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# Communicating Effectively to Manage Staff Buy-in

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# Agenda

- What is Buy-In?
- Fostering Buy-In
- Strategies for Buy-In
- Rejecting Buy-In
- Conclusion

# What is Buy-In?



# What is Buy-In?



- Employee **buy-in** is:
  - Committing to the mission and/or goals of the company
  - And/or employees find the day-to-day work personally rich and **joyful**
- **Buy-in** promotes engagement and a willingness to go the extra mile on the job
  - Employee satisfaction increases
  - Lower turnover rate

# What is Buy-In?

- Ok...
  - So I need Buy-In
    - How do I do that?



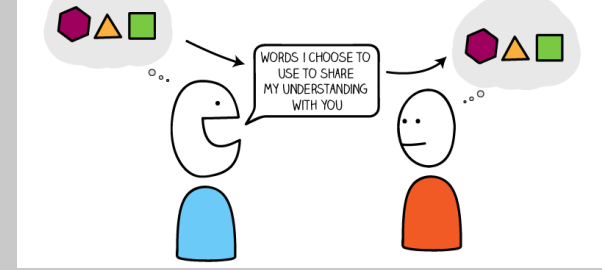
# Fostering Buy-In

- Accessible Leader
- Personal Explanation by Leader
- Training
- Communication Support
- Broad Participation

Most Import Strategy:

- **Involve Frontline Staff**

# Fostering Buy-In



- Robustly communicate the **core** message!
  - Tell **frontline staff** the how and why the initiative is important
    - “Georgia has the worst maternal mortality rate in the country. We need to make Maternal Hemorrhage a priority in our hospital. What can we do to make our hospital safe?”
  - Explain how the decision fits into the organizational mission and vision
  - Show how it impacts the organization and frontline staff



# Fostering Buy-In

- **Communication!**

- Major key
- Takes more time but trumps information dumps
- Address the naysayers and stop it!
  - Add the skeptics to the committee
  - Ask why “it won’t work” or “here we go again”
  - Informed employees are more likely to support your cause!



# Fostering Buy-In

- Why apples?
  - We always say “Apples to Apples”
  - But what happens when our “Apples” are different sizes and shapes
  - Make sure your message is communicated effectively and staff know you are thinking of a red delicious apple!



# Fostering Buy-In



- **Quantity:**

- Give just enough information—not too much and not too little
- Don't inundate people with a tsunami of data in the form of charts, graphs, analysis or reports - most people won't read them

- **Quality:**

- Be genuine - Don't bamboozle people with embellished information presented as facts

# Fostering Buy-In



- **Relation:**

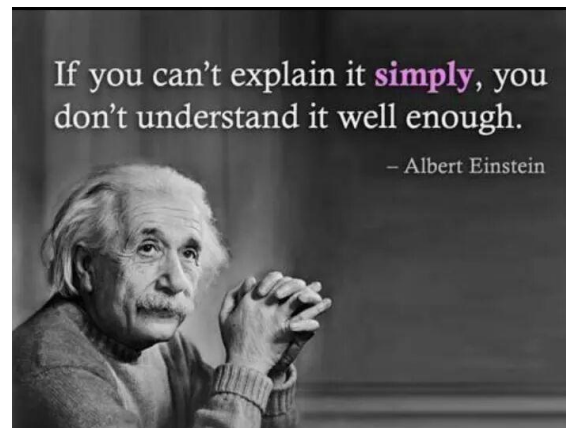
- Be relevant. Connect what you say about the change to what is uppermost on everyone's mind-
  - How will the new initiative affect ***them personally*** and what will be expected of them?

- **Manner:**

- Communicate what you say in the clearest, briefest and most logical manner to help people understand
- Don't be vague, ambiguous or wordy, or you'll lose them.

# Employee Buy-in & Workplace Engagement

- Understand and believe in HOW the senior team made the decision
- If you ask for feedback – truly **consider the feedback**
- **Include front line staff in decision making process**
- Engaged employees work harder and smarter



<https://www.thebalancecareers.com/how-employee-buy-in-can-promote-workplace-engagement-4171745>

# Engaging Staff



- Frontline staff are a major component in any change or implementation
- They work in the “trenches” and often they KNOW what won’t work and why
- According to an American Organization of Nurse Executives study – Greater than 90% of nursing units were successful at conducting tests of change when staff was involved
- Don’t hand down edits
  - “We will do drills to help bring down hemorrhage rates”
  - Ask staff “What do you think we should do at OUR hospital to bring hemorrhage rates down?”

# When Buy-In Is Rejected

## Why is Buy-In Rejected?

- Don't understand the **why or how**
- Don't know how or what to do
- Don't think end result is feasible
- Don't agree the end result is desirable
- What's in it for me?

Buy-in requires daily effort by leaders to communicate, listen, reflect, explain, adapt, model, remind, motivate, and act

# Rejecting Buy-In

- We have tried that before.... 🙄
  - Why didn't it work in your opinion?
  - What should we do to make it successful this time?
- Here we go again....
  - This can be caused by initiative burnout
    - Describe concretely how this will be different
    - What can staff do to make it work and stick this time



# Conclusion

- Inform staff of what's coming up
- Ask for their input for better success
- Keep staff updated on progress
- Celebrate the wins
- Grab the naysayers and nip it in the bud
- Get the cheerleaders on your team to help move people along



# Questions, Comments, Concerns??



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