
Program Title: Using Human Resources Metrics to Improve Organizational Outcomes

Organization: AllHealth Network

Program Abstract (50 words max, please):

We've all heard the phrase, "what gets measured gets improved". Well, that's only partially true. In order for change to happen, you need leaders who care about what's being measured and are willing to commit time, energy and resources towards understanding the "why" and developing innovative programs to drive change.

Program Description (Include program development, program information, staffing requirements, pertinent data and start-up costs.): *Please limit to 2 pages, and remember to address all criteria specified.

In 2018, AllHealth Network implemented a practice called "Monthly Operations Reviews", or MORs. These meetings involved the Executive Team meeting with leadership of various departments across the organization in order to discuss accomplishments, challenges, goals and needs. It started with clinical teams, but grew to include administrative functions as well. Due to the organization's strategic focus on people, in 2019 Human Resources was selected to participate in monthly MORs.

During these meetings we focused on reviewing and trying to understand a few key metrics and identifying areas of opportunity for the organization. It is one thing to read a report with a lot of numbers on it. It is quite another to have regular, dedicated opportunities to dig deep into the data, develop innovative programs to improve areas of challenge, and monitor progress towards change.

AllHealth Network took full advantage of this format to address key metrics that have significant impacts on employee engagement, the organizations' financial health, and ultimately, the quality of service provided to our clients.

The key metrics we focused on and reviewed each month included:

- Employee engagement (35% in 2018)
- Employee turnover (27.6% in 2018)
- Percent of turnover accounted for by employees with less than 1 year tenure (49.3% in 2020)

We also looked at things like disciplinary actions, workers compensation claims and unemployment claims. As these areas did not indicate a concern, we primarily focused on engagement, turnover, and the proportion of turnover from employees with less than 1 year tenure. On a quarterly basis we also reviewed and discussed responses to employee exit interviews, which helped us see the story behind the turnover and identify key areas for improvement.

As a result of these conversations, we implemented a number of new programs/best practices that allowed us to realize significant improvements in the above areas.

Employee Engagement



AllHealth Network participates in annual engagement surveys, but we wanted to know more. We felt that an annual survey did not provide timely enough information. To keep on top of how employees were feeling, we implemented monthly pulse surveys. These surveys were one question, and were either pulled from the engagement survey itself, or were written based on current organizational initiatives. We were able to take the results of these surveys and compare them to previous engagement surveys to determine whether we were losing ground, holding steady, or seeing improvements. Those monthly “report cards” of employee engagement were extremely helpful in identifying where we were hitting the mark, and where we needed to do more work. We also used the pulse surveys to see how employees felt about key initiatives, such as our COVID-19 response, and our diversity, equity and inclusion efforts.

Each year, we were able to improve our employee engagement results. We were even able to maintain employee engagement levels through the COVID-19 pandemic, while many organizations saw dips in their employee engagement scores. Below is a table showing our engagement scores from 2018 – 2021. Based on these engagement surveys, AllHealth Network has now been named a Top Workplace by the Denver Post for three years in a row!

Year	AHN Engagement	Behavioral Health Benchmark
2018	35%	53%
2019	50%	51%
2020	62%	48%
2021	62%	53%

Employee Turnover

In partnership with Huron Consulting (formerly the Studer Group) AllHealth Network implemented Evidence Based Leadership (SM) in 2018. This model provides a well-documented, evidence-based approach to organizational leadership that is teachable and adaptable across organizations and changing market conditions. Based on an internal assessment, we began our implementation by focusing on leadership development to equip leaders with tools to provide consistent support and guidance to our employees, building connections between employees and leaders through regularly scheduled meetings to discuss the employee’s experience, developing a culture of recognition of employee behaviors and accomplishments, and creating accountability and alignment between the overall organization’s goals and our leader’s goals. During the time of implementation, our employee turnover was decreased from 27.7% in January 2018 to 19.1% as of June 30, 2021. This reduction in turnover represents a cost savings of nearly \$2 million! For reference, the average turnover for health care employers in the Denver/Boulder Metro area is 22.8%.

Turnover Attributable to Employees with Less Than 1 Year Tenure

Employees who leave the organization with less than one year of tenure represent a significant financial cost. It takes a new employee 9-12 months to become fully up to speed, and a great deal of training and mentorship happens during this time. In 2020 nearly half of the staff who left us had less than one year of turnover. In response, we implemented 30 and 90 day interviews with all new hires. These interviews consist of 5-6 questions and are conducted in person by the employee’s supervisor. The goal is to check in with the employee and learn about their experience so far: are their expectations being met? Did we represent the job accurately during the recruiting process? Who has been helpful to them? Do they have suggestions for improvements? Do they have any concerns about



the job or organization being a good fit for them? Responses are recorded and reviewed by Human Resources, with appropriate follow-up as necessary. This process allows us to see the perspective of new employees and to identify and address any areas of concern early on. Since implementing this practice in 2020, the proportion of turnover attributed to employees with less than 1 year of turnover dropped from nearly 50% to 21.4% as of June 30, 2021.

The actions that we took since implementing the Monthly Operations Reviews have had a significant positive impact on both the financial health of the organization as well as the overall employee experience. All of these initiatives were launched based on a systematic analysis of key data points, as well as leadership's commitment to understanding the data and investing in programs to specifically target areas of concern.