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Communicating Effectively to Manage Staff Buy-in

Lynne Hall
RN BSN LSSBB
Agenda

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

A Vision without “Buy-in” falls flat.
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

Paul Grice, British Philosopher
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.

Paul Grice, British Philosopher
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

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 concretly 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??

S00000...

ANY QUESTIONS?
Lynne Hall, RN, BSN, LSSBB

lhall@gha.org
770-249-4525