

Internal Comm-edy

How to Infuse Humor to Engage Employees

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Learning Objectives

- Understand how to establish a complex, multi-phased communication strategy for major changes in your organization
- Understand how storytelling and engagement are the foundation of any internal communication strategy
- Understand how to navigate the complex communication requirement for multiple stakeholders while maintaining interest and engagement



Permission to Have Fun

- A leader's vision.

Go Big or Go Home

- MWHC Sings a Tale of Needing a New EMR



Mission Epic

- 18-month implementation timeline
- Seeking engagement, energy, and commitment
- Entire organization had a role in the success
- Tried and true communications just would not cut it

Communication Challenges

- Change of this magnitude will create discomfort.
- Effort requires dedicated communication development and management.
- Communication vehicles must be tailored to each audience.
- Angst caused by prior implementations may overshadow the project.
- Keep the focus on the benefits of the technology, not the technology itself.

Communication Objectives

- Position Epic EMR as a care enhancement tool for MWHC community.
- Set expectations early in implementation.
- Use stories to help communicate benefits.
- Adjust communications as necessary.
- People over technology.
- Recognize and celebrate individual and team contributions.
- **Engage the audience!**

Goin' Live with Epic

- Leadership committed to engagement as a critical success factor for the communication strategy.
- Best practice to have a theme for communication.
- Another Go Big or Go Home moment.
- **Mission Epic Launch!**

The logo for Mission Epic is a shield-shaped emblem with a blue-to-green gradient and a yellow border. The word "MISSION" is written in a smaller, yellow, sans-serif font above the word "EPIC", which is in a larger, bold, yellow, sans-serif font.

MISSION
EPIC

The background of the slide is a view of Earth from space, showing the curvature of the planet and the dark void of space with scattered stars.

Mission Launch Communication



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Enter Spaceman!

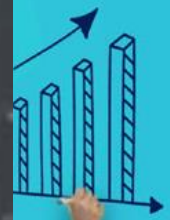
MISSION
EPIC



PHASE
GROUNDWORK



MISSION: EPIC



PHASE
5 POST-LIVE SUPPORT
AND OPTIMIZATION



MISSION: EPIC

SHSMD

Communication Tactics

- Kick-off
 - Epic EMR video
 - Epic work space design
 - Guiding principles
 - Theme
 - Design (App Icons, Templates)
 - Presentations
- T-9 months
 - Intranet weekly updates
 - Weekly e-newsletter
 - Training support
 - Astronauts (physicians)
- Huddle messages
- T-1 month
 - MyChart Sign-Up Events
 - Goin' Live with Epic video
 - Super Users
 - Tip Sheets
- Mission Launch
 - T-minus Updates (one week)
 - Daily News (Launch+2 weeks)
 - Rovers, Relaxation Zones
 - Moon Packs
 - Status Briefs

Lessons Learned

- Go all in
- Early and often
- Consistent
- Ditch the waste
- Tell stories
- Have fun!





Storytelling

- A way to share and learn ideas, values, and practices.

Why share stories?

- Stories solidify abstract concepts and simplify complex messages
- Stories bring people together
- Stories inspire and motivate

Transforming the Complex

1. Isolate shared desires of the audience
2. Make your audience take a side – personify the “villain”
3. Solutions need a problem; find it and demonstrate it
4. Allow your audience to aspire to reach the ideal state
5. Find a common purpose
6. Incite passion among your audience transforming them into ambassadors

Storytelling Principles

- Stories are how we are hardwired.
- Everyone is a storyteller.
- We tell stories to connect, dream, and imagine.
- A story is what you take with you.
- Bad storytelling has numbed our ability to tell good ones.
- When you sell anything – including an idea – you tell a story.
- We are naturally curious, and we all want to be smart.

Putting It Together

- Know our audience
 - Get your audience involved
 - People like to be a part of the story
 - Strike an emotional connection

Putting It Together

- Find our voice
 - Authenticity
 - Transparency celebrates our uniqueness
 - Show your challenges and failures
 - Reveal admirable characteristics
 - Gain trust

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- Define our core message
 - Consistent
 - Organized (disorganized stories are confusing and uninteresting)
 - Know it inside and out before you tell it
- What kind of story are we telling
 - Incite action
 - Convey values
 - Foster community or collaboration
 - Impart knowledge or educate
- Establish a CTA or desired outcome
 - Lesson learned
 - Keep it short, simple, and relevant
 - Appeal to shared values and beliefs

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Storytelling Exercise

■ Exercise #1

- Break up the group by a row or section of the room.
- Have the first person identify the opening line of a story.
- Have the last person identify the closing line of the story.
- Each person goes one at a time to build the story with characters, conflict, and resolution.
- Use your imagination and make it fun!



High Reliability Heroes

- Finding our funny.

High Reliability Journey

- Kick-off *right before Epic implementation*
- Content was intense and emotional
- Lost messages among Mission Epic
- Realized opportunity to re-energize the campaign with some humor

High Reliability Leader Toolkit

Leading for High Reliability at Mary Washington Healthcare

Communicate Clearly - SBAR

What is SBAR?

Ineffective hand-off communication is recognized as a critical patient safety problem in health care; in fact, an estimated 80% of serious medical errors involve miscommunication between caregivers during the transfer of patients. The hand-off process involves "senders," those transmitting information and transitioning the care of a patient, project, or task to the next person, and "receivers," those who accept the information and care of that patient, project, or task. In addition to causing patient harm, defective hand-offs can lead to delays in treatment, inappropriate treatment, and increased length of stay in the hospital. (Joint Commission on Accreditation of Healthcare Organizations, 2012)

SBAR is a tool used to enhance communication and minimize the risk of miscommunication. It is easy to use and it supports a complete message going from the sender to the receiver.

How should I use this tool?

Everyone should use a SBAR format when reporting problems, especially in emergent situations. The most common uses of SBAR include clinicians reporting patient information and team members asking for help from one another.

This outline can be used in planning and communicating information. Clinical and non-clinical staff are encouraged to use SBAR to enhance communication in all workplace situations.

Situation	Briefly describe the situation. Give a succinct overview and provide the bottom line.
Background	State pertinent history. Share what you know and what got us to this point.
Assessment	Summarize the facts. Provide information about what you think is happening now.
Recommendation	Make a clear request. Be clear about what you think should happen next.

Peer Coaching/Peer Checking Tips

- ✓ Look and listen for peers who have an opportunity to use SBAR.
- ✓ Remind others of the tool and how to use it.
- ✓ Thank those who consistently use and encourage the use of SBAR.
- ✓ Let your manager know if you see or encounter barriers to using SBAR to clearly communicate information.



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Stories Need to be Memorable

- Storytellers share from life or the life of others
- Listeners relate and retell it
- Creates a connection around feelings, information, and shared experience

Why humor?

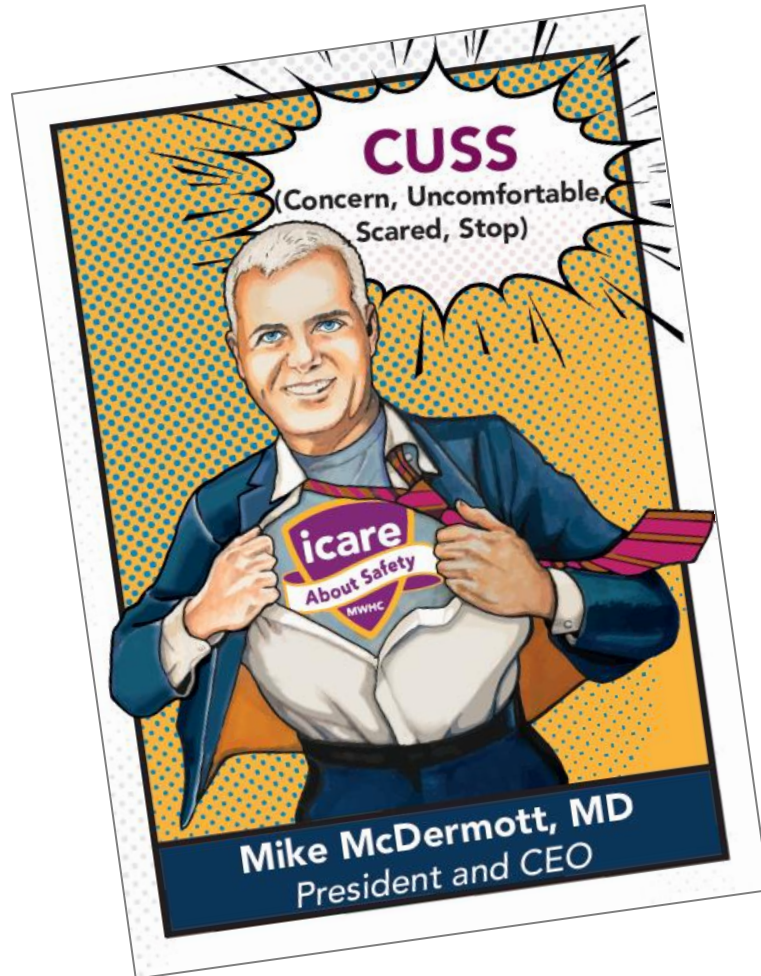
- Humor is a stress buster
- Humor is inspirational
- Humor boosts morale
- Humor increases productivity
- Humor incites innovation
- Enthusiasm is contagious!

HIGH RELIABILITY HEROES

Re-launched HRO
messaging using a
superhero theme



High Reliability Heroes



High Reliability Heroes Tactics

- E-newsletter
- Stories
- Real people
- Graphic images with simple messages
- Launch parties
- Trading cards
- Humor/Hero ambassadors
- FUN training
- Another video, of course!



HIGH RELIABILITY HEROES

JULY 2019

June's High Reliability Hero: Mike McDermott



Visit MyMWHC.com for more information.

2018 SAFE Reports
Mary Washington Hospital



2018 SAFE Reports
Stafford Hospital



System, MWHC logged SAFE reports in 2018.

Safety Survey Results

In February 2019, MWHC Associates participated in the Agency for Healthcare Research and Quality (AHRQ) Surveys of Patient Safety Culture. The survey examines the organization's culture of patient safety to assist in identifying strengths and areas for improvement.

Overall organizational participation was 84 percent, outperforming our goal of 70 percent. Safety culture has improved from our baseline, demonstrating that the hard work over the last two years is moving us along our high reliability journey.

The survey results showed improvement in 10 out of 12 composite areas. Most improvement was in learning from errors, management support for safety, and nonpunitive response to error. Key culture driver areas showed improvements in nonpunitive response to error (just culture), communication openness (speak up for safety), management support for safety, and overall perceptions of safety.

Our next steps are to continue reinforcement around HRO tools, expand our Safety Coach program, implement department huddle boards and Top 10 lists for organizational huddles, and optimize the SAFE event reporting system, including feedback processes.

2019 Speak UP Award – Honorable Mention

Taarna Edwards, RN, MWH Operating Room, was recently nominated for Virginia Hospital and Healthcare Association's (VHHA) Virginians Speak UP for Safety! Award. This statewide award is designed to recognize staff and physicians in Virginia hospitals who identify potential situations for harm in their work environments and speak up when it may be difficult or easier to say nothing. Her nomination was submitted by Dr. Rebecca Bigoney, Chief Medical Officer, Mary Washington Healthcare.

Taarna was assisting a surgeon with draping a patient prior to surgery and noticed that she could not see the surgeon's initials marked on the surgical site. Taarna stated clearly, "Stop, this is the wrong leg." Everyone in the operating room stopped, and it was discovered that they were indeed draping the wrong leg. The drapes were removed, and the correct site was draped and prepped, with the surgeon's initials clearly visible. This is an excellent use of high reliability safety behaviors and error prevention tools in which Taarna used the STAR (stop, think, act, review) tool by paying attention to detail, escalating her concern using the CUSS (concern, uncomfortable, scared, stop) tool, having a questioning attitude, and validating/verifying the proper surgical site before proceeding with the case. Taarna spoke up for patient safety and her actions prevented a wrong site surgery!

Mary Washington Healthcare *Here for You.*

Storytelling Exercise



Captain America
Perseverance,
Integrity



Star Lord
Well-Timed Humor
Humanizes



Doctor Strange
Humility
Listen to Others



Thor
Learn
Inspire



Black Panther
Inclusiveness
Compassion



Hulk
Know Weaknesses



Iron Man
Do What's Right



Spider-Man
Authentic



Ant-Man
Learn from Failure



Loki
Bad Decisions



Gamora
Compassion



Mantis
Appeal to Emotions

■ Exercise #2

- Use inspirational photos to tell a story.
 - Superheroes
 - Images from your workplace
 - Faces with specific expressions
- Practice developing a story for a specific audience based on the inspirational picture.
- Consider the audience, set parameters, and plan the story.
- Practice adding humor or light moments to the story!

Find Your Funny

- Look for humor in the organization.
- Identify people are funny and encourage them!
- Consider “Humor Ambassadors” who recite humorous tales and encourage laughter

Key Take-Aways

1. Remember to assess your organization's leadership humor "tolerance." Get leadership on board before embarking on a humorous campaign. Culture shock can set in!
2. Go big or go home! Commit to a campaign theme including how much or how little humor and storytelling you use. Try to source real stories that give a meaningful stress reducer with some laughs.
3. Plan, plan, plan, and practice! While some people are talented story tellers, it often takes a good amount of practice to tell humorous stories that resonate with your teams.
4. Mar-Comm should not own the comm-edgy (instigator not an owner). Find your humor and storytelling ambassadors to assist with the communication.

Questions?

Please be sure to complete the session evaluation on the mobile app!

Speaker Biography

- Lisa E. Henry, Director of Corporate Marketing & Communications, Mary Washington Healthcare
- Lisa.Henry@mwhc.com
- Lisa is a 25-year veteran of healthcare marketing and communications. She serves on the SHSMD Board of Directors and has presented to local, state, and national organizations. She is often tapped to teach entertainment-style classes to her peers on topics ranging from leadership, high reliability, communication, and more.

Bibliography/References

- Smith, J. (2013, May 3). 10 reasons why humor is a key to success at work. *Forbes*.
- Stein, J. (2017, July 11). Humor is serious business: You are not as funny as you should be, and your company is suffering for it. *Stanford Business*.
- MWHC We're Goin' Live with Epic Now (<https://youtu.be/GeYIAHD4p0E>)
- MWHC Sings a Tale of Needing a New EMR (<https://youtu.be/T4SajyGkEp4>)
- MWHC 10 Safety Commandments (<https://youtu.be/0TzG3GV9WRI>)