

Email number one – focusing on recognition from providers

**From:** Brent Price

**Sent:** Tuesday, August 10, 2021 10:13 AM

**To:** B.J. Fullmer

**Subject:** Recognizing your support/clinical teams - from Dr. Zabriskie

Dear Clinical Faculty:

The pandemic continues to impact us in many ways. Specifically, maintaining sufficient staffing in clinics and the OR remain significant priorities. Utah has a very tight healthcare labor market, and we have several initiatives to improve retention of our excellent employees. These include reviewing compensation, adding positions where needed and reducing burnout by allowing staff time off and listening to their concerns. In the most recent staff engagement survey, Moran had 34% of employees indicate that burnout was a problem (compared to 30% UHealth-wide which isn't good either). Only 22% indicated it wasn't a problem.

We selected a group of front-line employees to give feedback on burnout, and the clinic leaders are discussing this with individuals and with teams. One of the themes shared by employees is the need to be recognized for their good work. They indicate that recognition from providers with whom they work is very important. You have their respect. Recognition from you is particularly meaningful. Most of you already do this, and we thank you and encourage you to continue.

Provider behaviors that staff reported are especially impactful to them include the following:

- Show gratitude for specific things they do to help you in your clinic - especially in front of patients.
- Call staff by name.
- Acknowledge good work in a timely way.
- Provide a team lunch or treat periodically.
- Report good work to supervisors.
- Do your best to keep clinics on time, and acknowledge teams who have to stay late from time-to-time. Let staff know you respect their time.

Specific comments from a sampling of staff in your clinics over the past two weeks:

**- For you, what does it mean to be or feel supported at work? Or, do you feel unsupported in certain ways?**

For me it is nice when you can balance work/life. its nice that i have been able to get the time off when requested so i can be with my family/kids to support them in their sports and spend time with them

For me personally a simple thank you go a long way. From our supervisors and providers. For example on my way out every day I hear Steve saying thank you thanks for your work almost every day. Or for example when I work with Dr. Pettey, Dr. Chortkoff, Dr. Seay they always say a simple thank you at the end of the day. Which goes a long way make me feel good and that I did well and supported. There are times when I feel unsupported and its really just on those busy days when we are working hard tired and no one says thank you providers bringing you down for their patients waiting still or not being done yet. And really this doesn't happen too often I noticed it with only one or two but that non-support makes you dread those days. I know we can't change providers but maybe a nice treat that day or those days (chocolate) might be nice.

I feel supported when given clear, defined roles and expectations. It is important to me to have open conversations or emails about any feedback (positive or negative) from managers, supervisors, providers, co-workers, PRS's, PFA's, etc. I believe we all want to do our best. I also feel like we should be heard and seen when giving our feedback and/or suggestions for improvement without having to worry about neg. repercussions.

**- When have you felt appreciated? What did that look like? Why was that impactful to you?**

One of my providers says "Thank you for coming to work today" and I know he means it. It means a lot. I propose a Moran lottery/month, make it fun and engaging, the winner could have a spotlight on the John A. Moran News email.

Its always nice when you get kind words or compliments from your peers, doctors you work with, manager, etc. but that only goes so far. If you are doing a really good job and work hard sometimes it would be nice to maybe have a bonus or get some extra money. I do like the luncheon or treats, they should do that more as well.

I'm pretty simple and thank you goes a long way. But, I definitely felt appreciated recently in my yearly review I read the things my manager said about my work effort, my attitude, and the things I've accomplished this last year. And as i signed off on it I took a picture and that afternoon i read over it a few times showed family and friends. Because I was proud it made me feel great and appreciated.

**- What would you like to see added to the Moran as far as recognition/appreciation? What would it be & why would it be important to you?**

I think a bonus or raise for those that work really hard. its important to keep the hard workers so they don't leave. An increase or bonus in pay would keep people engaged and motivated to keep working hard.

I had a previous job that would give out bonuses if we hit certain goals. This keeps us engaged and feeling rewarded for the hard work we do every day.

Perhaps more recognition and appreciation. Maybe monthly emails little shout outs from peers to each other or even providers to help everyone feel appreciated and loved at work. So that we all know our work is being watched and appreciated.

There are many other things that you are doing to support your teams, and we thank you! We hope this added information might be helpful as we all try to create an excellent and affirming work environment here at the Moran Eye Center.

It is our great pleasure to work with you. Thank you for all you do for our patients and our staff.  
Sincerely,

Dr. Zabriskie  
Brent Price