



# Improving Employee Engagement within a Pharmacy Department

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# Faculty Disclosure

- The speaker has no relevant financial relationships to disclose



# Objectives

Upon completion of this educational activity, you will be able to:

- Describe how employee engagement impacts overall pharmacy department culture
- Identify strategies to improve employee engagement for both pharmacists and pharmacy technicians



# Engagement Overview

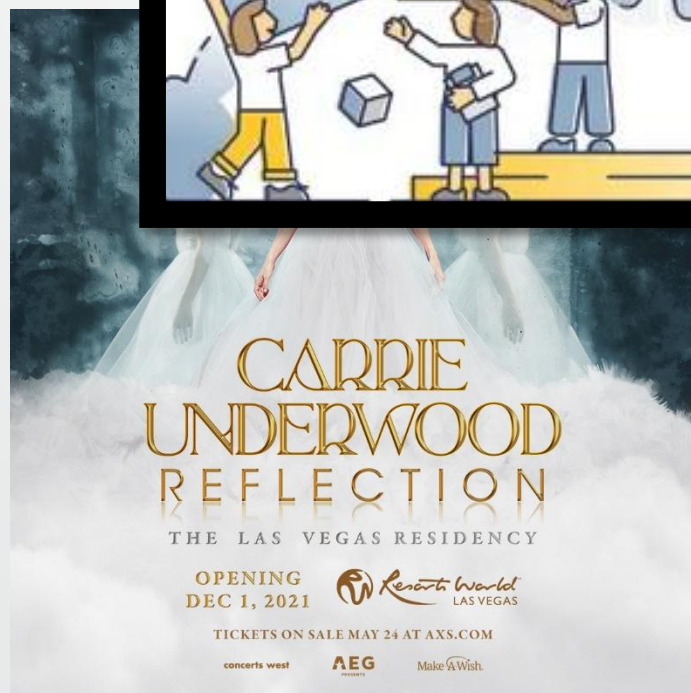


# Defining Engagement



MAY

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10



# History of Employee Engagement

- Kahn, 1990
  - *Psychological Conditions of Personal Engagement and Disengagement at Work*
  - In engagement, people employ and express themselves physically, cognitively and emotionally during role performances
- In an engaged state people invest more of themselves in their work
- Engagement is a dynamic, momentary state



# History of Employee Engagement

2002 (Schaufeli): A positive, fulfilling, work-related state of mind

2006 (Saks): Cognitive, emotional and behavioral components associated with individual role performance

2010 (Shuck & Wolford): An employee's cognitive, emotional and behavior state directed toward desired organizational outcomes



Positive  
attitudes

Passion for  
work

Employee  
Engagement

Commitment to  
organization

Contribution to overall  
organizational success



# Benefits of Employee Engagement


- Reduced absenteeism (81%)
- Reduced turnover (55%)
- Willing to offer constructive feedback
- Willing to expend discretionary effort for the organization
- More like to contribute to team
- Improved efficiency and productivity
- Improved profits

## Employee ownership

- Integral part of decisions
- Took part in development of programs & services
- Freely chosen to endorse what organization is doing



# Measuring Engagement

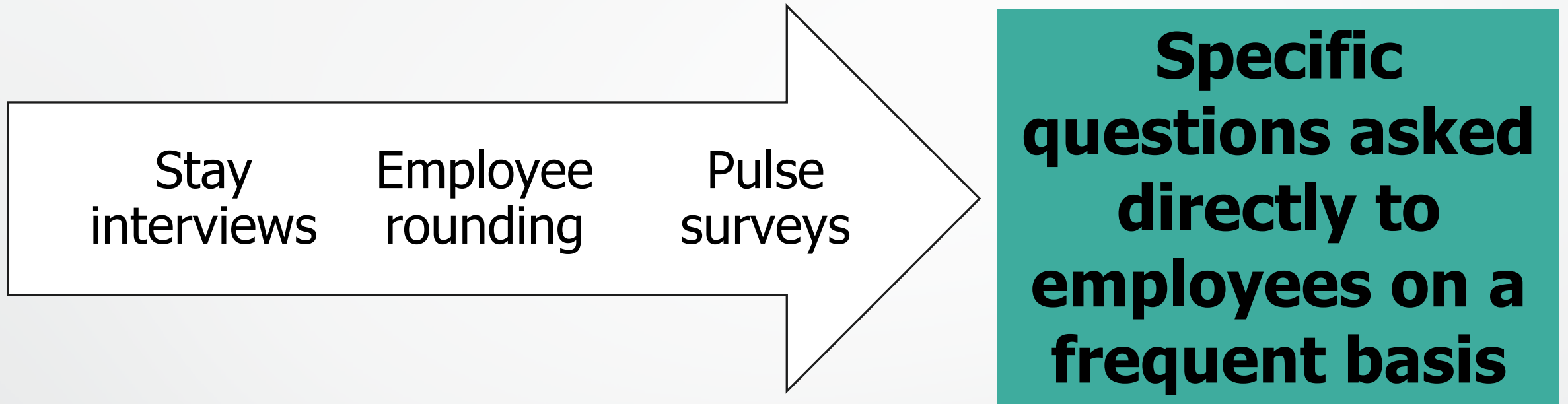


# Measuring Engagement

- Organizational measurement
  - "One and done"
  - Large, hospital-wide surveys including dozens of questions
  - Administered annually
- Difficult for people managers to translate into actionable items



# Measuring Engagement



# Measuring Engagement

## Timely

- Keep near constant check on employees
- Allows frequent assessment and intervention

## Targeted

- Ensures questions are department-specific
- Provides leaders with specific feedback

## Truncated

- Short, abbreviated questions avoid overwhelming employees and leaders



# Measuring Engagement

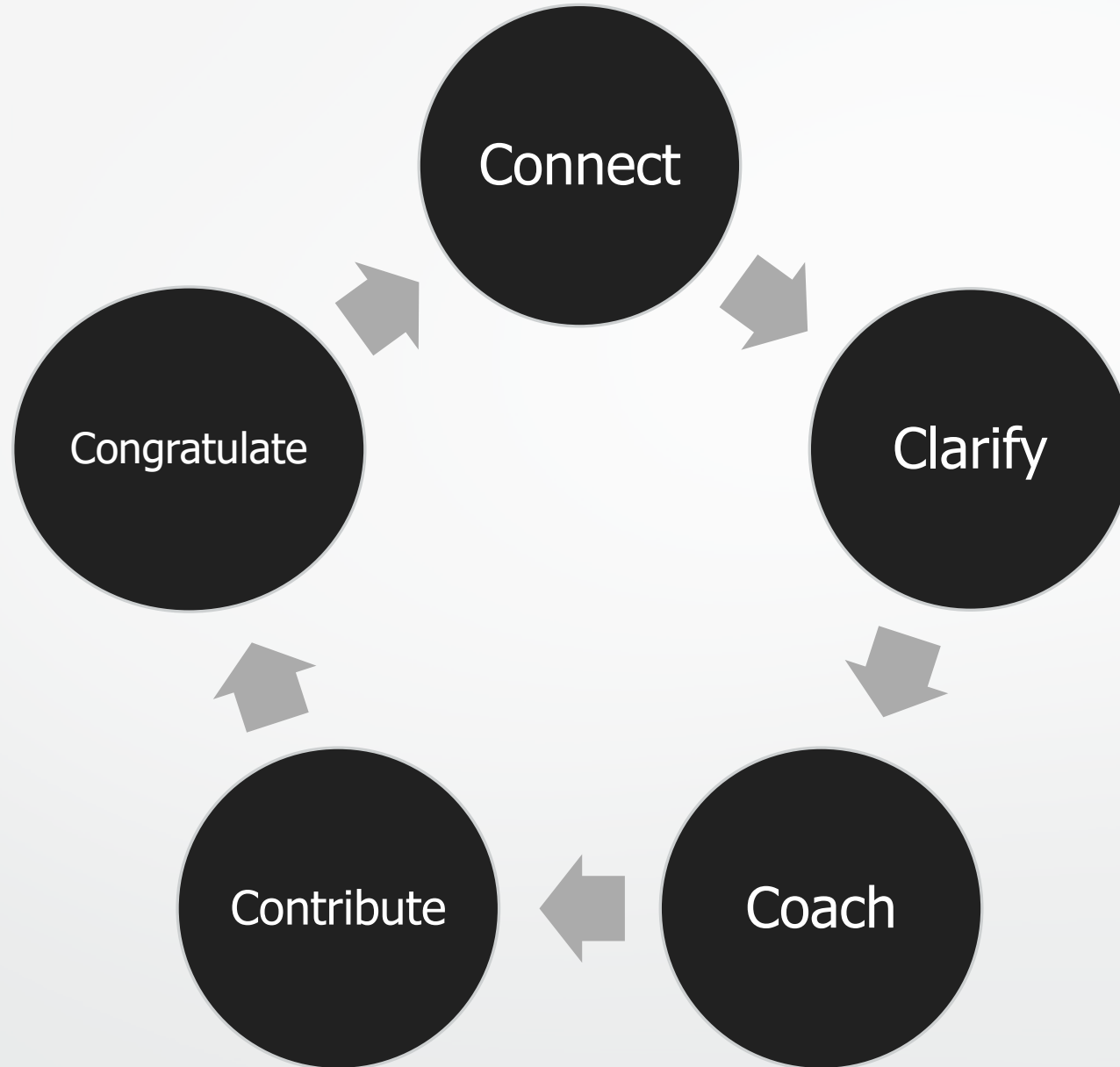
- Example questions:
  - In the last few weeks, what is something that has made you excited or energized at work?
  - Can you give an example of something that went well with a recent department initiative?
  - If you were rolling out a new initiative in this department, what is something you would incorporate into that roll out?
  - Has there been a time when you have recently felt supported by our team?
  - If you could change one thing in our department what would it be?
  - What can I do as your leader to support you?
  - All things considered, how satisfied are you with your job on a scale of 1 – 10?
  - What would cause you to leave this organization?



# Improving Engagement

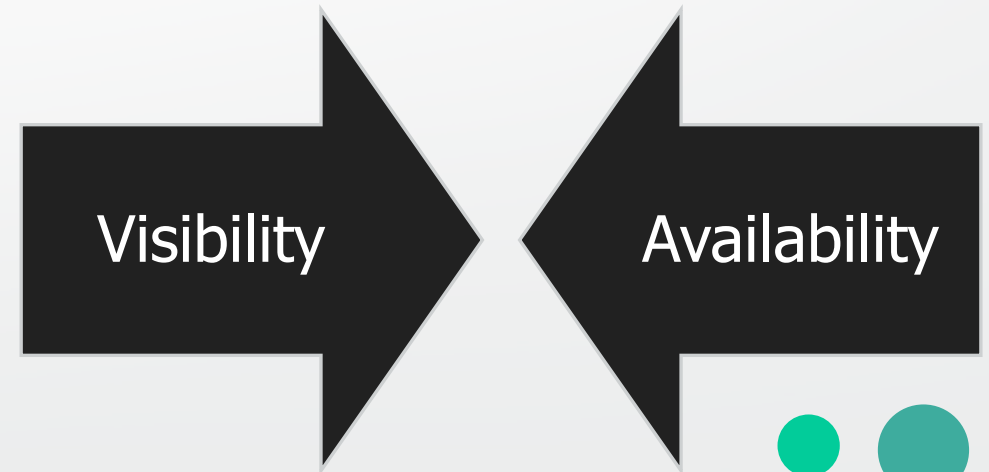


# Improving Engagement



# Five C's of Engagement: Connect

- Consistently schedule time to connect with employees 1:1
  - Avoid cancelling or rescheduling meetings
- Practice curiosity
- Leaders must foster an environment of trust with teams



# Five C's of Engagement: Clarify



- Employees are willing to give up financial benefits to work for an organization with a mission they agree with
- Job crafting = employees design or reframe their work to connect daily activities to the organization's purpose
- Provide reminders of the vision regularly at department huddles, 1:1 meetings and when outlining new initiatives or projects



# Five C's of Engagement: Coach

## Consulting

- Providing advice
- Offering solutions
- “First, you should start with this”
- “Why don’t you try it this way”
- “I would approach the situation...”

## Coaching

- Listening
- Questioning
- Encouraging personal goal setting
- Allowing coachee to come to their own solution
- Recognizing and pointing out strengths
- Providing structure for steps to move forward



# Five C's of Engagement: Contribution

**Engaged employees contribute to decision-making surrounding their direct workflow**

- Focus groups
- Ask for feedback in 1:1 meetings
- Self-governance councils
  - Co-chaired by leader and frontline clinician
- Quality improvement groups
- Service lines
- Empower employees to explore, pilot test and initiate alternative solutions to workflow

# Five C's of Engagement: Congratulate

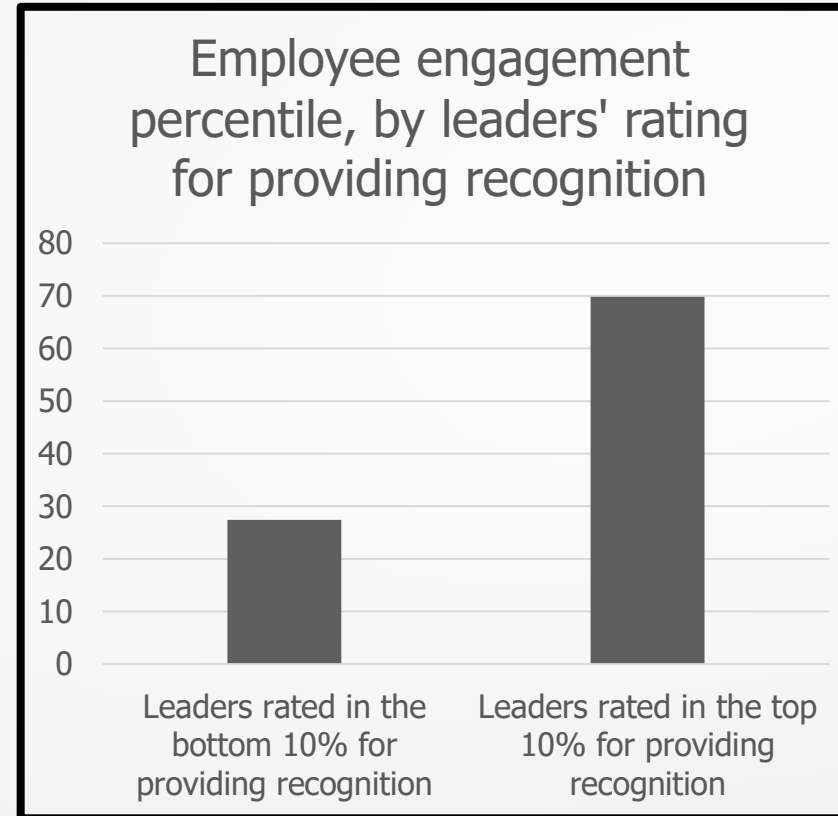
**Face to face contact**

**Balanced feedback**

**Be specific**

**Incorporate peer  
feedback**

**Recognize effort &  
actions as well as  
outcomes**



**Habitual appreciation**

**Authenticity**

**Handwritten notes**

**Ask how your team  
wants to be appreciated**

**Be timely**



# Summary

- Engaged employees contribute to a more productive and connected workforce
- Finding ways to solicit real time feedback from employees allows leaders to focus efforts for improvements
- Utilizing the five C's approach to employee engagement can lead to shifts in overall department morale and culture





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