



### Client

Temple Health

### Industry

Healthcare

### Topics

Improve employee engagement and satisfaction

### Challenge

Overcome silos and create an environment that made employees feel valued

### Solution

Mid to senior-level managers gained tools needed to coach employees and handle interpersonal conflicts

### Result

33% drop in turnover

50% decrease in employee discipline

20% decline in manager complaints

# ELEVATING EMPLOYEE ENGAGEMENT & SATISFACTION

As a major healthcare system based in Philadelphia, Temple Health has always been focused on innovating patient care. With more than 10,000 network doctors, scientists, nurses, and other caretakers working together, Temple Health can bring treatment options to the table that weren't possible before. With this spirit of innovation in their daily work, they wanted to extend that growth-based mindset to their internal operations and employee engagement.



## Challenge

In the high-stress world of healthcare, it's important for all employees to feel like they have a voice. As an organization Temple was concerned that employees did not feel empowered to speak up and constructively share their thoughts and ideas and their employee engagement scores supported this notion



Temple Health has a long history built on tradition and steeped in a hierarchy, sometimes stifling the most important voices; it was clear they needed a new approach that would open previously siloed communication channels and offer training not just to top-level leadership, but to all employees. This effort, to improve interpersonal skills in order to communicate more effectively across the organization would drive effectiveness and begin to change the culture at Temple Health.



**“We wanted to give people a voice in our organization and know that it was really a partnership that we were all here as a team,” said Allyson Saccomandi, the director of leadership, organizational development, engagement and performance at Temple Health.**

“There’s a lot of data out there on engagement. The more engaged your workforces are, the higher-performing the organization will be, and open and constructive communication is a big piece of the puzzle.”

However, implementing change at this scale would not be easy, especially in a field like healthcare that is “always on”. Temple Health needed a customized approach that would allow them to roll out internal training over the course of a year that wouldn’t impact staffing or patient care but ultimately would provide the skills needed across the organization to drive the changes necessary to broaden communication.



## Solution

The content Fierce developed is robust but can also be broken down and delivered in smaller modules allowing employees to access the training at different times.



Focusing on leadership training for the first few years, Fierce helped provide mid to senior-level Temple Health managers the tools needed to coach employees as well as handle interpersonal conflicts and issues within their own departments rather than taking them to HR.



**“We saw that coaching and feedback, those were two competencies that would help us create that modern workplace we really envisioned,” Saccomandi said.**



Fierce then helped empower all Temple Health employees to learn how to constructively use their thoughts and opinions to communicate effectively with leadership and coworkers alike while maintaining a foundation of respect. Their goal was to train 1,500 nurses in a year and now they have trained over 2,000 and have expanded beyond just nursing to other employees.

“I think people are surprised when they first come in because we’re pulling them away from their roles for an entire day of training. They’re realizing when they see the materials and the effort put into the classes what a big investment the organization has made (in them),” Saccomandi said.

All this investment in training led Temple Health to start to meet its goals of creating a culture of openness and fluidity of communication. Employees began to feel more empowered to be engaged with leadership and understand that they can resolve conflicts on their own without having to go to their leaders or HR as a first step.



Fierce's ability to provide this modular approach made training accessible to more people. And as the training rolled out, employees from across departments would express interest in getting involved, leading to even more active engagement.



## Results

Temple Health's incremental training program is an ongoing effort within the organization, and over the past 5 years, they have seen incredibly significant changes to their numbers as a result.



**“In other organizations where they’ve had ongoing support for learning and development, you might not be able to see it as clearly – but we feel like we can draw that straight line to our results,” Allyson says.**



“People can see the value in what we’ve done and the types of programs we have invested in. So, from a number’s perspective, I think we’re pretty confident about where we are.”

Their employee turnover rate has dropped 33% as employees have begun to feel like their voices are heard and their work is appreciated within the organization, further validated by an 11 percentile rise in employee engagement levels. There also has been a 50% decrease in employee discipline and a 20% decrease in complaints about managers with employees feeling empowered to resolve conflicts on their own in a more constructive manner.

The greatest result of all, however, comes from designations Temple Health has recently earned. America's Best Employers list now ranks Temple



Health 33 on Pennsylvania's best employers list — an honor resulting from interviews of employees who work for hundreds of employers in the state. The City of Philadelphia ranks Temple Health at the top of its Employers of Choice list, which results from an analysis of employee-centric measures, including experience, opportunity, and voice. Both honors indicate the changes made have been felt throughout the entire organization.








And Temple Health is still looking towards the future, always trying to find new ways to optimize and grow.



“We highlight a lot of our training programs and why it matters for people to take the time to engage,” Saccomandi said. “And I think when people see that the leadership is supporting this process and they see the end results, people are starting to say, ‘yeah, I want to do that, too.’”



## Fierce is an award-winning employee training and leadership development company, with a portfolio of training products and services designed to:

-  Increase your company's overall performance.
-  Navigate through difficult periods and organizational change (like now!).
-  Build a company culture that aligns with goals.
-  Ensure inclusivity: giving everyone the chance to be heard.
-  Give your leaders the confidence they need to actually “lead the way”.

fierce.

Fierce, Inc. 300 Lenora Street, PMB 1674, Seattle, WA 98121  
(206) 787-1100

Fierce Inc. is certified as a women-owned business by the Women's Business Enterprise National Council and the Astra Women's Business Alliance.

© Copyright 2020, Fierce, Inc. All rights reserved.

 @fierceconversations

 @fierce\_inc

 @fierce-inc-/

 @fierceconversations\_

 fierceinc.com