Get Your Frontline Staff Rowing in the Right Direction

ACCOUNTABILITY GAPS

- **Employees know their responsibilities but not where organization is headed**
  - 88%: "I Know What is Required to Perform Well in My Job."
  - 54%: "I Am Kept Informed of the Organization’s Future Plans and Direction."

Current performance evaluations don’t yet incorporate meaningful goals

- Many health care institutions moving beyond competencies, incorporating behaviors into performance management...
- ...but few leveraging performance management to align frontline staff to goals

Staff don’t feel rewarded for “excellent” work

- Employees Who Agree with the Statement: "My Organization Recognizes Employees for Excellent Work."
  - Managers: 74%
  - Frontline Staff: 51%

Frontline nurses are mostly silent about poor teamwork

- 75% Concerned about a peer’s poor teamwork
- 16% Spoken with this peer and shared their full concerns

Employees find the mission meaningful but may struggle to see how they contribute

- Top Four Engagement Drivers
  - "I believe in my organization’s mission"
  - "The actions of executives in my organization reflect our mission and values"
  - "My organization provides excellent care to patients"
  - "I am interested in promotion opportunities in my unit/department"

BEST PRACTICES

- Communicate organizational priorities as tangible frontline objectives
  - Tackle large goals in small, actionable pieces
  - Reinforce a single element across one week using a five-step teaching plan
  - Focus staff on small number of actionable objectives with priority boards

Formalize organizational goals within staff responsibilities

- Frontline Performance Evaluation
  - One organization’s method for integrating key goals into frontline performance evaluation
  - Sample Laboratory Goal Measures: PATIENT WAIT TIMES, TEST RESULT ACCURACY, SUPPLY EXPENSE
  - 20%

Don’t overlook effective sources of Incentives

- Praise from Manager
- Attention from Leaders
- Cash Bonuses
- Salary Increases
- 67%
- 63%
- 60%
- 52%

Encourage peer feedback with two proven methods

- In-the-moment conversation starters
- Regular structured feedback opportunities
  - Staff use pre-established visual and verbal cues to address inappropriate peer behavior as it occurs
  - Staff given dedicated time within workflow to evaluate specific aspects of peers’ performance

Illustrate the impact of individual staff performance

- Clinical staff benefit greatly by hearing directly from patients on personal impact, care received
- Non-clinical staff have limited direct patient contact but should be reminded of significant role in supporting those who do support patients

Sources:
1. Advisory Board Survey Solutions Data Cohort, 2012
2. Staff responding “Agree” or “Strongly Agree.”
3. Cone Health, Greensboro, NC.
5. Respondents include executives, managers, and employees of global companies from a range of sectors.