

## Success Story: Change Management

### Boosting engagement by streamlining communications

Leaders of a regional health system were centralizing operations when they realized employee engagement was low. They decided to address the problem by searching for gaps in their internal communications efforts. Quickly recognizing they needed more resources to do the research, they brought us on board to conduct a thorough audit.

#### THE SOLUTION

We began by polling employees and interviewing managers about their communications styles, knowledge and use of tools.

Results from those efforts were clear: Employees were receiving information that wasn't relevant to their work, didn't connect with the system's mission and came from a variety of sources. Managers, meanwhile, varied markedly in their comfort and ability to communicate.

To address this, we built a plan to flip the organization's top-down communications strategy into a two-way relationship between employer and employees.

Elements included:

- » A new protocol that drastically reduced "All-Staff" emails, ensured that content was relevant to specific employee populations and was properly curated with the most vital information at the top
- » Creation of a new intranet portal to serve as a single, easily accessible, updated source of truth
- » Development of a training program for managers to help them communicate clearly to their teams

#### THE RESULTS

Measured by surveys, the strategy yielded dramatic results. One year later, 77 percent of employees responded they received the appropriate amount of information from the system, versus 54 percent the previous year. Another 58 percent said they received information pertinent to their day-to-day work, versus 45 percent the previous year. Finally, half of the respondents said they felt engaged, up from one-third of employees before we began our work.

#### TACTICS



Internal Communications Audit



Streamlined Messaging



Manager Training



One Source of Truth Intranet



Leader Communications Support & Tools

#### THE TAKEAWAY:

A strong regional health system learned it needed to improve its internal communications to boost employee engagement. We built a strategic plan with actionable steps that resulted in more streamlined internal communications, better content and more engaged employees.

49%

increase in employees saying they received the right amount of information

29%

increase in employees saying they received the right content

20%

increase in employee engagement

Managing a major change? We can help. [jarrardinc.com/change-management](http://jarrardinc.com/change-management)

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