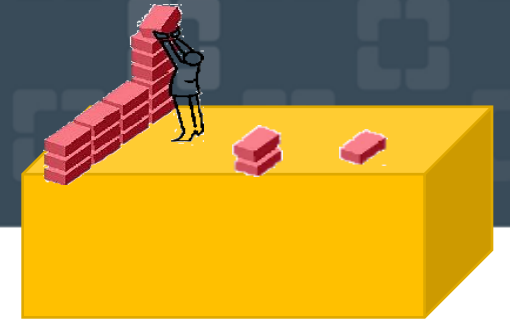
# Employee Engagement

- 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**

Gallup Q12 2012 Reports

## 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

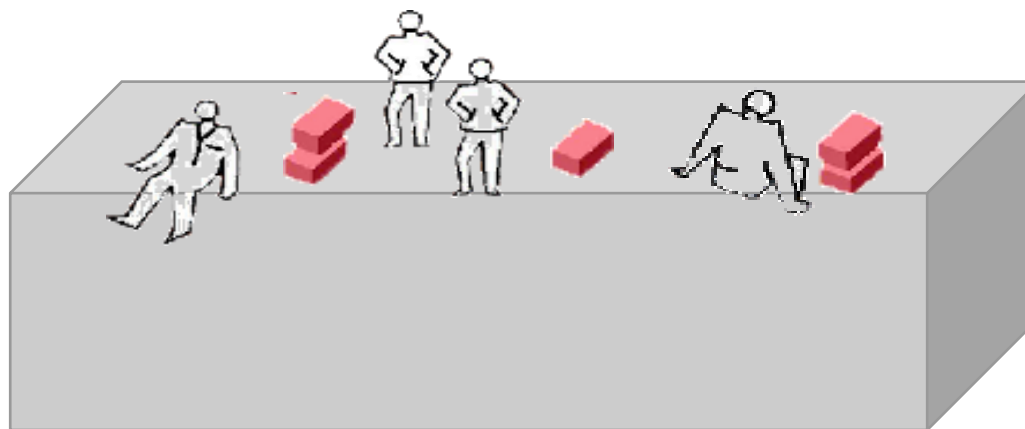
- Among 50,000 employees around the world, those who are most committed (engaged):
  - Perform **20%** better
  - **87%** less likely to leave the organization

Corporate Leadership Council, The Business Impact of Employee Engagement, on 50,000 employees, 2011



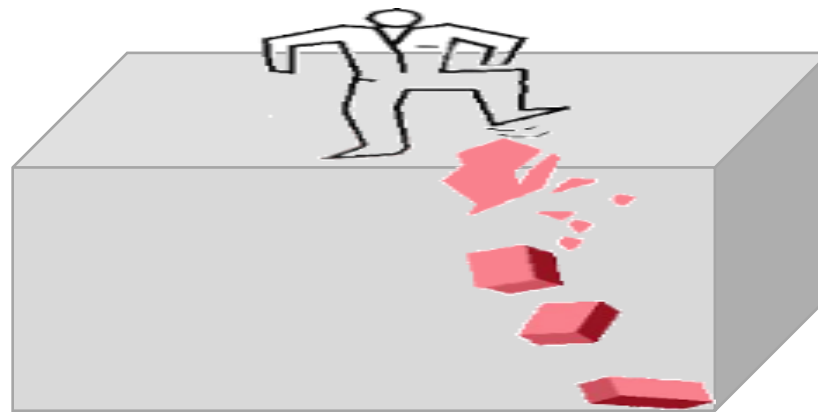
## Not engaged Employees (55-65%)

- May be productive but are **not** psychologically connected to the organization
- Are more likely to miss work and leave the company
- Gives bare minimum



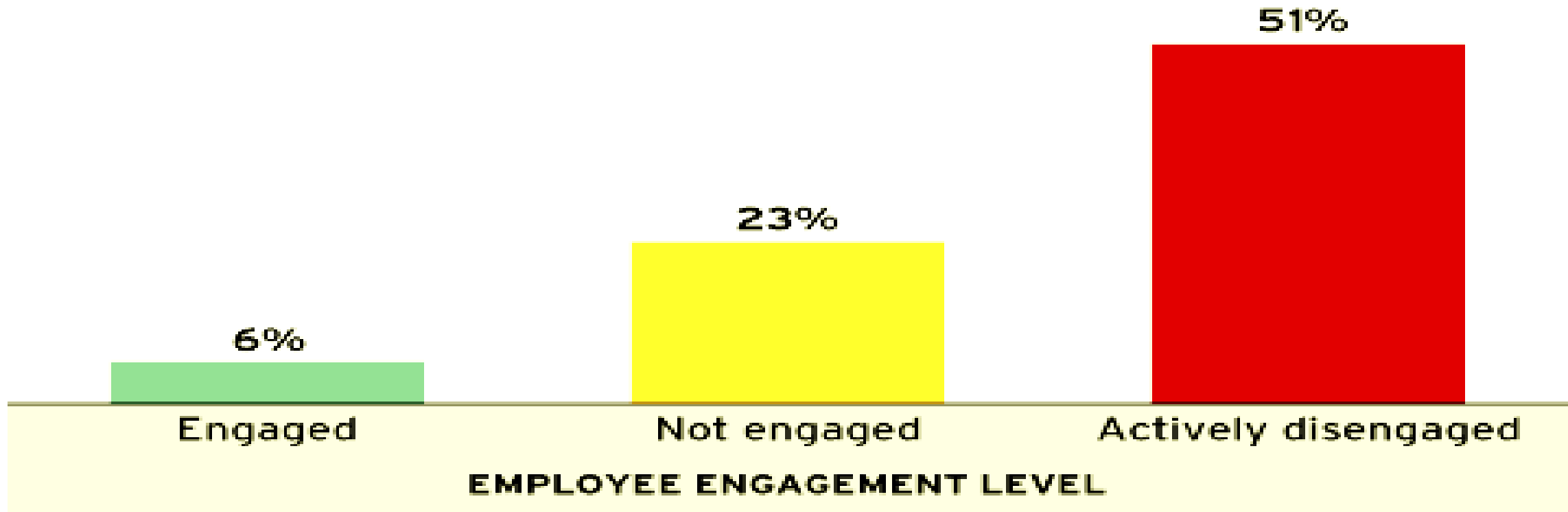
# Actively Disengaged (20-25%)

- 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?"



# 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 engager

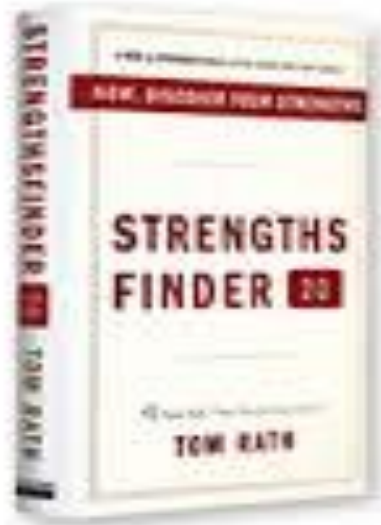


# Building the Culture of Engagement

- **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



**Mohammad A. Siddiqui, PharmD.,MBA** | Manager, Inpatient Pharmacy | Department of Pharmacy Services  
Cleveland Clinic Abu Dhabi | P.O. Box 112412 | United Arab Emirates | Mobile No. 971-052-699-7757

## My top 5 strengths are

*Developer, Responsibility, Empathy, Connectedness, Relator*

Reference: "The Strengths Finder"

# How Do We Know If Our Employees are Engaged?

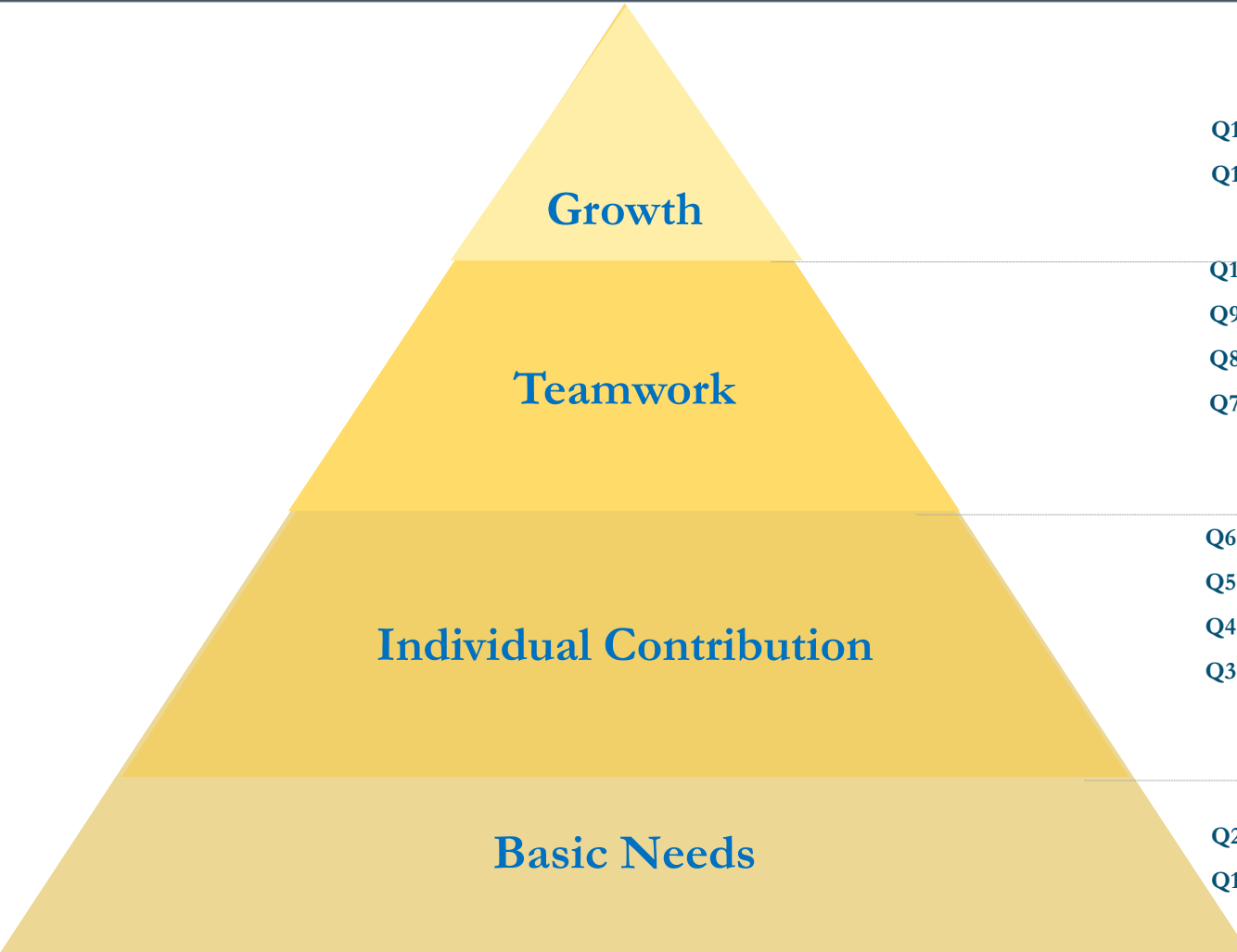


**Ask Them!**

# Employee Engagement Models

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

# Gallup-Q12



**Growth**

- Q12. Opportunities to learn and grow
- Q11. Progress in last six months

**Teamwork**

- 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

**Individual Contribution**

- Q6. Someone encourages my development
- Q5. Supervisor/Someone at work cares
- Q4. Recognition last seven days
- Q3. Do what I do best every day

**Basic Needs**

- 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?*



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Cleveland Clinic Abu Dhabi

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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 ?*



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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.**

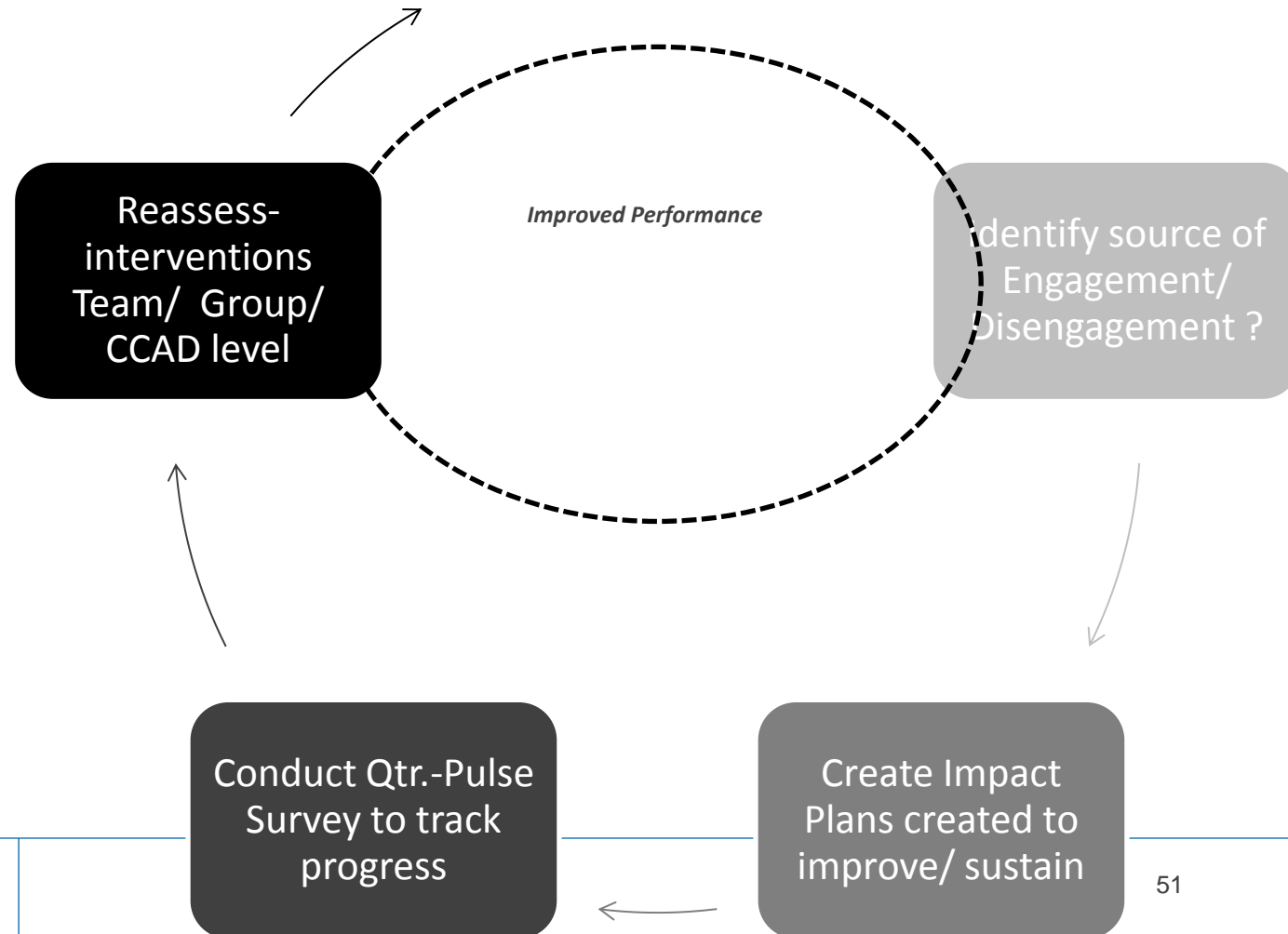
*Where your capabilities challenged at work ? Could you think one or two projects that up-skilled you?*



# The Big Picture

Start here

## Q12 Survey



# **Cleveland Clinic Abu Dhabi Pharmacy Experience**



# The Pharmacy Family

# The Pharmily

# # 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



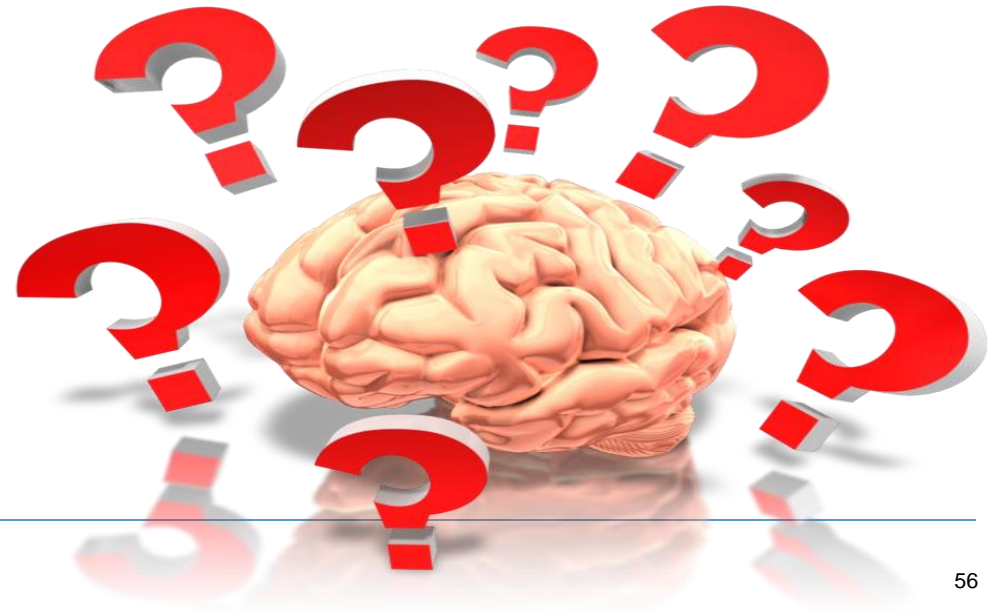
# # 2: Daily Huddles

- 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.

# # 6

## 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



How to Win Friends and Influence People?  
*From the Book by Dale Carnegie*

# # 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?

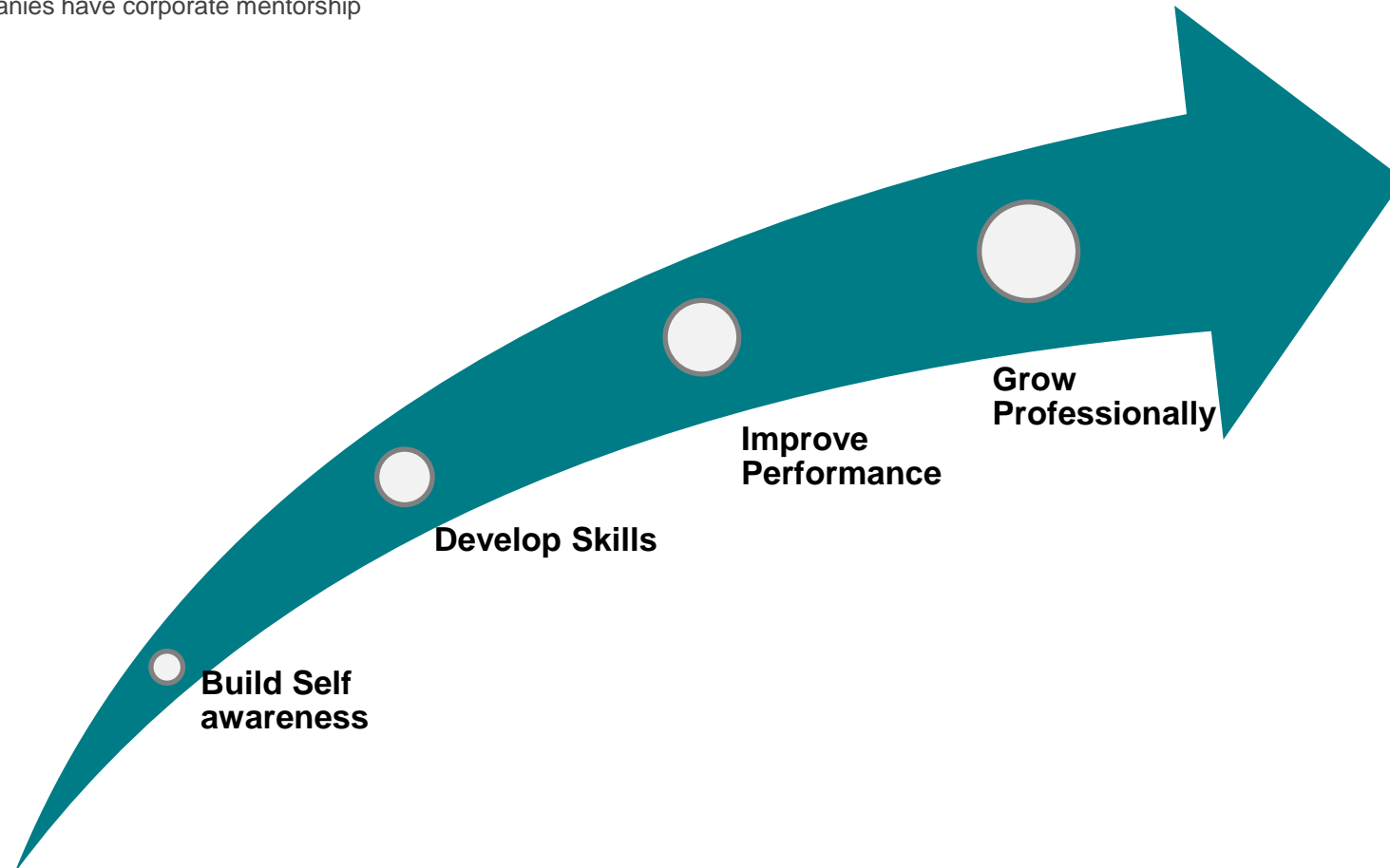




# # 12 Pharmacy Mentorship Program



**70%** of Fortune 500 companies have corporate mentorship programs



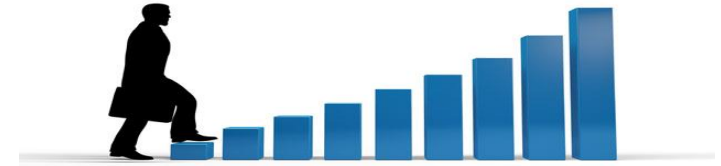
# Why Mentorship?



Highly engaged workforce and career satisfaction



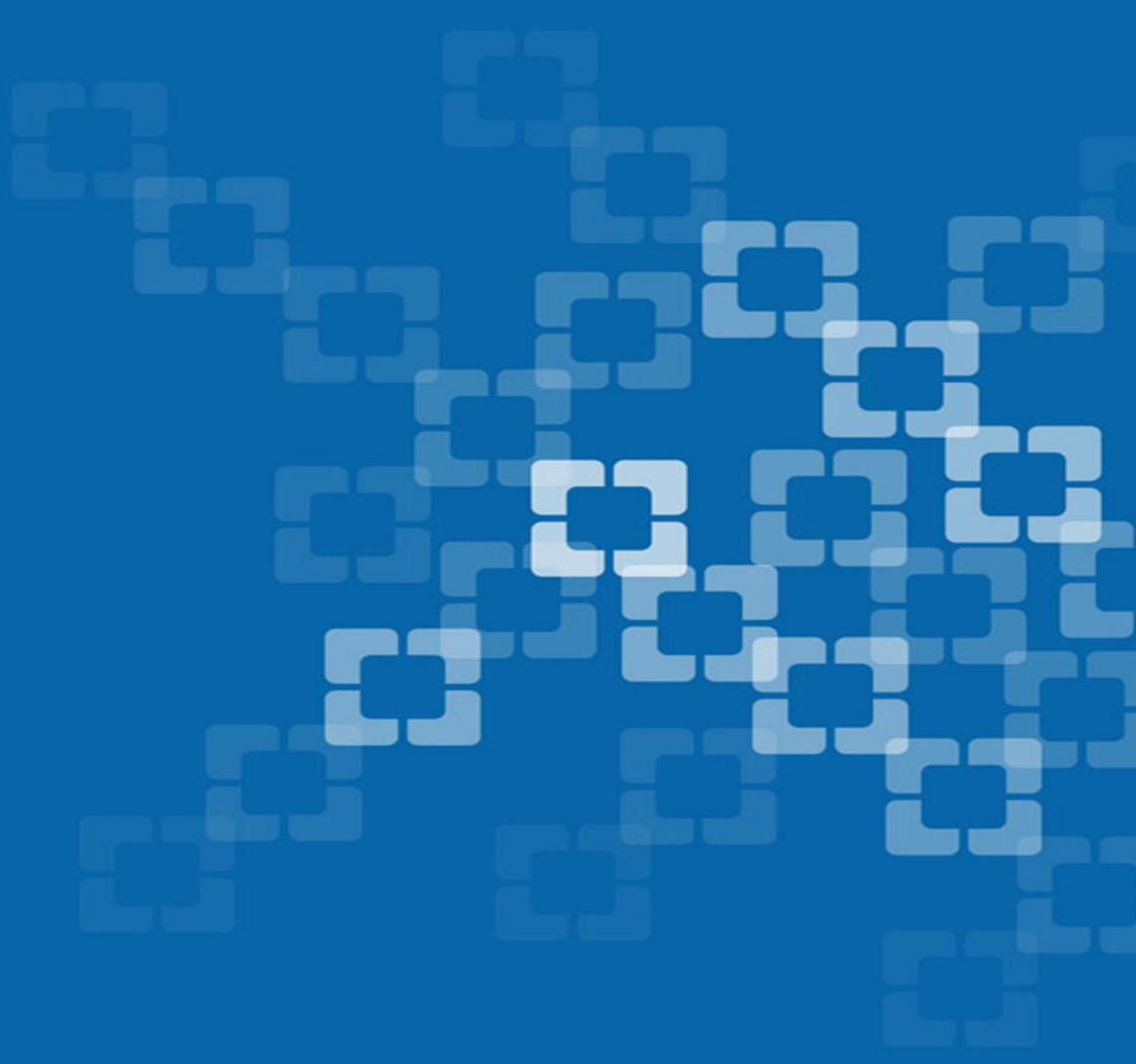
Helps staff navigate more complex work environment and ensure success in career



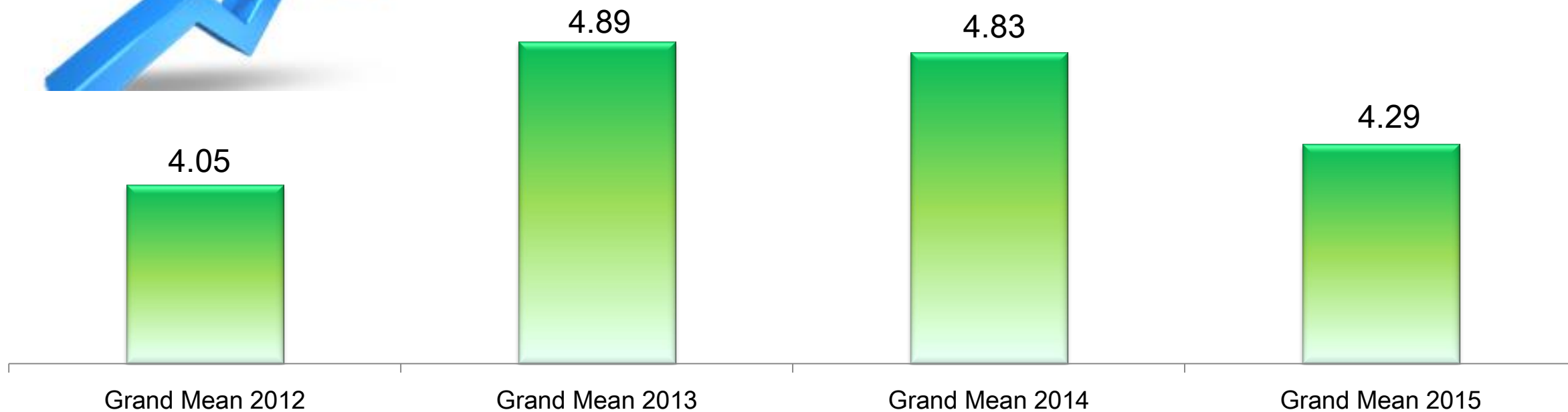
More likely to be promoted, publish **5x** more,  
**3x** support for grants; increased competence,  
improved recruitment and retention

1. *J Gen Intern Med.* 2006; 21:123–9.
2. *JAMA.* 2006; 296:1103–15.
3. *J Gen Intern Med.* 2002

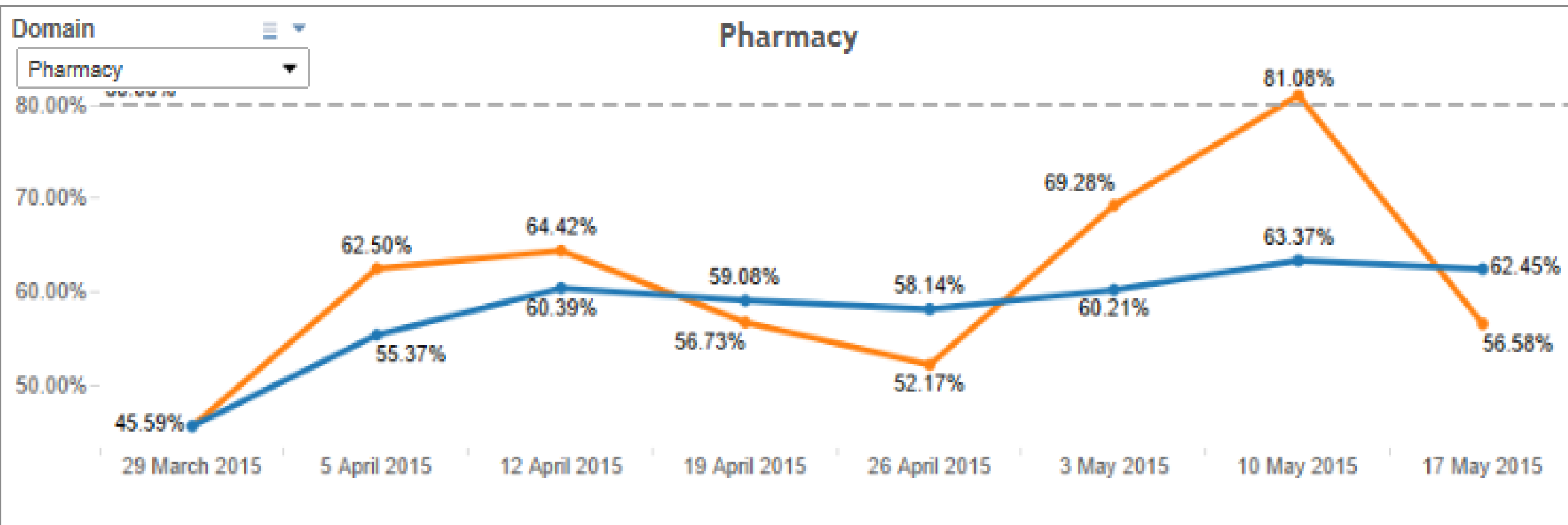
# The Outcome



# Our Pharmacy Gallup Grand Mean



# 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

HR has critical role –  
champion,  
facilitator and model

Engagement is not just  
an “initiative” or  
“program”

## Employee engagement matters



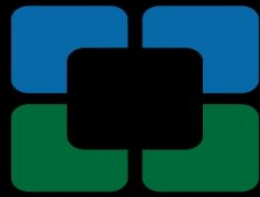
Engagement  
levels are low

But can be  
improved

Engagement  
should be  
measured

Survey results must be  
acted on

THANK YOU



**Cleveland Clinic**

**Every life deserves world class care.**



Lebanese Society for Quality  
and Safety in Health Care  
الجمعية اللبنانية للجودة  
والسلامة في الرعاية الصحية

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