



Don't just send a message, engage

Our Community Practice Best Practices

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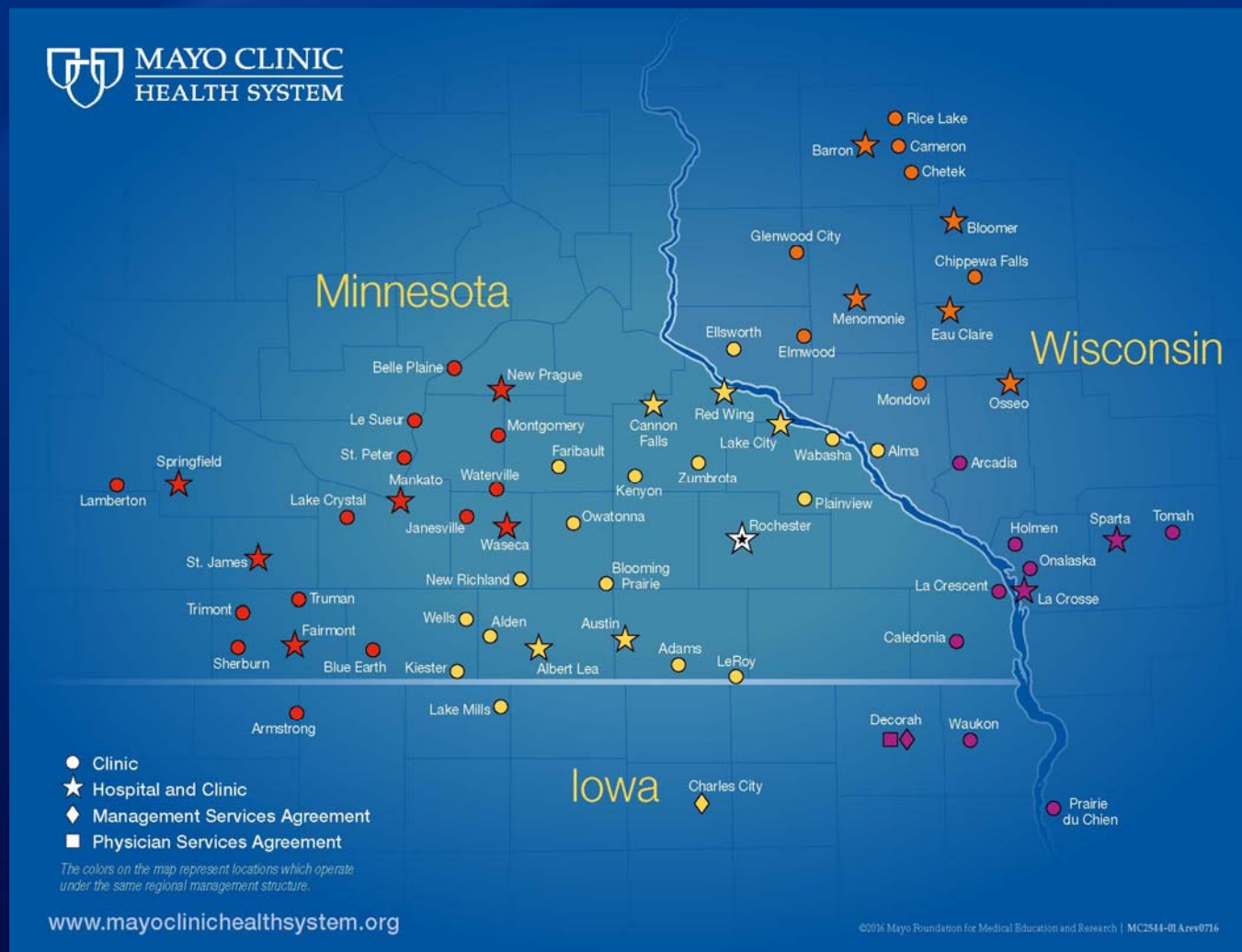
MHSCN Spring Conference
April 27, 2017

Today's Topics

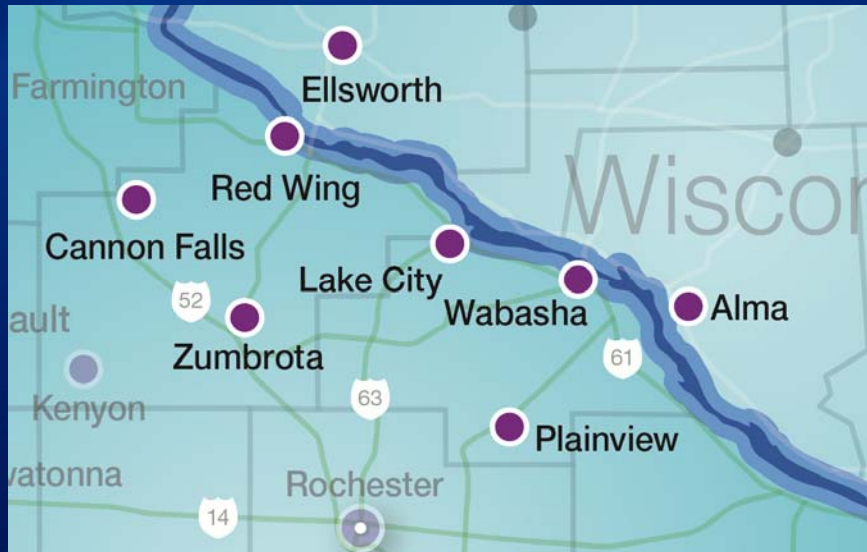
- About Mayo Clinic Health System
- Our employees' field of experience
- What we know about communication
- Our proactive and responsive internal communication approach
 - Opportunity to engage employees
- Patient and community engagement

Mayo Clinic Health System

A few tidbits about us



Our Neck of the Woods



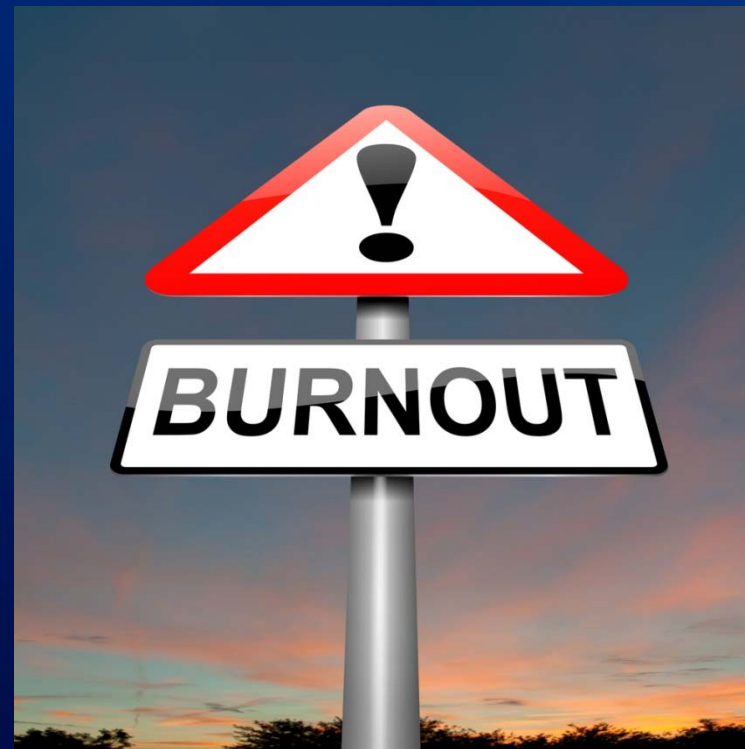
- Rural community practices
- 8 physical locations
 - 3 medical centers
 - 5 clinic only
- Approx. 1,400 staff
- Single senior leadership team
- Cultures vary

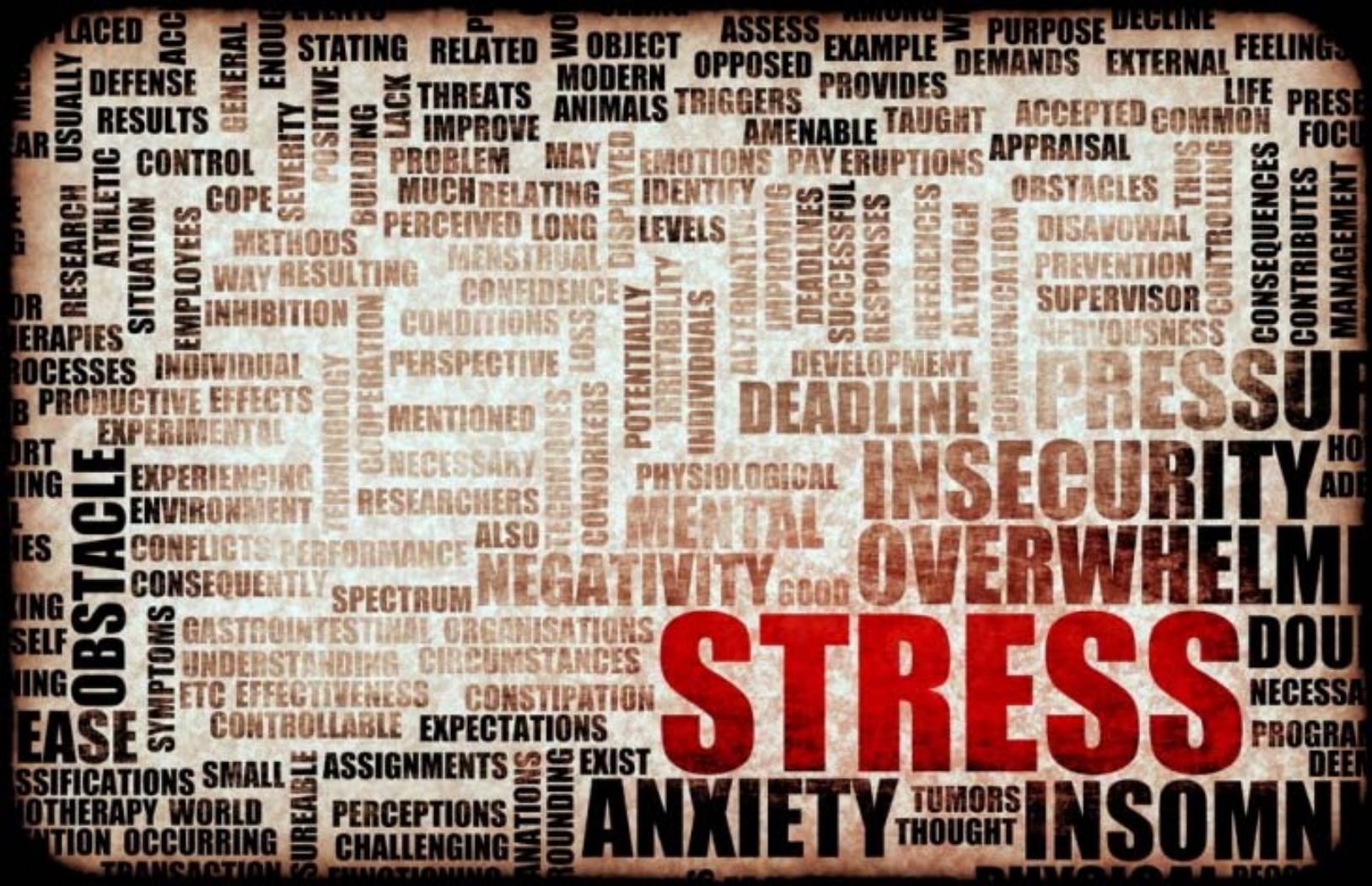
Our Employees

Understanding field of experience

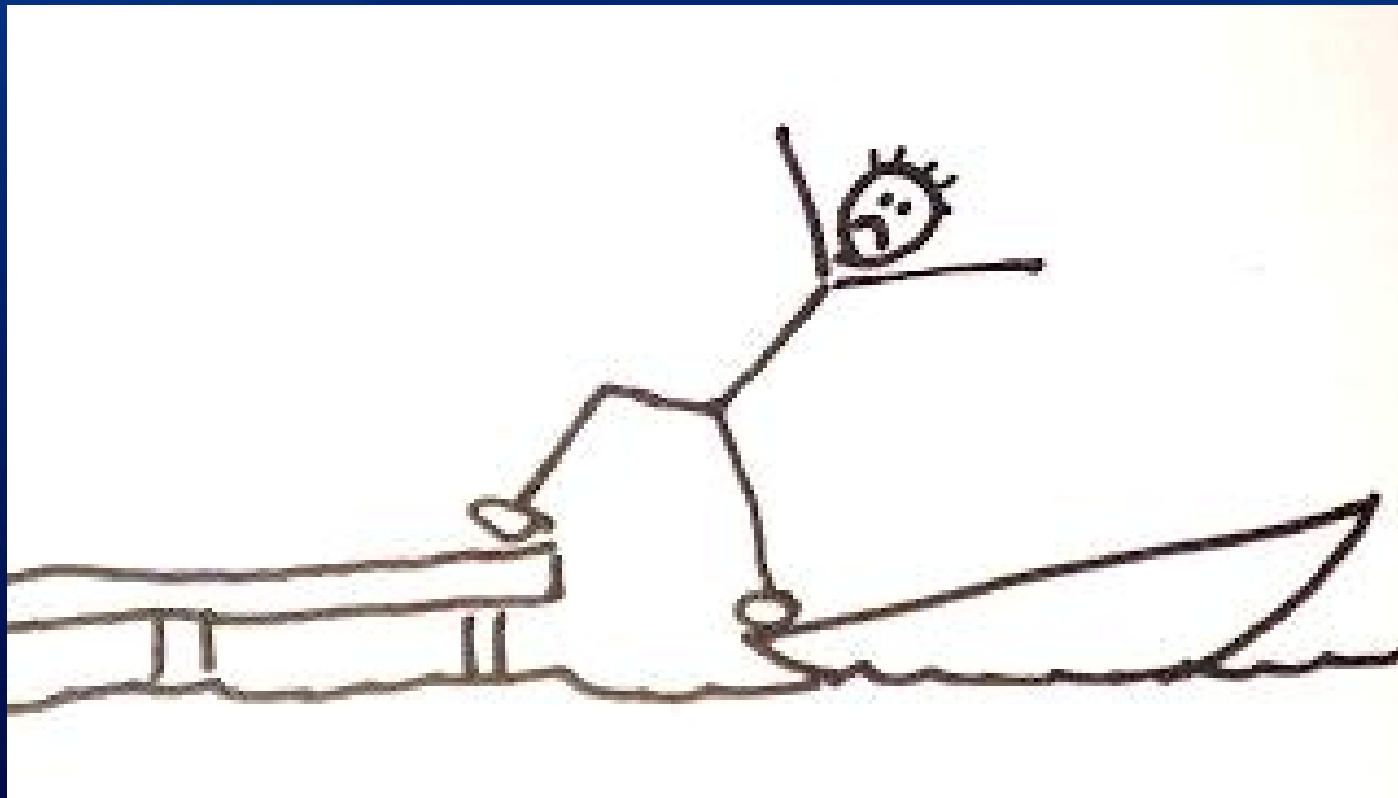


Change Fatigue





That's because we're a bit like this...



Internal communication

It can enhance or hinder employee engagement

First, let's look at what we know

Plus some general communication theory

Information Overload

- We share a lot of information!
 - How much email alone do you receive?
 - How long would it take one employee to take in all of your internal communication?

It's a matter of time.



News Delivery Survey (2015)

- Wish List

- More time (too busy for reading news) (15)
- Easier and simpler ways to get and prioritize news (8)

- Stop Doing

- Sending so much news (it's hard to keep up, I feel like I don't know what's going on) (12)

Do they understand?

- IF employees pay attention to internal communication, how do we know they “got it”??





Feedback Loop

- Communication = Two Way Process
- Employees may not decode the message as intended, and often the feedback loop is missing

How do we keep employees informed and engaged?

Works for us, far from perfect

Our Approach

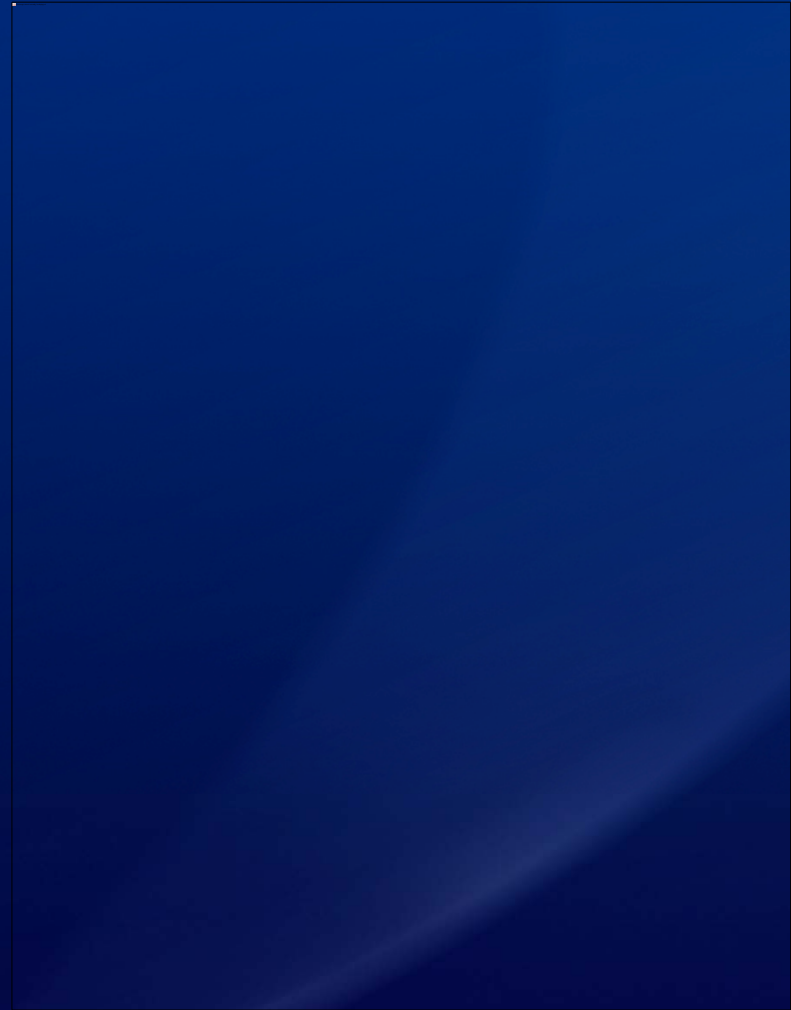
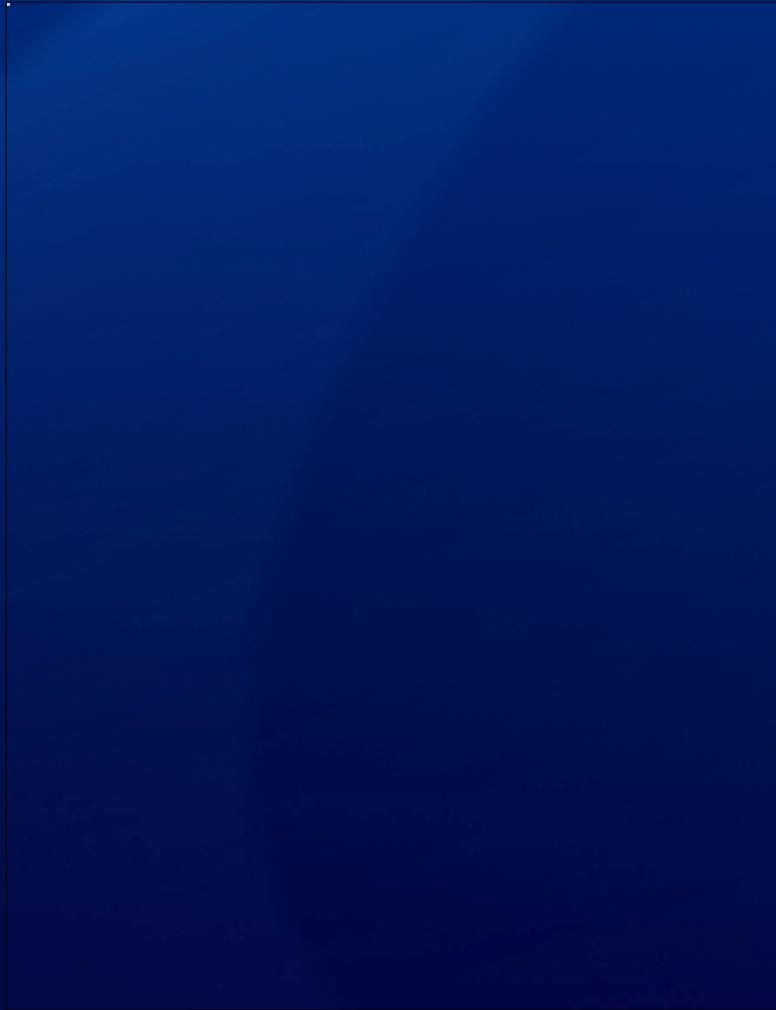
- Proactive and responsive internal communication
 - Leverage lots of tools in the tool box
 - Use communication as an opportunity to engage employees
- Must consider culture
 - Rural communities
- Leadership commitment

Lots of tools in the tool box

- Daily Huddle
- Department meetings
- Supervisor/manager meetings
- Email:
 - Leadership Inboxes
 - Cascade
- Employee Forums
- Leadership Corner
- Senior Leader Rounding
- Listening Sessions
- Publications
- Digital signage

Most of our tools let us share information,
check for understanding, ask for feedback

Daily Huddle

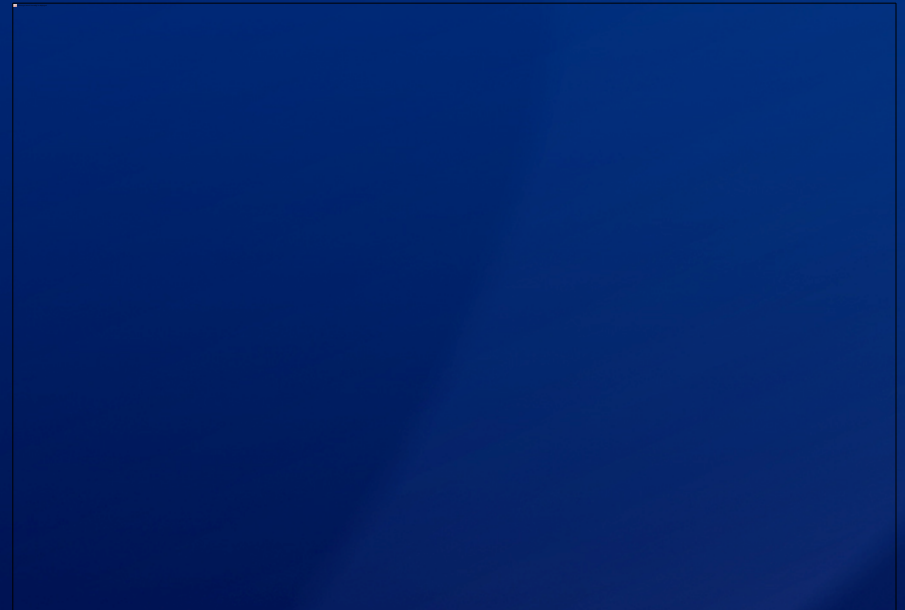


Daily Huddle

- Supervisors/managers huddle at the same time every morning (10-15 minutes)
- Administrator facilitates huddle; Public Affairs responsible for content
- Huddle focus:
 - Recognition of staff/successes
 - Educational focus for the week – prompt for team discussion
 - DYK – reinforcement of important news/events
 - Ops report for the day
- Supervisors/managers required (held accountable) to go back to department to facilitate department huddle

Department Meetings

- Seems like a no brainer, but not all departments had regular meetings!
- Staff prefer getting information from their managers
- Monthly department meetings now required
- Agenda template begins with recognitions/what's going well
- Two-way communication
- Public Affairs equips supervisor/managers with “communication tool box” when strategic information needs to be communicated



Department Meetings

- What might be in the “communication tool box”?
 - Talking points
 - Related articles
 - Presentation
 - Videos
 - Discussion guides
 - Posters



Supervisor/Manager Meetings

- Supervisors/managers meet with senior leadership F2F monthly
 - Phone option always available
- Recognition/what's going well kicks off every meeting
- Supervisors/managers directed to share specific information during Daily Huddle or Department Meeting
- Two-way communication, asked for feedback
- “Action Log” for any follow up that needs to occur

Email

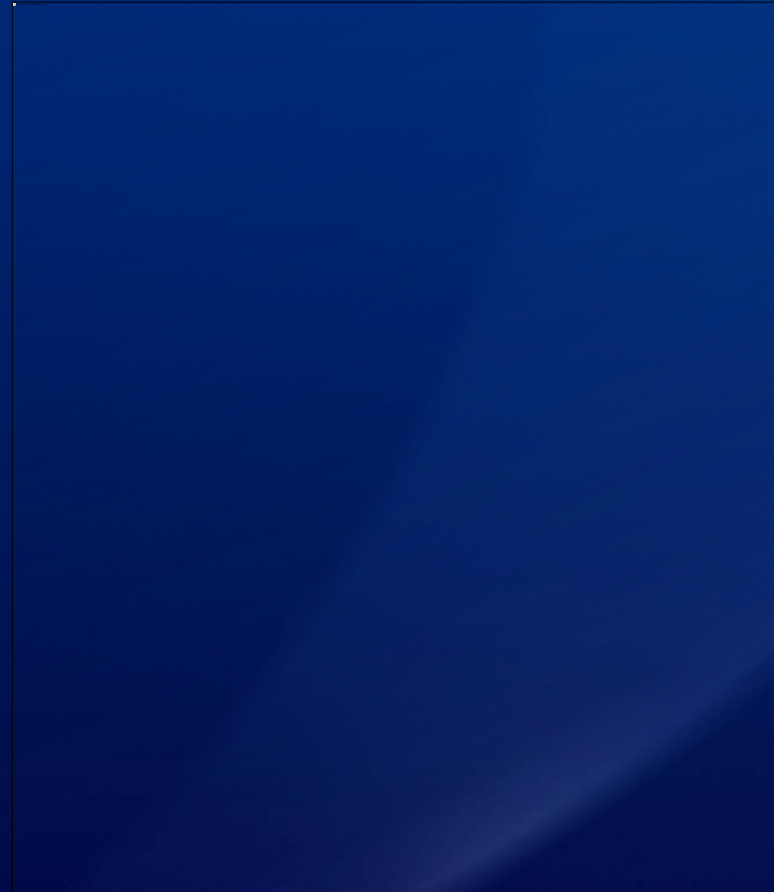
- If I had a dollar for every all staff email request... 😊

Sending message



Communication

- Use “all staff email” sparingly with review/approval from Public Affairs
- Cascade to various audiences
- Leadership inboxes



Leadership Inboxes

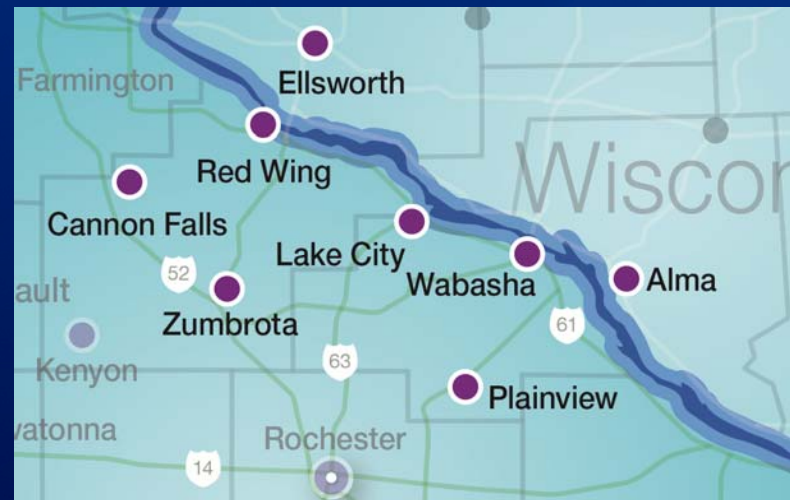


Employee Forums

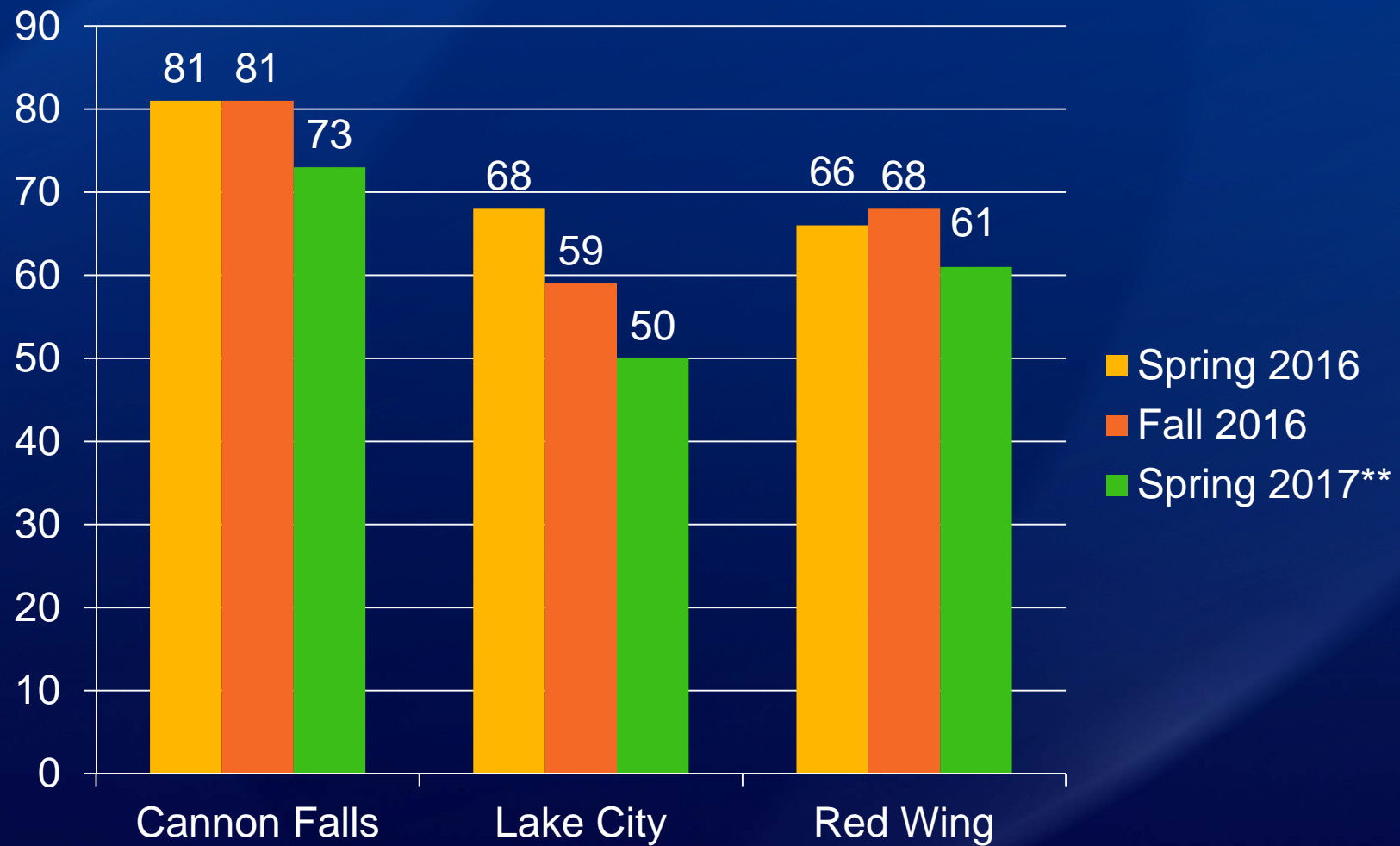


Employee Forums

- Twice a year, 20 sessions, every location
- CEO, Administrator, Nurse Administrator
- Updates and address employee raised issues
- Two-way communication with Q&A
- Interactive – “clicker” questions
- Attendance mandatory, tracked
- Feedback form

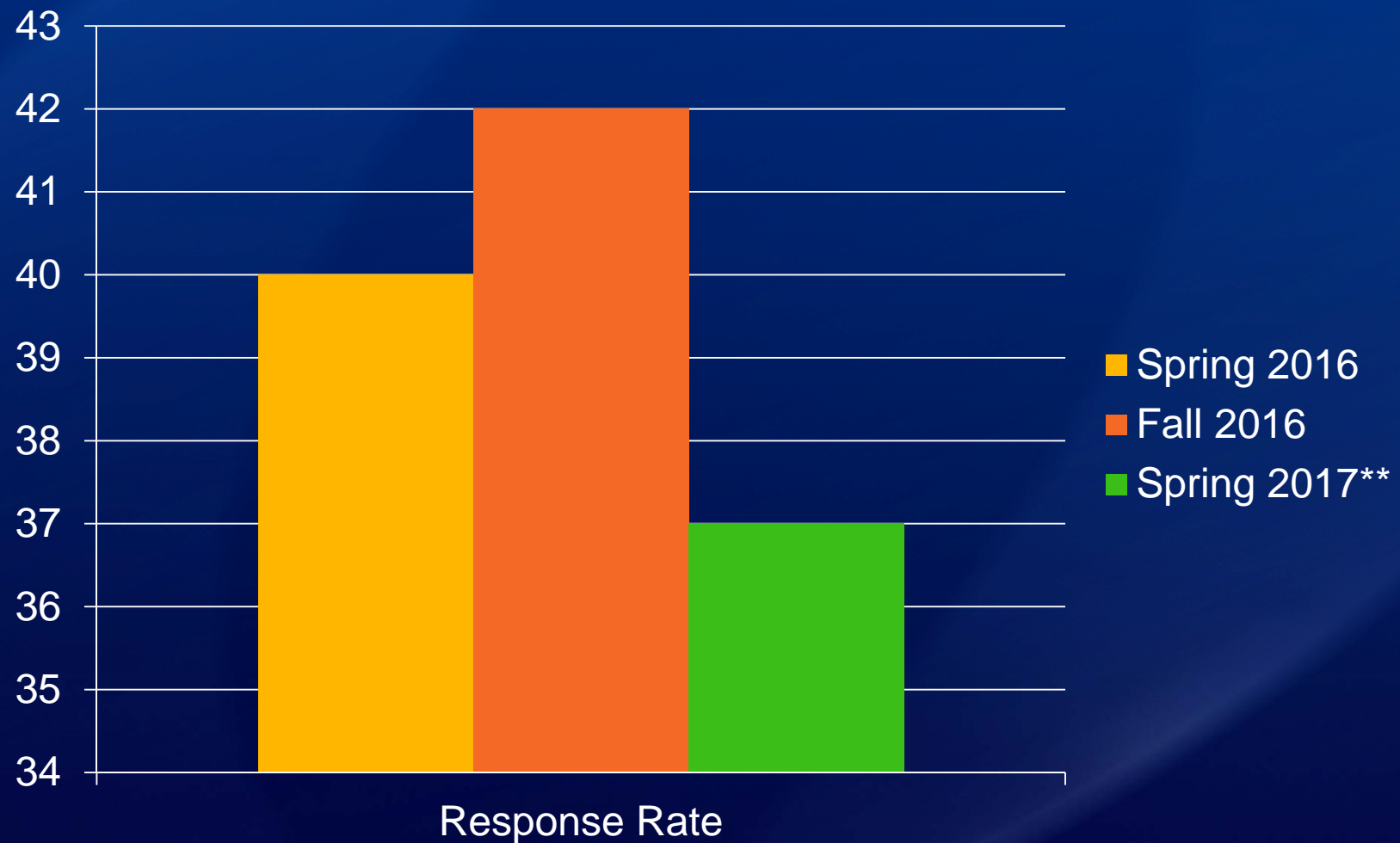


Employee Forums Attendance



**Data still coming in

Employee Forums Evaluation



Leadership Corner



Senior Leader Rounding

- Regular visits to departments
- Objectives:
 - Recognize staff, manage up
 - ID what's going well, what needs improvement
 - ID if staff has tools to do their jobs
 - Build trust and open communication
- Rounding pre-work form completed by department manager



Listening Sessions

- Responsive approach during challenging situations
- Scheduled as needed, feedback from supervisors and managers
- Culture big factor in developing this tactic

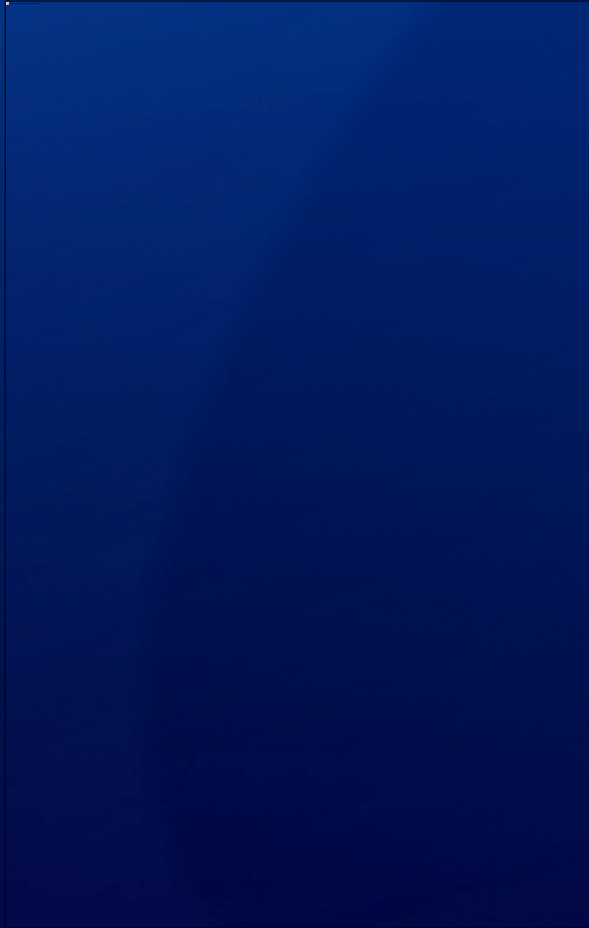
Publications



Publications



Digital Signage



- Employee channel
- Visually “teases” articles in News Center
- Other messages, announcements
 - Health/wellness
- Weather

Employee Satisfaction



When you're in a small town....

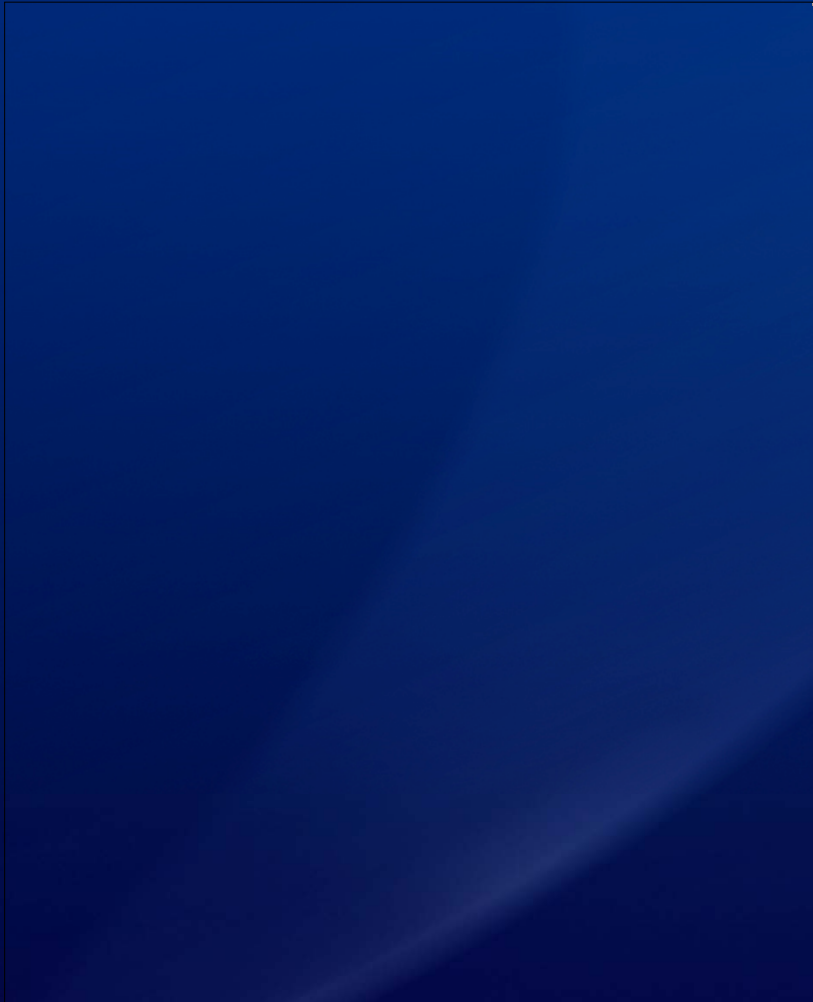
Internal overlaps with external, make it work in your favor

Patient Engagement

- Many of our employees are also our patients
 - They influence family, friends, neighbors
- Lots of change in health care delivery
 - Natural reaction to change: doubt, anger, resistance
 - Patients don't care about our models
 - Employees can fuel the fire or help patients along
- Engaged employees can help with “change management”
 - Two-way communication to address specific concerns, offer reassurance

Community Engagement

- One of the major employers in town
- Most of our employees live and play in town too....
 - Imagine the connections through family and friends!
- Employees can be our champions or bring us down



When bad news breaks....



Community Engagement

- Employees can help facilitate two-way communication
- ID and get to know your key influencers
 - Consider existing relationships through employees
- Local or state elected officials can be a “channel” – keep them briefed
- Patient Advisory Council
- Be a good community partner and citizen
 - Engaged employees more likely to volunteer in the community



Questions & Discussion