

# 2019 ACR-RBMA Practice Leaders Forum

## Reducing Risk Through Employee Engagement

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# Disclosures

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- None

# Learning Objectives

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1. Understand areas of risk to the practice caused by a lack of employee engagement
2. Why should you address these areas of risk?
3. Discussion of concepts in various areas of management to address the risk and improve your value proposition
4. Engagement of practice partners, employees, referral sources, and administration to improve the work environment, while minimizing risk to the practice and patient
5. Implementation strategies
6. Reduce risk, improve efficiency, protect the business, while improving radiologist satisfaction

# Agenda

1. Confront the brutal facts
2. Introduction to engagement and disengagement
3. Creating a paradigm shift

## **Tools to manage the problems you encounter daily**

4. Understanding primal and servant leadership
5. Leveraging emotional intelligence (EI)
6. Understanding DISC profiles
7. Implementing a culture of engagement
8. Closing thoughts

# The Brutal Facts about your Employees

- 34% are afraid to speak-up for fear of retribution
- 63 to 70 % not fully engaged at work
- 18% actively disengaged and sabotaging the business
  - 4% are actively sabotaging the business with the remaining participating in passive sabotage
- Close to 78% of employees are considering other jobs
- Employee Breakdown
  - 32% fully engaged
  - 48% meet performance expectations
  - 16% just getting by
  - 4% disengaged

- Maylett and Warner, "Magic"

## The Brutal Facts Cont.

- 98% report being treated in a rude manner once per week
- 80% lost work time worrying about how they were treated
- 78% said their commitment to the organization declined
- 66% said their performance declined
- 63% lost time avoiding someone who was rude
- 48% intentionally decrease their work effort
- 47% intentionally decrease the time spent at work
- 38% intentionally decrease the quality of their work
- 25% admitted taking their frustration out on their customers
- 12% left their job

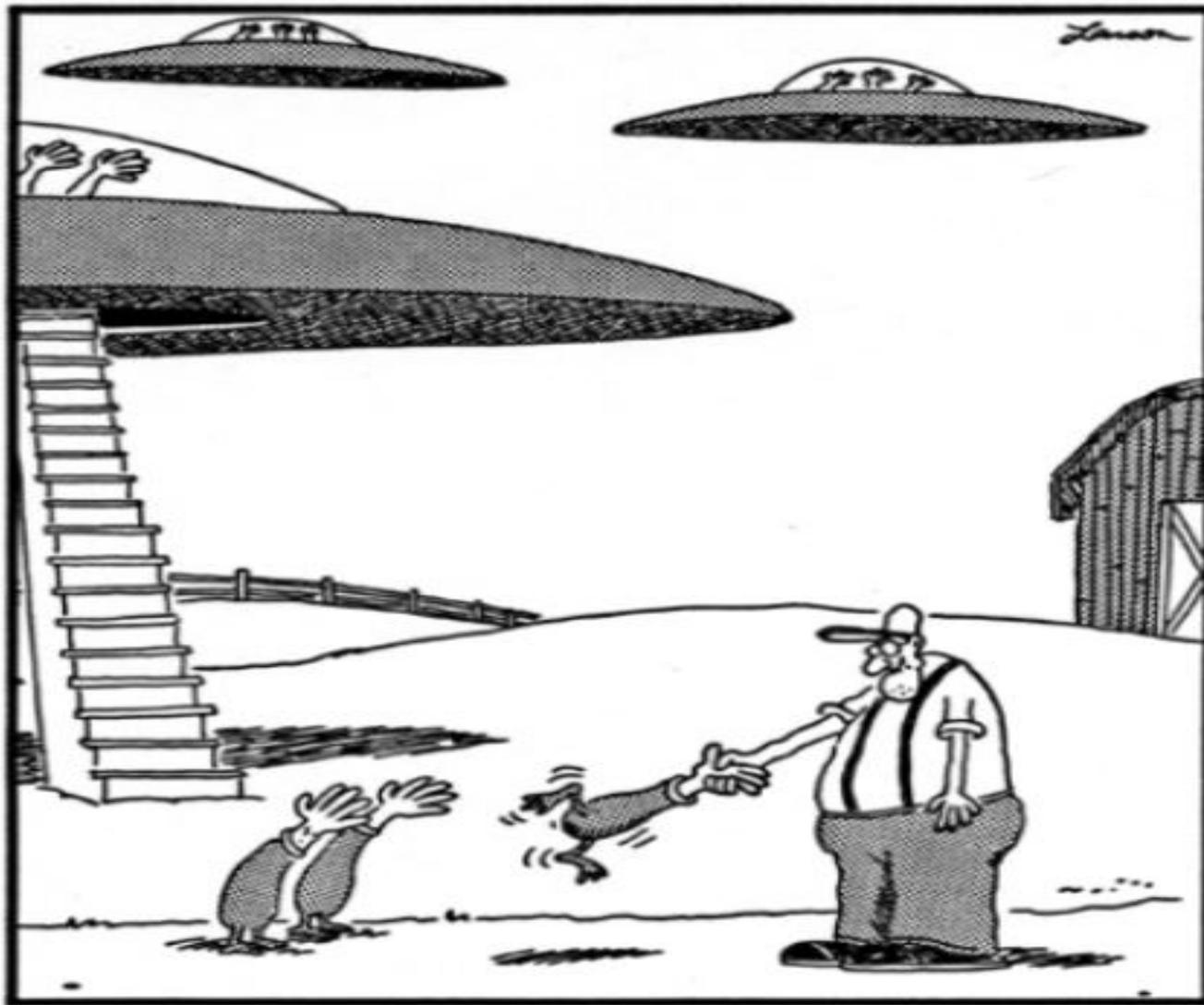
- Porath and Pearson, "The Price of Incivility"

## More Brutal Facts

- Over 3/4 of a billion dollars are spent by companies on employee satisfaction or engagement efforts
- Employers can't agree on what employee engagement looks like.
- Most programs are geared towards satisfaction rather than engagement
- Satisfaction yields short-term and temporary results
- Satisfaction efforts are seen as transactional (I give and you do)

# Consider the Brutal Facts in Radiology Nationwide

- Increased regulation
- Reductions in reimbursement
- Shrinking margins
- Increased competition
- More turf battles
- Radiologist burn-out (do more for less)
- Increased expectations
- Expanding market
- Challenges to stay relevant
- Hospital relationships



**Inadvertently, Roy dooms the entire earth to annihilation when, in an attempt to be friendly, he seizes their leader by the head and shakes vigorously.**

# Engagement

## Why consider engagement?

*Consider using employee engagement to not only increase your company's financial position and decrease risk, but to create a culture of unparalleled focus on compassionate patient service, an unyielding competitive edge, and inspired team excellence built on creative ideas, collaboration, and a challenging team spirit.*

## What is engagement?

*“Employee engagement is an emotional state where we feel passionate, energetic, and committed toward our work... In turn, we fully invest our best selves, our hearts, spirits, minds, and hands – in the work we do.”*

- Maylett and Warner, “Magic”

# Satisfaction verses Engagement

## Examples

- Satisfaction
  - Pay is good
  - Free lunches are nice
  - Drive to work is easy
  - Adequate vacation time
  - Work hours fit just right
- Engagement
  - I have the ability to solve problems
  - My opinion and ideas matter
  - I know what is happening next year
  - Administration, peers, and my radiologists tell me I am a valuable part of the team

# Satisfaction verses Engagement, Cont.

- If you are pushing for engagement and analyzing satisfaction surveys...
  - you will spend an extensive amount of time, money, and effort only to fail in achieving the results you desire.
  - satisfaction doesn't lead to motivation
- Satisfaction = transactional
- Engagement = transformational

- Maylett and Warner, "Magic"

# The Facts - Engagement

## Companies who have high levels of engagement

- More profitable
- Faster growth
- Lower employee turn-over
- Increased retention
- Patients also take note of the positive environment
- Employees have a sense of purpose and fulfillment
- More competitive (uncompromised and raw competitive spirit)
- Employees search to promote the company
- Less day-to-day problem solving of revolving or re-occurring issues
- Reduced risk of being sued

# The Brutal Facts of Disengagement

- Impaired innovation
- Reduced patient safety
- Reduction in quality
- Loss of competitive edge
- Employees stop speaking up about dysfunctional policy or processes
- Incivility
- Overt retaliation
- Less or loss of creativity
- Loss of the good employees
- Damage to your brand
- Hostile work environment creates lawsuits
- Customers turn away
- Loss of strategic focus
- Culture of cynicism and eroded trust

# What happens when your team is not engaged?

Consider the following areas:

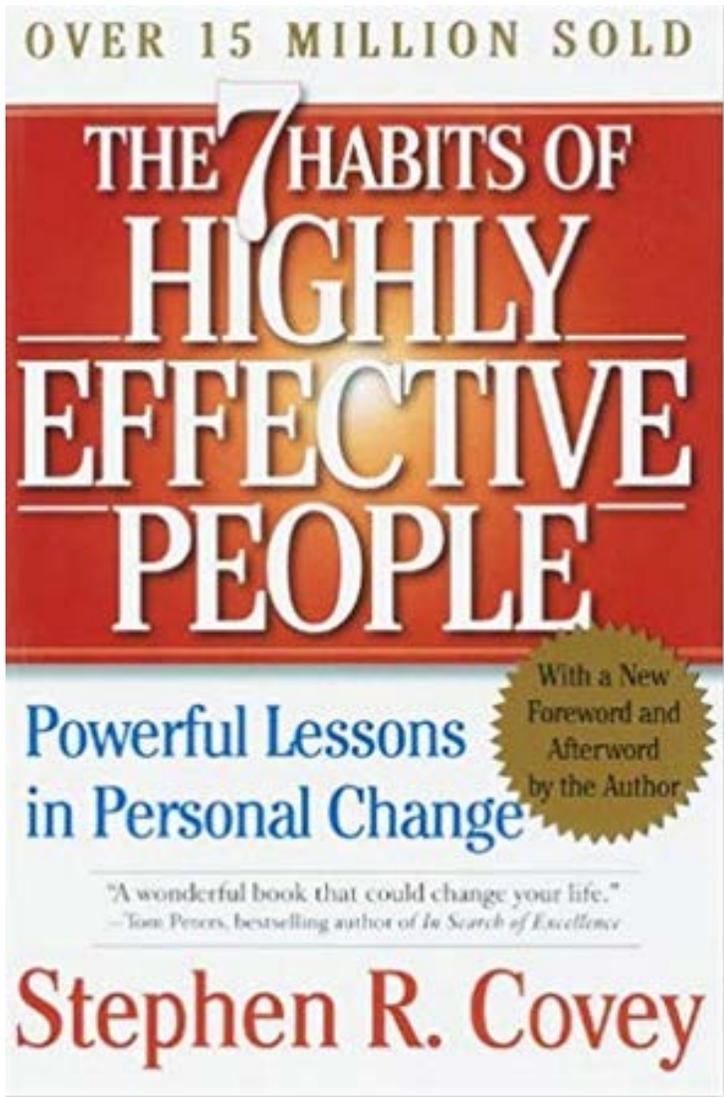
- Schedulers
- Pre-Authorization Team
- Billing and AR Teams
- Nurses
- Radiologic Technologists
- RIS/PACS Administrators
- Radiology Leadership
- Your Partners (consider burn-out and how it causes disengagement)

# Areas of Risk to the Business

- Think About Your Team in Regards to the Following Areas
  - Competition
  - Contracts (PSA, operating agreements, etc.)
  - Finance
  - Billing
  - Service lines
  - Processes
  - Training and education
  - Physician skillset
  - Systems
  - Documentation
  - IT
  - Regulatory environment

# Areas of Risk - People

- Patients
- Employees
- Partners
- Administration
- Vendors
- City Officials
- Referring physician offices
- Other companies in town
- Neighbors, families, and friends



Paradigm shifts move us from one way of seeing the world to another. Those shifts create powerful change. Our paradigms are the sources of our attitudes and behaviors, and ultimately our relationships with others.

See differently

Think differently

Feel differently

Behave differently

- Stephen R. Covey

# Change and Adapt

- Primal Leadership

- Demands more than just putting on a game face everyday.
- It requires executives to determine through reflective analysis how their emotional leadership drives moods and actions of the organization
- Adjusting mood during the course of the day accordingly
- Acknowledges the direct correlation between the mood of the leader and the financial performance of the company

- Goleman, Boyatzis, and McKee, "Primal Leadership"

- Servant Leadership

- Simplicity
- Treat others the way you would want to be treated
  - Even better, treat others the way "they" want to be treated
- Be the boss you wish your boss would be
- Lead through influence
- Address the needs of the people taking direct care of your patients
  - What do they need to do their job better

- Hunter, "The Servant"

# Emotional Intelligence (EI)

- We Are All Human
  - Impulse decisions or actions are normal.
    - they are reactions that allow us to survive
  - Slow the impulse down
  - Don't react - act
  - Take action to reduce the cascade of additional problems
  - Save yourself time in the day by controlling your action or reaction
  - Be aware that an emotional IQ is a real thing that can impact a relationship

# Emotional Intelligence (EI), Cont.

- IQ and skillset are important, but so is EI
- Emotional Intelligence Skills
  - **Self-Awareness** – *knowing one's strengths, weaknesses, drives, values, and impact on other people*
  - **Self-Regulation** – *control or redirecting **disruptive impulse** models*
  - **Motivation** – *relishing achievement for its own sake*
  - **Empathy** – *understanding other people's emotional makeup*
  - **Social Skills** – *building rapport with others to move them in desired directions*
- We're born with certain levels of EI skills. You can strengthen these abilities with practice, feedback, and persistence.

*Daniel Goleman, What Makes a Leader*

# Emotional Intelligence (EI), Cont.

- Goals
  - Control and channel your mood
  - Smarter empathetic people decisions
  - Improve your conflict management skills
  - Be more emotionally agile
  - Improved conflict management
  - Be resilient in tough situations
  - Improved regulation of emotions within your team

# Daily Conflict

- Radiologist

- Home
- Drive to work
- Meetings
- Work-list
- IT environment
- Team personalities
- Peers
- Interruptions
- E-mails
- Patient issues
- Referring physicians
- Administration
- Drive home

- Administrative

- Home
- Drive to work
- Meetings
- Phone calls
- Team Issues / interactions
- Process
- Peers
- Employee challenges
- Last minute changes in the day
- Contract negotiations
- Problem solving
- Referring physicians
- Drive home

# High Levels of Emotional Intelligence (EI)

- Promotes information sharing
- Increased trust
- Healthy risk-taking
- Optimal learning environment
- Improved decision making
- Agility when making change
- Increased conflict management
- Reduced stress
- Allows you to help your peer

# How To Create an Atmosphere of Engagement

- Extensive planning
- Conscious effort
- Hard work by leaders
  - Manage yourself
  - Ask for feedback
  - Pay attention to your progress
  - Hire for civility and teach it
  - Create group norms
  - Have the dialogue about behaviors that work and don't work
- Reward good behavior
- Conduct interviews with employees who left (one year later)
- Partnership with leadership and employee teams
- Consistent follow-through to gain trust of the employees

# How To Create an Atmosphere of Engagement

- Stay resilient
- Always measure if you are improving
- Don't let your optimism distort your reality
  - Surround yourself with people who will give you the facts
  - Avoid brooding when the facts hurt
- Promote empowerment and improvisation

# Engagement Efforts that Fail

- Don't use “perks” to attempt engagement
- Don't throw money at the problem
- Mistaking bells and whistles for environment and culture
- Having someone else do it
- Doing it alone
- Failing to stay resilient
- Failure to integrate engagement into the daily culture
- Brooding over the brutal facts

# Understanding the People Around You

## DISC Profiles

- **D**- Dominance
- **I** – Influence
- **S** – Steadiness
- **C** - Contentiousness



# Understanding the People Around You

## DISC Profiles

- **D**- Dominance

- Direct, results oriented, challenge the status quo

- **I** – Influence

- Collaborators, enthusiastic, energetic, take action

- **S** – Steadiness

- Sincerity, dependable, supportive

- **C** – Contentiousness

- Stability, accuracy, need data

**D**



**I**



**C**



**S**



- Merrick Rosenberg,, "Taking Flight"

# Understanding the People Around You

## DISC Profiles

- Understand the language of other profiles
- Strengths of each profile
- Profiles of your team
- Consider profiles as you address conflict
- Consider profiles as you set strategic goals
- Pitfalls

**D**



**I**



**C**



**S**



- Merrick Rosenberg, "Taking Flight"

# Understanding the People Around You

## DISC Profiles – Consider the Interactions of Your Team

- Radiologists
- Technologists
- Nursing Team
- C-Suite (Executive, Finance, Operations, IT, Compliance)
- Marketing
- Human Resources
- Schedulers
- Pre-Authorization
- Receptionists
- Tech Assistants

**D**



**I**



**C**



**S**



- Merrick Rosenberg, "Taking Flight"

# Possible Pitfalls

- High energy leader leading the charge
- Working on engagement with several dissatisfaction issues going on
- Lack of buy-in from the entire team
- Changing too fast
- Mistaking satisfaction for engagement
- Not including key stakeholders in the cultural change
- Trying engagement halfway and in an inconsistent manner
- Ignoring the “brutal facts” (i.e. high turn-over is due to bad employee market)
- Not communicating follow-up on identified problem areas
- Communicating in the wrong language

# Employee Disengagement Actions

- Raising your voice
- Counseling in a public forum (in front of the team or patient)
- Asking for an opinion and ignoring
- Not resolving ongoing repetitive problems
- Stomping through the halls
- Slamming doors
- Interrupting
- Brooding after critical feedback
- Walking through a department (looking down, no smile, very fast)
- Not asking for opinions or feedback before implementing initiatives
- Surprising people with huge changes
- Not asking for ideas on how to improve
- Allowing bullies to lead the organization

WE NEED MORE OF  
WHAT THE MANAGEMENT  
EXPERTS CALL "EMPLOYEE  
ENGAGEMENT."



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I DON'T KNOW THE  
DETAILS, BUT IT HAS  
SOMETHING TO DO  
WITH YOU IDIOTS  
WORKING HARDER FOR  
THE SAME PAY.



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IS ANY—  
THING  
DIFFERENT  
ON YOUR  
END?

I THINK  
I'M  
SUPPOSED  
TO BE  
HAPPIER.



# An Engaged Culture Allows

- **Meaning**
  - Work has a purpose and you can see the difference you make
  - Work has purpose beyond the work itself
  - Does your mission statement have meaning? Consider company and employee values
- **Autonomy**
  - Ability of employees to shape their work environment
  - Ability of an employee to impact themselves doing their best
  - Employee gets clear direction and understand the rules, but they may impact “how” they get their work done
- **Growth**
  - Having the ability to meet stretch goals
  - Work is a challenge
  - The employee is able to better themselves and the company
- **Impact**

The employee is able to see the positive or worthwhile outcomes resulting from their work  
Progress is being made  
The employee’s efforts are making an impact
- **Connection**
  - The employee has a sense of belonging

- Maylett and Warner, “Magic”

# The High Level Plan

- Discuss and gather the brutal facts of your organization
- Learn about yourself – E.I. and D.I.S.C.
- Learn about your team – E.I. and D.I.S.C.
- Define the leadership style you and your team want (what is needed by the company)
- Develop a plan to put people in the right seat
- Begin the engagement process
  - Read and study engagement together as a small team – audio books
  - Find opportunities to align as a team
  - Ask the right questions
  - Engagement surveys
  - Focus groups
  - Weekly huddles
  - Communicate and set the expectations
  - Ask for input by the people who touch your patients
  - Create and share values as a team
  - Discuss and present results
  - Have a culture where debate is encouraged and embraced in a professional manner
  - Hire for aptitude AND attitude
- Surround yourself with people who will “Call You Out” when you are wrong



**When people are financially invested, they want a return. When people are emotionally invested, they want to contribute.**

**Simon Sinek**

# Don't Depend on Misguided Statements

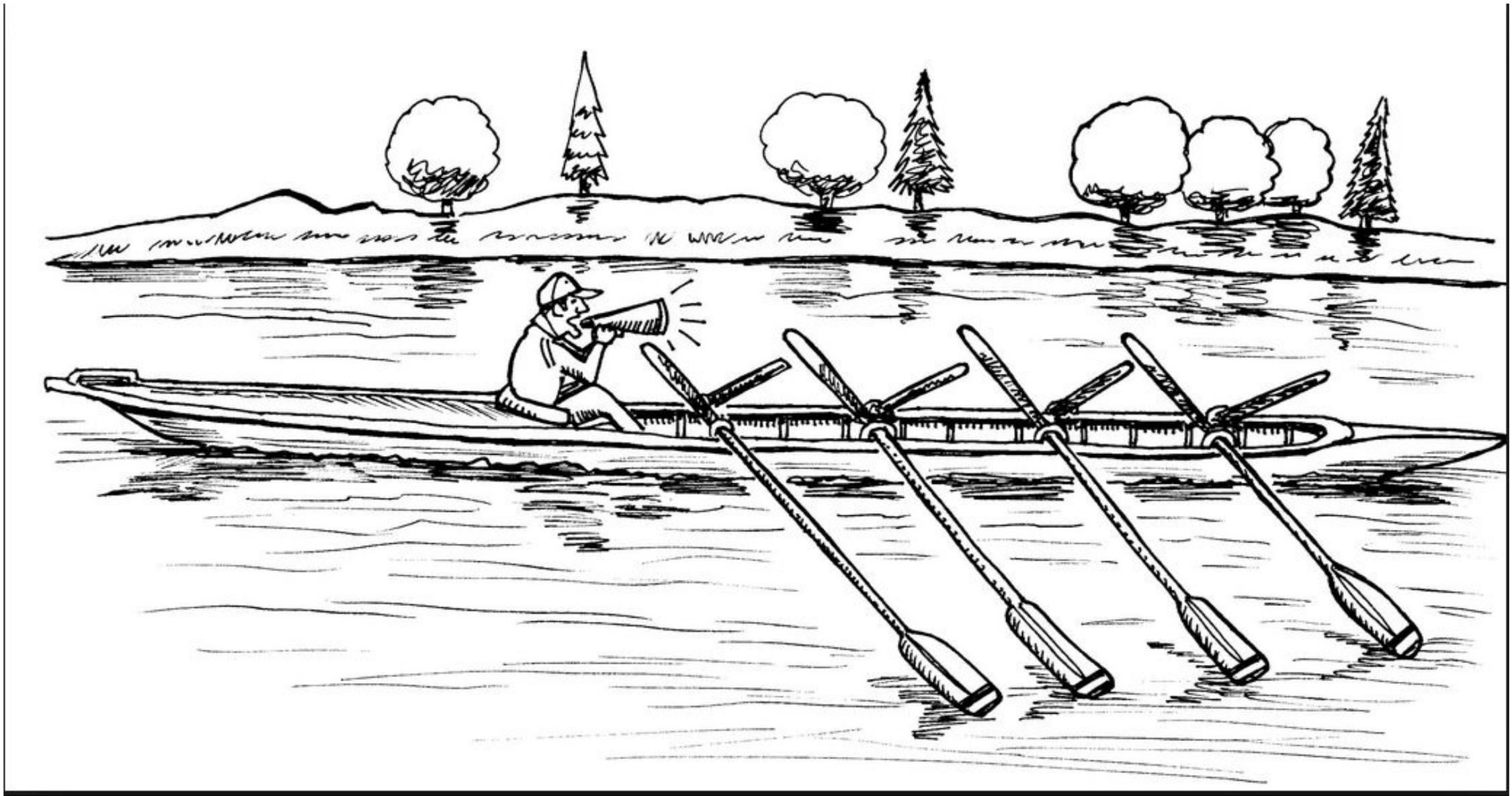
- “Is our team happy?” “I think so.”
- “I don't have time to speak to the team”
- “We have no data or time to generate data”
- “Our high turn-over is due to poor employee market”

# Ask the Right Questions

- Are your values in line with each other?
- Is your work environment intolerable or inspiring?
- Has anyone on your team used the word “toxic” to describe their environment?
- Do your employees own their mistakes or are they in fear of the mistake?
- Do your employees go beyond their job description?
- Do you know your company values?
- Do you recruit based on those values?
- Is healthy debate promoted and free of personal and disruptive emotion?
- Are you really controlling your environment?
- Do the employees feel like a commodity?
- Is there a culture of entitlement?
- Do you feel people are working harder and longer instead of smarter?
- Are you getting what you are paying for with your employees?
- Are you able to speak the language and understand those around you?
- What is your leadership style?

# The Bottom Line

- A culture and environment of engagement yields results and improvements:
  - Innovation
  - Improved growth
  - Improved financial position (lower expenses and improved revenue)
  - Decreased lawsuits
  - Decrease adverse patient events
  - Patient loyalty
  - Managerial efficiencies
  - Meaningful and improved relationships (with partners, employees, and leadership)
  - Alignment in values
  - Strengthened “value proposition”
  - Reduced burn-out to our radiologist – have a plan
  - The list can go on and on



# High Level Advice

1. Don't shock the system
2. Don't engage halfway
3. Seek to listen (don't just wait for the other person to stop talking)
4. Engage in healthy debate
5. The emotional state of the leader/owner will drive company performance
6. Don't be the "white rabbit" or "lone wolf" in the organization
7. Don't use the "one size fits all" approach
8. Implement engagement through the team (not just you)
9. Do your research
10. Take it slow, train the team, establish buy-in, learn together
11. Tailor the implementation of engagement to the team (know their personalities)
12. Allow the ideas of the culture change to come from within the team
13. Seek to surround yourself with people who treat company first rather than the individual
14. Invest in team training and education
15. Make time to discuss engagement rather than force it into a busy day or short meeting
16. People will tell you what helps them engage
17. People will do more for you if they like you
18. Don't rely on words alone

# Closing Comments

1. Engaged employees have more ideas
  - a. Increase ROI, happier work environment, reduced risk, less conflict, improved service, and processes
2. Seek advice from those who know what they are talking about
3. Surround yourself with people who will help you build your EI and leadership style
4. When confronting the brutal facts, understand they may hurt personally
5. Have the conversations with individuals and teams
  - a. tell them what you like
  - b. what you expect
  - c. and equally important, what you don't like
  - d. cast a wide net of your expectations
6. Seek to learn the personalities of the people on your team
7. Manage your emotions (control your environment)
8. Decisions should be company first (not the individual)
9. Each conversation matters, slow it down
10. The “smile” is still the best value in healthcare

# Final Thoughts

*Changing culture in any company towards high levels of engagement isn't a touchy feely process that implies you are soft or weak.*

*Implementing transitional culture change is a systematic approach to understanding your company values, your people, and the challenges each of you face in the industry both personally and professionally.*

*The changes implemented are designed to offer you and your team an opportunity to compete as a company, achieve professional goals through engagement, while not only minimizing risk to the company, but thriving as a business entity. It is a combination of skillful communication, art, science, continuous learning, failure, resilience, and humility.*

“There are only three measurements that tell you nearly everything you need to know about your organization’s overall performance: employee engagement, customer satisfaction, and cash flow. It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it.”

***Jack Welch***



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# Thank You!