

Creating a Culture of Connection

Driving Engagement at Stanford Health Care

Stanford Health Care consistently ranks as a Top 10 Hospital by *U.S. News & World Report* and is the global leader in the integration of biomedical research into customized patient solutions. Stanford's leading physicians, Nobel Prize winners, and world-class healthcare practitioners make the hospital uniquely suited to deliver leading-edge, personalized care. Stanford maintains its high reputation by living the patient care philosophy that provides the opportunity to have meaningful interactions with patients and make positive impact on the lives of those around them.

THE CHALLENGE

Facilitating continuous employee engagement in a fast-paced, high-demand industry

Keeping teams engaged every day is important for every organization. But it's especially crucial for the healthcare industry, where employees are called upon to deliver exceptional outcomes within a fast-paced, high-demand environment. With so much expected of employees, it's challenging for healthcare organizations to find regular opportunities to hold meaningful check-ins and keep employees engaged on a deeper level.

The healthcare industry also faces its own unique set of challenges, including continuous disruption that requires providers to constantly innovate and lead through change — all while facing tightening competition for talent. That means if healthcare organizations don't facilitate meaningful employee engagement, they risk losing top performers.

As a leader in the field, Stanford Health Care had to do even more to provide an engaging employee experience. Fortunately, Stanford had a patient care philosophy that served as a leading model for engagement. Clinical employees were already using the C-I-Care initiative to meaningfully connect with patients. Why not take a similar approach to connect team members to the organization?

The C-I Care initiative provided a framework for structuring best practice communications and developing relationship-based approaches to providing care. Building on the success of this model, Stanford decided to extend their external standard of patient communication and relationship building inward. They knew this would help them further realize their vision for being a compassionate, personalized, leading-edge organization in which every team member understands the value he or she brings to the mission.

To do that, Stanford Health Care needed to understand its current team member engagement levels. This involved generating precise engagement data that could provide a basis for practical action. The data gave the organization a clear picture of overall engagement in real time. Once they understood the current state of the organization,



Top 10

2018–2019

Best Hospital

U.S. News & World Report



15K

Team Members



Part of **Stanford**
University



Most
Heart/Lung
Block transplants
in the world



Stanford knew that they had to go beyond measurement to identify and embrace specific practices that drive engagement higher.

Stanford Health Care's ongoing commitment to be best in class and recently opening its new hospital, presented a unique opportunity to gather a real-time pulse on engagement, evolve the culture, and improve the employee experience even further.

THE SOLUTION

Weekly Check-Ins with StandOut

Enter StandOut: An online engagement tool that enables Stanford Health Care to measure, build and continuously facilitate employee engagement. To measure engagement, StandOut provides a quarterly Engagement Pulse, a reliable, real-time engagement survey. Stanford Health Care used it to measure its baseline engagement score, which indicated 42% of employees were "Fully Engaged." Next, to build engagement, Stanford asked team leaders to commit to Check-Ins: frequent, quick, and light-touch 1:1s with each team member about near-term future work. Check-Ins take place through the StandOut online platform and provide a structure for either online or in-person conversations between leaders and team members. This helps create a culture of connection by enabling all team leaders to stay engaged with their teams.

After just three months of using StandOut Check-Ins, Stanford saw an increase of 10% in their "Fully Engaged" score. The data was clear: helping managers and team members connect was having an impact on employee engagement. As a result, HR leaders began to promote more frequent Check-Ins and encourage broader usage of the StandOut platform.

"We've been able to show that proactive leaders who do the Check-Ins and give attention get results. This is not about adoption of technology, but a philosophy about how we look at each other. For Stanford Health Care, this is a new way of leading that is a core part of how we do business."

David D. Jones
CHRO

THE RESULTS

At the team level, encouraging leaders to focus their attention on weekly Check-Ins has dramatically improved engagement.

- Stanford Health Care's overall full engagement increased by 14% in 7 months.
- All engagement items show significant increases when managers check in regularly with their employees.
- The number of Stanford Health Care employees who are fully engaged increases by 100% when managers pay *frequent* attention to them rather than *no* attention.

Team members whose leaders check in on a weekly basis show the highest increases in full engagement.

ENGAGEMENT BY ATTENTION FREQUENCY

