

PeopleMetrics®



Engaged Employees Lead to Improved Patient Outcomes

ABOUT Lifespan:

- > INDUSTRY: Health Care
- > HQ: Providence, RI
- > EMPLOYEES: 11,800 employees and 2,700 physicians

GOAL:

- > Employer and Provider of Choice in the communities they serve

APPROACH:

- > Apply an employee engagement strategy to identify key drivers of engagement, quantify the link between engagement and business results and enable actions for improvement

RESULTS:

- > Engagement scores have improved significantly
- > Proven correlation between Employee Engagement and patient outcomes
- > Won a Best Practices award for excellence in its Employee Engagement process at a national healthcare conference

PeopleMetrics client since 2002

Lifespan Uses Employee Engagement Management (EEM) to Increase Patient Satisfaction

Our client, a four-hospital health system, located in New England with 11,800 employees and 2,700 physicians, understands the importance of Employee Engagement as a driver of patient safety, the patient experience and quality outcomes.

The Challenge

The mission of the Human Resources function in this health system is to assist the hospitals and their partners in achieving their goals of being the Employer and Provider of Choice in the communities the hospitals serve.

The Approach

To support its mission, the HR function across the health system has been partnering with PeopleMetrics for a number of years on measuring and improving Employee Engagement.

The health system takes a holistic approach to measuring and improving Employee Engagement. They survey all employees on a biennial basis to identify levels of engagement and key drivers. In the years in between, pulse surveys are administered to a sample of the population focusing on just the key drivers of engagement that are being worked on. Electronic focus groups (eFocus™) are used to gather in-depth feedback from employees on the key drivers and progress with regard to improvement in these areas. Furthermore, PeopleMetrics works with each hospital's patient and HR data (such as turnover, usage of overtime and contract work) to quantify the



relationship between engagement and business results.

The Results

The research revealed a common driver across all hospitals, that of "caring for employees." In addition, unique drivers were also identified at the hospital level. Site and departmental specific action plans were created to address these issues and a follow-up pulse survey was carried out a year later. In all cases, engagement scores had improved significantly and views of management's commitment to act on the survey results had similarly improved.

In addition to developing a roadmap for improvement, the health system was also able to prove a correlation between Employee Engagement and patient satisfaction, including overall ratings of care as well as likelihood to recommend the hospital.

In 2006, the health system won a Best Practices award for excellence in its Employee Engagement process at a national healthcare conference. Our client was selected out of 134 submissions. In the Fall of 2008, Lifespan and PeopleMetrics co-presented our Employee Engagement methodology and results at the National Conference of Health Care Human Resources Professionals.

Beginning in October 2008, the Centers for Medicare and Medicaid Services (CMS) ceased to reimburse hospitals for serious preventable events. Hospitals are focused more than ever on preventing hospital acquired infections, patient falls and pressure ulcers. For this reason,

PeopleMetrics conducted additional analysis with Lifespan's Employee Engagement and patient safety data to determine the impact Employee Engagement may have on medication errors and infections.

Based on the results from this analysis, we confirmed that higher levels of Employee Engagement are linked to fewer medication errors and health care associated infections. Our analysis indicates that, by moving employees from a "Below Average" to an "Above Average" engagement group, there would be an annual decrease of medication errors and hospital-acquired infections. In addition to the positive impact on patient safety, this decrease would result in financial savings to Lifespan each year.

What Does Our Client Say?

"What we at Lifespan value most about the staff of PeopleMetrics is that they are thought leaders when it comes to Employee Engagement. They have enabled us to demonstrate the strong connection between engaged employees, patient safety, patient satisfaction and organizational performance. PeopleMetrics provides us with the data we need to make the business case for increasing the investment Lifespan makes in our people."

- Brandon Melton, Senior Vice President Human Resources, Lifespan Health System

For more information or to **schedule a demo**, email info@people-metrics.com or call: +1 215.979.8030