

5 ways to improve clinician engagement in your healthcare organization.

High rates of clinician turnover are impacting healthcare organizations nationwide.¹ So, it's more important than ever to have highly engaged, loyal employees. Research shows that highly engaged teams have **24% to 59%** less turnover and **10%** higher customer ratings, which affect the productivity, safety, and profitability of your business.² Here are five ways to increase clinician engagement and improve retention at your healthcare facilities.

1. Get out of your office

One of the most effective ways a leader can affect clinician engagement in their organization is to leave the office and talk to frontline workers as much as possible.³ Taking time to listen lets clinicians know you're serious about improving workplace conditions and quality of care in your organization.

2. Identify areas of excellence and replicate them

Every organization has some areas that simply function better than others. When it comes to clinician engagement, look for the positive deviants – where things are going well – and then study them. If one facility or department is off the charts with its engagement scores, spend your time there to learn the insights you need. Then work to replicate those conditions throughout your organization.

3. Recruit clinicians as peer coaches and wellness leaders

Nobody understands your experience at work better than your peers; this is true for everyone – from department heads to the newest member of your staff. And positive interpersonal relationships are one of the most important factors when it comes to engagement and happiness at work.⁵ A program of peer-to-peer coaching gives clinicians someone to talk to and ask questions. Most importantly, it creates a sense of belonging.

Highly engaged teams have:²

24% to 59% less turnover

10% higher customer ratings

21% greater profitability

17% higher productivity

70% fewer safety incidents

41% less absenteeism

4. Create accessible ways to recharge

Good mental health is key to employee engagement,⁶ and burnout is one of the top reasons clinicians change jobs.¹ However, in-person wellness events may be hard for clinicians to attend. Instead, offer “bite-sized,” 10-minute wellness sessions at different times that work for clinicians’ busy schedules. Or schedule virtual wellness events that can be recorded and watched whenever convenient.

5. Expand your clinician appreciation program

The vast majority of employees who report feeling valued (93%) say they’re engaged and motivated to do their best work.⁷ However, nearly a third of physicians (29%) say they’ve never been formally recognized.⁵ Consider how you can expand or formalize your clinician recognition program – whether it’s a digital platform that allows employees to recognize each other or a mailed thank-you card from a department manager. Appreciation programs go a long way toward making clinicians feel seen and cared for.

Recommended reading

MAGIC: Five Keys to Unlock the Power of Employee Engagement.

Tracy Maylett, PhD, and Paul Warner, PhD. Greenleaf Book Group Press, 2014.

CHG Healthcare can help you find the physicians and advanced practice providers your organization needs. Call 866.588.5996 or email ecs.contact@chghealthcare.com for a consultation.

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<https://chghealthcare.com/blog/physicians-changed-jobs-survey/>

2. *The Damage Inflicted by Poor Managers.* Gallup Business Journal, Dec. 20, 2016.

<https://news.gallup.com/businessjournal/200108/damage-inflicted-poor-managers.aspx>

3. *5 key strategies for strengthening your company culture after the pandemic.* CHG Healthcare, March 22, 2022.

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4. *10 Steps To Effective Listening.* Forbes, Nov. 9, 2012.

<https://www.forbes.com/sites/womensmedia/2012/11/09/10-steps-to-effective-listening/>

5. *2019 AAFP/CompHealth Physician Happiness Survey.* CompHealth, March 19, 2019.

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6. *The Integral Link Between Employee Engagement and Mental Health.* Nivati, Nov. 5, 2021.

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7. *APA Survey Finds Feeling Valued at Work Linked to Well-Being and Performance.* American Psychological Association, March 2012.

<https://www.apa.org/news/press/releases/2012/03/well-being>