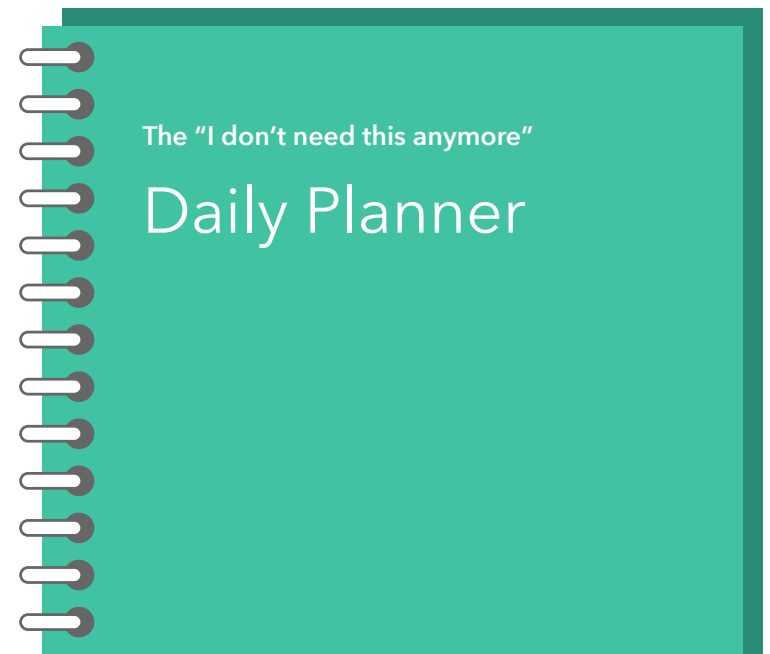


A WorkJam and Workforce Insight White Paper

Day in the Life of an Engaged Healthcare Employee





Turnover and retention in the healthcare industry continues to be a top strategic priority in most organizations. And, over the past few years, these numbers have climbed steadily. Across industries, employers are struggling with high churn levels that are reminiscent of the Great Recession. The healthcare industry has a total turnover rate of 29.4%, according to CompData's 2017 Turnover Report.¹

Turnover has reached a crisis point, with worker attrition incurring significant costs, driving down the bottom line. Poor retention and high turnover can also negatively impact clinical care, training costs, workload, and employee satisfaction. A recent survey found a near majority of millennials are actively looking for a new employer. Many reported feeling their employers don't do enough to engage them and encourage development within their role—employees who are not engaged have one foot out the door. To combat this problem, employers are boosting pay and benefits to better attract and retain employees. But even with salary inducements, jobs are hard to fill. As industry statistics reveal, there's a widening gap between the availability of hourly jobs and the level of interest in these roles.²

Faced with a dearth of available employees to fill frequently vacated roles, healthcare employers are strategizing about how to better retain the workers they have. The answer is straightforward: Retention begins and ends with engagement. And to maintain an engaged workforce, employers must work

to keep their employees inspired, motivated, aligned, and enabled. But what does that solution look like in practice?

To answer that question, we're going to walk through a day in the life of Carolyn, a Registered Nurse. The last hospital she worked for was poorly managed, with haphazard scheduling and broken top-down communication. She left after six months of employment. By contrast, her new employer – a large health system with several locations around town – prioritizes the needs and wants of its employees. The company maintains an integrated digital workplace platform with a mobile-driven approach that keeps workers like her engaged and in the loop on crucial initiatives, while also allowing her to have control over her work-life balance.

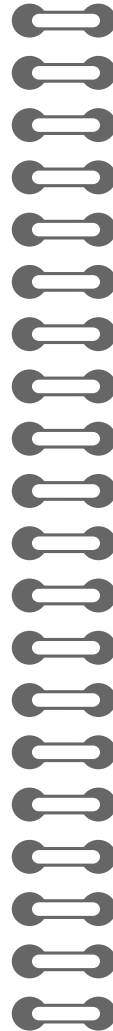
By following Carolyn through a day in her working life, we'll see how digital workplace tools can be seamlessly assimilated into a work day and provide an experience to make them more engaged, productive and loyal.

5:30 a.m.

Today, Carolyn is a telemetry RN scheduled to work a 12-hour shift at one of her employer's locations in town. Right after waking up, however, Carolyn gets a notification on her phone through her employer's Digital Workplace application that there's construction happening in the hospital parking lot which will cause delays both in parking and getting to work. Carolyn is grateful for the notification. At her last job, issues like parking delays were never communicated to employees; as a result, these situations would cause workers to arrive late and face criticism from managers.



Carolyn, there's construction happening in the hospital parking lot. This may cause delays in both parking and getting to work.



Shortly after the first notification about the parking delays, Carolyn gets an update that the telemetry unit has a decreased census and she is being floated to Med/Surg. At her last job, she wouldn't have received this type of communication until she came to work, and sometimes she would have already received reports on some of her patients before finding out she needed to be on another unit – a waste of time and money. But today, the message to Carolyn about working on another unit helps her to mentally prepare for her shift. In the time it takes her to make a cup of coffee, she is able to better prepare for her commute and work shift.

While she was originally only slated to work two shifts this week, she sees there's also a 7 a.m. to 3 p.m. shift open in Cardiac Rehab on Thursday – a department she enjoys and has been trained and certified to work.

Thinking about her education fund – and the prospect of earning more this week to help with her contributions – Carolyn uses her employer's app to accept the 7 a.m. shift in Cardiac Rehab as well as request the afternoon shift later in the week.



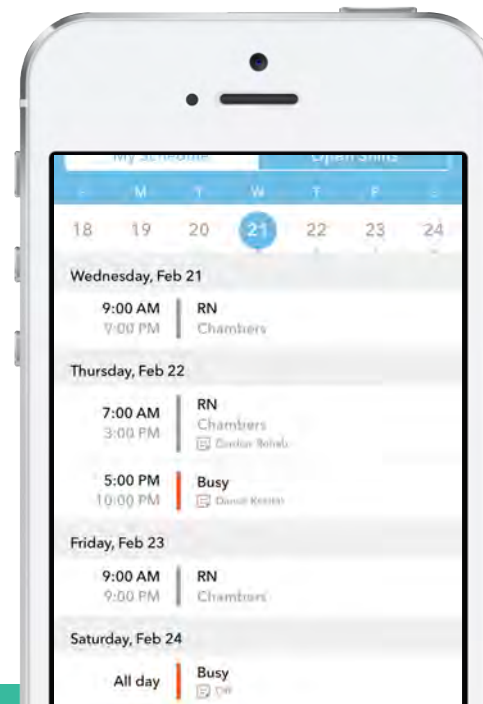
Carolyn, you are confirmed for the 7 a.m. shift in Cardiac Rehab

Moments later, she receives a notification on her phone indicating that she is confirmed for the 7 a.m. shift, and the manager approved her request for the afternoon shift.

For Carolyn, the ability to adapt her work schedule to her life and financial needs is empowering. At her last job, schedules were hastily assembled, did not account for changing availability and once published resulted in a chaotic stream of phone calls and text messages as everyone painfully tried to change their shifts. This inflexibility and inconsistent communication regarding her work assignments were the key reasons Carolyn left her old job after just six months. Carolyn is not alone in her frustration: As a WorkJam survey of hourly employees across the country revealed, scheduling inconsistencies are a top reason hourly workers leave jobs – particularly Millennials, 35 percent of whom reported leaving their last hourly job for that reason.³

6:10 a.m.

While getting ready to go, Carolyn checks her schedule and sees that her friend Tim will be working at the same time and location. Through her employer's mobile platform, Carolyn messages Tim to see if she can catch a ride. Tim responds that he'll be pulling up in around 15 minutes.





6:55 a.m.

Preparing to work in Med/Surg, Carolyn is notified that because she hasn't worked the department in three months, she needs to take a five-minute training refresher on some unit specific processes that have changed. In the few minutes before her shift begins, she accesses her employer's digital training module and watches the video refresher. The video training is quick, relevant and digestible. Immediately after, she takes a brief quiz to test her skills. Her results are automatically delivered to her manager, who now knows Carolyn is up to date.

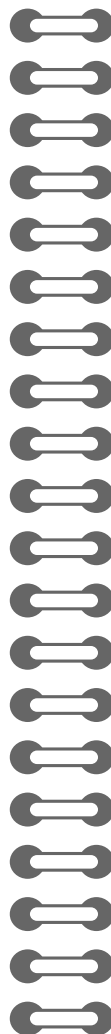
As Carolyn reflects on the ease of the training, she once again thinks back to her old job, where training meant going to multiple websites or reading long written materials – and still coming out feeling unprepared. For the healthcare workforce, these training frustrations leads to burnout, which in turn fuels turnover, and a diminished patient experience.



Carolyn, there has been an increase in C-diff admissions on the unit this week. Here's what you need to know...

Right before she starts her shift, Carolyn receives another notification targeted at all employees working Med/Surg.

She's guided to a training on C-diff precautions. As with the first, this training is concise and informative. Just minutes into the workday, Carolyn feels prepared, well-supported and confident to get her shift underway. In her old job, by contrast, she was used to a game of broken telephone on unit updates. These types of real time communications give her a sense of self confidence that she is delivering high quality care to her patients and their families.



10:30 a.m.

Carolyn's manager messages her through the employer app thanking her for being so flexible this morning. She responds that she's happy to help. In response, her manager points out that she still needs to complete her annual online fire safety mandatory training. Carolyn is between patient care and has some time to get this completed.

By following the tutorial – which offers a video and a PDF with step-by-step instructions – Carolyn is able to deal with this non-routine task autonomously. Her new manager is collaborative – a quality fully enabled by the organizations digital workplace platform.

12:15 p.m.

While grabbing lunch, Carolyn gets a mobile notification that she's received a badge from the Med/Surg manager recognizing her for a "Good Catch." The Med/Surg manager had heard through the charge nurse, during leadership rounds, that Carolyn had recognized that a patient was not on the correct isolation precautions. Carolyn thinks to herself, "Thank goodness they pushed out that C-diff quick tutorial!" Opening her app, she views the company's badge tracker to view all her badges. She notices she has three "Good Catch" badges and notices that she's just two badges away from the 10 badges required for good attendance, which will earn her two weeks of premium parking.

Beyond the prospect of premium parking, Carolyn is deeply grateful for the feeling of recognition the badge provides. Her status in the health system is growing, and others can see it. Back at her last nursing job, neither she nor any of her colleagues were ever recognized for their work, despite clear evidence that a culture of recognition significantly improves employee morale.⁴ Now that she's receiving in-the-moment recognition, Carolyn feels that she's really made a contribution. She can be proud of her work.

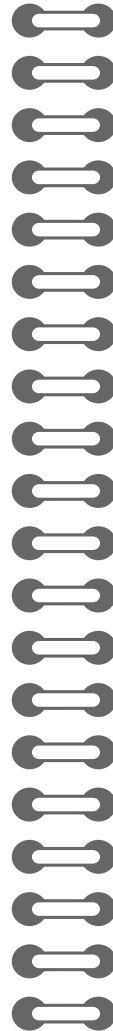


1:45 p.m.

After lunch, Carolyn gets a reminder that CNO forums are being held today. She would like to attend, but can't leave her patients. At her old job, she would miss the forum, and hear through the rumor mill what was discussed. With a digital workplace app, she can view a recorded version of the CNO forum after her shift. This way she is getting information directly.

She also sees there's a survey waiting for her and other employees to fill out, asking them to weigh-in on some of the topics discussed in the forum.

Carolyn is grateful that the organization's leadership engages with her interests and values her opinion. It makes her feel like she's impacting her organization's nursing practice – not just one unit.



2:30 p.m.

Carolyn gets a text that her son's daycare is cancelled tomorrow. There's no way she can get a babysitter on such short notice, so she'll have to stay home. But that means she'll also have to miss her scheduled 7 a.m. to 7 p.m. shift. Carolyn experiences a pang of anxiety as she remembers how last-minute schedule changes with her previous employer played out: the flurry of frantic texts/ phone calls, the inevitable inability to find a replacement, the angry manager and the subsequent feeling of guilt and accountability.

But Carolyn isn't at her old job anymore. Now, dealing with this last-minute schedule change is as simple as accessing her organization's shift management dashboard on her phone and opening up shift trades. From there, Carolyn submits a request to trade her shift. Within 10 minutes, she receives a response from a relief nurse willing to take on her shift. Phew!

Since Carolyn doesn't want to miss out on her earnings, she looks to see what's available in open shifts and finds a perfect shift to pick up on Friday. She's relieved that her employer makes it easy to balance her work and personal obligations.



8:30 p.m.

Carolyn would leave her old job feeling exhausted, burnt out and dreading her next shift. By contrast, she arrives home today energized and empowered by a fulfilling day at work. Within her organization's app, she easily checks her schedule to view when she's working next. She then fills out her availability for the next schedule; her shifts will perfectly align with her personal schedule. She heard a lot of great things about the CNO forum, so she takes the time to view the recorded version. Carolyn immediately gives her opinion by answering a few short survey questions. After she submits her response, she sees other responses register in real time.

To cap off a great day, Carolyn sees a very positive and encouraging company-wide message from the CEO:

"Health System Announces Partnership with Local Public Schools"

In addition to discussing the partnership, the message reveals that such a program would never have been possible without the organization's most indispensable asset: Its committed health professionals.

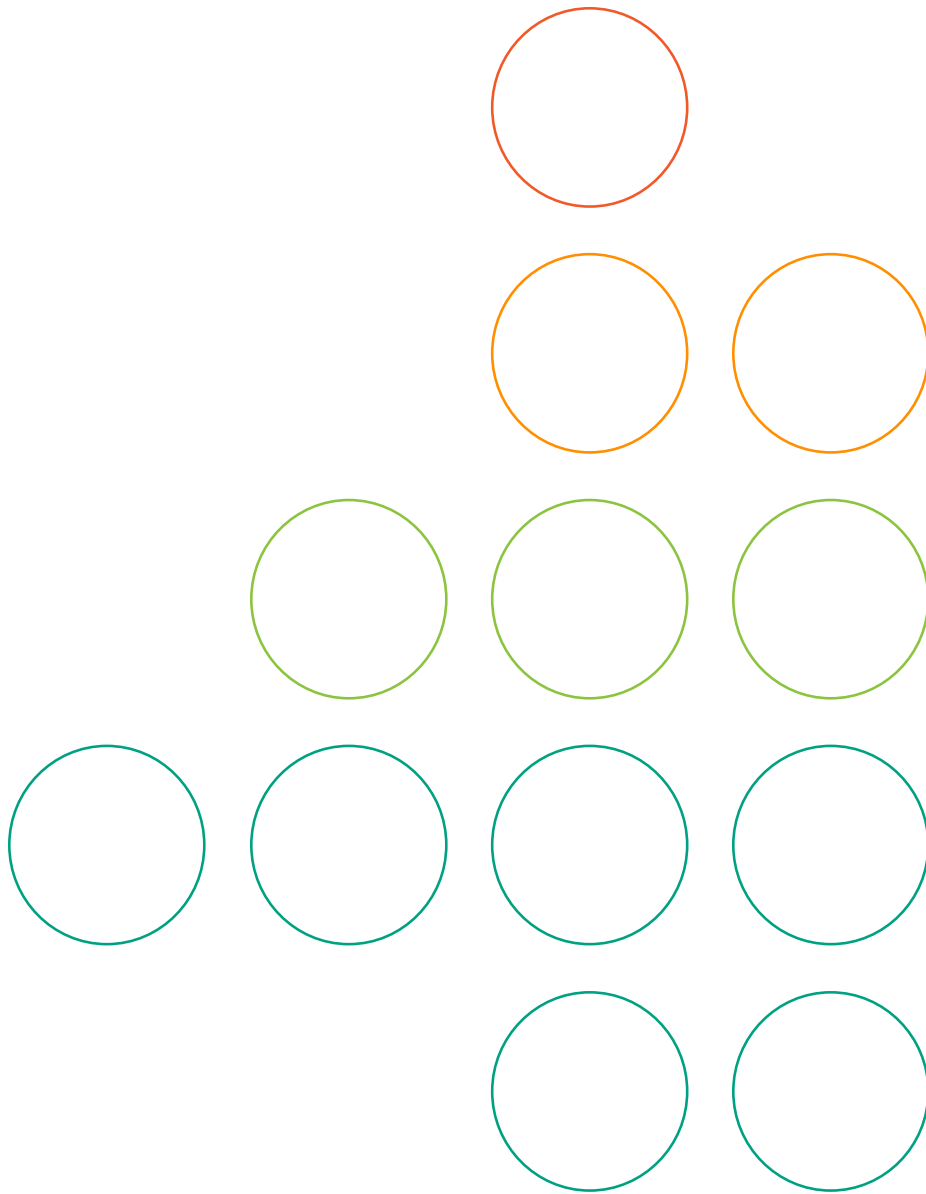


An inspired, aligned, and enabled employee

In an industry overwhelmed with turnover, Carolyn is one RN who will be sticking around. Where normally she'd end most days at her last job looking for new work, now she finishes the day motivated, engaged and considering her future in the health system.

Her loyalty isn't a mystery. Instead, it's the direct result of a concerted effort on the part of her employer to keep associates driven and informed. By seamlessly integrating a digital workplace platform into its employees' workday, Carolyn's employer ensures she's given on-the-job knowledge, aligned with overall business goals, and inspired to do better work. The lesson of Carolyn's experience is one for all industries:

Truly engaging with employees is the best tool to prevent attrition, improve patient care and the success of the organization.



Sources

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