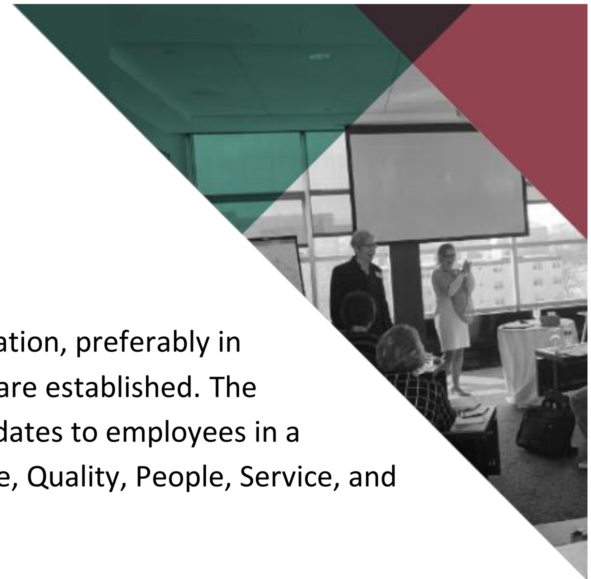
SOLUTION: Communication Boards



PILLAR COMMUNICATION BOARDS

These communication boards are located throughout the organization, preferably in each distinct work unit/department in which departmental goals are established. The communications are organized by Pillar in an effort to provide updates to employees in a balanced approach. We recommend the pillars of Growth, Finance, Quality, People, Service, and Community.

Common Contents on a Pillar Board:

- Annual goals of the organization and the department; quarterly goals and action plans.
- Measurement results/trending for all organizational goals and department goals; and key monitoring metrics too.
- Minutes from staff meetings and administrative/senior leadership meetings (including answers to “burning questions” harvested during rounding).
- Event notices (employee forums, employee development, etc.).
- Fun things need space as well! However, if you have no intention of sending your employees to a conference on a cruise ship, do not post the event notice!

Getting Started:

- Set a standard size/type of board for organization – order in bulk (or re-purpose existing boards that may be throughout the organization).
- Create a standard heading (Pillars or Balanced Scorecard)) for the boards – use your creative folks on your team to help. If you have a vision for each pillar, make these statements part of the standard headings.
- **Create a standard in regard to what must be posted on each department’s pillar board. Do this prior to the roll out and training on the use of the communication boards.**
- Set a “go live” date in which all boards must be installed, and information posted.
- Set up a system for administrative meeting minutes and organization goal results to be distributed to each department for their pillar boards.

- The organization may want to adopt a template format for monthly report cards and/or other results to be displayed.

THE EMPLOYEE EXPERIENCE TEAM’S ROLE IN CURRENT AND TRANSPARENT COMMUNICATION BOARDS

We ask the Employee Experience Team to conduct random “audits” on a quarterly or semi-annual basis in regard to boards being “up to date” with relevant/required elements at the departmental level.

Make this fun and make it a great experience for all involved. Divide and conquer certain departments as a team. This works best if you use the buddy system (2 members of the team travel together to audit communication boards on a quarterly basis as a standing date. They do not audit their own department’s boards)

We cannot stress enough the importance of a template for the EE team to follow and guide them in the basic requirements of transparent communication across all boards.

Remember, your EE team is the VOICE of the employee. They will know what employees NEED to know, and what they WANT to know as far as current and transparent communication!

EE Teams typically are challenged with what to say when a communication board falls outside the standard that has been set by the Steering Team. The EE Team leader may explain to their peer leaders that it is vital to “not kill the messenger” when it comes to employees auditing boards. We have seen success with EE team members providing the EE team lead with audit results, and the team lead then follows up with their peers.

When the EE team finds a GREAT board, use technology (aka an iPhone) to spread the great news of a team/department that “got the board right” and invite others to visit the GREAT board! Recognize those leaders that have informative boards that meet/exceed what is expected. Celebrate the department’s employees who assisted with the board!

We have an EE team in a partner organization that stamps their approval on a pillar board that meets or exceeds minimum requirements of transparent and current communication. They have a brand for their team, had stamps made, and the boards are “stamped” with their approval.

Best Practices for Use of Pillar Boards:

- Leaders may want to get employees in their department involved in keeping the boards up-to-date. This is something to delegate to increase employee engagement. Every department has a scrapbooker, or a crafty person! They do a great job with making sure the boards are appealing to the eye. The leader may have to set up a system where the "crafty" employee gets the information to be posted and runs with it monthly! Not every department has access to a color printer. Make sure employees have access to colorful, and timely data and results.
- Information on the board should be presented in a way that certain key results/outcomes can be assessed by employees quickly (e.g., smiley faces, colors (red/green/yellow, up/down arrows). You may need to train employees related to how the information will be presented on the board so that they understand the information that is posted. Research tells us that employees should be able to see a "state of the union (aka department) within 6 seconds and be able to discern whether or not the department is "winning" or meeting its goals and objectives.

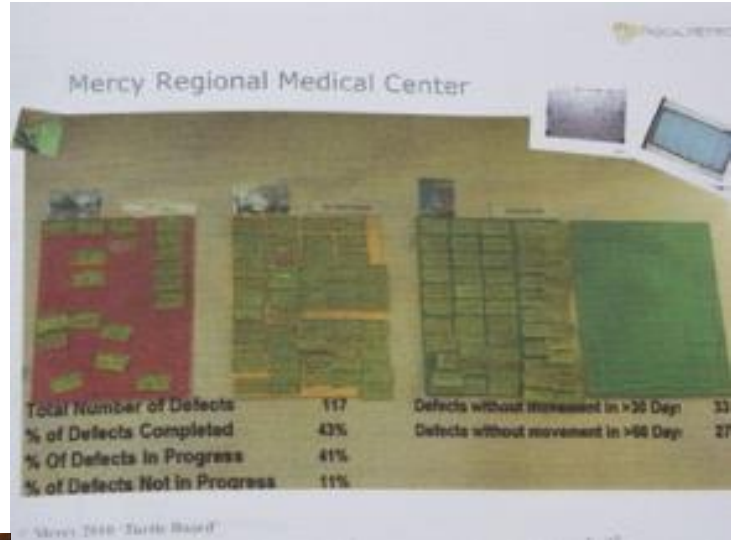
Pictured to the Left: Example of a Pillar Board in Administration.
Contains the Pillar Headings and Administrative Team meeting minutes (including "answers to burning questions" that were gathered during leader rounding) which are displayed by Pillar. Also includes multi-year results under each pillar as well as current year & quarter results for the organization's goals.

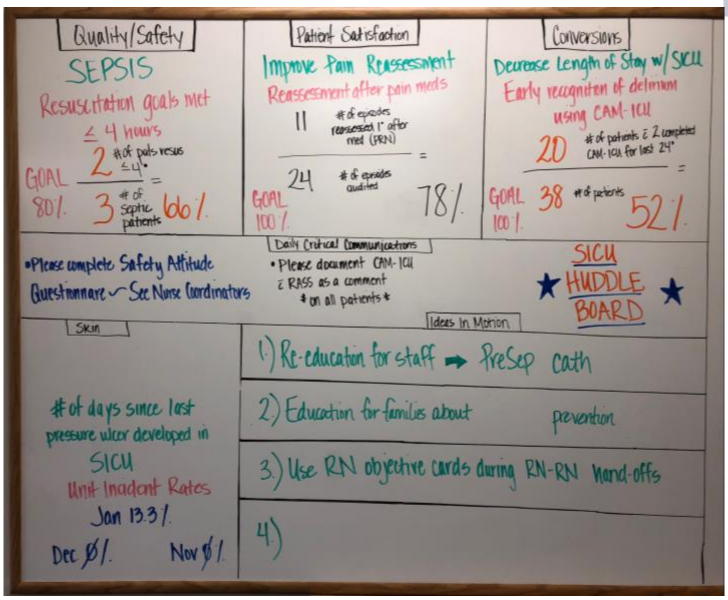
Other Creative Adaptations of Pillar Boards:

- Some departments may have a separate board for a pillar that has a lot of information (e.g., Service in a nursing department). This is usually posted right next to the Standard Pillar Board and allows for additional information to be shared (e.g., recognition for great service, patient comments from satisfaction survey, etc.)
- A "WHY" board can be used to share information/evidence/literature regarding evidence-based practices that are in use or are being planned for implementation. For instance, prior to implementing Hourly Rounding, a nursing unit can display the evidence/research behind the practice of hourly

rounding. If a long-standing practice is seeing a slip in compliance, it may be time for employees to revisit the "why" behind that practice – this board is a way to do that.

- A stop-light board (red/yellow/green) can be a useful way to visually report progress. For example, for patient safety the picture below shows quality "defects" that were discovered during Daily Safety Briefings (noted on the red board), then moved to the yellow board when a "fix" is being worked on; and moved to the green board when the fix has been implemented. Some organizations use this for tracking follow up to employee suggestions from the employee satisfaction survey.





- Another variation to pillar boards is a "Huddle Board". This is a board in which department employees (once per shift) huddle with their leader to overview goals, safety and other key communications (see the High Reliability Team **Solution for Daily Team Huddles**)

- A “Harm Bubble” is a graphic display of quality and/or safety data (patient or employee) that ties in patient first names/ages (or employee first names/ages) and reminds us that quality and safety isn’t about number…it is about people. This board is not recommended for public view.