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Remote Work Tools & Leader Visibility

September 1, 2020

10:00 AM – 10:30 AM

Welcome!

Got a question? Post it in the Q&A

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Today’s Speakers

Andy Crowder
SVP, Chief Information & Analytics Officer

Daniel Gandarilla
SVP, Chief Talent Officer

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Remote Work Strategy

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Approach & Process

- Multi-disciplinary team formed to evaluate and make recommendations for remote work – includes IAS, Finance, HR, real estate, clinical and operational leaders
- Understand current state: what's working, what's not and determine if remediation efforts are required
- Evaluate what others are doing: Major Charlotte employers, healthcare organizations and industry leaders (Google, Amazon)
- Quantitative and qualitative data collection via survey to leaders and front-line teammates: Productivity Measures, Teammate Satisfaction, Barriers
- Develop recommendations: Roles that can continue remote work and those that should return and timeframe, cost implications, long-term strategy recommendations

Strategy Considerations

Technology → **Productivity** → **Engagement** → **Real Estate** → **Cost**

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Survey Summary & Findings

Overall Key Findings

- 80% of leaders and 88% of teammates indicated they remain as productive working remotely as they are in the office
- 77% of leaders preferred a mixed office/remote schedule and 17% supported a full-time remote
- Teammates were split with 48% preferring a mixed office/remote and 48% preferring full-time remote
- Leaders and teammates spend a significant amount of time on the road commuting to and from work
    - The average one-way commute is 19 miles and approximately 36 minutes

Survey Summary & Findings

Prior to the leader and teammate survey, IAS conducted informal interviews with the executives of several key areas including the major call centers. Common themes emerged and have been validated by the survey results.

- Remote work is viable as a long-term strategy
- Productivity has not been impacted – teammates are just as productive or better than when working from office
- Teammate satisfier for many groups who wanted more flexible work remote offerings pre-COVID
- Collaboration tools (Microsoft Teams, Skype) have been extremely effective to connect teammates
- Specific groups may require additional technology: Call recording, additional monitors, wireless headsets, etc.

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Leadership Interviews

Charlotte Market senior leaders interviewed to gain their perspectives on remote work

Highlights:

- Some areas were early adopters already having some remote staff for years
- People seem happier and feel good about working at home
- Definitely areas where teams can work fully remote 100%
- Need mixed use spaces in the future to gather for in person group meetings and landing spots when there is a need to be in the office
- Agreeable to explore a long-term partial or full-time telecommuter strategy

Remote Worker Progress Since June

Complete / Ongoing

- ✓ Extend remote work for all teammates at least through the end of the year
  (Complete & Communicated)
- ✓ Develop options and guidelines for leaders if a combination of remote and onsite work is needed and communicate in July
  (Complete & Communicated)
- ✓ Continue to address technology needs (equipment, training) and remote office needs on an individual basis
- ✓ Continue to evaluate safety measures to best mitigate COVID-19 transmission

Underway

- Development of long-term strategy including cost, benefit and productivity considerations
- Contingency planning – remote work disruptions
- Security controls and policy reviews
- Ensure teammate experience/change management considered as part of options and guidelines, and create appropriate communication/support materials
- Finalizing Leading Virtual Teams training program

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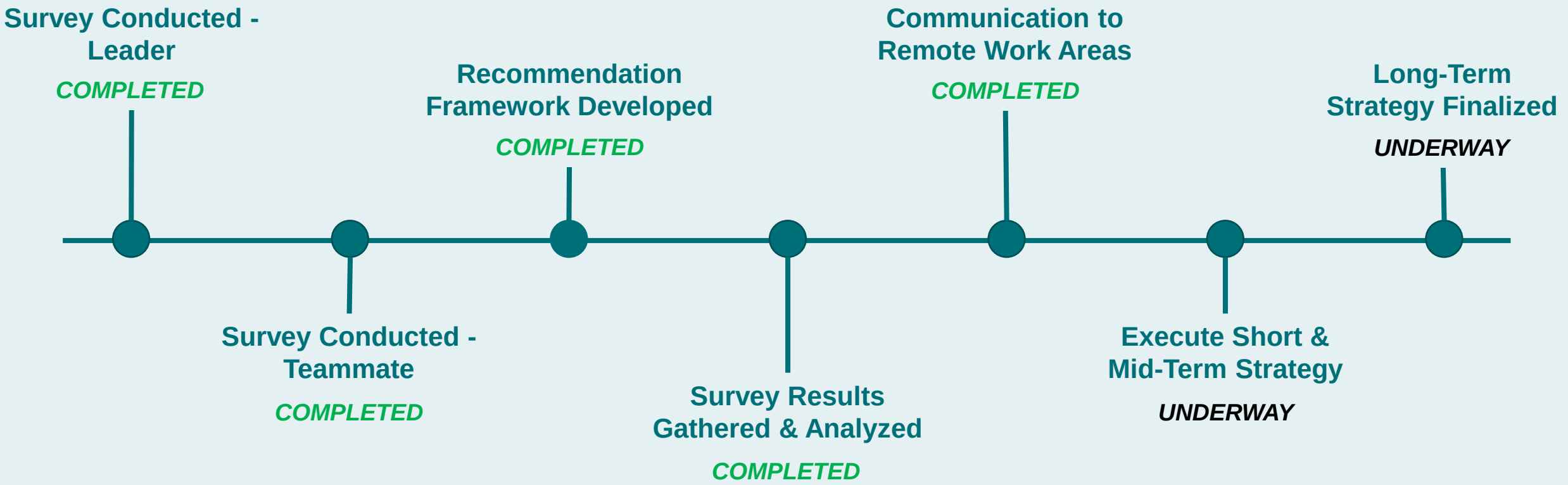
Reentry Planning

Timeline & Next Steps



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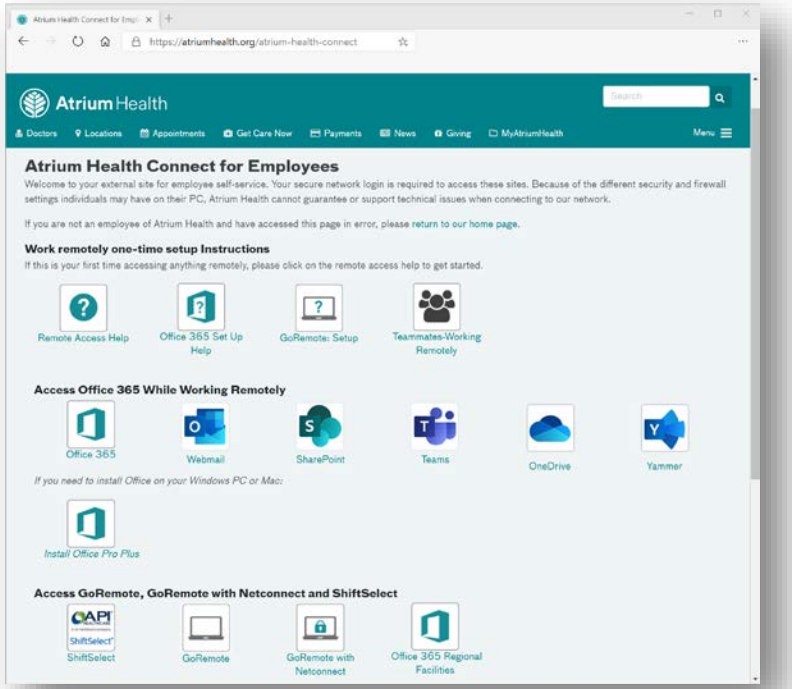
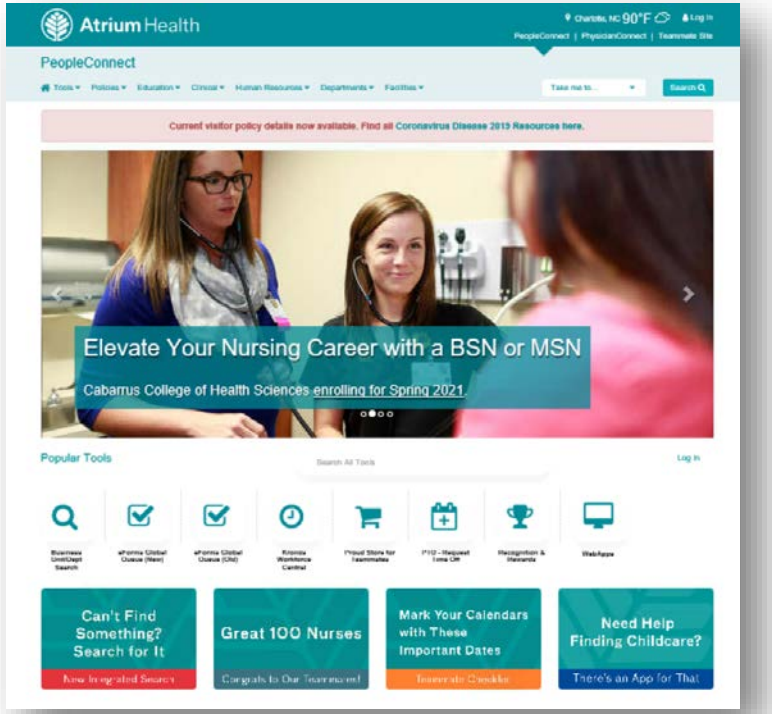
Remote Worker Top 3 Technology Resources

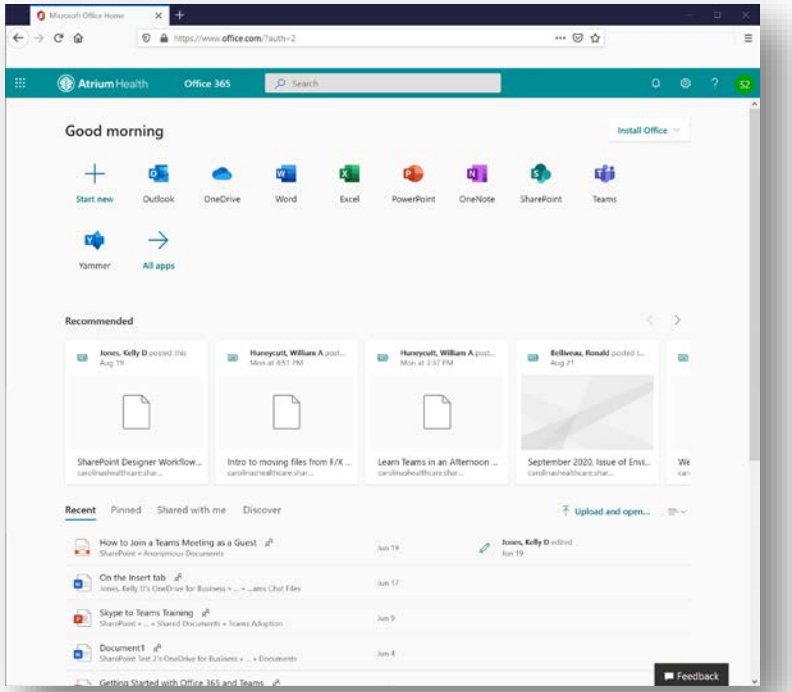
Atrium Health Connect



PeopleConnect



Office 365 + Teams



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Leading Virtual Teams

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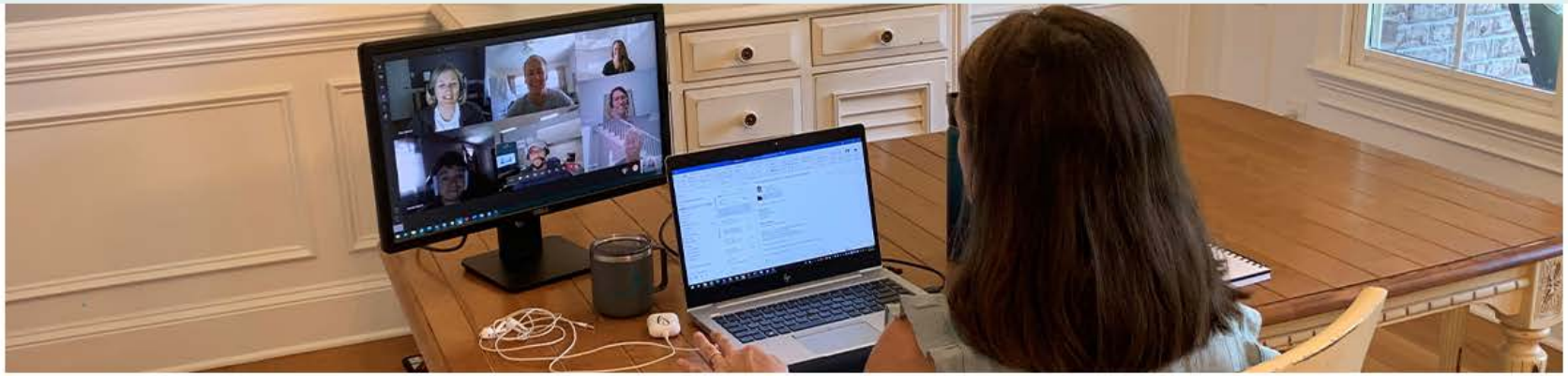

Human Resources

- Leading Virtual Teams
- Pay and Time
- Recognition and Rewards
- Teammate Discounts
- Teammate Health
- Time Away from Work
- Update Personal Information

Leading Virtual Teams

The current landscape required all of us to adapt very swiftly to new working conditions. Leading virtual teams is one of them and comes with its own set of challenges. We have no doubt you can be successful! With a few changes to your routine, you can optimize your team's productivity in a virtual environment.

Provided below are tools and resources for success. Whether at home or in the office, you can empower your team members to be engaged, productive and inspired.

Getting Started

Virtual Leadership Fundamentals

- HR Work from Home Guidelines
- Learning to Lead Virtual Teams Webinar
- Effective Leader Rounding Toolkit – Virtually or In-Person
- Leading and Working Remotely Essentials Guide (Decker Communications)
- Working Remotely Tips and Tools
- Microsoft Office 365 Learning (SharePoint, OneDrive, Teams and more)

Need Help?

Office 365 Log In

Follow these instructions to access Office 365 while working remotely.

For additional support, contact the Atrium Health IAS Service Center at 704-446-6161.

Feedback

Have ideas for content to add to this page? Want to share your thoughts on how to improve this page?

Complete the Leading Virtual Teams Feedback Form.

Leading Virtual Teams Portal

Virtual Leadership Fundamentals

Resilience and Support

Performance Management

Leading Through Change

Visibility and Engagement

Hiring and Onboarding

Becoming a Better Leader

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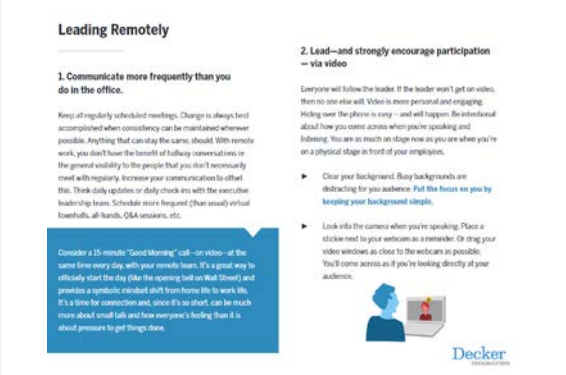
Leadership Tools & Resources

Decker Communications: The Essential Guide to Leading and Working, Remotely



Leading Remotely

1. Communicate more frequently than you do in the office.

Keep all regularly scheduled meetings. Change is always best accomplished when consistency can be maintained wherever possible. Anything that can stay the same, should. With remote work, you don't have the benefit of hallway conversations or the general visibility to the people that you don't necessarily meet with regularly. Increase your communication to offset this. Think daily updates or daily check-ins with the executive leadership team. Schedule more frequent (than usual) virtual townhalls, all-hands, Q&A sessions, etc.

Consider a 15-minute "Good Morning" call—on video—at the same time every day, with your remote team. It's a great way to officially start the day (like the opening bell on Wall Street) and provides a symbolic mindset shift from home life to work life. It's a time for connection and, since it's so short, can be much more about small talk and how everyone's feeling than it is about pressure to get things done.

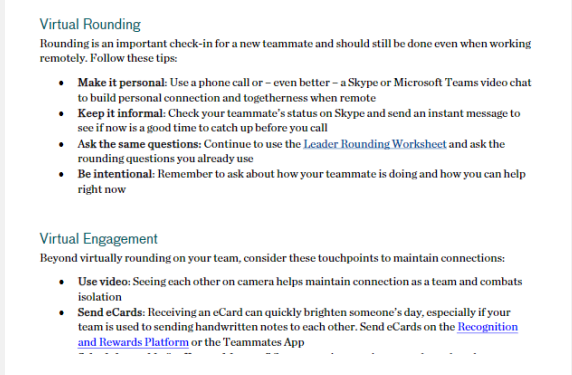
2. Lead—and strongly encourage participation—via video

Everyone will follow the leader. If the leader won't get on video, then no one else will. Video is more personal and engaging. Hiding over the phone is easy – and will happen. Be intentional about how you come across when you're speaking and listening. You are as much on stage now as you are when you're on a physical stage in front of your employees.

- Clear your background. Busy backgrounds are distracting for you audience. Put the focus on you by keeping your background simple.
- Look into the camera when you're speaking. Place a sticker next to your webcam as a reminder. Or drag your video windows as close to the webcam as possible. You'll come across as if you're looking directly at your audience.

Decker

Virtual Rounding and Engagement



Virtual Rounding

Rounding is an important check-in for a new teammate and should still be done even when working remotely. Follow these tips:

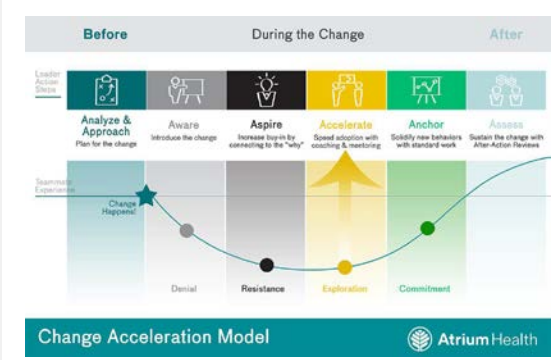
- **Make it personal:** Use a phone call or – even better – a Skype or Microsoft Teams video chat to build personal connection and togetherness when remote
- **Keep it informal:** Check your teammate's status on Skype and send an instant message to see if now is a good time to catch up before you call
- **Ask the same questions:** Continue to use the Leader Rounding Worksheet and ask the rounding questions you already use
- **Be intentional:** Remember to ask about how your teammate is doing and how you can help right now

Virtual Engagement

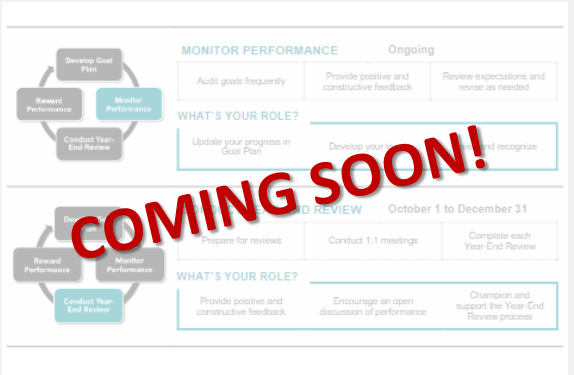
Beyond virtually rounding on your team, consider these touchpoints to maintain connections:

- **Use video:** Seeing each other on camera helps maintain connection as a team and combats isolation
- **Send eCards:** Receiving an eCard can quickly brighten someone's day, especially if your team is used to sending handwritten notes to each other. Send eCards on the Recognition and Rewards Platform or the Teammates App

Change Acceleration Model (CAM) Portal



2020 Performance Review Job Aid



Atrium Health Teammates Site > Human Resources > Leading Virtual Teams

Available Externally

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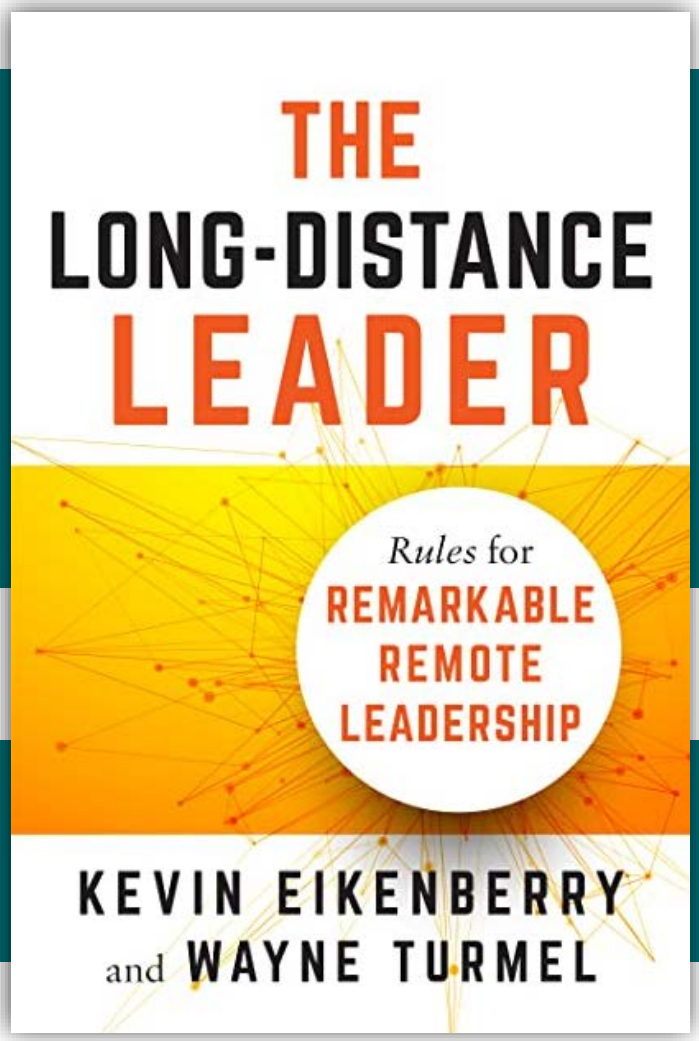
Leadership Mentoring Circles



***NEW:* Leading Virtual Teams**

Launching September 29 | *Register on Teammates Site*

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Questions?

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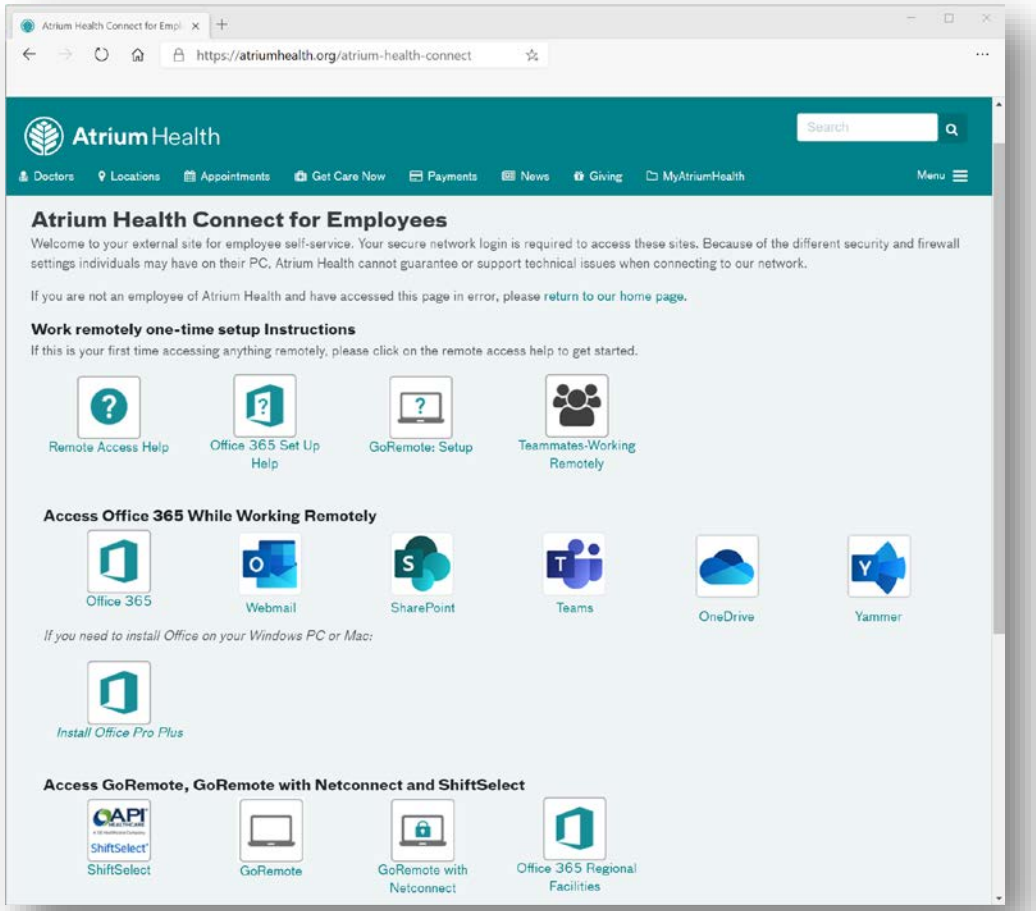
Appendix

Atrium Health Connect



Atrium Health Connect – https://atriumhealth.org/atrium-health-connect

Link is in the footer of Atrium Health consumer website

- *No need to memorize the address*

Instructions for getting started

- *Teammates-Working Remotely is tips and tricks information*

Office 365 links

- *Better teammate experience when using these links*

GoRemote

- *Still required for some applications, such as* ***PeopleConnect***

Emphasize *Atrium Health Connect* and not “GoRemote” as *THE* site to use when remote

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Office 365 + Microsoft Teams

Office 365

- Access your information without GoRemote

Microsoft Teams

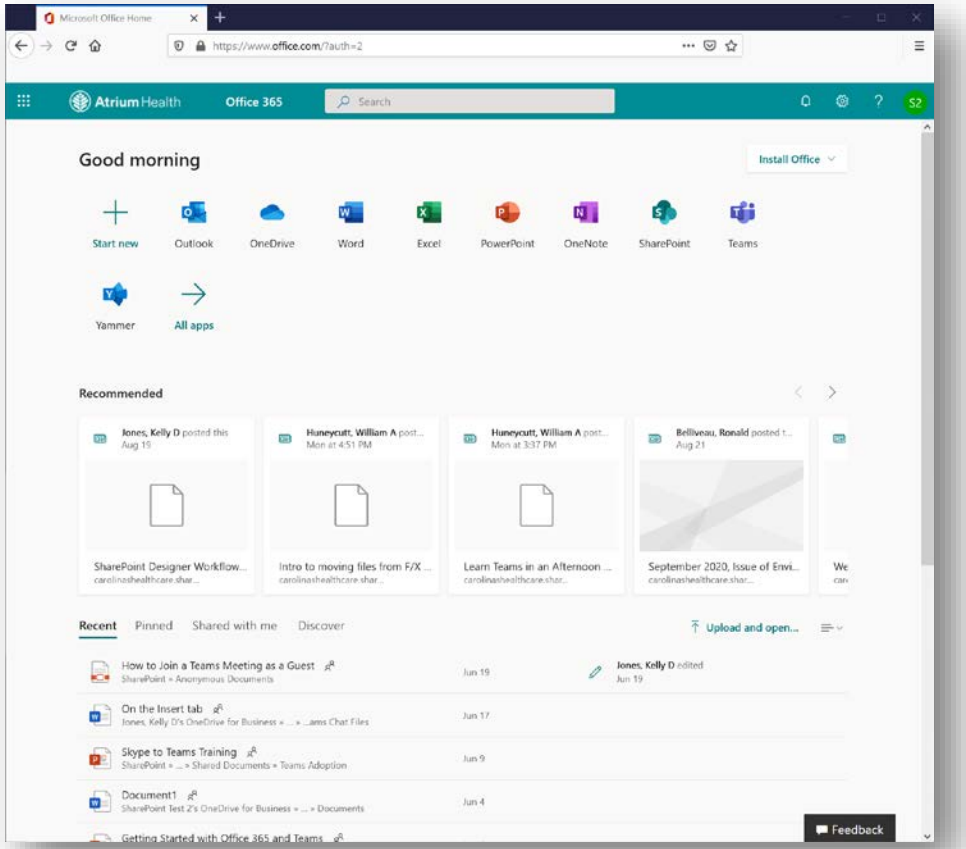
- Join or present meetings
- Chat or Channel posts to communicate (reduce email)
- Website, Desktop App, or Mobile App

Email & Calendar

- Outlook desktop app
- Outlook webmail
- Outlook mobile
- Teams app (calendar)

Files / Documents

- Office desktop apps (Word/Excel/PowerPoint)
- Office 365 website (SharePoint/OneDrive/Teams)



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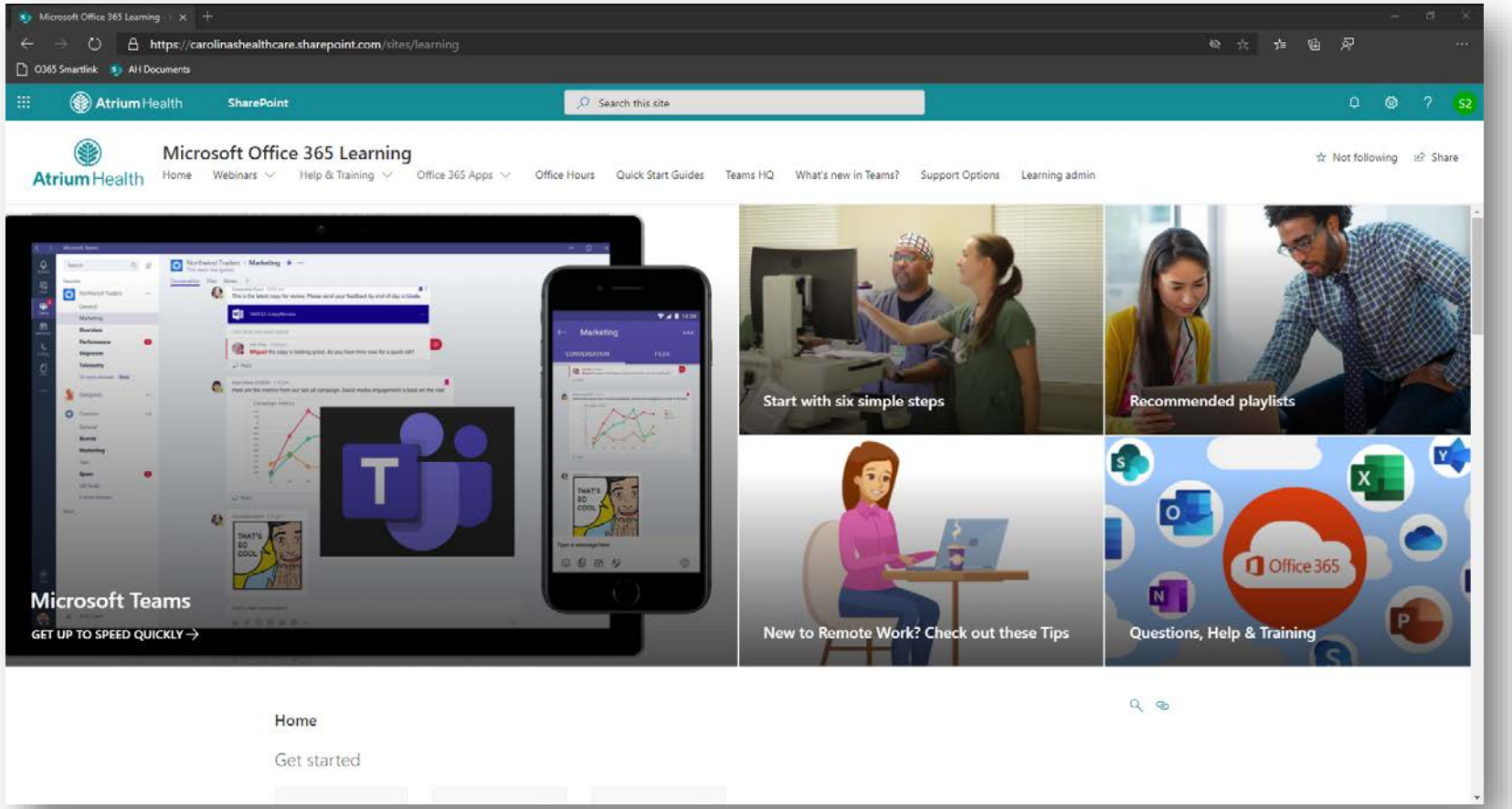
Office 365 Learning



- **Learning materials** - *created by Microsoft and Atrium Health*
- **Webinars** – *live and recorded classes*
- **Tutorials** – *step by step instructions*
- **Quick Start Guides** – *printable guides for all Office applications*
- **Office Hours** – *one-on-one sessions with IAS Office 365 experts*

http://bit.ly/officelearning

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