



NATIONAL
RURAL HEALTH
RESOURCE CENTER

Employee Satisfaction Survey Implementation Process

Rhonda Barcus, MS, LPC

Program Specialist II

January 17, 2018

The Center's Purpose

The National Rural Health Resource Center (The Center) is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation's leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

- Transition to Value and Population Health
- Collaboration and Partnership
- Performance Improvement
- Health Information Technology
- Workforce



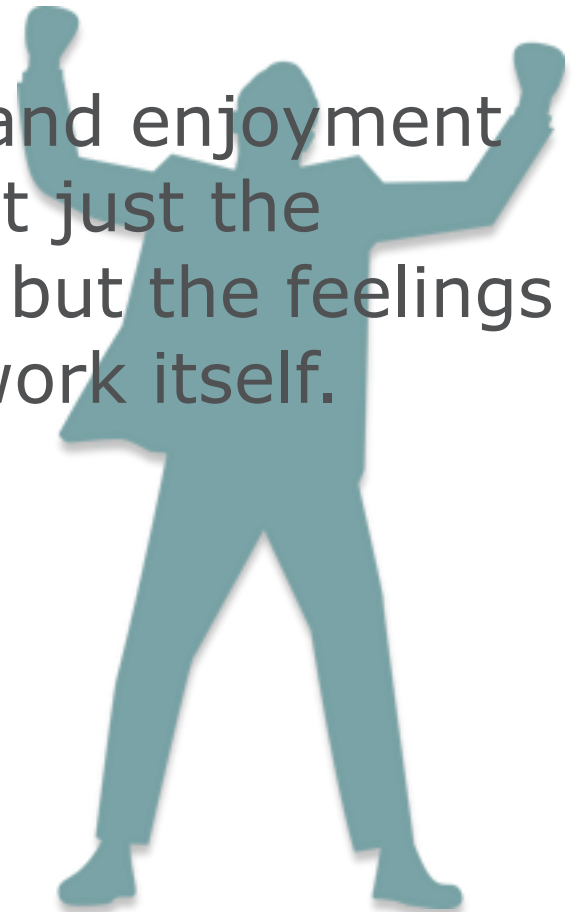
Objectives

- Understand the importance of employee satisfaction
- Learn the process of employee satisfaction survey implementation
- Gain insights on how to choose “the right” survey questions
- Discover the various ways to administer your survey
- Understand the importance of survey follow-up and associated action steps

What is Employee Satisfaction?

Definition:

The fulfillment, gratification, and enjoyment that comes from work. It's not just the money or the fringe benefits, but the feelings employees receive from the work itself.



Source: Conducting Hospital Employee Satisfaction Surveys, Mountain States Group, Inc.

Direct and Indirect Costs

Direct Costs of Turnover:

- Severance/vacation payout
- Staff overtime
- Temporary staffing
- Advertising
- Staff time spent:
 - ✓ Screening
 - ✓ Interviewing
 - ✓ Verifying
 - ✓ Orientating
 - ✓ Training

Indirect Costs of Turnover:

- Reduced quality
- Reduced morale
- Lost productivity
- Increased workload
- Loss of organizational historical knowledge
- General impact on organizational culture



Why should we care?

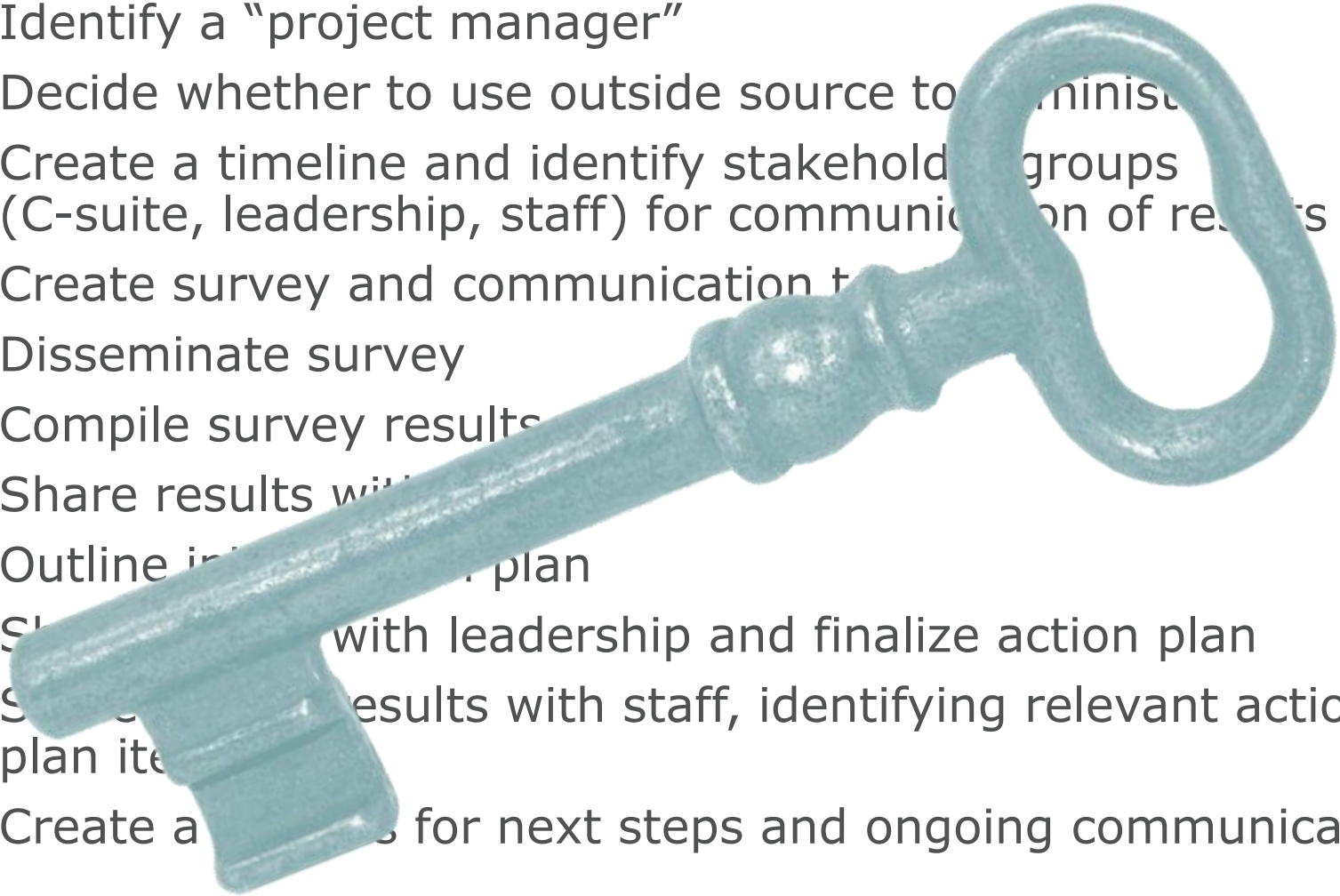
Even if we're able to retain unsatisfied or unengaged staff who may "have nowhere else to go", we still suffer the same consequences of **staff turnover**.

- Low Morale
- Clinical Errors
- Lower Patient Satisfaction
- "Bad Apple" Effect
- Absenteeism



Planning is Key

1. Identify a “project manager”
2. Decide whether to use outside source to administer
3. Create a timeline and identify stakeholder groups (C-suite, leadership, staff) for communication of results
4. Create survey and communication tool
5. Disseminate survey
6. Compile survey results
7. Share results with leadership
8. Outline initial action plan
9. Share results with leadership and finalize action plan
10. Share results with staff, identifying relevant action plan items
11. Create a communication plan for next steps and ongoing communication



Survey Development

- Identify method of survey administration
 - Electronic
 - Paper
- Identify broad areas to be surveyed
- Create a template of survey questions
- Choose most relevant survey questions
- Wordsmith as needed to suit organization's culture

Survey Development: Identify Topics Areas

- Overall Satisfaction
- Workplace Environment and Culture
- Onboarding and Opportunities for Growth
- Salary and Benefits
- Additional Comments



Overall Satisfaction Sample Questions

- Quality is a top priority at this hospital.
- I feel I contribute to the hospital's mission and future plans.
- I understand the long-term plan of this hospital.
- I have confidence in hospital leadership to implement the plan.
- I would recommend employment at this hospital to friends and family.
- Given the option, I am likely to continue working at this hospital.
- This hospital has a reputation in the community for providing excellent patient care.
- Senior leadership is a role model for hospital values and standards.
- I am willing to work hard to help this hospital.



Workplace Environment and Culture

Sample Questions

- I feel a strong sense of pride and accomplishment from the work I do.
- We do a good job showing patients we care about them and their needs.
- There is reasonable consistency between departments, in how policies and procedures are followed.
- We discuss and resolve conflicts in my work area rather than ignore or avoid them.
- I feel like a valued employee at this hospital.
- I like the people I work with.
- I am given enough recognition by management for work that's well done.
- My supervisor treats me fairly.
- My supervisor tells me when my work needs to be improved.
- All staff are held accountable for behaving consistently with hospital values.
- The workload in my department is evenly and fairly distributed.
- Leadership in my department works to remove barriers that interfere with me doing my best.



Onboarding and Opportunities for Growth

Sample Questions

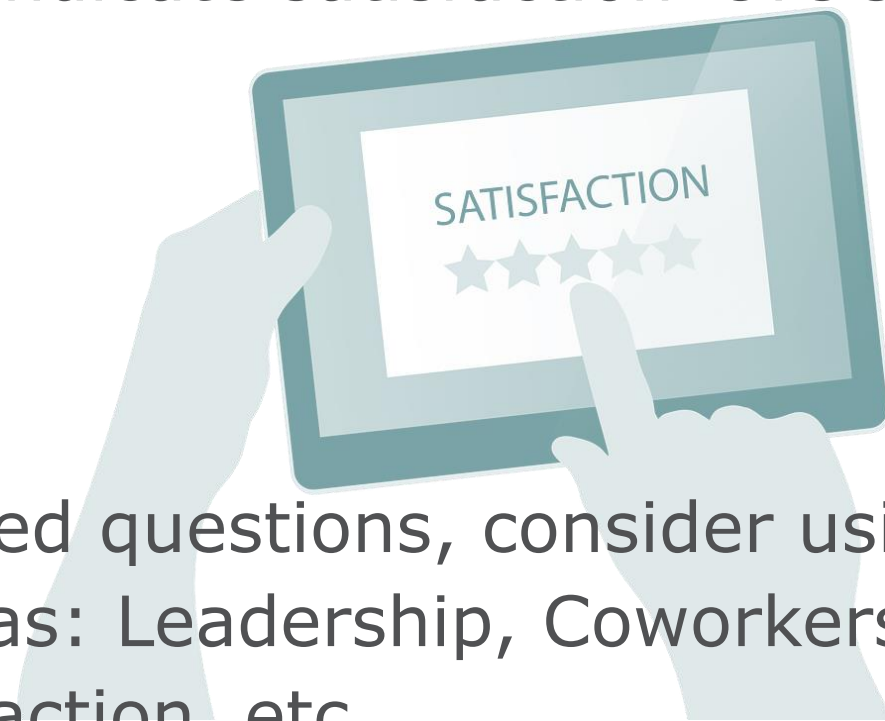
- Employees generally receive the orientation they need to be able to perform their jobs properly.
- The performance feedback process is fair and objective.
- By doing good work, I can count on growing within this hospital.
- I receive enough training to better do my job.
- I am encouraged to continually learn new skills to improve my job performance.

Salary and Benefits Sample Questions

- I believe my salary is fair for my responsibilities.
- Hospital benefits are competitive with other area health care organizations.
- I am satisfied with the amount of vacation I receive.
- I am satisfied with the sick leave policy.
- I am satisfied with the health insurance plan.
- I am satisfied with the retirement plan benefits.
- I am satisfied with the life insurance.
- I am satisfied with the disability benefits.
- I am satisfied with the overall benefits package.

Scoring

- For easy comparison, utilize a consistent scoring key where numbers indicate satisfaction levels:
 - 5- Strongly Agree
 - 4- Agree
 - 3- Neutral
 - 2- Disagree
 - 1- Strongly Disagree
- To analyze open-ended questions, consider using key categories such as: Leadership, Coworkers, Personal Work Satisfaction, etc.



Example: "What do you like most about working at this organization?"

Reporting Results

Individualize to audience:

- **C-suite**

- Share all results without censor

- **Leadership Team**

- Share survey questions' scores, highlighting the three highest and lowest scoring questions.
- Provide general information regarding open-ended categories with examples. Specific comments could be shared with relevant leader(s).

- **Staff**

- Same as leadership team, with exception of comments that refer to a specific leader(s)



Reporting Example: Overall Satisfaction with Hospital as an Organization

- **Top three areas of highest satisfaction:**

- I am willing to work hard to help this hospital (4.63)
- Given the option, I am likely to continue working at this hospital (4.22)
- Quality is a top priority at this hospital (3.97)

- **Top three areas for improvement:**

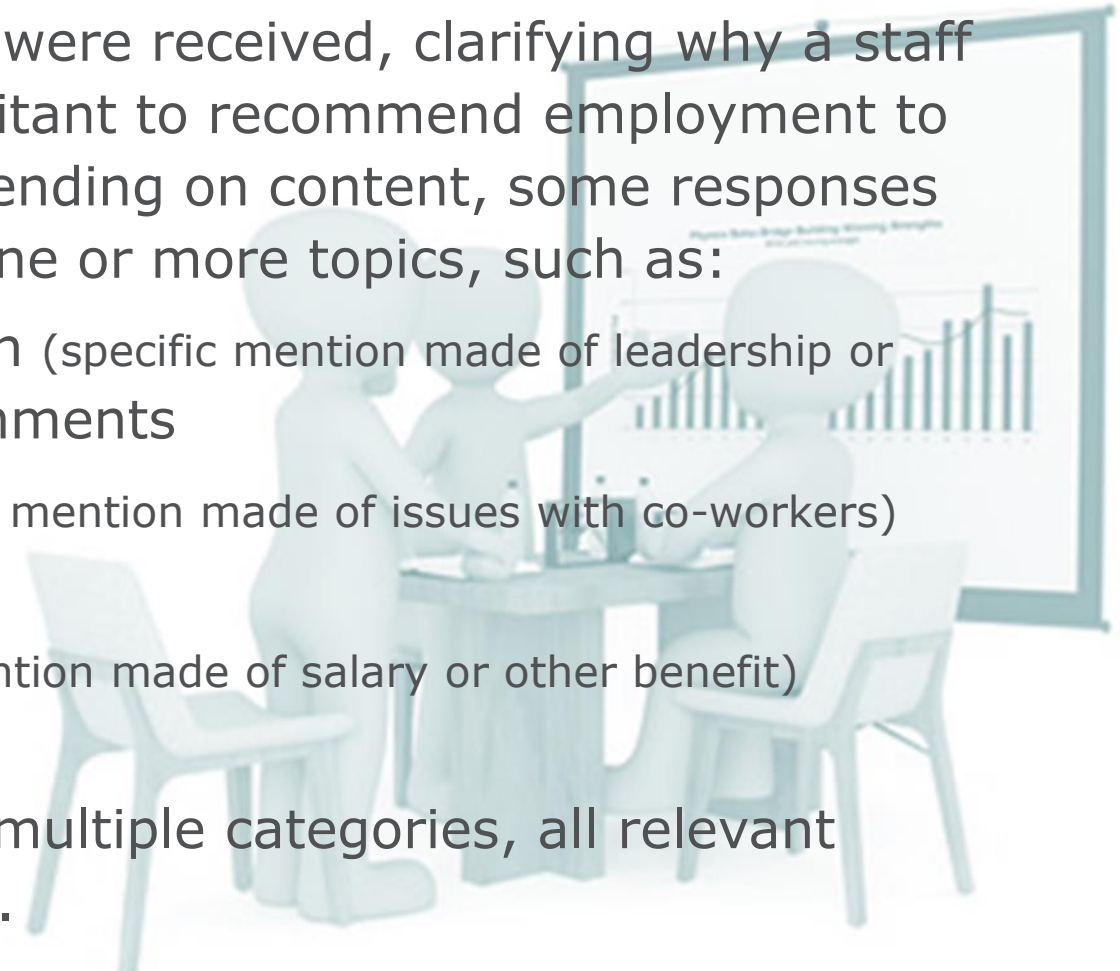
- This hospital has a reputation in the community for providing excellent patient care (3.39)
- I have confidence in hospital leadership to implement the plan (3.7)
- Senior leadership is a role model for hospital values and standards (3.7)

Data Example: Overall Satisfaction with Hospital as an Organization



Reporting Example (2): Overall Satisfaction with Hospital as an Organization

- A tenth item, willingness to recommend employment, rated 3.86
- Forty-eight responses were received, clarifying why a staff member might be hesitant to recommend employment to family or friends. Depending on content, some responses were categorized by one or more topics, such as:
 - Leadership Concern (specific mention made of leadership or management) 37 comments
 - Co-workers (specific mention made of issues with co-workers) 7 comments
 - Benefits (specific mention made of salary or other benefit) 3 comments
- If a response fell into multiple categories, all relevant categories were noted.



Develop and Communicate Action Plan

- Use findings to develop an action plan, targeting priority areas
- Develop a communication strategy to discuss survey results by senior and department leaders
- Message from senior leadership should focus on:
 - Overall survey results
 - Current actions
 - Planned actions
- Action plan should be discussed as it relates to hospital mission and values. Discuss strengths first, then opportunities for improvement
- Message from departmental leadership should focus on:
 - What is being done as an organization
 - What department leaders will do
 - What team/department/staff will do



Additional Recommendations

- Establish trainings for all staff, including executive and management teams, to focus on areas for improvement
- Consider creating a “staff satisfaction team”, and include key staff members. This is an opportunity to engage and groom future leaders by allowing them to work with current leadership on a project
- Consider annual staff satisfaction surveys for continual identification of areas in need of attention. This allows for ongoing intervention, which will improve and maintain a high-level of employee satisfaction
- Use this baseline value to compare future assessments for evaluating progress



Strategies to Increase Survey Response Rate

- Communicate to staff in advance about the upcoming survey and how the information will be used
- Provide information to staff about confidentiality of responses. This is one of the benefits of using an outside surveyor
- Provide two to three weeks for survey completion. Send periodic reminders regarding completion deadline



Questions?





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Contact Information

Rhonda Barcus, MS, LPC

Program Specialist II

904-321-7607

rbarcus@ruralcenter.org