

Employee Engagement Pulse Survey Results

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Objective

- AHS determined following the last full survey that a focused intervention was required in some areas of the organization.
- Two elements were considered
 - The Tier
 - The APR

The intent was to provide an intervention that would help improve the overall Engagement Score in these departments. A specific focus on APR score was made as this is the key indicator of the ability to engage in meaningful change.

Press Ganey's Tier Approach

Tier 1

- **Fewest Obstacles**
Less need for formal action planning
- Power Items scores ≥ 4.15

Tier 2

- **Some Obstacles**
Would benefit from group action planning
- Power Item scores ≥ 3.80 and < 4.15

Tier 3

- **Greatest Obstacles**
Would benefit most from action planning support
- Power Items Scores < 3.80

Tier helps organizations determine support /focus needed at the unit level

- Tier is a team score rather than simply a measure of manager performance
- Based on 15 Power Items (longstanding national drivers of engagement)
 - Used consistently across all PG clients
 - Includes items from all three survey domains (ORG, MGR, EMP)

Press Ganey's Action Planning Readiness Score™

High Readiness APR scores ≥ 90	Moderately High Readiness APR scores 80-89	Moderate Readiness APR scores 70 - 79	Moderately Low Readiness APR Scores 60-69	Low Readiness APR Scores below 60
<ul style="list-style-type: none">Group is ready to have discussions for improvement with manager		<ul style="list-style-type: none">Group may be ready for discussions— Manager may benefit from guidance		<ul style="list-style-type: none">Build relationships between managers and employees prior to discussions

APR helps organizations determine support /focus needed in the manager-employee relationship

- Based on 6 Manager Domain Items
- Used consistently across all PG clients
- Reported on a 100 pt scale, similar to a grade in school

The Plan

- Engaged two consultants, one directly from Press Ganey.
- The model was to meet the leader and their team over several sessions and to help build a plan that would allow for more productive interactions between manager and employee.
- Some of the baselines were incredibly low and which created a challenging environment in which to help move the team and or manager forward.
- Once the sessions were completed the HRBP's for the specific areas would continue to work with them and help them maintain the practices were discussed.

Results Summary

- 39 groups participated in the Pulse Survey
- 37 groups had sufficient responses to measure positive or negative movement in their score.
- 25 groups had positive movement in their APR Scores ranging from 5 points to 58 points in the Respiratory Therapy Department.
- 3 groups moved from Tier 3 to Tier 1.
- 3 groups moved from Tier 3 to Tier 2.
- Eastmont Wellness Center, Unit B1 at Fairmont SNF, Maternal Child Health OB Clinic and one of the four Patient Accounting units that participated all received an overall engagement score above the 2017 National Healthcare average.
- 11 groups overall score declined from their 2016 score.
- 9 groups had a reduction in their APR scores from 2016

Departments with Improved APR Scores

Report Group	2017 Pulse Eng Score	vs 2016 Eng	vs 2017 Natl HC Avg	vs 2016 Natl HC Avg	2017 Pulse Tier Rank	2017 APR Score	vs 2016 APR Score	2016 APR Score
RESPIRATORY THERAPY	4.10	0.27	-0.02	-0.03	2	83	58	25
AHD MEDICAL RECORDS	2.89	0.08	-1.23	-1.24	3	83	43	40
INTERVENTIONAL RADIOLOGY	3.50	0.52	-0.62	-0.63	3	90	42	48
PATIENT ACCOUNTING 5	3.97	0.97	-0.15	-0.16	1	95	39	56
HEALTH INFORMATION SERVICES	4.08	1.00	-0.04	-0.05	3	72	34	38
JGP NURSING ADMINISTRATION	3.50	0.50	-0.62	-0.63	3	73	34	39
SKILLED NURSING FACILITY B1	4.29	0.40	0.17	0.16	1	96	33	63
POST ANESTHESIA RECOVERY UNIT	3.77	0.18	-0.35	-0.36	3	79	32	47
EASTMONT WELLNESS CENTER	4.31	0.55	0.19	0.18	1	97	30	67
HGH HOUSEKEEPING 1	4.05	0.53	-0.07	-0.08	3	78	28	50
REVENUE INTEGRITY	3.35	-0.02	-0.77	-0.78	3	72	27	45
MCH/OB CLINIC	4.29	0.37	0.17	0.16	2	82	26	56
ADMITTING	3.87	0.06	-0.25	-0.26	3	76	26	50
RADIOLOGY DIAGNOSIS	3.86	-0.01	-0.26	-0.27	3	71	20	51
SOCIAL SERVICES 2	3.17	-0.10	-0.95	-0.96	3	54	19	35
SLH ECHOCARDIOLOGY	3.83	-0.45	-0.29	-0.30	3	75	17	58
NEONATAL INTENSIVE CARE	3.93	0.85	-0.19	-0.20	3	74	16	58
OBSTETRICS	3.93	0.24	-0.19	-0.20	2	82	15	67
SLH EMERGENCY	3.52	1.01	-0.60	-0.61	3	77	14	63
PATIENT ACCOUNTING 4	3.95	0.59	-0.17	-0.18	3	56	13	43
PATIENT ACCOUNTING 2	3.50	-0.33	-0.62	-0.63	3	74	9	65
AHD ECC	3.88	0.90	-0.24	-0.25	3	76	8	68
EMERGENCY	3.73	0.14	-0.39	-0.40	3	74	6	68
HGH HOUSEKEEPING 2	3.94	0.13	-0.18	-0.19	3	73	5	68
SURGERY	3.82	0.20	-0.30	-0.31	3	73	5	68

Departments with Decreases in APR Score

Report Group	2017 Pulse Eng Score	vs 2016 Eng	vs 2017 Natl HC Avg	vs 2016 Natl HC Avg	2017 Pulse Tier Rank	2017 APR Score	vs 2016 APR Score	2016 APR Score
HGH PHARMACY	3.68	0.15	-0.44	-0.45	3	82	-1	83
CLINICAL LABORATORY	3.36	-0.10	-0.76	-0.77	3	62	-2	64
CENTRAL SERVICES AND SUPPLY / MATERIALS MANAGEMENT	3.75	0.20	-0.37	-0.38	3	41	-3	44
PATIENT ACCOUNTING 1	4.26	0.24	0.14	0.13	3	61	-4	65
SLH PATIENT ACCOUNTING	3.13	0.27	-0.99	-1.00	3	54	-5	59
DIETARY	3.44	0.44	-0.68	-0.69	3	61	-6	67
PRE-OP CLINIC	3.38	0.26	-0.74	-0.75	3	46	-7	53
SLH FOOD + NUTRITION SVCS	3.65	-0.53	-0.47	-0.48	3	54	-9	63
SYS HR RECRUITMENT	3.43	-0.24	-0.69	-0.70	3	43	-22	65
SOCIAL SERVICES 1	3.64	-0.32	-0.48	-0.49	3	40	-27	67
PATIENT ACCOUNTING 3	3.70	-0.47	-0.42	-0.43	3	68	-28	96
AMBULATORY SURGERY	2.83	-0.92	-1.29	-1.30	3	22	-57	79

Departments Moving from Tier III to Tier I and Tier II

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OBSTETRICS	3.93	0.24	-0.19	-0.20	2	82	15	67

Next Steps

- Results shared with each manager and department by HRBP's.
- Identify specific areas to keep working on and improving.
- Assess other available data for departments that have struggled to improve.
- Assess if the issues can be resolved with coaching and development or other options need to be implemented.

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BENEFITS.



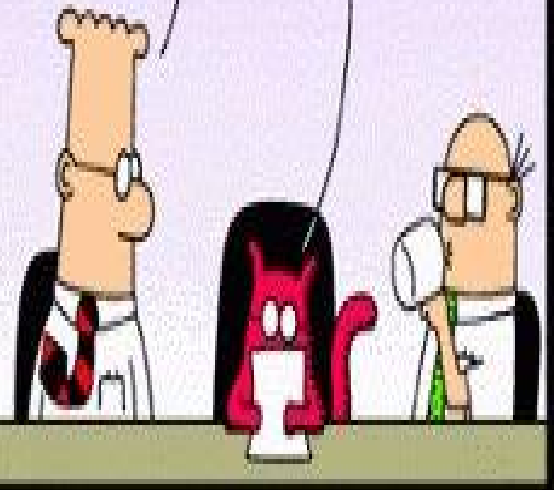
I DON'T
REMEMBER
DOING A
SURVEY.

WE POLLED
A RANDOM
SAMPLE.



THAT
SEEMS
A BIT
SUSPI-
CIOUS.

IN OTHER
FINDINGS,
YOU WANT
MORE
VERBAL
ABUSE.



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