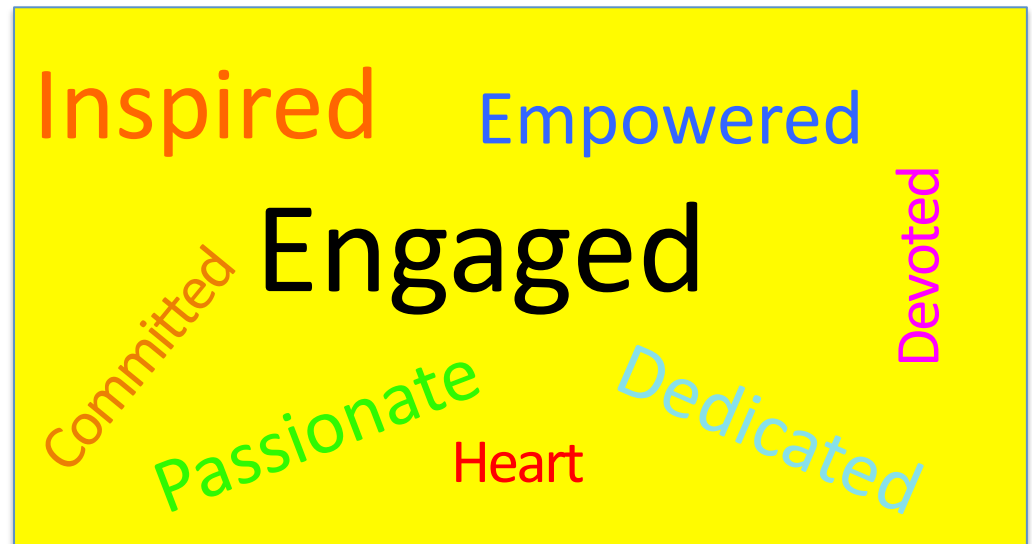


Employee Engagement

Hardwired Implementation Strategies



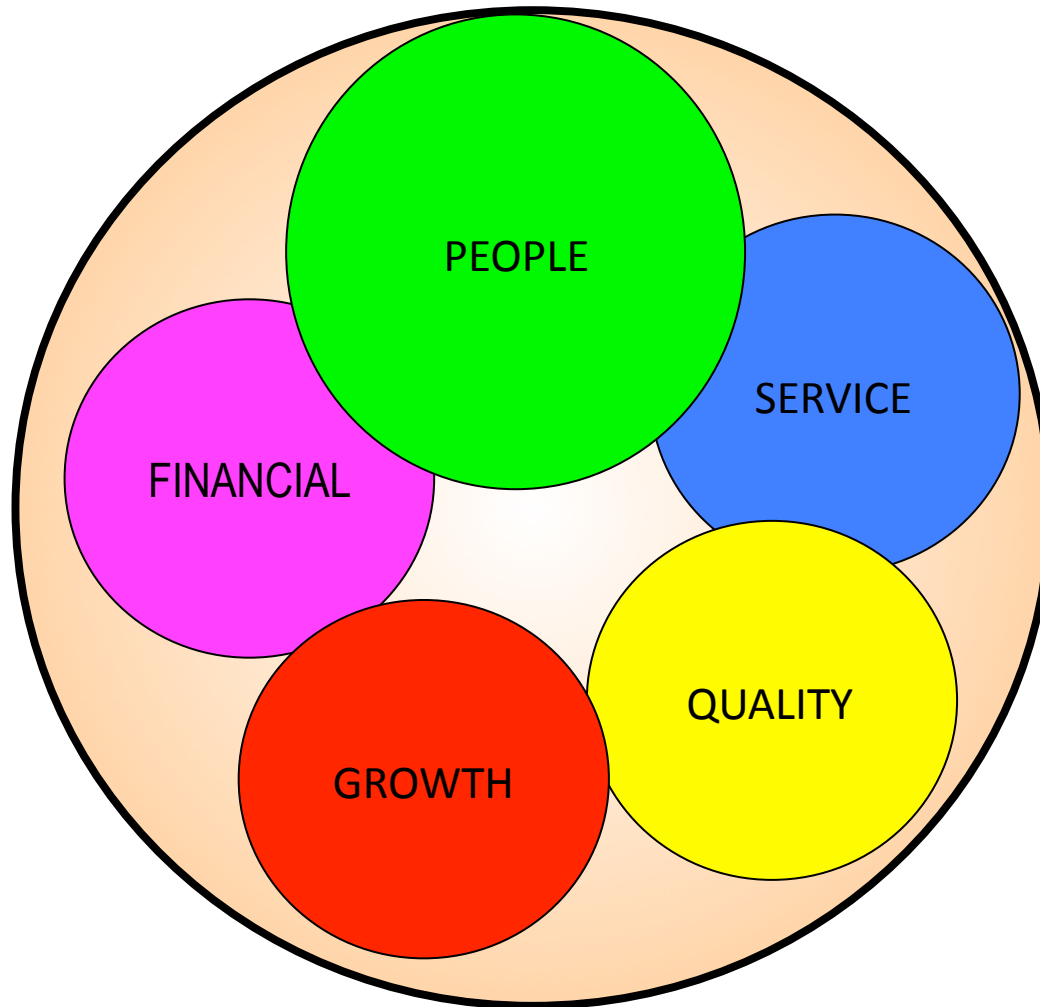
Critical Success Factor

P
E
O
P
L
E

*Maintain high quality
workforce*



Critical Success Factors



Employee Engagement

Hard Wiring

- Hiring the “right people”
- New Employee Orientation
- Onboarding
- Inclusion in Strategic Planning Process
- EXCEL process
- Leadership Development
- Open Communication
- Stars on Line - Reward and Recognition
- Ideas for Excellence – Employee empowerment and Innovation
- Reward and Recognition

Behavioral Based Interview Process

Personality Evaluation

What did you do in your last job to contribute toward a teamwork environment?

Describe how you felt your contributions affected the team.

Standards of Performance



Standards of Performance Behaviors

- Attitude
- Appearance
- Communication
- Call Lights
- Commitment to co-workers
- Customer Waiting
- Elevator Etiquette
- Privacy
- Safety Awareness
- Sense of Ownership



PERFORMANCE STANDARDS

A set of performance standards has been developed by the employees of Baptist Health Care Inc. to establish specific behaviors that all employees are expected to practice while on duty.

By incorporating these standards as a measure of overall work performance, Baptist Health Care Inc. makes it clear that all employees are expected to adhere to and practice the standards of performance outlined in the Standards of Performance handbook.

I have read and understand the Standards of Performance handbook and I agree to comply with and practice the standards outlined within.

Signature of Applicant

Date

BHC96.326



Peer Interviewing

HOW TO ...



- Every job is peer interviewed
- Supervisors are interviewed by staff
- Two interviews are required
- Accountability is hardwired by using selection form completed by interview team

New Employee Card from Team

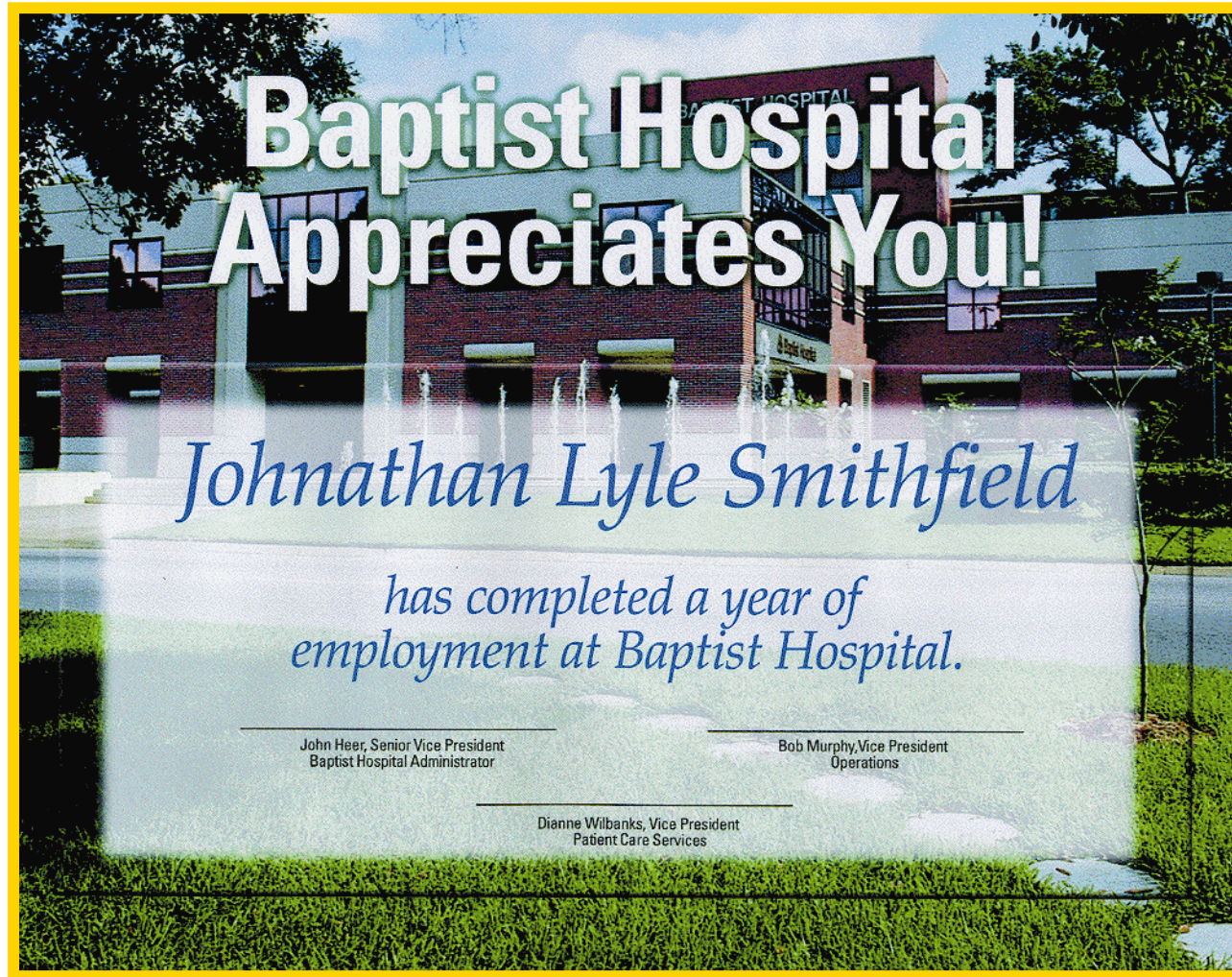


Colleague Support



- Vested interest in new employee's success
- Hardwired through peer interview process
- Visible support through walking to destination, understanding measurements & results, friendly atmosphere
- Helping hand on name tag

One Year Anniversary Certificate



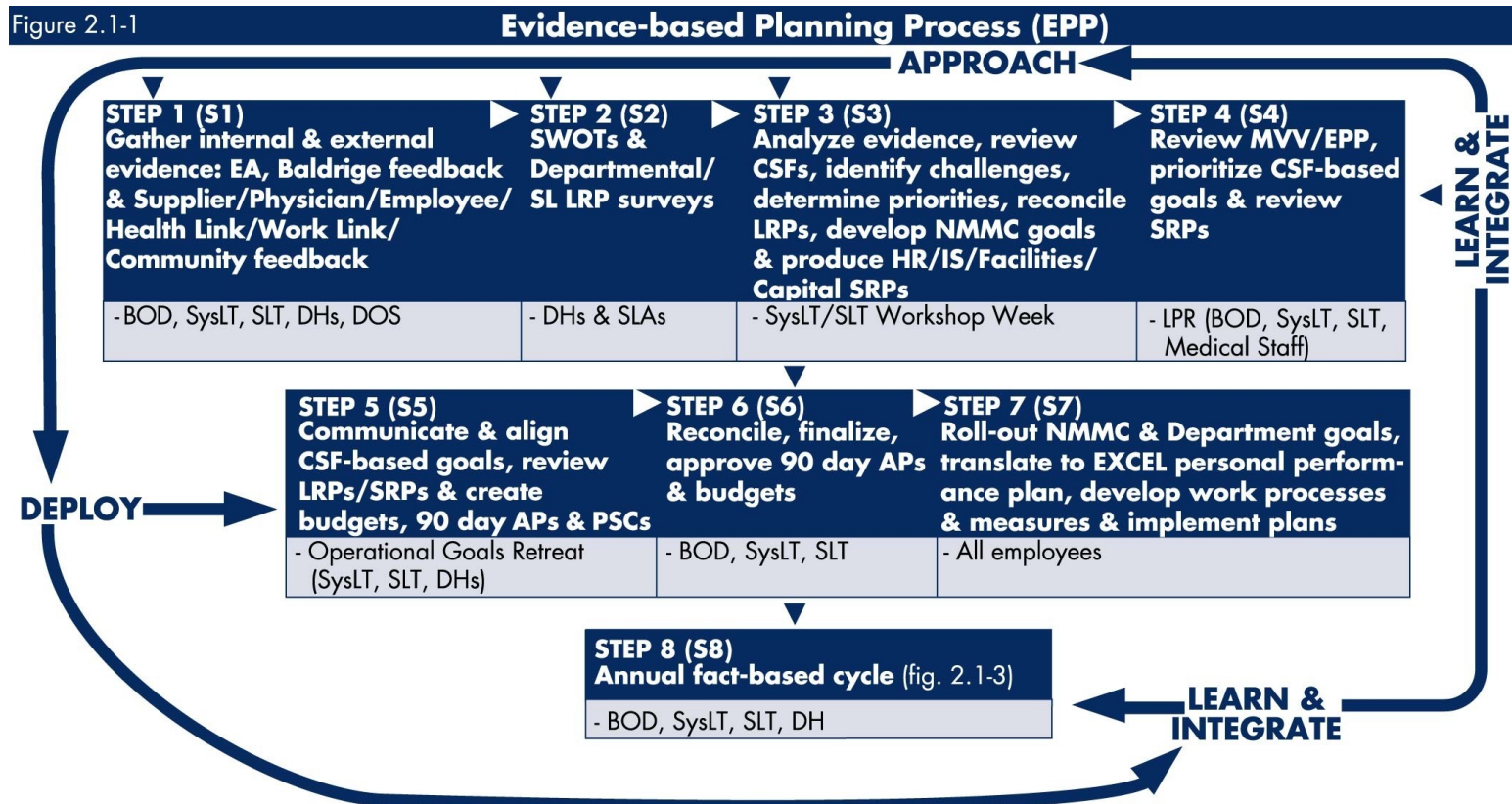
New Employee Orientation “NEO”



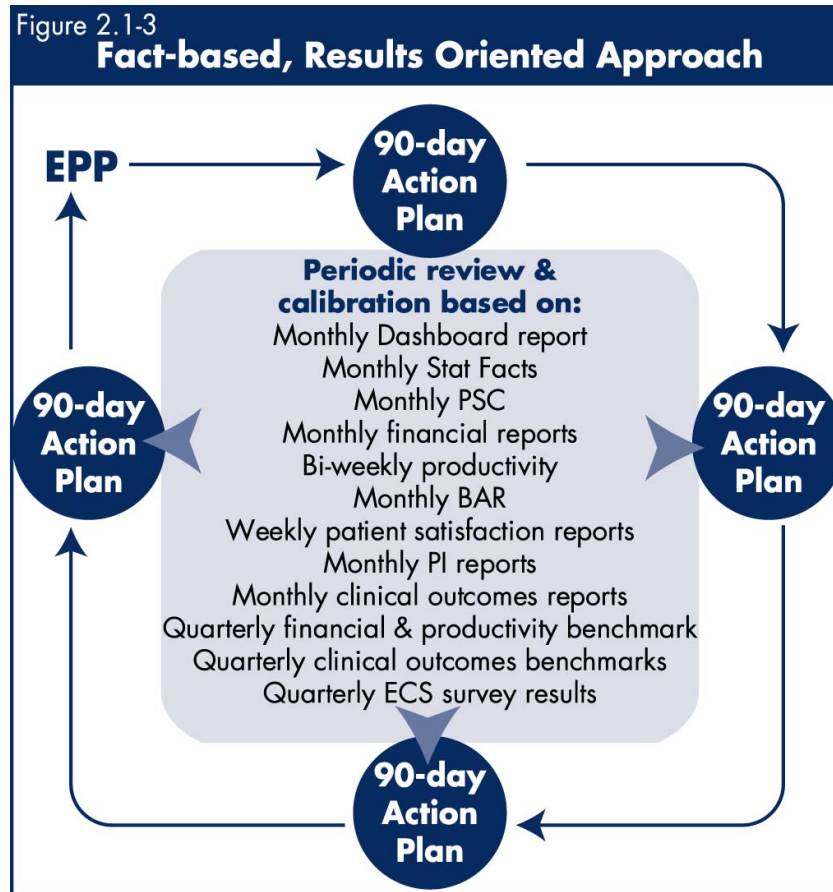
- Mandatory two-day session
- Offered every other week
- President/CEO cheer!/
welcome/ MVV/
expectations (2 hours)
- 6 hours on culture / 6 hours
on requirements
- Stories & letters

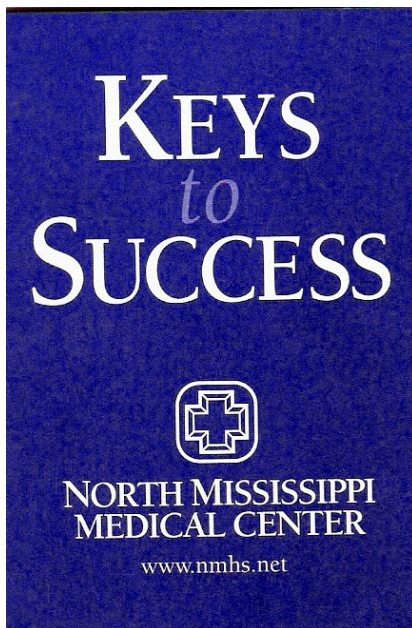
Strategic Planning

Evidence-based Planning Process



Strategic Planning S8





EXCEL



**DEPARTMENT/
UNIT GOALS**
FY 2007

People: _____

Service: _____

Quality: _____

Financial: _____

Growth: _____

**MY PERFORMANCE
PLAN GOALS**
FY 2007

People: _____

Service: _____

Quality: _____

Financial: _____

Growth: _____

Leadership Development Institute

LDI



*What's the most important
driver of constituents'
engagement?*

**Communication
Communication
Communication**

Cascade Learning Kits



Open Communication

No “Sugar Coating”

- Weekly email to employees, boards, physicians and community
- Leader Rounding and frequent interaction with employees
- Knowledge Boards
- Quarterly Employee Communication Meetings
- Handwritten Thank you notes
- Dashboard/Stat Facts
- Reward and Recognition
- Intranet/Web Site
- Leaders eat lunch with front-line staff in cafeteria

John's Weekly Email



January 12, 2007

Here are this week's highlights:

On Monday, we had 38 new employees in New Employee Orientation. Everyone was engaged and excited about their new jobs. At noon, the Managed Care Board of HealthLink met and discussed mostly routine items. Monday afternoon the SMT met and discussed progress on the Servant Leadership process, Leadership Development Institute, Clinical Information Systems Upgrade, the LTACH CON process by Select, Inc., the Tupelo Medical Office Building, and the Tupelo Bed Plan.

The Leadership Development Institute (LDI) Steering Committee met Wednesday afternoon. We discussed the establishment of a subcommittee charged with development of the quarter education sessions for all (over 600) leaders, a composite Servant Leadership Skills Inventory (See below) which will drive the education sessions, the development of a "behavior of the month" and several other routine matters.

Leadership Skills Inventory composite score (for the 326 leaders who have begun Servant Leadership training). All scores are out of 4:

Top 3 -

Is someone people can trust - 3.5
Does not embarrass people or punish them in front of others - 3.5
Shows appreciation to others - 3.5

Bottom 3 -

Is a leader people feel confident following - 3.3
Holds employees accountable for meeting the standards set - 3.3
Is actively involved in the development of employees - 3.2

Other items receiving attention because of a high number of "disagree" or "strongly disagree" responses include:

Is not an over-controlling or over-dominating person
Spends time in areas and stays close to employee activity
So, we are going to focus on leader visibility and engagement of employee
We'll remeasure these items at the end of a year to determine our educational impact

Since we will be placing a great deal of emphasis this year on Servant Leadership, I thought it might be good to review some of the concepts:

Servant Leadership defined: The skills of influencing people to enthusiastically identify as being for the common good, with character that inspires

Humility - To be authentic - not boastful, arrogant or "puffed up"
Patience - To Show and Behave With Self Control
Kindness - Give attention, Appreciate, Encourage, Be courteous for efforts made, Be the first one to say "Good Morning" in the

Respectfulness - To treat others like they are important (because they are)
Selflessness - To meet the legitimate needs of others
Forgiveness - To give up resentment when wronged
Honesty - To be free from deceptive behavior
Commitment - To stick to the choice(s) you have made
Results orientation coupled with a "no excuses" mentality - If we don't meet our goals, let's learn why we didn't and put in place corrective action to achieve them

Before you can be a leader, those following you must TRUST you. Trust is developed through the development of the above characteristics, the most important of which is Honesty.

What ties this all together is LOVE for those you lead. This is not the warm, fuzzy, romantic type of love, but the type of love that answers the following questions:

Are we interested in helping people grow and become the best they can be?

Are we extending ourselves for others even when we may not feel like it?

Are we seeking the greatest good of those we lead?

Thursday evening the External Development Committee met and approved moving forward on a CON for the NICU expansion and the purchase of a piece of property on the Tupelo campus. Both of these items still need Finance Committee and Board approval. We also received an update on several construction projects which are in process.

Our system-wide market share for the third quarter of 2006 dropped .06 percent (not statistically significant) from the second quarter, going from our all-time record high of 61.24% in Q2 to 61.18% in Q3. Thank you for taking such great care of our patients that they continue coming back for services in our organization.

Here is Chuck's update for the week:

I want to take this opportunity to wish each of you a healthy and happy new year. We have started off the new year with a very high patient census. I would greatly appreciate your help in staying focused on customer service during this very busy time of the year. Patient care is our primary focus and why we are here....From time to time, your leader may ask you to work extra, to assist your area in meeting its patient care needs. Please step up to the challenge when needed. Our patients, medical staff and community are counting on you.

We continue our AIDET training for our direct care givers and we have also begun training for "discharge phone calls" to check on our patients after they leave our care. Training for both programs should be complete by the end of March.

Dr. Charles Pigott and I attended a meeting with the Senate Health and Welfare Committee on Tuesday. Dr. Pigott gave testimony to the Committee, asking the Legislature to enhance its support for a stronger, state-wide trauma program.

Leadership rounds: 1 West, 4 West, OR Lounge x3, doctor's dining room x2, 6 South and Hyperbaric Unit. 14 personal thank you notes.

LWE - X3
SLR - OR

Have a great day!

Leader Rounding

HOW TO ...



- Round with a purpose
- Identify tools and equipment needs
- Solicit feedback
- Reward and recognize
- Track & trend

Questions to show employees you care

How are you doing?

Anything interesting going on today?

How's your family?

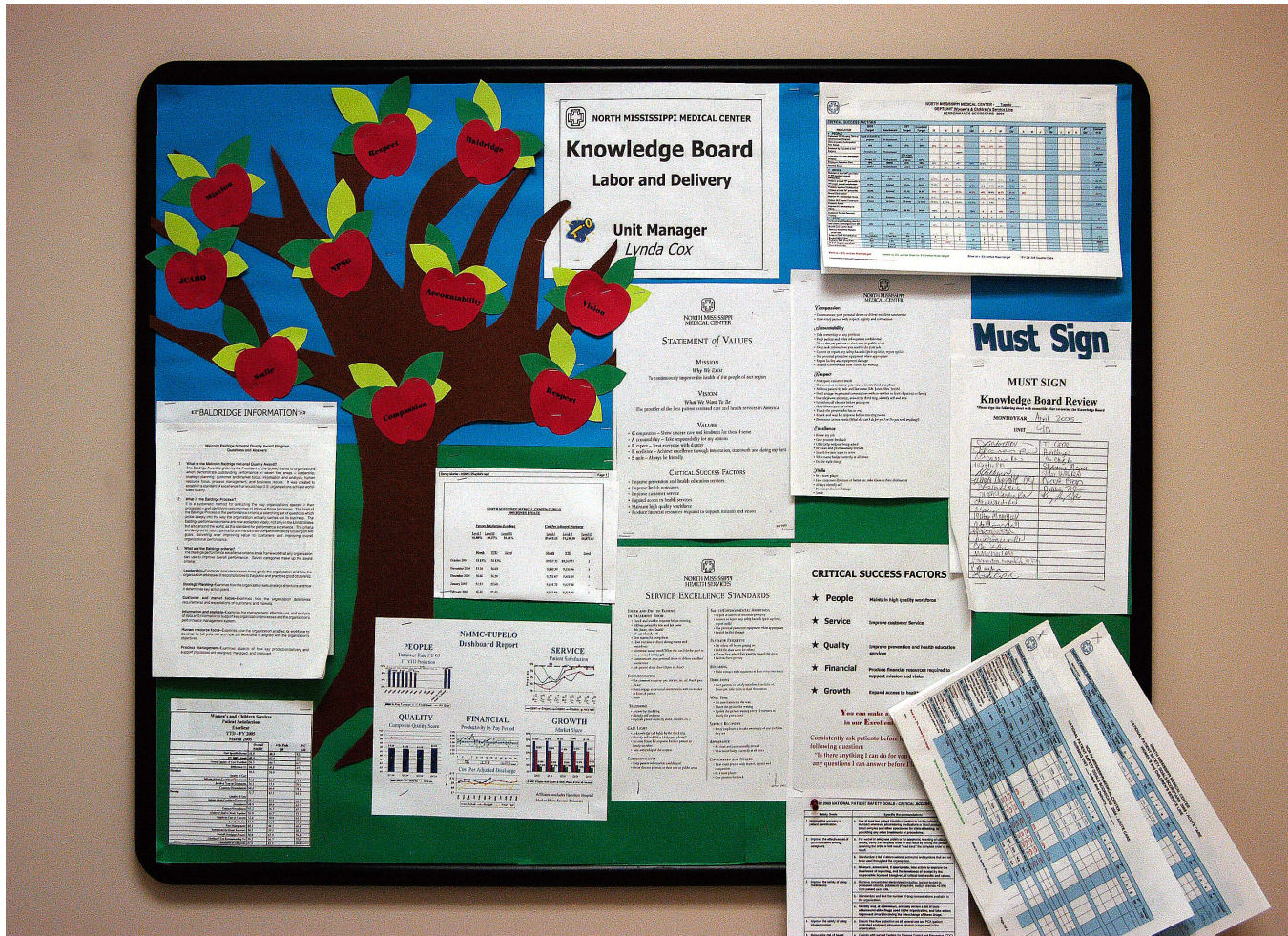
If you have more time, like at lunch:

What sort of hobbies do you have?

Tell me “your story”

What are your long term goals?

Knowledge Boards



Employee Communication Meetings

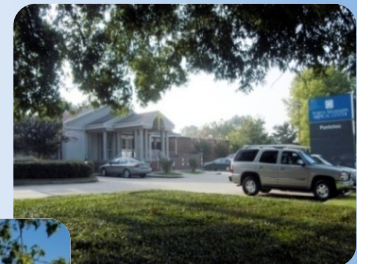


HOW TO ...

- Provide update on results by CSF
- Provide education on timely subject
- Include time for open forum/questions (distribute question cards for those not willing to ask question publicly)
- Include employee "temperature check" questions on evaluation

North Mississippi Health Services Stat Facts

June 2012



**NORTH MISSISSIPPI
HEALTH SERVICES**

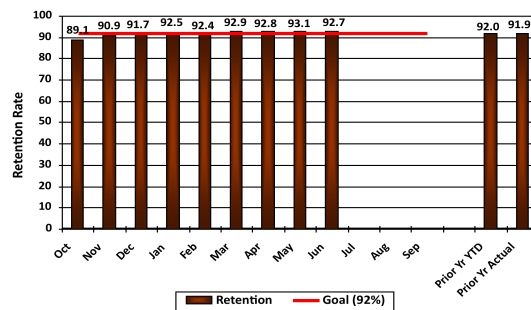
NMHS (System-Wide)

Dashboard Report

June 2012

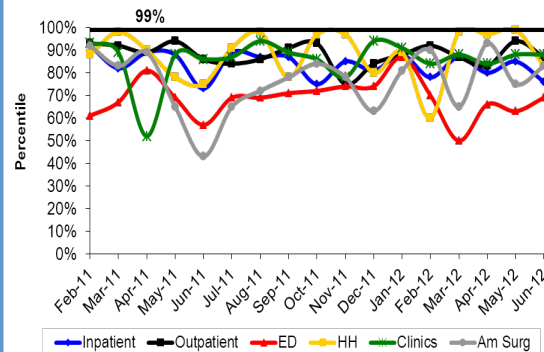
PEOPLE

Retention Rate FY12
FT YTD Projection



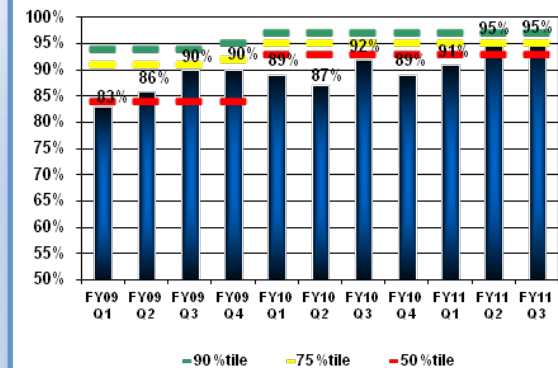
SERVICE

Patient Satisfaction



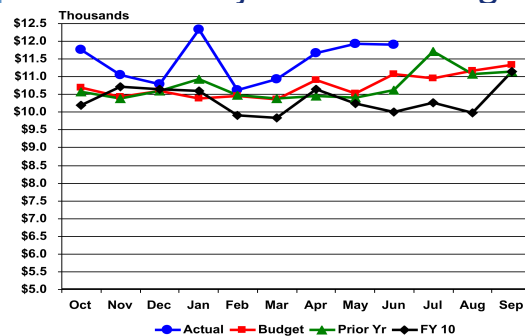
QUALITY

Evidenced-Based Care



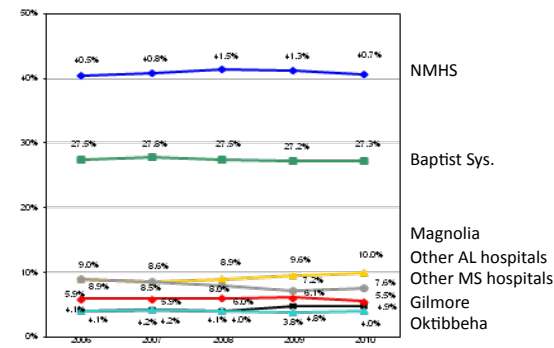
FINANCIAL

Cost Per Adjusted Discharge



GROWTH

Market Share



Stat Facts

- PowerPoint slide deck communicating monthly results
- Organized by Critical Success Factors
- Email sent out to all constituents with link to presentation
- Presented at Board, Medical Staff, LDI, Department Meetings and all meetings
- Posted on Knowledge Boards

Stars on Line



Available to all employees

Recognizes “above the call of duty” behaviors

Recognition by leaders


Organized by CSFs

Super star banquet held to recognize “best of the best”

WOW Certificates

Available for anyone
to give to anyone:

Staff to staff
Staff to boss
Boss to staff

 **BAPTIST**
HEALTH CARE

WOW
SUPER
SERVICE

Date: Oct. 29 '01

Employee Recipient: Chris Carr

Signature of
Person Recommending: Betsy Clark

Please indicate how this Baptist Health Care employee provided
SUPER SERVICE by checking the appropriate box and describing
reason for recommendation:

☐ Best People _____

☒ Best Service In representing our

☐ High Quality dept. well with your

☐ Low Cost hard work at the recent

☐ Growth meeting! You make us

Rebecca E. Clark proud!

Leader Signature

Thank you for making a difference!

Ideas for Excellence

Available to all employees

Ideas categorized by CSFs

Employee engagement tool

Employees submit 2 ideas
per year



This web page was created to take your "Ideas For Excellence" and initiate action on those ideas. Thanks for your interest and input!

For a blank copy to print, click [here](#).

What facility do you wish to send your Idea to?

Please select the strategic area(s) that would best represent your idea (to select multiple items, hold down the Ctrl key).

☐ Expand access to healthcare
☐ Improve customer and employee safety
☐ Improve customer service
☐ Improve health outcomes
☐ Improve preventive and health education services
☐ Maintain a high quality workforce

What's your Idea For Excellence?

Tell us about yourself:

Name:

Facility:

Supervisor:

Department:

E-mail:

Phone number:

Reward and Recognition



Plaques
Certificates
“give aways”
Pizza
Cookies
Donuts
Other food items



Thank You Notes



- Send personal notes to employees' homes every week
 - Identify staff to receive thank you notes
 - Email the recognition to your boss
 - Handwrite the note
- Connect to a CSF
- Accountability
 - Accept NO EXCUSES

Art Dept
03/26/2001 04:14 PM

During a routine visit to the hospital about the service of the

This young woman and her grandmother spent eight hours there last Tuesday. The grandmother, an Azalea Trace client, was upset by the time spent, but her grandmother who was with her the whole time was always about the time spent.

No matter how rude the grandmother was, the staff was always NICE.

Teresa Kirkland
03/29/2001 05:46 PM
To: BHI Department Heads
Subject: Another Great Story

I had the privilege last night of meeting a patient/ambassador for Baptist Hospital. You people at Albertsons. Mr. Cecil Terry was that individual. He's an older gentleman who was in front of me in line and he turned and saw my badge. He said, Teresa, I have to tell you your hospital is doing... He went on to tell me that he had just been at our hospital the night before in his honor. He said, "What a great job you are doing for his son who is in the hospital. However, due to his insistence so I told me that he was not happy with your staff and that he was not enough so much on our hospital."

...I have to tell you what a great job your hospital is doing ...

I called this morning to our Physical Therapy Department and Laura Chestnut told me about a program. She confirmed what a true gentleman and wonderful person Mr. Terry is. I wish you could have heard her speak with such pride of being able to work with these individuals in this program. She spoke about how special they were and explained how every year they select an honoree of the year to be recognized for his or her contribution to the hospital.

Sandra Sheets
11/30/2001 10:37 AM
Subject: Thank you for giving me a certificate to expect it, and I am truly honored. It is a great honor for you for hiring me, please let me stress it.

Thank you for giving me a certificate to expect it, and I am truly honored. It is a great honor for you for hiring me, please let me stress it.

I took my certificate to a meeting Tuesday night and the room admitted to being jealous and angry. I was there a year. Each year there is no one else who is not.

...astounded that my employer or any employer, would recognize an employee for working there a year.

Bob Murphy
04/17/2001 12:53 PM

Over the weekend, I was speaking to a woman who was wearing a Baptist shirt and she approached me. Her husband had been diagnosed with cancer and he was very ill and dying. They were admitted to 3 West. She told me that her husband received the very best care and compassion she could possibly imagine. The nurses, radiology techs, housekeepers, dietary staff and physicians were all wonderful. As her husband was dying, the nursing staff even cleared out from their lounge so that the family could stay around the clock. On the one year anniversary of his death, she said, "I was so happy to see you here. That is a great job you are doing. Thank you for your experience to work for Baptist Hospital. I am grateful for the care that you have given to my family."

..You cannot train or set a policy that requires that level of care, you have to hire people with the right kind of heart to provide that kind of compassionate care, and you obviously do that at Baptist.

Gordon/PNS/BHC_Notes@BHC_Notes, Tammy Jemigan/PNS/BHC_Notes@BHC_Notes, Teresa Kirkland/PNS/BHC_Notes@BHC_Notes, Teresa Pennington/PNS/BHC_Notes@BHC_Notes, Terrie

Baptist is consistently has people escort him where he's is going ... in fact the last time a surgeon took him where he was going.

Joel Ettinger who is helping us with the in the cab from the airport and he asked he didn't know, but one thing he was sure. He told Joel he often delivers packages to him where he's going. In fact, the last time he was here, a surgeon took him where he was going.

What a story...

This is a great note about our culture.

----- Forwarded by John Heer/PNS/BHC_Notes on 03/15/2001 10:37 AM -----

Peggy Mattheiss
03/14/2001 01:28 PM

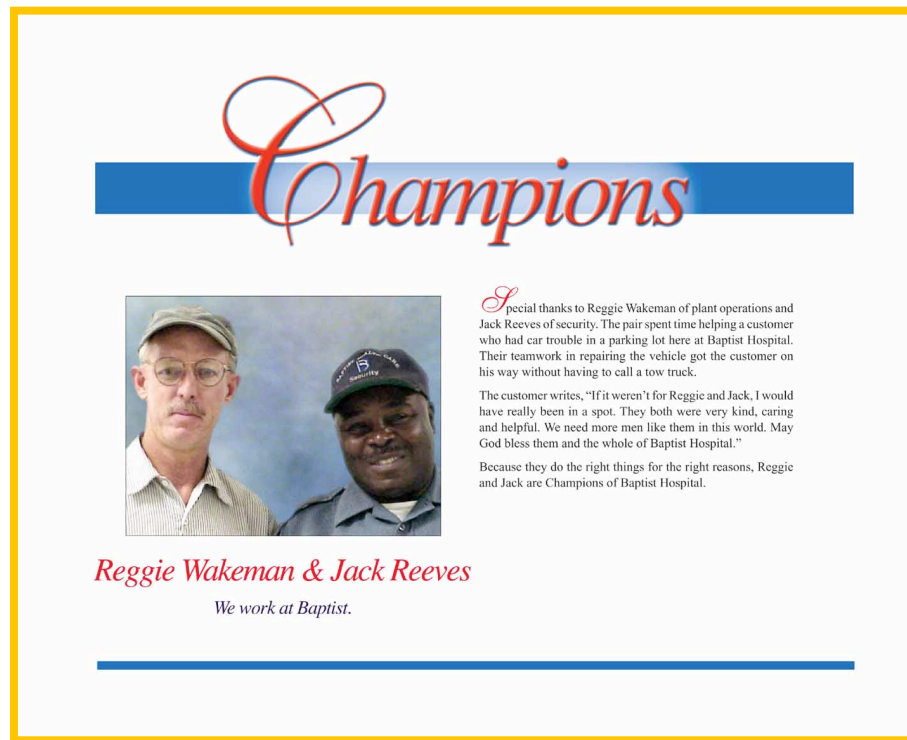
To: John Heer
cc: Nancy Ramos; Elizabeth Andrus
Subject: sharing

Just wanted to let you know last evening I was located in Jacksonville, FL about my phone chatting about our jobs. She asked where I said, "Oh, isn't that the one where other hospitals send people to see what you do?"

... Oh isn't that the one where other hospitals send people to see what you do?

Just thought I would share this with you. It made me proud to be a Baptist Hospital employee.

Champions



- When an employee's behavior is so exceptional that WOW recognition awards seem inadequate, individuals may be recognized as Champions
- Leaders present nominees to other department heads at a monthly gathering – standing ovation
- Administrators present Champions to Board of Directors – standing ovation
- The employee's picture is posted on a special board in the hospital
- Each Champion receives a framed plaque

Legends of Baptist Health Care



- Employees are recognized for going far beyond the call of duty to serve co-workers, patients or the community
- Legends and their guests are transported via limousine to a resort hotel where the board retreat is held
- Legend stories are showcased in a video presentation, and the group of employees are recognized by the board members and administrators
- The Legends receive a Legend pin and a framed award
- The stories are gathered into a modest but attractive booklet that is distributed at the event and is available in public areas at each facility after the event

LEADER'S ROLE

- Be the “CRO” – chief retention officer – for your department
- Utilize peer interviewing
- Work on retention efforts every day
- Build a relationship with each individual
- Give and accept feedback
- Reward & recognize
- Set expectations; hold people accountable

LEADER'S ROLE

- Provide direction to get people moving in new ways
- Model the desired beliefs and behaviors
- Reinforce the concepts
- Recruit champions at every level in the organization
- Overcome the resistance and inertia
- Ensure accountability