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360-Degree Employee Engagement

Healthcare executives are fast responding to changes in their workforce by investing in programs that foster recognition and growth, while reinforcing the connection between these efforts and improved performance and patient outcomes to leadership teams and their boards. Are similar opportunities available at your organization?

Reconnaissance on Recognition

Employee experience is a business driver, according to the [2016 SHRM/Globoforce Employee Recognition Survey](#). Retention and turnover still challenge organizations, but values-based recognition has proven its worth via ROI, brand strength and reinforcement of organizational values. Organizations that win workplace culture awards also invest in recognition and reward, social responsibility and diversity and inclusion. Forty percent of survey respondents give a thumbs-down to annual performance appraisals, while 48 percent rate ongoing coaching as important.



InveniasPartners Insight: C-Suite executives need to accept the changing work patterns of millennial workers, who typically refuse to tolerate a less-than-engaging work experience. Organizations should budget for recognition programs that instill and bolster mission, vision and values and enhance productivity and ROI. Just as important is creating a values-focused culture that engages and supports employees, clinicians, managers and executives. The best cultures support workers via talent management, including assessment, on-boarding, coaching mentoring, education and training and succession planning. Coaching, in particular, provides workers at all levels with real-time feedback on clinical and business performance.



Leadership Development Works

Leadership development programs achieve their goals, according to [a review of data and analysis of performance by Development Dimensions International \(DDI\)](#). Organizations that conduct interaction management programs report an ROI ranging from 147 to 633 percent. Sales, productivity, work quality and customer satisfaction increase, while turnover, accidents, grievances and absenteeism decline.

InveniasPartners Insight: Talent management programs work to enhance the skills and competencies of up-and-coming leaders. These programs function especially well if organizations launch them after hiring new managers and executives. Managers and executives of both genders are more likely to rate themselves as effective leaders once they've experienced leadership development. Training also has a ripple effect beyond the four walls of the healthcare organization.

E-Learning Becomes Essential

More organizations will turn to e-learning, predicts [a report from Docebo](#). Look for new technologies to surface in education and training, including social and mobile learning, microlearning, massive open online courses (MOOCs), gamification and wearables.



InveniasPartners Insight: Growing numbers of healthcare organizations are tapping the power of mobile learning, virtual reality, forum-based learning and rapid-response learning featuring quick answers to immediate problems. Organizations increasingly seek employees, managers, clinicians and executives who have the capacity to learn new skills and assimilate fresh knowledge via e-learning technologies.

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