



Engagement & Risk



Presented by Christopher Hulbert

Director of Human Resources

Springbrook

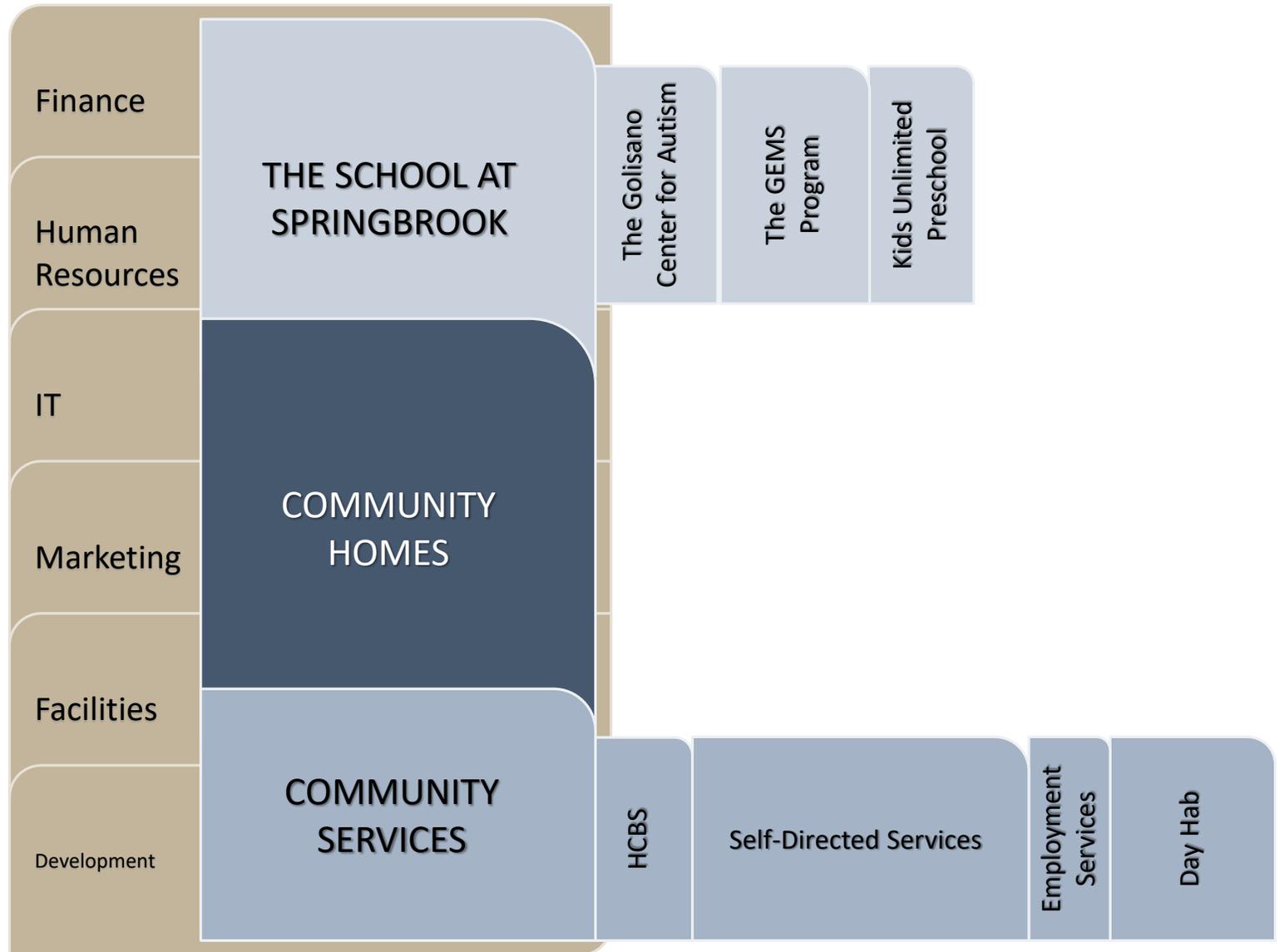


MISSION

At Springbrook, we have a heartfelt commitment to serve people with special needs. We take pride in our Christian heritage, our family centered programs, and our ability to meet the ever-changing needs of those we serve.

VISION

Springbrook is the leader in providing innovative supports for people with developmental disabilities. Our educational, residential, therapeutic, habilitation, and community support options span all aspects of an individual's life. Our staff is the most highly trained, compassionate, and skilled in the field and our commitment to advanced research and treatment guarantees that every person we serve has the opportunity for independence and choice.





Learning Objectives

What is Employee Engagement?

- Why does employee engagement matter?
- How do we know if employees are engaged?

How do organizations achieve high levels of engagement?

- How to measure engagement?

Key Takeaways





What is Engagement?

.....





What is Employee Engagement?

- Employee engagement is the emotional commitment an employee has to the organization
- This emotional commitment means:
 - Engaged employees care about their work and their organization
 - They don't work just for a paycheck, but work on behalf of the organization's mission
- When employees are engaged, they care—they use discretionary effort



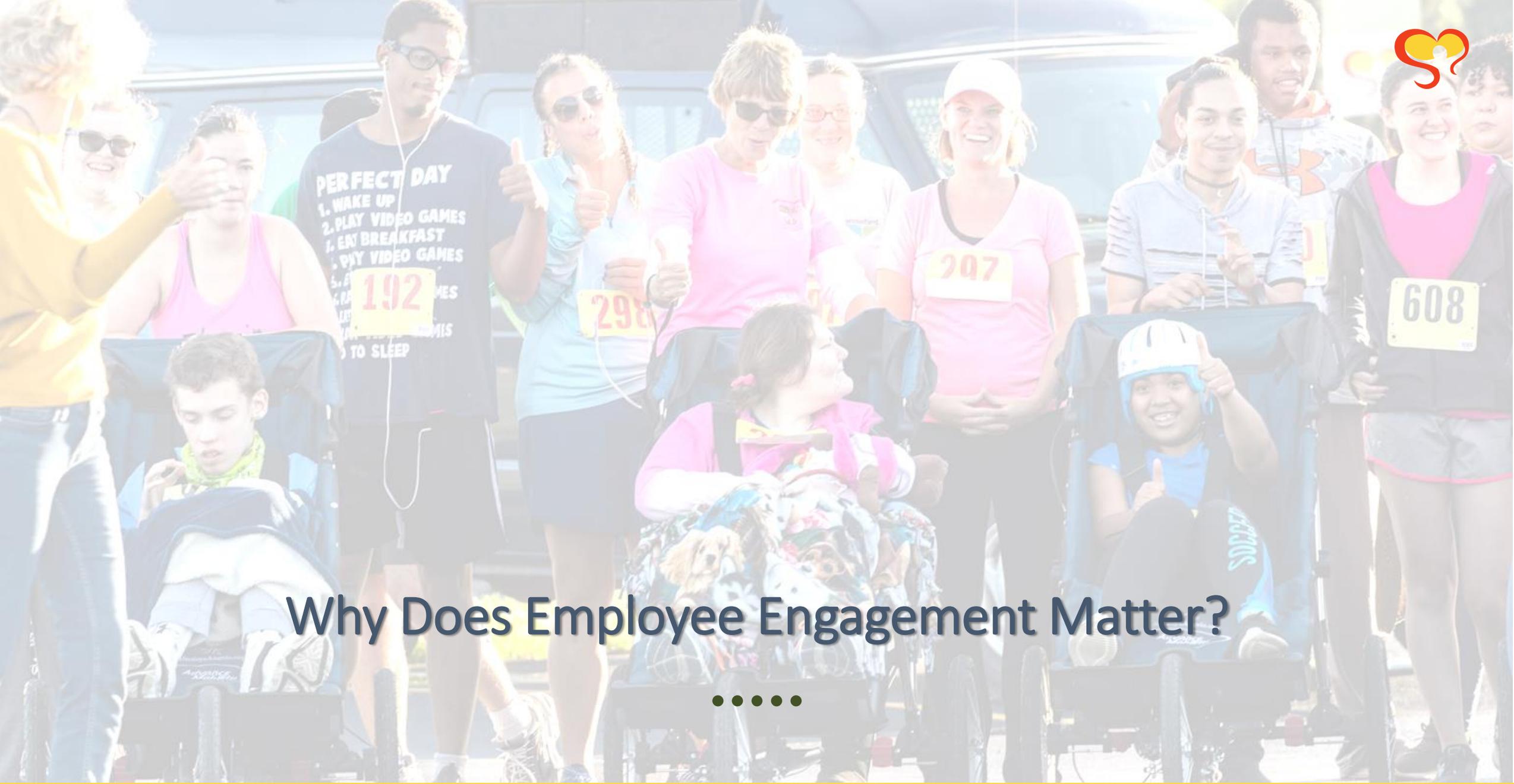


What is Employee Engagement?

The difference between engagement and satisfaction?

- Satisfaction is about:
 - Doing my job
 - Making me successful
 - Personal commitment
- Engagement is about:
 - Doing my job above and beyond
 - Mutual Commitment
 - Making me, my organization and the individuals we support successful





Why Does Employee Engagement Matter?





Why Does Employee Engagement Matter?

- Direct Support Professionals are hard to find
 - Low unemployment/Increased competition for employees
 - Scarcity of talent
 - Increased turnover; retention more important than ever
- Direct Support Professionals:
 - \$11.76 average hourly rate
 - 46% average state-wide turnover rate (27% in NYS)
 - 12% overall vacancy rate (14% in NYS)
 - 38% DSPs leave within 6 months

According to Council on Quality and Leadership (CQL), people with IDD that experience DSP turnover are less likely to have outcomes present than those people who do not experience DSP turnover.





Why Does Employee Engagement Matter?

- Research shows engaged employees are:
 - 2x more likely to stay in their current job
 - 2.5x more likely to feel they can make a difference
 - 2.5x more likely to recommend their workplace to others
 - 3x more likely to report being very satisfied in their jobs
- Employee engagement not only effects performance, turnover, absenteeism, it increases **risk** to the individuals we serve and the organizations we represent
 - Mandated overtime
 - Staff minimums
 - Increased error potential
 - Increased injury or incident potential





*do something
Awesome
Today*



How Do We Know Employees Are Engaged?





How Do We Know If Employees Are Engaged?

ASK THEM!

Engaged

- Strong relationships in the organization
- Highly motivated
- Go extra mile for mission/organization
- Stay at organization
- Recommend the organization

Not engaged (Disengaged)

- Not strongly committed to the organization
- Feels trapped
- Gives bare minimum

Disengaged (Actively Disengaged)

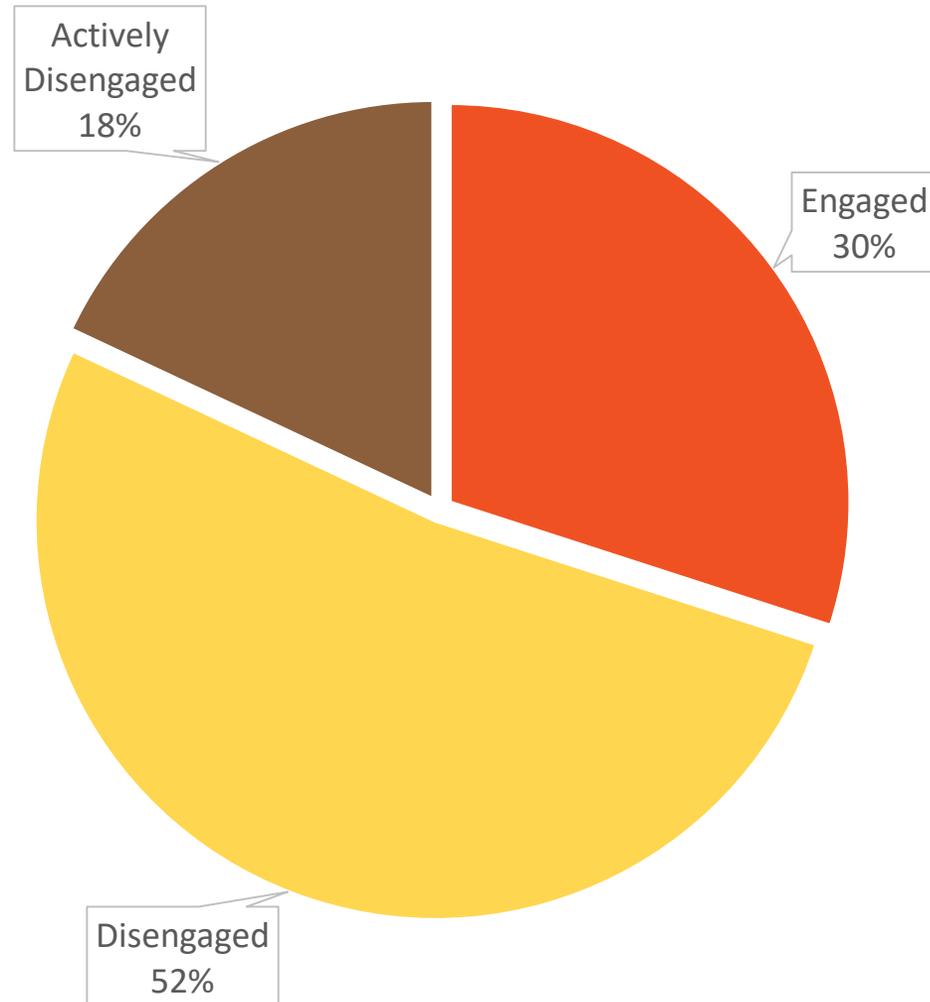
- Poor relationship with organization
- Only going through the motions
- Sinking the boat





How Do We Know If Employees Are Engaged?

Results of Gallup Poll—Latest Engagement Index







How Do Organizations Achieve High Levels of Engagement?





How Do Organizations Achieve High Levels of Engagement?

Effective Practices

- Engagement must be a strategy.
- Hire with care; probation is part of selection
- Effective Onboarding
- Select supervisors who can build engagement.
 - Give them training, resources, and support.
 - According to Gallup's "The State of the American Manager," they found that 50% of Americans have left their job to get away from their manager.



Differences Between

BOSS

- **Drives** employees
- Depends on **authority**
- Inspires **fear**
- Says “**I**”
- Places **blame** for the breakdown
- **Knows** how it’s done
- **Uses** people
- **Takes** credit
- **Commands**
- Says “**GO!**”

VS



LEADER

- **Coaches** employees
- Depends on **goodwill**
- Generates **enthusiasm**
- Says “**We**”
- **Fixes** the breakdown
- **Shows** how it’s done
- **Develops** people
- **Gives** credit
- **Asks**
- Says “**Let’s Go!**”





How Do Organizations Achieve High Levels of Engagement?

Effective practices

- Manage performance
 - Make sure employees know what is expected and how it links to the mission
 - Meet regularly with employees
 - Provide opportunities to grow and develop
 - Hold employees accountable and avoid transferring poor performers
- Recognize contributions
- Make sure employees opinions count
- Create a positive work environment and respect work/life balance
- Communicate
- Measure and re-measure engagement



How to Measure Engagement

SURVEY EMPLOYEES





Surveying Employees

- Pride in work/workplace
- Satisfaction with leadership
- Opportunity to do well
- Satisfied with recognition
- Opportunity for growth/development
- Positive work environment/teamwork
- Communication





Surveying Employees

Engagement Process

- Plan – Focus Group results
- Survey
- Analyze
- Take Action
- Re-evaluate





Surveying Employees

Taking action on survey data

- Measurement without targeted action is useless
- “You said, we did”

COMMUNICATE





Surveying Employees

Springbrook Data –

- Baseline November 2016
 - 62% participation rate
 - Rolled out at our Executive Presentation; captive audience
 - Determined that we needed to focus on Development, Recognition, and Communication, which all work together.
 - Continue 10+ year Milestone Luncheon
 - Targeted Focus Group Meetings
 - Developed Engagement Meetings
 - Referral program
 - Edited questions for next survey
 - Cut data differently
- November 2017 completed the second survey
 - 59% participation rate; drop due to roll out change
 - Continued to focus on Development, Recognition, and Communication.
 - Added 1:1 Monthly Meetings
 - 5-9 Year Recognition
 - SUNY Core Program
 - Position leveling – DSP2/Assistant Mgr
 - Leadership Training
 - Mentor Training
 - Monthly Newsletter
- January 2019 (2018 Survey) completed the third survey
 - 69% participation rate; becoming part of culture and increased understanding
 - Time of survey delivery changed due to feedback – holidays, open enrollment
 - See results and changes as a result of the survey
 - 1:1 Meeting/COUNT Meeting
 - Accountability





Surveying Employees

Taking action on survey data

- Form engagement teams
 - Department leader champions engagement; HR facilitates the process; engagement meetings
- Focus on individual work units
 - Engagement meetings (HR/Department Leader) – based on feedback in first year, no direct supervisors participate in the engagement meetings.
 - Allows employees that did not participate in the survey to provide feedback
- Identify priorities; areas of strength/opportunities
 - Communication, Recognition, Development
- Communicate
 - Results of the survey are sent to employees and managers
 - Organization Strengths and Opportunities are identified and communicated with all employees.
 - Provide updates on projects related to the survey during Executive Presentations





Surveying Employees

- Develop and implement action plans
 - Created by each location manager to address top three areas of opportunity
- Identify outcome measures
 - 1:1 Monthly Meetings with employees
 - COUNT Meetings
- Establish accountabilities
 - Determine if managers should be accountable for engagement of employees
- Collect additional data
 - Participation rates (survey, engagement meetings)
 - Leader/manager participation in engagement meetings
 - Action plans created on time to address engagement opportunities
 - Collect quantitative data through the survey and qualitative data through engagement meetings and focus groups





Surveying Employees

Key Takeaways

- Make a long term commitment
- Lead from the top; leaders, managers, and supervisors must be on board
- Plan and communicate strategy
- Survey Employees
- Be prepared for the results, regardless of what you find out and/or expect, then act.
- Share results, follow through
- Decrease risk to the organization and individuals we serve by increasing engagement.



Who Is Responsible for Engagement?

HR?

CEO?

EVERYONE

