



Increasing communication across the organization

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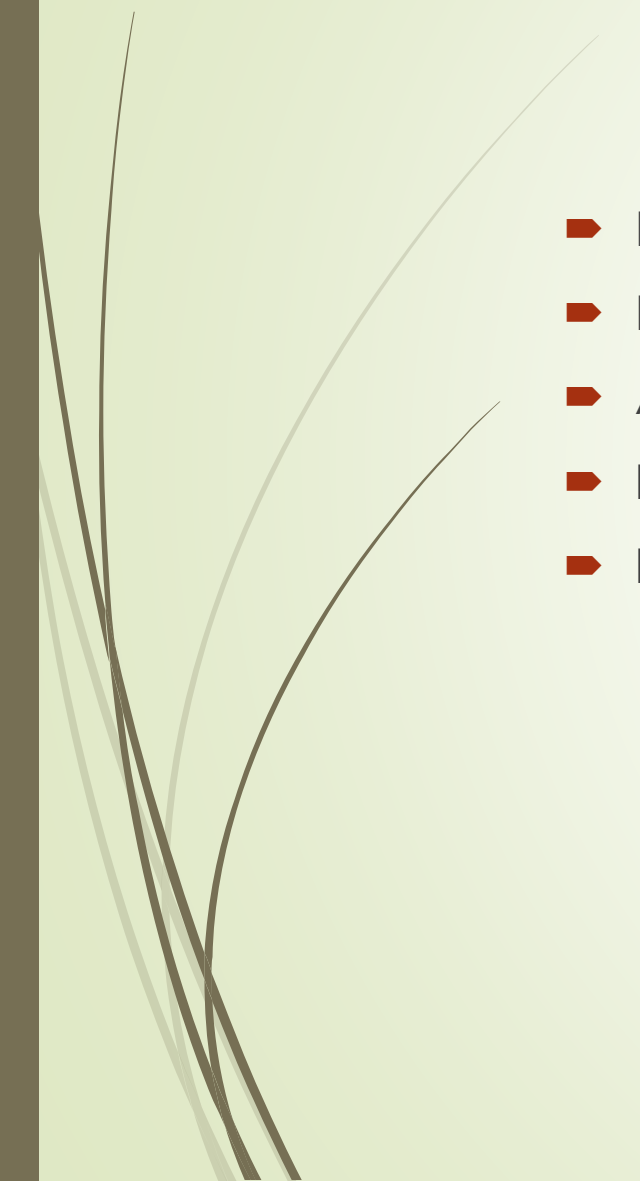
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Quarterly PULSE Surveys

- ▶ Hear candid perspectives from all team members
 - ▶ How we can best work together
 - ▶ Allows trends to be tracked
 - ▶ Identifies successes
 - ▶ Identifies areas of growth
- 



DMH participation rates

- ▶ March 2019
 - ▶ 34%
 - ▶ Lowest State Department participation
- ▶ June 2019
 - ▶ 32%
 - ▶ Second lowest State Department participation



Areas of growth identified

- ▶ 3 additional surveys conducted within DMH agencies + PULSE SURVEY
- ▶ Communication gaps between senior leaders and frontline staff
- ▶ Communication gaps between Jefferson City and other regions
- ▶ 52% of employees answered “neutral” or “disagree” when asked if their organization had a vision that was meaningful and easy to understand
- ▶ Employees expressed dissatisfaction with current communication within facilities
- ▶ Expressed need for timely communication
- ▶ Expressed need for more face to face communication with supervisor
- ▶ Expressed a desire to have feedback on issues that impact them



Identified communication trends

- ▶ Team members need to have a clear sense where the organization is heading
- ▶ Team members need to have an understanding of what we do and why we do it
- ▶ Communication within departments is needed to improve front line engagement
- ▶ 35% of a team's performance is due to the number of face-to-face interactions (Pentland, 2012)
- ▶ Biggest driver = communication from all leaders



Research supports our conclusions!

- ▶ Gives employees a sense of direction and where their organization is headed
- ▶ “Organizations that develop effective communication processes are more likely to both have positive work environments and be more effective in achieving their objectives.” (Morley et al., 2002)
- ▶ Two-way communication allows employees across the state to be familiar with the organization and decision making processes
- ▶ Employees participating in decision-making processes reduce employees’ stress, burnout rates, satisfaction, and commitment to the company. (Miller et al., 1990)
- ▶ Good communication in organizations lead to
 - ▶ Increased productivity
 - ▶ Higher quality of services
 - ▶ Increased trust, engagement and commitment
 - ▶ Higher levels of creativity and staff suggestion
 - ▶ Higher employee morale and satisfaction
 - ▶ Better work relationships
 - ▶ Increased acceptance of changes
 - ▶ Decreased absenteeism and turnover
 - ▶ Reduced costs

(Bedwell et al., 2014; Clampitt, 2013; Ellwardt et al., 2012; Jenaibi, 2010; Meehan, 2013; Rockman and Northcraft, 2008; Thomas et al., 2009; Welch, 2012; White et al., 2010)



The answer?

- ▶ DMH Communication Teams
- ▶ Each team will be supervised by Debra Walker and the Public Affairs Office
- ▶ They will also act as liaisons for communication from their facilities to Central Office
- ▶ Three teams of manageable size
 - ▶ Regional Offices (12)
 - ▶ State Operated Programs (8)
 - ▶ DBH (11)
- ▶ Monthly calls with each team
- ▶ Quarterly calls with all teams
- ▶ Annual mixer/summit for networking and developing strategies
- ▶ Breaking into smaller work groups would allow for targeted communication systems among each type of group (Regional offices would communicate differently from Habilitation centers)

DD

- ▶ Albany Satellite Office
- ▶ Central MO Regional Office
- ▶ Hannibal Satellite Office
- ▶ Joplin Satellite Office
- ▶ Kansas City Regional Office
- ▶ Kirksville Satellite Office
- ▶ Poplar Bluff Satellite Office
- ▶ Rolla Satellite Office
- ▶ Sikeston Satellite Office
- ▶ Springfield Regional Office
- ▶ St. Louis Regional Office
- ▶ St. Louis Regional Tri-County Office
- ▶ Bellefontaine Habilitation Center
- ▶ Higginsville Habilitation Center
- ▶ Northwest Community Services
- ▶ Optimistic Beginnings
- ▶ Southeast MO Residential Services (Poplar Bluff)
- ▶ Southeast MO Residential Services (Sikeston)
- ▶ St. Louis DDTCC (St. Charles Habilitation Center)
- ▶ South County Habilitation Center

DBH

- ▶ Northwest MO Psychiatric Rehabilitation Center
- ▶ Center for Behavioral Medicine
- ▶ Fulton State Hospital
- ▶ St. Louis Psychiatric Rehabilitation Center
- ▶ Metropolitan St. Louis Psychiatric Rehabilitation Center
- ▶ Hawthorn Children's Psychiatric Hospital
- ▶ Southeast MO Mental Health Center
- ▶ Central Regional Office
- ▶ Eastern Regional Office
- ▶ Western Regional Office
- ▶ Southeast Regional Office



Qualities of Statewide Communication Team Members

- ▶ Experience interacting with all levels of the site's employees
- ▶ Visibility to be the “face” of the message that is brought from the Director's Office
- ▶ Energy and enthusiasm to highlight and disseminate information from State and Department Leadership
- ▶ Knowledgeable about their own contexts so that they are able to be creative and find what works for their site (e.g. newsletters, email blasts, Town Hall Meetings)
- ▶ Effectively listen to employees at their own work site and ability to take that feedback to the Communication Team Director
- ▶ Availability to participate in monthly and quarterly calls
- ▶ Good time management skills
- ▶ Skills or willingness to be taught how to create in-house surveys
- ▶ Awareness of Social Media and its use in their context



Ideas for implementation and proposed timeline

- ▶ Attend and pitch ideas at COO/Superintendent meetings (now through December)
 - ▶ Debra will work with CO leadership to discuss implementation and presentations at Leadership meetings
 - ▶ Discuss job commitment (Monthly calls ~30 min/quarterly calls ~60 min/ annual networking summit 1 day/ collecting and disseminating information in between meetings)
- ▶ Recruitment
 - ▶ Identify team members with help of LA (past and present) and facility program offices (now through December)
- ▶ Kick off January 1st



Conclusions

- Communication can always be improved
- Effective communication leads to better work environments and helps organizations be more effective in achieving their objectives
- DMH is BIG and each facility/hospital/office has a unique makeup
- Communication teams can help facilitate top-down and bottom-up communications
- Implementation goal of January 1, 2020
- Questions/Concerns/Suggestions

Resources

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