



School of Nursing

How One School's Staff Team Influenced Culture, Climate, and Engagement

Executive Summary

After the University of Minnesota conducted a system-wide employee engagement survey, the School of Nursing began looking at what they may do differently to positively impact their results. One part of these efforts was the creation of a Staff Employee Work Group to initiate change in collaboration with school leadership. From April 2014 to date, this Work Group dug deep into the results to come up with several different initiatives that would hopefully address some of the unfavorable survey results. They include:

- A new on-boarding process and training guide for all new staff employees.
- Month-long all-school walking event called "Walk-Tober."
- Partnered with the Center for Spirituality & Healing on a "Lunch & Learn" series that focused on overall wellbeing for all U of M School of Nursing employees.
- A service event with Open Arms of Minnesota for all School of Nursing employees.
- A Farmers Market Potluck luncheon for all School of Nursing employees.

The Work Group has had support from Dean Delaney, and the School's leadership team to ensure these initiatives would include all School of Nursing employees, both staff and faculty. The staff Work Group was very intentional in creating initiatives and events that would help facilitate personal relationships and positive work culture qualities around the School of Nursing. The work is far from being "done" or over but rather has hopefully become part of the fabric of the schools culture.

EMPLOYEE ENGAGEMENT INITIATIVES 2014-2017

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STAFF NAVIGATOR PROGRAM

All new School of Nursing staff members are assigned a “Staff Navigator” to help build relationships and facilitate onboarding.

The program began in August 2015

To date 21 Nursing staff members have volunteered to serve as a Navigator.

WALK-TOBER

During the month of October, we had 86 employees form 9 teams, both faculty & staff , that collectively walked the distance among all University campuses (793 miles).

Prizes were given out:

1. To the team that walked the furthest.
2. To the team that walked together the most to build relationships.

ON-BOARDING & TRAINING BINDER

Several staff members were involved in creating a New Employee On-Boarding Binder.

The School of Nursing began using the binder in August 2015.

LUNCH & LEARN LECTURE SERIES

Partnered with the Center for Spirituality and Healing in creating a 4-part Lunch & Learn series.

1. Creating a personal plan for wellbeing.
2. Mindfulness at Work.
3. Living and Working on Purpose.
4. Food Matters: Eat as though your life depends on it.

Surveys alone do not create change.

**You must involve all stakeholders to create a positive change, share the results be honest and humble, and then take action.*

Bumps Along the Way

When our Staff group ran into challenges, we asked for support, clarification and leadership to communicate that all employees were encouraged to participate in school wide activities and that Employee Engagement was everybody’s responsibility. Expect the challenges and be flexible but maintain the momentum of moving the needle.

Community Service Event

To help facilitate building relationships between staff and faculty, several of our employees volunteer to pack out meals for Open Arms of Minnesota. It is a nonprofit that cooks and delivers free, nutritious meals to people living with life threatening illnesses in the Twin Cities.

FARMERS MARKET POTLUCK LUNCH

In July School of Nursing employees will go over to the Campus Farmers Market to purchase fresh food and to prepare for an All School potluck.

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Leadership Themes

- ❖ Support from our Dean.
- ❖ Stakeholders able to accept responsibility for poor results.
- ❖ Solicit employee feedback.
- ❖ Look for employees who want to initiate change, are willing to step up and try things. Not afraid to fail.
- ❖ Look for people who believe in the mission or your "why".
- ❖ Notice those who have high "social capital" and empower them.

Dimensions of Employee Engagement

- ❖ What do I get?
- ❖ What do I give?
- ❖ Do I belong to the organization?
- ❖ How can I grow?
- ❖ Am I being mentored?
- ❖ Do I get the support I need?
- ❖ Am I utilized to my full potential?
- ❖ Am I recognized for my contribution and loyalty?

Timeline

Background 63% of Nursing staff participated in the 2013 survey. Eight survey dimensions were rated unfavorably by 20+% of the staff respondents

- Effective Environment (30% unfavorable)
- Clear & Promising Direction (23 % unfavorable)
- Authority & Empowerment (24% unfavorable)
- Collaboration (20% unfavorable)
- Development Opportunities (24% unfavorable)
- Clear Expectations & Feedback (21% unfavorable)
- Support & Resources (23% unfavorable)
- Work, Structure & Process (26% unfavorable)

April 2014 An Employee Engagement Task Force Committee formed at Dean Delaney's request.

October 2014 At School of Nursing staff request, an additional work group was formed: Employee Engagement Staff Work Group; Seven members from all three job classifications.

August 2015 Staff work group developed a 3-part new staff On-Boarding Plan:

1. Position Orientation
2. One on one meeting with the Dean
3. Staff Navigator program

March 2016 76% of staff participated in the 2014 survey. Three dimensions were rated unfavorably by 20+% of the staff responding:

- Effective Environment (25% unfavorable)
- Collaboration (20% unfavorable)
- Work, Structure & Process (22% unfavorable)

July 2016 Employee Engagement Staff Work Group created a work plan for 2016-2017 that focused on two categories that involve Wellness:

- Respect & Recognition (24% unfavorable)
- Collaboration (27%)

October 2016 Walk-tober event

December 2016-April 2017 Wellbeing Lunch & Learn Lecture series.

March 2017 Open Arms of Minnesota Service Event.

July 2017 Farmers Market Potluck Lunch.

School of Nursing

Has over 150 employees (66 staff and 86 faculty) organized into four cooperative units. The School is committed to:

- ❖ Encouraging a work environment that employees are empowered to take initiative on the job.
- ❖ Establishing a team approach to ensure that everyone works productively and efficiently together.
- ❖ Encouraging open communication throughout the organization, that limits communication barriers

Positive Work Culture Qualities

- ❖ Treating one another with respect for ideas, empathy, gratitude, & trust
- ❖ Avoiding blame & be helpful
- ❖ Provide support with kindness & compassion
- ❖ Foster social connections