



ROUNDING...ESSENTIAL ELEMENT OF ENGAGEMENT

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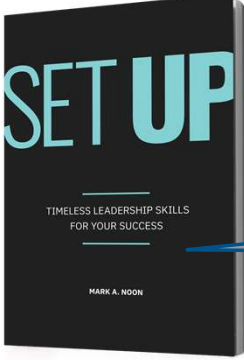
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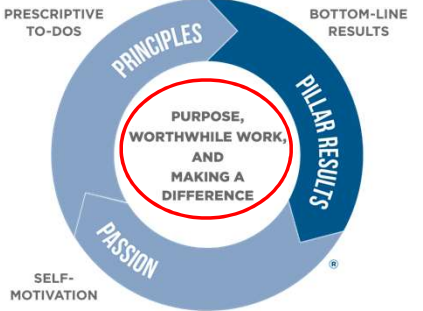
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THE HEALTHCARE FLYWHEEL®

PILLAR RESULTS



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Slide 1

MN1

Mark Noon, 10/22/2018

Evidence-Based LeadershipSM Framework

Three Elements to Execution:
Aligned Goals, Behaviors and Processes

LEADER EVALUATION
Implement an organization-wide leadership evaluation system to hardwire objective accountability

LEADER DEVELOPMENT
Create process to assist Leaders in developing skills and leadership competencies necessary to attain desired results

MUST HAVES[®]

- Rounding
- Thank You Notes
- Employee Selection
- Pre and Post Phone Calls
- Key Words at Key Times

PERFORMANCE GAP
Re-recruit high and middle performers, Move low performers up or out

STANDARDIZATION
Agendas by pillar, peer interviewing, 30/90 day sessions, pillar goals

ACCELERATORS

- Leader Evaluation Manager[®]
- Validation Matrix[™]
- Provider Feedback System[™]
- MyRounding[®]
- Patient Call Manager[™]

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- In leaders, the most important quality is **consistency**.
 - Of these intangible qualities to find in leaders, Bock said, **the most critical is consistency**. "If a leader is **consistent**, people on their teams experience tremendous freedom, because then they know that within certain parameters, they can do whatever they want," he said. "If your manager is all over the place, you're never going to know what you can do, and you're going to experience it as very restrictive." – (inc.com, 2017)
- 6

Why Consistency

- _____
- _____
- _____

7

ACCOUNTABILITY	CAREER DEVELOPMENT	COMPENSATION/BENEFITS	CUSTOMER FOCUS	ENGAGEMENT	JOB FIT	MANAGEMENT/LEADERSHIP SKILLS	QUALITY	SAFETY CLIMATE	SENIOR MANAGEMENT	STAFFING	TEAMWORK
4.92	4.81	4.78	4.81	4.91	4.79	4.93	4.96	4.94	4.94	4.58	4.94
4.92	4.81	4.78	4.81	4.91	4.79	4.93	4.96	4.94	4.94	4.58	4.94
4.56	4.46	4.29	4.67	4.67	4.69	4.51	4.69	4.79	4.38	4.25	4.38
4.50	4.71	4.38	4.83	4.84	4.81	4.83	4.88	4.88	4.67	4.75	4.88
4.50	4.71	4.38	4.83	4.84	4.81	4.83	4.88	4.88	4.67	4.75	4.88
4.50	4.80	4.67	4.87	4.95	4.80	4.82	4.70	4.80	4.93	4.60	4.93
4.47	4.61	4.38	4.87	4.73	4.64	4.77	4.82	4.82	4.78	4.62	4.56
4.39	4.26	4.11	4.74	4.60	4.61	4.52	4.78	4.70	4.37	4.17	4.65
4.35	4.67	4.80	4.90	4.73	4.85	4.92	4.80	4.70	4.80	4.86	4.73
4.29	4.45	3.98	4.67	4.59	4.64	4.70	4.57	4.69	4.52	4.00	4.48
4.29	4.31	3.95	4.74	4.60	4.64	4.59	4.82	4.71	4.45	4.14	4.67
4.29	4.45	3.98	4.67	4.59	4.64	4.70	4.57	4.69	4.52	4.00	4.48
4.25	4.58	4.08	4.71	4.48	4.50	4.71	4.63	4.50	4.54	4.25	4.67
4.22	4.63	4.81	4.67	4.81	4.89	4.79	4.67	4.37	4.63	4.44	4.85
4.15	4.50	3.93	4.70	4.23	4.15	4.40	4.70	4.57	4.37	4.00	4.57
4.14	4.52	4.24	4.71	4.58	4.07	4.83	4.71	4.86	4.71	5.00	4.67

8

3.17	3.39	4.06	4.22	4.16	3.63	3.79	4.13	4.28	3.86	4.17	3.78
3.17	3.39	4.06	4.22	4.16	3.63	3.79	4.13	4.28	3.86	4.17	3.78
3.14	3.86	3.67	3.90	3.94	4.00	3.92	4.00	3.95	3.90	3.14	4.10
3.13	4.29	3.86	4.54	4.64	4.63	3.71	3.81	4.67	4.00	3.01	4.00
3.10	3.27	4.00	4.00	3.84	4.30	3.28	4.10	4.13	3.33	3.61	3.93
3.10	3.29	4.00	4.00	4.15	4.20	4.26	4.30	4.33	3.86	3.20	3.87
3.04	3.86	3.58	4.19	4.08	3.83	4.01	4.17	4.13	4.06	2.65	3.46
3.00	3.92	3.58	4.41	4.17	4.30	4.18	4.30	4.17	3.80	4.14	3.80
2.89	3.28	3.37	3.63	3.58	3.89	3.43	3.61	4.02	3.24	2.60	3.44
2.89	3.28	3.37	3.63	3.58	3.89	3.43	3.61	4.02	3.24	2.60	3.44
2.88	3.41	3.51	3.92	3.84	3.73	3.76	3.96	4.18	3.82	2.69	3.36
2.88	3.77	3.48	4.12	4.02	3.72	3.97	4.07	4.16	3.97	2.81	3.33
2.88	3.41	3.51	3.92	3.84	3.73	3.76	3.96	4.18	3.82	2.69	3.36
2.86	4.33	3.78	4.48	4.68	4.57	4.75	4.36	4.67	4.00	2.86	3.95
2.79	3.29	3.48	4.35	4.07	4.21	4.07	4.21	4.09	3.65	4.05	3.61
2.78	3.04	2.92	3.65	3.52	3.97	3.72	3.47	3.85	3.19	2.00	2.81
2.75	3.64	3.35	4.24	3.72	3.46	3.81	3.82	3.95	3.29	3.50	3.52
2.71	3.76	3.12	3.95	4.14	3.79	4.03	3.86	4.43	3.67	3.14	3.29
2.70	3.62	3.28	4.17	3.81	3.75	3.86	3.91	4.09	3.41	3.50	3.50
2.67	3.56	4.06	4.33	4.15	3.92	4.19	4.25	4.44	3.17	3.17	3.56
2.67	2.56	3.06	3.56	3.44	2.42	2.83	3.25	4.22	3.06	3.33	2.72
2.67	3.56	4.06	4.33	4.15	3.92	4.19	4.25	4.44	3.17	3.17	3.56
2.63	3.44	3.67	3.78	3.97	3.75	3.22	3.54	3.81	3.33	3.75	3.17
2.63	3.58	3.17	4.04	3.97	4.25	3.96	4.06	4.33	3.63	3.75	3.71
2.63	3.44	3.67	3.78	3.97	3.75	3.22	3.54	3.81	3.33	3.75	3.17
2.27	2.67	2.82	3.30	3.16	3.95	2.77	3.09	3.70	2.82	1.64	2.24
2.25	4.46	4.08	4.46	4.22	4.63	4.64	4.63	4.33	4.29	3.75	3.96
2.25	4.46	4.08	4.46	4.22	4.63	4.64	4.63	4.33	4.29	3.75	3.96

The Setter



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Becoming the Setter:

- Create the _____, control the _____
- Setters learn patience, how to analyze the team, and look for opportunities that benefit the team
- The setter lets the team know they can do it, they can make it, and they can _____!
- A setter knows The _____
- You have to be prepared
 - First, know thyself



Inconsistent and optional Leadership



inconsistent and optional engagement and results

Inconsistent and optional



*inconsistent and optional
engagement and results*

According to Gallup: 4 Elements of Great Leadership

1. Have regular meetings with their employees
2. Provide daily communication by phone, email or in person
3. Are supervisors who return calls or emails within 24 hours
4. Have clear goals and expectations

James Harter and Amy Adkins

4 Outcomes of Great Leadership

- Trust
- Care
- Communication
- Value

Rounding for Outcomes Leader Rounding on Direct Reports

THE ENGAGEMENT MODEL

The diagram shows a central grey diamond labeled 'THE ENGAGEMENT MODEL'. Four surrounding diamonds are connected to it by double-headed arrows: a blue diamond at the top labeled 'LEADERS' with a lightbulb icon, a light blue diamond on the left labeled 'CLINICIANS' with a stethoscope icon, a teal diamond on the right labeled 'EMPLOYEES' with a briefcase icon, and a dark blue diamond at the bottom labeled 'PATIENTS & FAMILIES' with a family icon.

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THE ENGAGEMENT MODEL

SENIOR LEADERS:

- Mission, Vision, Values and Standards
- Compensation and benefits

SUPERVISORS:

- Communication
- Setting expectations
- Giving feedback
- Development
- Positivity and personal connection

The diagram is identical to slide 17, showing a central grey diamond labeled 'THE ENGAGEMENT MODEL' connected to four surrounding diamonds: 'LEADERS' (top, blue, lightbulb icon), 'CLINICIANS' (left, light blue, stethoscope icon), 'EMPLOYEES' (right, teal, briefcase icon), and 'PATIENTS & FAMILIES' (bottom, dark blue, family icon).

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THE ENGAGEMENT MODEL

PATIENTS:

- Strive to be informed about health
- Are involved in healthcare decisions
- Participate in self-care
- Self-monitor and provide information
- Provide feedback on experience and outcomes
- Commit to long-term lifestyle changes

The diagram is identical to slide 17, showing a central grey diamond labeled 'THE ENGAGEMENT MODEL' connected to four surrounding diamonds: 'LEADERS' (top, blue, lightbulb icon), 'CLINICIANS' (left, light blue, stethoscope icon), 'EMPLOYEES' (right, teal, briefcase icon), and 'PATIENTS & FAMILIES' (bottom, dark blue, family icon).

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Why Rounding on Staff and Physicians Associates?

- Create strong personal relationships
- Develop a culture of recognition
- Identify needs and resolve them
- 1:1 communication of key issues
- Connect to purpose

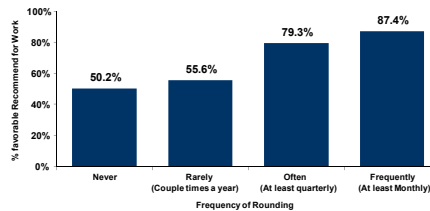
Engagement

Leader Rounding on Direct Reports (Why)

- Reducing turnover
- Increase engagement
- Improved patient experience
- Improved efficiency
- Improved _____

More Frequent Rounding Increases Satisfaction and Willingness to Recommend

Performance Across HCAHPS Composite National Percentile Ranking



Tactic Implemented:
Leader Rounding on Staff and Physicians

Source: Oregon Integrated Health System: 8700 employees
* Results are one year following implementation of Leader Rounding on Staff and Physicians. Staff and physicians rounded on at least monthly had the highest satisfaction levels.

Leader Rounding on Staff Reduces Turnover

In a recent study published in the *Journal of Nursing Administration*, a hospital implemented change initiatives including employee rounding and reward and recognition. The organization found that...

Voluntary nurse turnover was reduced by 91%, resulting in a cost savings of \$655,949

Huron, T.D., & D.L. Spatz. (2011). Improving nurse retention in a large tertiary acute-care hospital. *Journal of Nursing Administration*, 14(2), pages 103-108.

Communication is Key.....and HARD!



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Forest Fires....



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WHY is Rounding on Staff Important?

- Creates strong personal relationships
- Develops a Culture of Recognition
- Identifies needs and resolves them BEFORE they “blow up”
- 1:1 communication of key issues




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WHAT is Rounding on Staff?

Proactively, engaging, listening to, communicating with, building relationships with and supporting your team.



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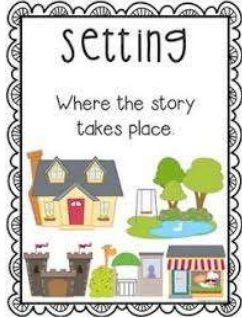
WHAT DOES IT LOOK LIKE?

- What's working well
- Who would you like to recognize
- Do you have all the tools and equipment you need to do your job properly
- What systems and processes do you think could be better....and what ideas do you have to make that happen
- What safety concerns have you seen in the hospital

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THE SETTING


- The Culture
- Create it
- Nurture it
- Define it - Standards
- Talk about it
- Right People and Place
- Reward and Recognize
- Learn



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THANK YOU

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