



# Stanford Health Care: Creating high-performing teams

## Quick facts

 **Name:** Stanford Health Care, part of Stanford University

 **Industry:** Healthcare systems

 **Employees:** 15,000

 **Headquarters:** Palo Alto, California

 **Product:** StandOut® powered by ADP®

For more information, visit  
StandOut® powered by ADP®

Stanford Health Care consistently ranks as a Top 10 Hospital by U.S. News & World Report and is the global leader in the integration of biomedical research into customized patient solutions. Stanford's leading physicians, Nobel Prize winners and world-class healthcare practitioners make the hospital uniquely suited to deliver leading-edge, personalized care. David Jones, chief human resources officer at Stanford Health Care, discusses the results achieved from implementing StandOut® powered by ADP® as Stanford's radical new approach to employee engagement.

## Heavy competition drives need for new approach

Stanford Health Care maintains its high reputation by living the patient care philosophy that every interaction is a chance to make a positive impact on the lives of those around us. But disruption in the healthcare industry has forced providers to drive down the cost of care while simultaneously delivering exceptional outcomes.

It's a very competitive talent market and in order to continue to deliver world-class outcomes, we need top talent at every level. We needed to find a simple, consistent way to extend our patient care philosophy to our internal teams while creating an engaging employee experience. Our ongoing desire to be a leading system, combined with the opening of a brand new hospital in 2019, presented a unique opportunity for us to re-evaluate our approach.

## StandOut stood out

We had a traditional employee engagement approach comprised of an annual survey, but the results were slow to arrive and irrelevant before action plans could be implemented. We wanted to be able to give our board and the organization a clear picture of overall engagement as well as next steps.

We put together a team of leaders and an extensive process for vetting new vendors. The StandOut approach was so different and unique, it really stood out from the others. Every vendor could give us an engagement score, but StandOut was the only platform that offered the ability to actually move engagement.





We've been able to show that proactive leaders who do the Check-Ins and give attention get results. This is not about adoption of technology, but a philosophy about how we look at each other. For Stanford Health Care, this is a new way of leading that is a core part of how we do business.

**David D. Jones**  
CHRO



### Quick results: weekly Check-Ins drive engagement

Having done this work for so long and in many organizations, when we would talk about driving engagement or moving culture, we would think in long-term increments: three years, five years, seven years, 10 years, but we were able to implement StandOut in just seven weeks and quickly see results.

Using StandOut's Engagement Pulse, we measured a baseline engagement score of 42 percent fully engaged. Fully engaged refers to respondents who are truly "all in," answering five out of five on the questions. To bring our patient philosophy to life for employees and truly embed it in the employee experience, we asked team leaders to refocus their attention and commit to "Check-Ins" — frequent, light touch conversations about near-term future work. We saw an increase of 10 percent fully engaged after just three months.

We're finding that, when employees take the time to check in, their engagement goes up. The more they check in, the more engaged they are. We also now have data on the impact leaders have and can see a clear and predictable level of engagement based on leader attention. This is amazing confirmation that, in every case, the more attention leaders pay, the higher engagement we get from our staff.

Realizing an undeniable correlation between higher manager attention and amplified engagement, our HR leaders began to laser focus their rollout strategy on increasing the frequency of Check-Ins. Encouraging team leaders to focus their attention on weekly Check-Ins has dramatically improved engagement:

- Stanford Health Care's overall engagement increased by 14 percent in seven months.
- All engagement items showed significant increases when managers check-in with their employees.
- The number of Stanford Health Care employees who are fully engaged increases by 100 percent when managers pay frequent attention to them rather than no attention.

### A whole new approach to employee engagement

Having been in human resources for 30 years, I've spent so much time trying to figure out, what can you do to move engagement? We've brought on new programs and put all these action plans in place, never really knowing if it's made a measurable difference. Now, we have the ability to show the data, and the evidence is so compelling.

This program and process brings so much more than an annual survey. It brings the ability to actually move the organization and create a culture change. In fact, we call this a movement. We're able to see, through this program, that if leaders do a few things, they get the results they're looking for.

