LAGUNA HONDA
EMPLOYEE SATISFACTION SURVEY 2017
Summary Report

prepared for

LAGUNA HONDA HOSPITAL AND REHABILITATION CENTER

prepared by

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Executive Summary

Introduction

Laguna Honda Hospital and Rehabilitation Center (Laguna Honda), a general acute care hospital located in San Francisco, has one of the largest number of skilled nursing facility beds in the United States. As part of its mission to provide high quality, culturally competent long-term care and rehabilitation services to the diverse communities of San Francisco, it was important for the organization to provide a work environment where employees are engaged, supported and empowered.

To evaluate its work environment, Laguna Honda distributed a survey designed to provide the organization with valuable information and constructive feedback concerning its work environment and work place practices. Corey, Canapary & Galanis (CC&G) was contracted to compile and evaluate the information for this assessment.

Questionnaires were distributed to Laguna Honda employees by their department. Employees were given the option to complete the survey either online or by using a paper survey. Paper surveys were collected in boxes at locations throughout Laguna Honda, which were emptied periodically by Laguna Honda staff, and collected by a member of CC&G.

Response Rate

In total, 1,655 employees were contacted and 1,078 surveys were completed. This equals a response rate of **65%** (1,078 divided by 1,655), which is high for a survey of this type. Of the completed surveys, 788 were dropped into collection boxes at Laguna Honda or mailed directly to CC&G and 290 were completed online. To ensure proportional representation, results were weighted by department. In past years, results were not weighted. In addition, duplicate survey responses were identified and removed from data file. For more information about weighting and purging of duplicate survey responses, see "Methodology" in the Appendix.

Job Satisfaction Rating Changes Since 2016

- To provide an accurate comparison with the weighted 2017 data, 2016 data was weighted.
- Overall job satisfaction decreased, with 66% rating it excellent or good, compared to 70% in 2016.
- All rating attributes decreased since 2016, generally decreasing the excellent/good rating up to 11%
    - The largest decrease was *Cooperation among all Laguna Honda departments/units* with a 11% decrease in those rating it excellent or good (53% in 2017 vs. 64% in 2016)
    - The smallest decline was *Adequacy of equipment/supplies* with a 0.5% decrease in those rating it excellent or good (76.5% in 2017 vs 77% in 2016)

Job Satisfaction Attributes

- While there was a definite decrease in job satisfaction attribute ratings, most attributes still rated 60% or higher (excellent/good rating)
- The three highest rated attributes were:
    - *Adequacy of equipment/supplies* (77% excellent/good rating),
    - *Quality of training* (70% excellent/good rating), and
    - *Safety of workplace* (69% excellent/good rating)
- The three lowest rated attributes were:
    - *Opportunity for growth/training* (59% excellent/good rating),

- *Attentiveness of management to employee well-being* (59% excellent/good rating), and
- *Cooperation among all Laguna Honda departments/units* (53% excellent/good rating).

Overall Job Satisfaction Rating

- Two-thirds (66%) of employees rating their job satisfaction as Excellent or Good
  - Respondents from Clinical Support, H.R./Payroll, and the Pharmacy rated their job satisfaction the highest with 100% rating it excellent or good.
  - Respondents from Activity Therapy and EVS rated their job satisfaction the lowest with 21% and 38% (respectively) rating it excellent or good.
- Reasons for Excellent or Good Job Satisfaction Rating were:
  - Great teamwork/Cooperation/Good Co-workers,
  - Supervisors are supportive/professional/seek input, and
  - Enjoy working here/Good place to work.
- Reasons for Fair or Poor Job Satisfaction Rating were:
  - Favoritism/Nepotism/Racism/Inconsistent standards in assignment/discipline/promotion/hiring,
  - Lack of communication/Clear expectations from supervisors/management, and
  - Management/Supervisors are unprofessional/do not show leadership/do not plan/are ineffective/are not accountable.

Attributes Most Affecting Satisfaction

Attribute ratings were analyzed to determine which attributes have the most impact on overall employee satisfaction.

- Attributes impacting overall employee satisfaction…where Laguna Honda is doing relatively well were:
  - Communication among co-workers/staff,
  - Access to management for employees, and
  - Communication by direct supervisor/manager,
- Attributes impacting overall employee satisfaction…where Laguna Honda can improve were:
  - Clear expectations from direct supervisor/manager,
  - Appreciation of my work from my supervisor/manager,
  - Opportunity to give input,
  - Attentiveness of management to employee well-being, and
  - Regular communication about my progress

Laguna Honda as a Place to Work

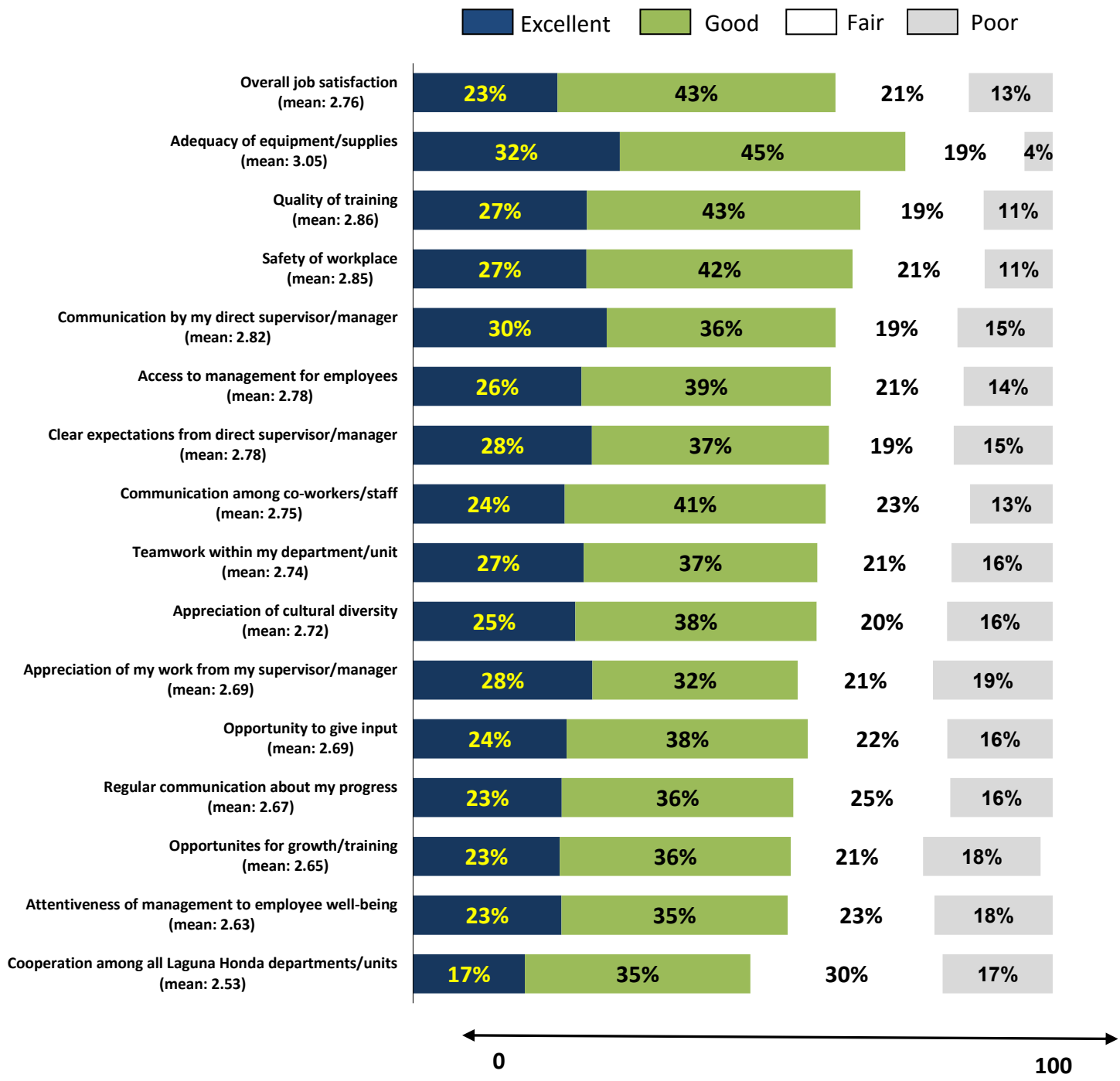
- When asked to rate their organization between 1 and 10 (with ten being the best), half of employees (47%) rated their organization between 8 and 10. Only 12% rated their organization between 1 and 3.
- Most employees (82%) would recommend their organization as a place to work.

Key Improvements

When asked for specific suggestions for improvement, the top suggestions by employees were:

- Adequate/More staff /Revised staffing procedures,
- Staff Appreciation/Less Micromanagement/Antagonistic Management Style/Reduce The “Us Vs. Them”/Finger Pointing Relationships Between Management and Workers, and
- Better communication up and down the hierarchy/between departments

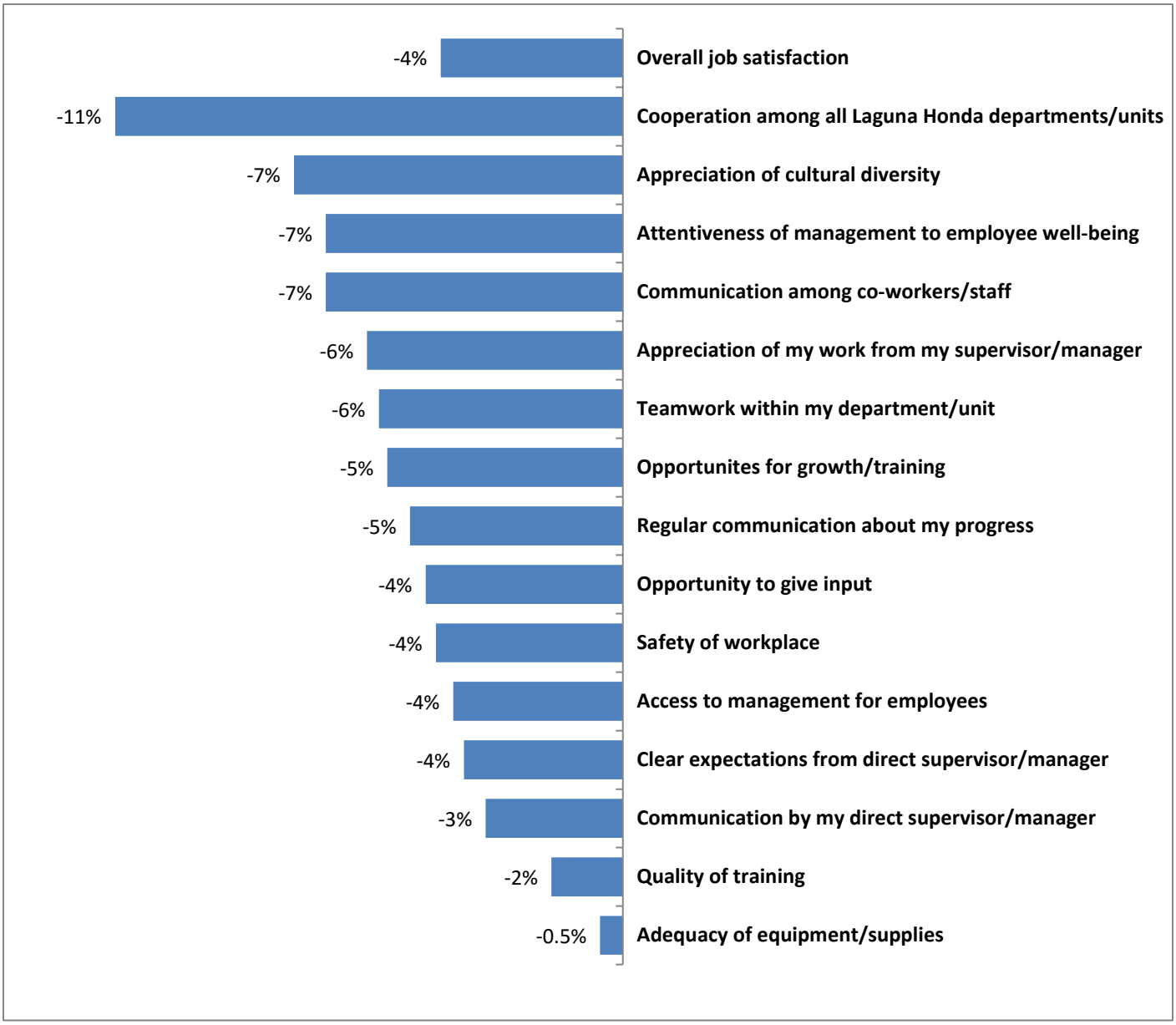
Rating Attributes (Overall)*



*Mean Score in parenthesis after attribute. Mean scores are based on a 4 point scale

Rating Attributes (Change-Excellent or Good)*

Difference between "Excellent or Good" ratings in 2017 vs 2016.



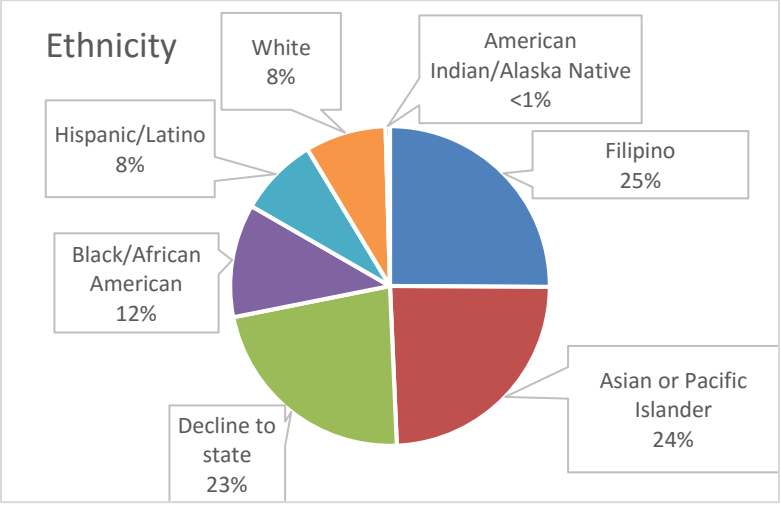
*2016 data was originally unweighted. To provide an accurate comparison with the weighted 2017 data, 2016 data was weighted for this report.

Rating Attributes (Change-Detail)*

	2017			2016			Difference		
	Excellent/Good	Fair/Poor	Mean	Excellent/Good	Fair/Poor	Mean	Excellent/Good	Fair/Poor	Mean
Overall job satisfaction	66%	34%	2.76	70%	30%	2.99	-4%	4%	-0.23
Adequacy of equipment/supplies	77%	23%	3.05	77%	23%	3.08	-1%	1%	-0.03
Quality of training	70%	30%	2.86	72%	28%	3.03	-2%	2%	-0.17
Communication among co-workers/staff	65%	35%	2.75	71%	29%	3.02	-7%	7%	-0.26
Appreciation of cultural diversity	63%	37%	2.72	71%	29%	3.01	-7%	7%	-0.29
Teamwork within my department/unit	63%	37%	2.74	69%	31%	3.00	-6%	6%	-0.25
Access to management for employees	65%	35%	2.78	69%	31%	3.02	-4%	4%	-0.24
Communication by my direct supervisor/manager	66%	34%	2.82	69%	31%	2.98	-3%	3%	-0.16
Clear expectations from direct supervisor/manager	65%	35%	2.78	69%	31%	2.95	-4%	4%	-0.18
Appreciation of my work from my supervisor/manager	60%	40%	2.69	66%	34%	2.92	-6%	6%	-0.23
Opportunity to give input	62%	38%	2.69	66%	34%	2.92	-4%	4%	-0.23
Attentiveness of management to employee well-being	59%	41%	2.63	65%	35%	2.91	-7%	7%	-0.28
Opportunites for growth/training	59%	39%	2.65	64%	35%	2.86	-5%	4%	-0.21
Safety of workplace	69%	31%	2.85	73%	27%	2.96	-4%	4%	-0.11
Regular communication about my progress	59%	41%	2.67	64%	36%	2.87	-5%	5%	-0.20
Cooperation among all Laguna Honda departments/units	53%	47%	2.53	64%	36%	2.88	-11%	11%	-0.35

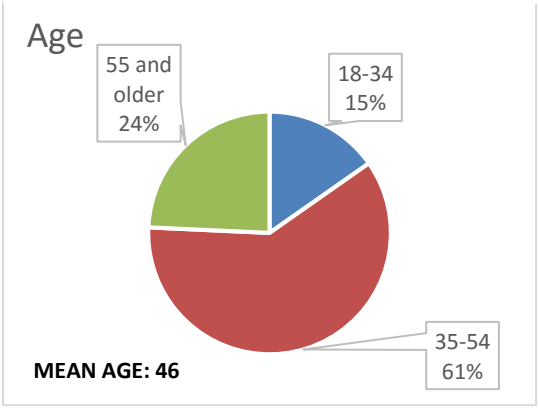
*2016 data was originally unweighted. To provide an accurate comparison with the weighted 2017 data, 2016 data was weighted for this report.

Who Took the Survey?*



YEARS WORKED AT LAGUNA HONDA

Less than one	10%
1-3 years	20%
4-5 years	15%
6-10 years	16%
More than 10 years	38%
Declined to state	1%
MEAN YEARS AT LAGUNA HONDA	**8**



DEPARTMENT

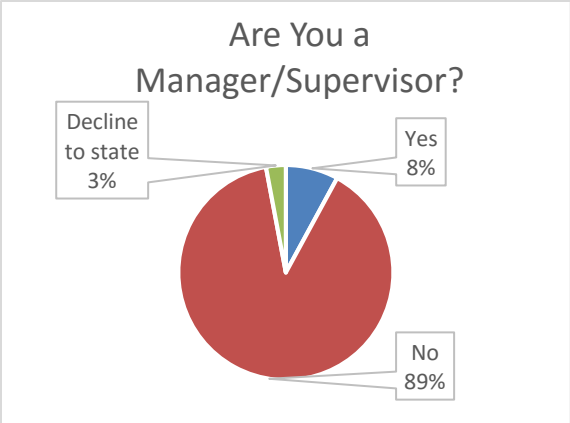
Nursing-CNA/PCA/HHA	32%
Nursing-RN/LVN	16%
Food Service	10%
EVS	7%
Health at Home	3%
Activity Therapy	2%
Facility	2%
Physician/Provider	2%
Nursing-Admin/Other	2%
Primary Care Telephone Communication	2%
Rehab	2%
Pharmacy	2%
Information Systems	2%
Sheriff	2%
Health Information	1%
Social Services	1%
H.R./Payroll	1%
Administration	1%
Accounting	1%
Quality Management	1%
Materials Management/CSR	1%
Clinical Nutrition	1%
Patient Financial Svcs	1%
Admissions and Eligibility	1%
Clinical Support (Lab, X-Ray, Resp Tx)	1%
Billing	<1%
Office of Managed Care	<1%
Blank/Multiple Responses	3%

SHIFTS WORKED

Days	70%
Evenings/PM	15%
Night/AM	10%
Declined to state	4%

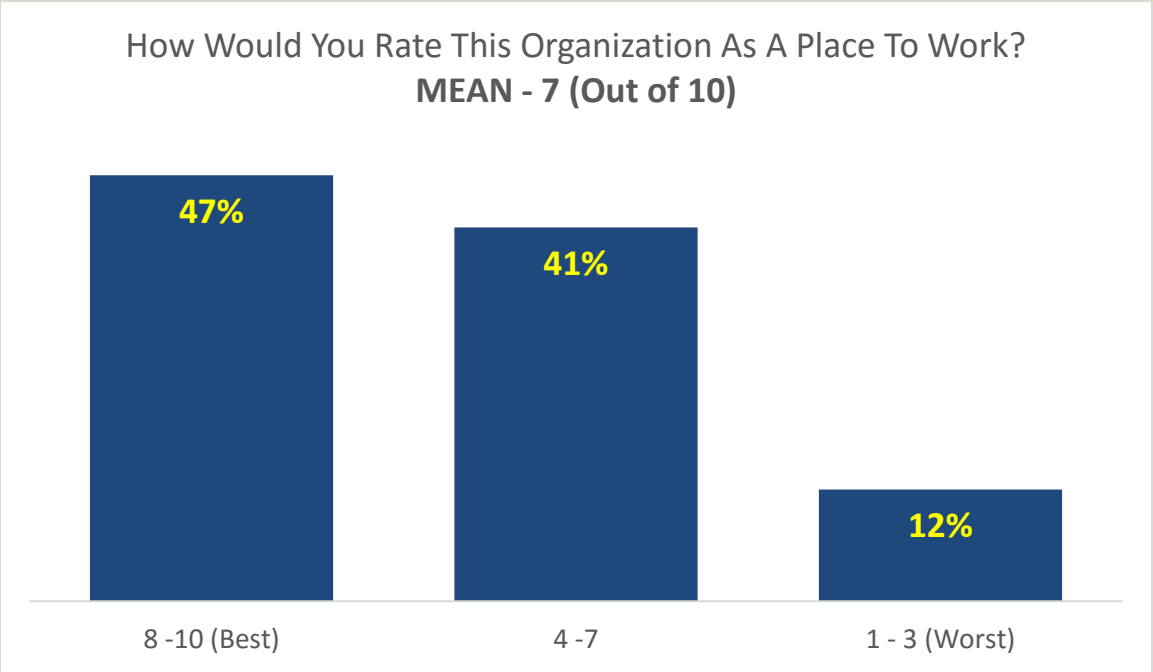
HOURS WORKED

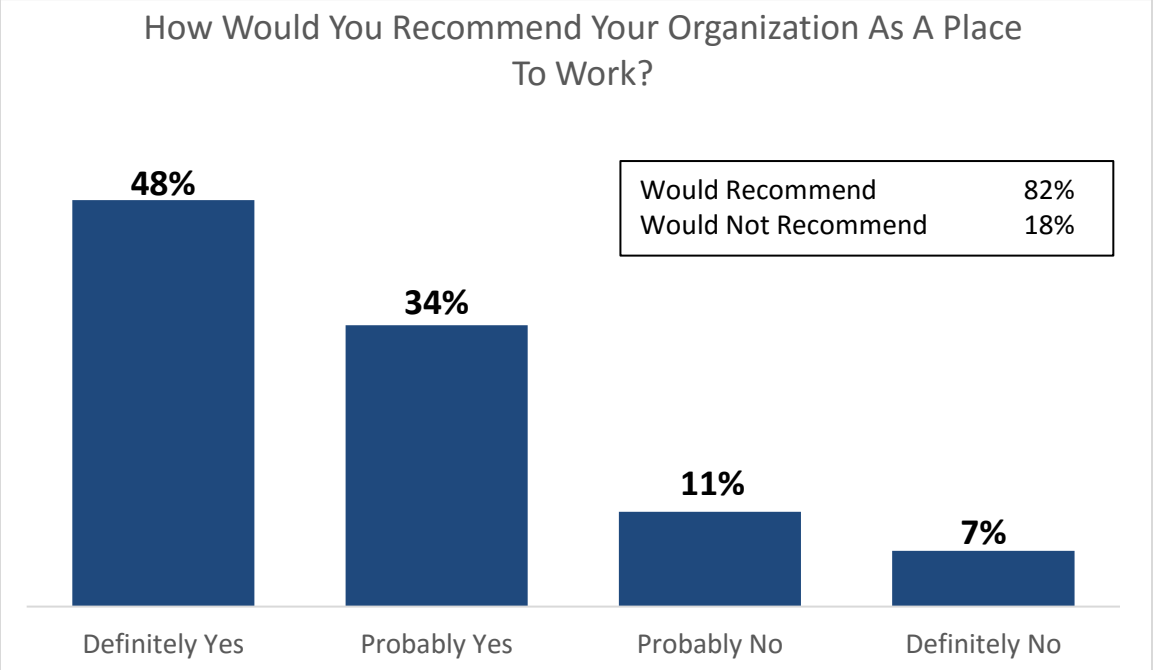
Full time	90%
As needed	5%
Part time	3%
Declined to state	1%



*Numbers given are percentages, note that due to rounding, total percentages may equal slightly more or less than 100%

Laguna Honda As A Place To Work*

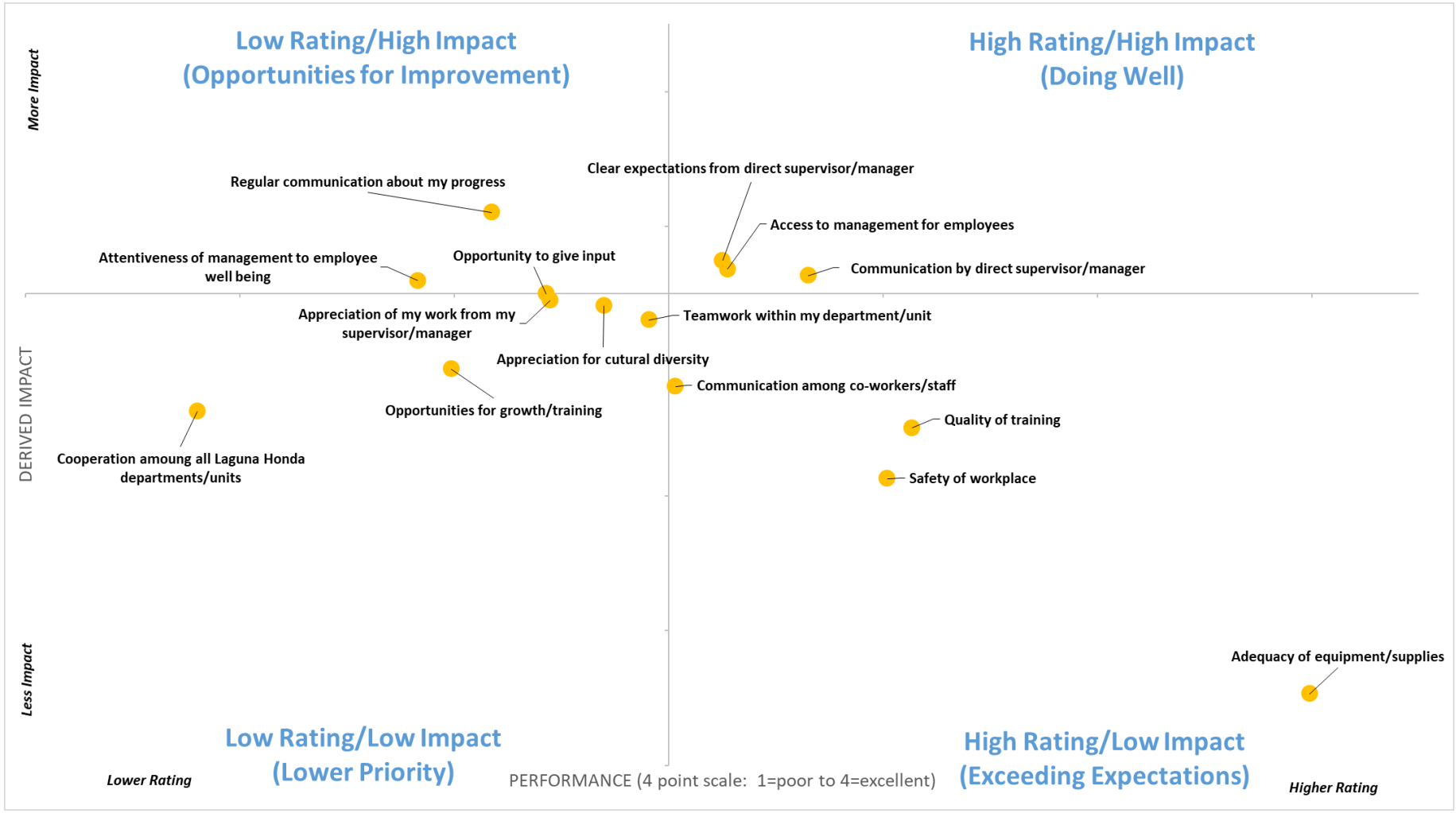




*Numbers given are percentages, note that due to rounding, total percentages may equal slightly more or less than 100%

Job Satisfaction Quadrant Analysis

This chart is designed to help set priorities for future initiatives to improve employee satisfaction. The chart quantifies how much impact each service characteristic has on overall satisfaction from an employee perspective (using the vertical axis) and shows the average employee rating for each characteristic (using the horizontal axis).



Detailed Results

Rating Attributes (by Department)

Q5 As an employee of Laguna Honda, how would you rate:

A. ADEQUACY OF EQUIPMENT/SUPPLIES

		Excellent			Poor		
Department	N^	4	3	2	1	Blank*	Mean Score
Total	1,078	32%	45%	19%	4%	7	3.05
Accounting	11	35%	48%	13%	4%	-	3.13
Activity Therapy	25	22%	49%	24%	5%	1	2.88
Administration	13	44%	44%	13%	-	-	3.31
Admissions/Eligibility	8	14%	71%	14%	-	-	3.00
Clinical Nutrition	8	15%	69%	15%	-	1	3.00
Clinical Support (Lab, X-Ray, Resp Tx)	8	25%	63%	13%	-	-	3.13
EVS	75	14%	26%	23%	37%	-	2.18
Facility	24	32%	59%	9%		-	3.23
Food Service	107	22%	43%	31%	4%	-	2.83
H.R./Payroll	13	10%	90%	-	-	-	3.10
Health at Home	30	11%	57%	32%	-	-	2.78
Health Information	15	10%	50%	40%	-	-	2.70
Information Systems	16	40%	33%	13%	13%	1	3.00
Materials/Management/CSR	9	17%	67%	17%	-	-	3.00
Nursing-Admin/Other	24	22%	55%	24%	-	-	2.98
Nursing-CNA/PCA/HHA	343	49%	39%	12%	<1%	2	3.36
Nursing-RN/LVN	172	35%	44%	21%	-	-	3.14
Patient Financial Services	8	18%	59%	14%	9%	-	2.86
Pharmacy	18	41%	55%	5%	-	-	3.36
Physician/Provider	24	-	50%	36%	14%	1	2.36
Primary Care Telephone Communication	20	37%	63%	-	-	-	3.37
Quality Management	11	33%	56%	11%	-	-	3.22
Rehab	20	25%	42%	29%	4%	-	2.88
Sheriff	16	18%	59%	24%	-	-	2.94
Social Services	13	13%	53%	33%	-	-	2.80
Billing/Managed Care/Blank/ Other	47	22%	50%	17%	11%	2	2.83

^Number of responses for this department, weighted to proportionally represent staff level by department at Laguna Honda
*Blanks were not included in computing the mean score. The number shown in the blanks column is the number of blank responses to that question.

Q5 As an employee of Laguna Honda, how would you rate:

B. QUALITY OF TRAINING

		Excellent			Poor		
Department	N^	4	3	2	1	Blank*	Mean Score
Total	1,078	27%	43%	19%	11%	11	2.86
Accounting	11	30%	48%	22%	-	-	3.09
Activity Therapy	25	5%	33%	26%	36%	-	2.07
Administration	13	31%	44%	25%	-	-	3.06
Admissions/Eligibility	8	14%	43%	14%	29%	-	2.43
Clinical Nutrition	8	14%	57%	21%	7%	-	2.79
Clinical Support (Lab, X-Ray, Resp Tx)	8	38%	63%	-	-	-	3.38
EVS	75	12%	25%	21%	42%	-	2.07
Facility	24	23%	41%	23%	14%	-	2.73
Food Service	107	19%	33%	35%	13%	3	2.57
H.R./Payroll	13	10%	90%	-	-	-	3.10
Health at Home	30	16%	41%	32%	11%	-	2.62
Health Information	15	15%	45%	10%	30%	-	2.45
Information Systems	16	20%	47%	7%	27%	1	2.60
Materials/Management/CSR	9	-	83%	-	17%	-	2.67
Nursing-Admin/Other	24	12%	56%	27%	6%	-	2.73
Nursing-CNA/PCA/HHA	343	44%	43%	10%	3%	3	3.28
Nursing-RN/LVN	172	25%	47%	18%	10%	-	2.86
Patient Financial Services	8	23%	45%	14%	18%	-	2.73
Pharmacy	18	52%	48%	-	-	1	3.52
Physician/Provider	24	-	36%	59%	5%	1	2.32
Primary Care Telephone Communication	20	40%	47%	10%	3%	-	3.23
Quality Management	11	22%	56%	22%	-	-	3.00
Rehab	20	21%	33%	42%	4%	-	2.71
Sheriff	16	29%	41%	29%	-	-	3.00
Social Services	13	7%	53%	40%	-	-	2.67
Billing/Managed Care/Blank/ Other	47	13%	45%	25%	17%	2	2.54

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Q5 As an employee of Laguna Honda, how would you rate:

C. OPPORTUNITIES FOR GROWTH/TRAINING

		Excellent			Poor		
Department	N^	4	3	2	1	Blank*	Mean Score
Total	1,078	23%	36%	21%	18%	21	2.65
Accounting	11	26%	57%	17%	-	-	3.09
Activity Therapy	25	7%	14%	26%	52%	-	1.76
Administration	13	31%	31%	31%	6%	-	2.88
Admissions/Eligibility	8	14%	29%	-	57%	-	2.00
Clinical Nutrition	8	14%	36%	14%	29%	1	2.38
Clinical Support (Lab, X-Ray, Resp Tx)	8	25%	13%	38%	25%	-	2.38
EVS	75	13%	23%	16%	47%	1	2.02
Facility	24	18%	45%	9%	23%	1	2.62
Food Service	107	17%	29%	25%	25%	6	2.40
H.R./Payroll	13	20%	60%	20%	-	-	3.00
Health at Home	30	5%	30%	51%	8%	2	2.34
Health Information	15	15%	45%	15%	20%	1	2.58
Information Systems	16	19%	44%	6%	31%	-	2.50
Materials/Management/CSR	9	17%	50%	17%	17%	-	2.67
Nursing-Admin/Other	24	6%	52%	27%	15%	-	2.48
Nursing-CNA/PCA/HHA	343	37%	38%	14%	9%	5	3.04
Nursing-RN/LVN	172	22%	39%	20%	18%	1	2.65
Patient Financial Services	8	18%	55%	14%	14%	-	2.77
Pharmacy	18	27%	55%	9%	5%	1	3.10
Physician/Provider	24	13%	17%	48%	22%	-	2.22
Primary Care Telephone Communication	20	20%	43%	27%	7%	1	2.79
Quality Management	11	6%	33%	28%	33%	-	2.11
Rehab	20	17%	38%	29%	17%	-	2.54
Sheriff	16	12%	47%	35%	6%	-	2.65
Social Services	13	7%	40%	47%	7%	-	2.47
Billing/Managed Care/Blank/ Other	47	10%	31%	30%	24%	3	2.29

^Number of responses for this department, weighted to proportionally represent staff level by department at Laguna Honda
*Blanks were not included in computing the mean score. The number shown in the blanks column is the number of blank responses to that question.

Q5 As an employee of Laguna Honda, how would you rate:

D. OPPORTUNITY TO GIVE INPUT

		Excellent			Poor		
Department	**N^**	**4**	**3**	**2**	**1**	**Blank***	**Mean Score**
Total	1,078	24%	38%	22%	16%	18	2.69
Accounting	11	35%	39%	26%	-	-	3.09
Activity Therapy	25	10%	14%	24%	52%	-	1.81
Administration	13	50%	25%	19%	6%	-	3.19
Admissions/Eligibility	8	29%	14%	29%	29%	-	2.43
Clinical Nutrition	8	29%	29%	7%	36%	-	2.50
Clinical Support (Lab, X-Ray, Resp Tx)	8	38%	50%	13%	-	-	3.25
EVS	75	15%	20%	16%	48%	1	2.03
Facility	24	23%	50%	9%	18%	-	2.77
Food Service	107	19%	35%	32%	14%	4	2.59
H.R./Payroll	13	20%	80%	-	-	-	3.20
Health at Home	30	19%	38%	32%	11%	-	2.65
Health Information	15	30%	40%	15%	15%	-	2.85
Information Systems	16	33%	33%	20%	13%	1	2.87
Materials/Management/CSR	9	33%	50%	-	17%	-	3.00
Nursing-Admin/Other	24	6%	54%	26%	14%	1	2.52
Nursing-CNA/PCA/HHA	343	32%	39%	18%	11%	7	2.93
Nursing-RN/LVN	172	18%	38%	25%	20%	-	2.53
Patient Financial Services	8	32%	41%	14%	14%	-	2.91
Pharmacy	18	50%	41%	9%	-	-	3.41
Physician/Provider	24	13%	26%	39%	22%	-	2.30
Primary Care Telephone Communication	20	31%	52%	7%	10%	1	3.03
Quality Management	11	17%	39%	17%	28%	-	2.44
Rehab	20	8%	63%	25%	4%	-	2.75
Sheriff	16	29%	35%	35%	-	-	2.94
Social Services	13	13%	47%	33%	7%	-	2.67
Billing/Managed Care/Blank/ Other	47	14%	41%	33%	13%	3	2.56

^Number of responses for this department, weighted to proportionally represent staff level by department at Laguna Honda
*Blanks were not included in computing the mean score. The number shown in the blanks column is the number of blank responses to that question.

Q5 As an employee of Laguna Honda, how would you rate:

E. SAFETY OF WORKPLACE

		Excellent			Poor		
Department	N^	4	3	2	1	Blank*	Mean Score
Total	1,078	27%	42%	21%	11%	13	2.85
Accounting	11	39%	43%	13%	4%	-	3.17
Activity Therapy	25	12%	38%	26%	24%	-	2.38
Administration	13	38%	56%	6%	-	-	3.31
Admissions/Eligibility	8	29%	43%	29%	-	-	3.00
Clinical Nutrition	8	29%	71%	-	-	-	3.29
Clinical Support (Lab, X-Ray, Resp Tx)	8	38%	38%	25%	-	-	3.13
EVS	75	16%	38%	17%	29%	-	2.41
Facility	24	41%	45%	5%	9%	-	3.18
Food Service	107	21%	41%	29%	10%	6	2.73
H.R./Payroll	13	20%	70%	10%	-	-	3.10
Health at Home	30	3%	43%	38%	16%	-	2.32
Health Information	15	15%	60%	15%	10%	-	2.80
Information Systems	16	53%	27%	13%	7%	1	3.27
Materials/Management/CSR	9	33%	50%	17%	-	-	3.17
Nursing-Admin/Other	24	10%	52%	25%	13%	-	2.58
Nursing-CNA/PCA/HHA	343	37%	37%	18%	7%	3	3.04
Nursing-RN/LVN	172	19%	43%	26%	12%	1	2.69
Patient Financial Services	8	27%	64%	5%	5%	-	3.14
Pharmacy	18	59%	36%	5%	-	-	3.55
Physician/Provider	24	17%	43%	26%	13%	-	2.65
Primary Care Telephone Communication	20	43%	50%	7%	-	-	3.37
Quality Management	11	28%	50%	17%	6%	-	3.00
Rehab	20	13%	33%	38%	17%	-	2.42
Sheriff	16	24%	47%	29%	-	-	2.94
Social Services	13	7%	60%	27%	7%	-	2.67
Billing/Managed Care/Blank/ Other	47	25%	41%	18%	17%	2	2.74

^Number of responses for this department, weighted to proportionally represent staff level by department at Laguna Honda
*Blanks were not included in computing the mean score. The number shown in the blanks column is the number of blank responses to that question.

Q5 As an employee of Laguna Honda, how would you rate:

F. ACCESS TO MANAGEMENT FOR EMPLOYEES

		Excellent			Poor		
Department	**N^**	**4**	**3**	**2**	**1**	**Blank***	**Mean Score**
Total	1,078	26%	39%	21%	14%	6	2.78
Accounting	11	35%	57%	4%	4%	-	3.22
Activity Therapy	25	17%	19%	24%	40%	-	2.12
Administration	13	56%	25%	19%	-	-	3.38
Admissions/Eligibility	8	29%	57%	14%	-	-	3.14
Clinical Nutrition	8	36%	21%	14%	29%	-	2.64
Clinical Support (Lab, X-Ray, Resp Tx)	8	63%	25%	13%	-	-	3.50
EVS	75	19%	22%	11%	48%	1	2.12
Facility	24	36%	32%	14%	18%	-	2.86
Food Service	107	21%	34%	37%	8%	1	2.68
H.R./Payroll	13	40%	60%	-	-	-	3.40
Health at Home	30	22%	35%	38%	5%	-	2.73
Health Information	15	30%	40%	5%	25%	-	2.75
Information Systems	16	40%	20%	13%	27%	1	2.73
Materials/Management/CSR	9	33%	50%	-	17%	-	3.00
Nursing-Admin/Other	24	15%	56%	12%	17%	-	2.69
Nursing-CNA/PCA/HHA	343	29%	42%	20%	9%	-	2.91
Nursing-RN/LVN	172	19%	39%	28%	15%	1	2.61
Patient Financial Services	8	27%	55%	14%	5%	-	3.05
Pharmacy	18	45%	50%	5%	-	-	3.41
Physician/Provider	24	26%	39%	17%	17%	-	2.74
Primary Care Telephone Communication	20	43%	47%	10%	-	-	3.33
Quality Management	11	44%	28%	6%	22%	-	2.94
Rehab	20	29%	58%	13%	-	-	3.17
Sheriff	16	29%	53%	18%	-	-	3.12
Social Services	13	13%	53%	33%	-	-	2.80
Billing/Managed Care/Blank/ Other	47	23%	36%	23%	18%	2	2.64

^Number of responses for this department, weighted to proportionally represent staff level by department at Laguna Honda
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Q5 As an employee of Laguna Honda, how would you rate:

G. ATTENTIVENESS OF MANAGEMENT TO EMPLOYEE WELL BEING

		Excellent			Poor		
Department	N^	4	3	2	1	Blank*	Mean Score
Total	1,078	23%	35%	23%	18%	15	2.63
Accounting	11	30%	52%	9%	9%	-	3.04
Activity Therapy	25	7%	17%	14%	62%	-	1.69
Administration	13	31%	50%	6%	13%	-	3.00
Admissions/Eligibility	8	29%	29%	43%	-	-	2.86
Clinical Nutrition	8	36%	21%	14%	29%	-	2.64
Clinical Support (Lab, X-Ray, Resp Tx)	8	63%	13%	25%	-	-	3.38
EVS	75	20%	16%	15%	48%	1	2.09
Facility	24	14%	50%	23%	14%	-	2.64
Food Service	107	21%	28%	39%	12%	3	2.59
H.R./Payroll	13	40%	60%	-	-	-	3.40
Health at Home	30	19%	39%	31%	11%	1	2.67
Health Information	15	25%	40%	15%	20%	-	2.70
Information Systems	16	27%	20%	13%	40%	1	2.33
Materials/Management/CSR	9	33%	50%	-	17%	-	3.00
Nursing-Admin/Other	24	12%	39%	27%	22%	<1	2.41
Nursing-CNA/PCA/HHA	343	28%	42%	17%	14%	5	2.83
Nursing-RN/LVN	172	17%	32%	29%	22%	1	2.43
Patient Financial Services	8	23%	59%	14%	5%	-	3.00
Pharmacy	18	36%	41%	23%	-	-	3.14
Physician/Provider	24	9%	35%	30%	26%	-	2.26
Primary Care Telephone Communication	20	37%	33%	20%	10%	-	2.97
Quality Management	11	17%	17%	39%	28%	-	2.22
Rehab	20	25%	42%	33%	-	-	2.92
Sheriff	16	24%	35%	41%	-	-	2.82
Social Services	13	27%	40%	27%	7%	-	2.87
Billing/Managed Care/Blank/ Other	47	20%	35%	25%	20%	3	2.56

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Q5 As an employee of Laguna Honda, how would you rate:

H. CLEAR EXPECTATIONS FROM DIRECT SUPERVISOR/MANAGER

		Excellent			Poor		
Department	N^	4	3	2	1	Blank*	Mean Score
Total	1,078	28%	37%	19%	15%	13	2.78
Accounting	11	26%	52%	17%	4%	-	3.00
Activity Therapy	25	10%	20%	12%	59%	1	1.80
Administration	13	50%	31%		19%	-	3.13
Admissions/Eligibility	8	29%	43%	29%	-	-	3.00
Clinical Nutrition	8	43%	21%	7%	29%	-	2.79
Clinical Support (Lab, X-Ray, Resp Tx)	8	63%	25%	13%	-	-	3.50
EVS	75	19%	19%	12%	50%	1	2.08
Facility	24	23%	36%	23%	18%	-	2.64
Food Service	107	23%	37%	29%	11%	3	2.72
H.R./Payroll	13	20%	70%	-	10%	-	3.00
Health at Home	30	33%	33%	28%	6%	1	2.94
Health Information	15	35%	25%	15%	25%	-	2.70
Information Systems	16	20%	20%	20%	40%	1	2.20
Materials/Management/CSR	9	17%	67%	17%	-	-	3.00
Nursing-Admin/Other	24	15%	46%	21%	17%	-	2.60
Nursing-CNA/PCA/HHA	343	35%	36%	20%	8%	3	2.98
Nursing-RN/LVN	172	17%	43%	23%	17%	1	2.60
Patient Financial Services	8	23%	59%	14%	5%	-	3.00
Pharmacy	18	45%	55%	-	-	-	3.45
Physician/Provider	24	26%	35%	17%	22%	-	2.65
Primary Care Telephone Communication	20	37%	40%	17%	7%	-	3.07
Quality Management	11	22%	22%	28%	28%	-	2.39
Rehab	20	38%	54%	8%	-	-	3.29
Sheriff	16	19%	63%	19%	-	1	3.00
Social Services	13	60%	40%	-	-	-	3.60
Billing/Managed Care/Blank/ Other	47	31%	29%	22%	18%	2	2.74

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Q5 As an employee of Laguna Honda, how would you rate:

I. COMMUNICATION BY DIRECT SUPERVISOR/MANAGER

		Excellent			Poor		
Department	N^	4	3	2	1	Blank*	Mean Score
Total	1,078	30%	36%	19%	15%	12	2.82
Accounting	11	26%	61%	9%	4%	-	3.09
Activity Therapy	25	10%	17%	17%	57%	-	1.79
Administration	13	44%	38%	6%	13%	-	3.13
Admissions/Eligibility	8	43%	29%	29%	-	-	3.14
Clinical Nutrition	8	36%	29%	7%	29%	-	2.71
Clinical Support (Lab, X-Ray, Resp Tx)	8	71%	29%	-	-	1	3.71
EVS	75	20%	16%	15%	49%	-	2.07
Facility	24	24%	38%	19%	19%	1	2.67
Food Service	107	24%	35%	32%	9%	3	2.73
H.R./Payroll	13	20%	70%	-	10%	-	3.00
Health at Home	30	28%	31%	33%	8%	1	2.78
Health Information	15	30%	30%	10%	30%	-	2.60
Information Systems	16	13%	33%	20%	33%	1	2.27
Materials/Management/CSR	9	33%	50%	-	17%	-	3.00
Nursing-Admin/Other	24	25%	31%	29%	14%	-	2.69
Nursing-CNA/PCA/HHA	343	38%	35%	19%	7%	3	3.05
Nursing-RN/LVN	172	21%	43%	18%	17%	-	2.68
Patient Financial Services	8	23%	50%	23%	5%	-	2.91
Pharmacy	18	50%	50%	-	-	-	3.50
Physician/Provider	24	26%	39%	9%	26%	-	2.65
Primary Care Telephone Communication	20	40%	37%	17%	7%	-	3.10
Quality Management	11	28%	28%	17%	28%	-	2.56
Rehab	20	46%	46%	8%	-	-	3.38
Sheriff	16	24%	53%	24%	-	-	3.00
Social Services	13	60%	33%	7%	-	-	3.53
Billing/Managed Care/Blank/ Other	47	30%	30%	29%	11%	2	2.79

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Q5 As an employee of Laguna Honda, how would you rate:

J. REGULAR COMMUNICATION ABOUT MY PROGRESS

		Excellent			Poor		
Department	**N^**	**4**	**3**	**2**	**1**	**Blank***	**Mean Score**
Total	1,078	23%	36%	25%	16%	11	2.67
Accounting	11	9%	74%	13%	4%	-	2.87
Activity Therapy	25	5%	14%	26%	55%	-	1.69
Administration	13	38%	38%	13%	13%	-	3.00
Admissions/Eligibility	8	14%	29%	43%	14%	-	2.43
Clinical Nutrition	8	21%	43%	7%	29%	-	2.57
Clinical Support (Lab, X-Ray, Resp Tx)	8	50%	38%	13%	-	-	3.38
EVS	75	16%	21%	13%	50%	1	2.04
Facility	24	27%	27%	32%	14%	-	2.68
Food Service	107	16%	32%	40%	12%	3	2.52
H.R./Payroll	13	-	60%	40%	-	-	2.60
Health at Home	30	17%	47%	17%	19%	1	2.61
Health Information	15	25%	30%	20%	25%	-	2.55
Information Systems	16	20%	27%	20%	33%	1	2.33
Materials/Management/CSR	9	17%	67%	17%	-	-	3.00
Nursing-Admin/Other	24	13%	38%	29%	19%	-	2.46
Nursing-CNA/PCA/HHA	343	34%	35%	23%	8%	2	2.94
Nursing-RN/LVN	172	14%	41%	27%	18%	1	2.52
Patient Financial Services	8	18%	55%	18%	9%	-	2.82
Pharmacy	18	27%	55%	18%	-	-	3.09
Physician/Provider	24	17%	39%	22%	22%	-	2.52
Primary Care Telephone Communication	20	27%	40%	17%	17%	-	2.77
Quality Management	11	17%	39%	17%	28%	-	2.44
Rehab	20	25%	42%	29%	4%	-	2.88
Sheriff	16	24%	47%	29%	-	-	2.94
Social Services	13	53%	33%	13%	-	-	3.40
Billing/Managed Care/Blank/ Other	47	21%	36%	27%	16%	3	2.62

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Q5 As an employee of Laguna Honda, how would you rate:

K. APPRECIATION OF MY WORK FROM MY SUPERVISOR/MANAGER

		Excellent			Poor		
Department	N^	4	3	2	1	Blank*	Mean Score
Total	1,078	28%	32%	21%	19%	8	2.69
Accounting	11	32%	50%	14%	5%	-	3.09
Activity Therapy	25	7%	14%	36%	43%	-	1.86
Administration	13	56%	19%	13%	13%	-	3.19
Admissions/Eligibility	8	-	57%	29%	14%	-	2.43
Clinical Nutrition	8	36%	29%	7%	29%	-	2.71
Clinical Support (Lab, X-Ray, Resp Tx)	8	50%	38%	-	13%	-	3.25
EVS	75	16%	23%	11%	50%	-	2.05
Facility	24	24%	33%	29%	14%	1	2.67
Food Service	107	17%	32%	33%	18%	1	2.47
H.R./Payroll	13	20%	50%	20%	10%	-	2.80
Health at Home	30	31%	31%	20%	17%	2	2.77
Health Information	15	30%	25%	15%	30%	-	2.55
Information Systems	16	6%	38%	13%	44%	-	2.06
Materials/Management/CSR	9	17%	50%	17%	17%	-	2.67
Nursing-Admin/Other	24	24%	38%	20%	18%	1	2.68
Nursing-CNA/PCA/HHA	343	37%	31%	21%	12%	-	2.92
Nursing-RN/LVN	172	19%	38%	22%	21%	-	2.55
Patient Financial Services	8	32%	41%	18%	9%	-	2.95
Pharmacy	18	55%	45%	-	-	-	3.55
Physician/Provider	24	36%	14%	18%	32%	1	2.55
Primary Care Telephone Communication	20	47%	23%	20%	10%	-	3.07
Quality Management	11	11%	33%	28%	28%	-	2.28
Rehab	20	42%	29%	25%	4%	-	3.08
Sheriff	16	29%	47%	24%	-	-	3.06
Social Services	13	47%	40%	13%	-	-	3.33
Billing/Managed Care/Blank/ Other	47	27%	31%	23%	19%	2	2.67

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Q5 As an employee of Laguna Honda, how would you rate:

L. COMMUNICATION AMONG CO-WORKERS/STAFF

		Excellent			Poor		
Department	**N^**	**4**	**3**	**2**	**1**	**Blank***	**Mean Score**
Total	1,078	24%	41%	23%	13%	6	2.75
Accounting	11	39%	43%	13%	4%	-	3.17
Activity Therapy	25	13%	10%	30%	48%	1	1.88
Administration	13	31%	50%	19%	-	-	3.13
Admissions/Eligibility	8	-	57%	43%	-	-	2.57
Clinical Nutrition	8	14%	57%	21%	7%	-	2.79
Clinical Support (Lab, X-Ray, Resp Tx)	8	38%	50%	13%	-	-	3.25
EVS	75	15%	35%	15%	35%	-	2.30
Facility	24	32%	45%	23%	-	-	3.09
Food Service	107	14%	39%	30%	16%	1	2.53
H.R./Payroll	13	50%	50%	-	-	-	3.50
Health at Home	30	28%	47%	19%	6%	1	2.97
Health Information	15	15%	55%	25%	5%	-	2.80
Information Systems	16	31%	38%	13%	19%	-	2.81
Materials/Management/CSR	9	17%	83%	-	-	-	3.17
Nursing-Admin/Other	24	14%	41%	22%	24%	-	2.45
Nursing-CNA/PCA/HHA	343	30%	38%	25%	7%	-	2.91
Nursing-RN/LVN	172	19%	40%	21%	19%	-	2.60
Patient Financial Services	8	23%	55%	18%	5%	-	2.95
Pharmacy	18	45%	41%	14%	-	-	3.32
Physician/Provider	24	13%	43%	39%	4%	-	2.65
Primary Care Telephone Communication	20	40%	40%	13%	7%	-	3.13
Quality Management	11	6%	44%	17%	33%	-	2.22
Rehab	20	21%	54%	21%	4%	-	2.92
Sheriff	16	18%	53%	29%	-	-	2.88
Social Services	13	27%	60%	13%	-	-	3.13
Billing/Managed Care/Blank/ Other	47	19%	45%	19%	16%	2	2.69

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Q5 As an employee of Laguna Honda, how would you rate:

M. APPRECIATION FOR CULTURAL DIVERSITY

		Excellent			Poor		
Department	N^	4	3	2	1	Blank*	Mean Score
Total	1,078	25%	38%	20%	16%	14	2.72
Accounting	11	43%	48%	9%	-	-	3.35
Activity Therapy	25	10%	21%	26%	43%	-	1.98
Administration	13	44%	31%	13%	13%	-	3.06
Admissions/Eligibility	8	14%	57%	29%	-	-	2.86
Clinical Nutrition	8	21%	57%	21%	-	-	3.00
Clinical Support (Lab, X-Ray, Resp Tx)	8	63%	25%	13%	-	-	3.50
EVS	75	15%	21%	18%	46%	1	2.06
Facility	24	32%	45%	14%	9%	-	3.00
Food Service	107	15%	35%	35%	15%	4	2.50
H.R./Payroll	13	20%	80%	-	-	-	3.20
Health at Home	30	25%	53%	11%	11%	1	2.92
Health Information	15	20%	40%	25%	15%	-	2.65
Information Systems	16	47%	27%	20%	7%	1	3.13
Materials/Management/CSR	9	33%	50%	17%	-	-	3.17
Nursing-Admin/Other	24	20%	40%	20%	20%	1	2.60
Nursing-CNA/PCA/HHA	343	29%	37%	21%	13%	2	2.83
Nursing-RN/LVN	172	21%	39%	19%	21%	1	2.60
Patient Financial Services	8	36%	55%	5%	5%	-	3.23
Pharmacy	18	45%	45%	9%	-	-	3.36
Physician/Provider	24	22%	30%	22%	26%	-	2.48
Primary Care Telephone Communication	20	57%	29%	11%	4%	1	3.39
Quality Management	11	11%	39%	39%	11%	-	2.50
Rehab	20	38%	46%	13%	4%	-	3.17
Sheriff	16	29%	53%	18%	-	-	3.12
Social Services	13	13%	60%	20%	7%	-	2.80
Billing/Managed Care/Blank/ Other	47	19%	35%	24%	23%	2	2.50

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*Blanks were not included in computing the mean score. The number shown in the blanks column is the number of blank responses to that question.

Q5 As an employee of Laguna Honda, how would you rate:

N. TEAMWORK WITHIN MY DEPARTMENT/UNIT

		Excellent			Poor		
Department	N^	4	3	2	1	Blank*	Mean Score
Total	1,078	27%	37%	21%	16%	9	2.74
Accounting	11	50%	41%	5%	5%	-	3.36
Activity Therapy	25	10%	12%	19%	60%	-	1.71
Administration	13	25%	56%	13%	6%	-	3.00
Admissions/Eligibility	8	-	67%	33%	-	1	2.67
Clinical Nutrition	8	15%	46%	31%	8%	1	2.69
Clinical Support (Lab, X-Ray, Resp Tx)	8	38%	50%	13%	-	-	3.25
EVS	75	9%	29%	21%	41%	-	2.08
Facility	24	36%	41%	14%	9%	-	3.05
Food Service	107	20%	32%	33%	16%	1	2.55
H.R./Payroll	13	60%	40%	-	-	-	3.60
Health at Home	30	36%	39%	19%	6%	1	3.06
Health Information	15	20%	30%	45%	5%	-	2.65
Information Systems	16	25%	13%	44%	19%	-	2.44
Materials/Management/CSR	9	33%	67%	-	-	-	3.33
Nursing-Admin/Other	24	24%	39%	16%	22%	<1	2.65
Nursing-CNA/PCA/HHA	343	33%	33%	22%	12%	2	2.86
Nursing-RN/LVN	172	21%	42%	17%	20%	-	2.64
Patient Financial Services	8	32%	45%	18%	5%	-	3.05
Pharmacy	18	36%	50%	14%	-	-	3.23
Physician/Provider	24	22%	35%	35%	9%	-	2.70
Primary Care Telephone Communication	20	33%	47%	13%	7%	-	3.07
Quality Management	11	17%	39%	22%	22%	-	2.50
Rehab	20	29%	54%	8%	8%	-	3.04
Sheriff	16	35%	53%	12%	-	-	3.24
Social Services	13	53%	40%	7%	-	-	3.47
Billing/Managed Care/Blank/ Other	47	22%	40%	19%	19%	3	2.65

^Number of responses for this department, weighted to proportionally represent staff level by department at Laguna Honda
*Blanks were not included in computing the mean score. The number shown in the blanks column is the number of blank responses to that question.

Q5 As an employee of Laguna Honda, how would you rate:

O. COOPERATION AMONG ALL LAGUNA HONDA DEPARTMENTS/UNITS

		Excellent			Poor		
Department	N^	4	3	2	1	Blank*	Mean Score
Total	1,078	17%	35%	30%	17%	20	2.53
Accounting	11	22%	52%	17%	9%	-	2.87
Activity Therapy	25	2%	21%	52%	24%	-	2.02
Administration	13	25%	44%	25%	6%	-	2.88
Admissions/Eligibility	8	-	43%	43%	14%	-	2.29
Clinical Nutrition	8	14%	64%	21%	-	-	2.93
Clinical Support (Lab, X-Ray, Resp Tx)	8	25%	38%	38%	-	-	2.88
EVS	75	10%	19%	26%	46%	1	1.92
Facility	24	27%	18%	32%	23%	-	2.50
Food Service	107	16%	26%	38%	19%	6	2.40
H.R./Payroll	13	22%	78%	-	-	1	3.22
Health at Home	30	6%	48%	42%	3%	3	2.58
Health Information	15	-	55%	35%	10%	-	2.45
Information Systems	16	19%	56%	13%	13%	-	2.81
Materials/Management/CSR	9	-	83%	-	17%	-	2.67
Nursing-Admin/Other	24	4%	48%	26%	22%	1	2.34
Nursing-CNA/PCA/HHA	343	27%	32%	28%	14%	-	2.72
Nursing-RN/LVN	172	14%	39%	29%	17%	1	2.51
Patient Financial Services	8	18%	59%	18%	5%	-	2.91
Pharmacy	18	9%	68%	23%	-	-	2.86
Physician/Provider	24	4%	17%	48%	30%	-	1.96
Primary Care Telephone Communication	20	27%	54%	12%	8%	3	3.00
Quality Management	11	-	39%	39%	22%	-	2.17
Rehab	20	9%	14%	45%	32%	2	2.00
Sheriff	16	24%	41%	35%	-	-	2.88
Social Services	13	7%	40%	53%	-	-	2.53
Billing/Managed Care/Blank/ Other	47	12%	39%	28%	22%	3	2.40

^Number of responses for this department, weighted to proportionally represent staff level by department at Laguna Honda
*Blanks were not included in computing the mean score. The number shown in the blanks column is the number of blank responses to that question.

Overall Job Satisfaction (by Department)

Q5 As an employee of Laguna Honda, how would you rate:

OVERALL JOB SATISFACTION

		Excellent			Poor		
Department	N^	4	3	2	1	Blank*	Mean Score
Total	1,078	23%	43%	21%	13%	58	2.76
Accounting	11	35%	39%	17%	9%	-	3.00
Activity Therapy	25	3%	18%	33%	48%	1	1.75
Administration	13	44%	38%	19%	-	-	3.25
Admissions/Eligibility	8	14%	43%	43%	-	-	2.71
Clinical Nutrition	8	14%	43%	14%	29%	-	2.43
Clinical Support (Lab, X-Ray, Resp Tx)	8	50%	50%	-	-	-	3.50
EVS	75	19%	19%	18%	44%	4	2.13
Facility	24	24%	48%	19%	10%	1	2.86
Food Service	107	18%	39%	33%	10%	14	2.64
H.R./Payroll	13	20%	80%	-	-	-	3.20
Health at Home	30	23%	46%	29%	3%	2	2.89
Health Information	15	15%	50%	10%	25%	-	2.55
Information Systems	16	19%	31%	13%	38%	-	2.31
Materials/Management/CSR	9	33%	50%	17%	-	-	3.17
Nursing-Admin/Other	24	12%	50%	22%	16%	1	2.58
Nursing-CNA/PCA/HHA	343	29%	44%	21%	6%	22	2.97
Nursing-RN/LVN	172	19%	49%	17%	16%	7	2.70
Patient Financial Services	8	23%	55%	18%	5%	-	2.95
Pharmacy	18	43%	57%	-	-	1	3.43
Physician/Provider	24	13%	39%	35%	13%	-	2.52
Primary Care Telephone Communication	20	30%	50%	17%	3%	-	3.07
Quality Management	11	6%	44%	22%	28%	-	2.28
Rehab	20	13%	54%	29%	4%	-	2.75
Sheriff	16	24%	59%	18%	-	-	3.06
Social Services	13	27%	53%	20%	-	-	3.07
Billing/Managed Care/Blank/ Other	47	13%	45%	20%	22%	5	2.50

^Number of responses for this department, weighted to proportionally represent staff level by department at Laguna Honda
*Blanks were not included in computing the mean score. The number shown in the blanks column is the number of blank responses to that question.

Overall Job Satisfaction (Reasons for Rating)-Rated Job Satisfaction Excellent or Good

Q6a. What are the key reasons for this rating (in Q6)?

	Total
Base (Provided a reason for rating Q6)	201
Percent who say…	
Great Teamwork/Cooperation/Good Coworkers	26%
Supervisors Are Supportive/Professional/Seek Input	21%
Enjoy Working Here/Good Place to Work	14%
No Support from Other Staff/Lack of Teamwork/Coworkers Don't Put Forth Full Effort	9%
Lack of Communication/Clear Expectations from Supervisors/ Management	8%
Opportunity for Personal Growth/Advancement	6%
Lack of Advancement Opportunities/Professional Development	6%
Overworked/Need to Hire More Staff	5%
Favoritism/Nepotism/Racism/Inconsistent Standards in Assignment/ Discipline/Promotion/Hiring	5%
Safety Issues	3%
Do Not Feel Valued/Appreciated/Respected	3%
Feel Valued/Appreciated/That I Make an Impact	2%
Feedback/Suggestions Are Ignored/No Support from Management/ Supervisors	2%
Regular Communication/Feedback from Supervisors/Management	2%
Poor Communication Between Departments/Units	2%
Atmosphere of Retribution/Bullying/Finger Pointing	2%
Good Benefits/Compensation	1%
Parking-Not Enough/Too Far/Too Expensive	1%
Enough Supplies/Tools/ Resources to Perform Job	1%
Lack of Diversity	1%
Lack Tools/Resources Necessary to Perform My Job	1%
Poor Pay/Compensation	1%
Management Micromanages/Is Overly Bureaucratic/Political/Inefficient	1%
Facilities Clean/Well-Maintained	<1%
General "Improve Laguna Honda"	10%

Overall Job Satisfaction (Reasons for Rating)-Rated Job Satisfaction Fair or Poor

Q6a. What are the key reasons for this rating (in Q6)?

	Total
Base (Provided a reason for rating Q6)	149
Percent who say…	
Favoritism/Nepotism/Racism/Inconsistent Standards in Assignment/ Discipline/Promotion/Hiring	24%
Lack of Communication/Clear Expectations From supervisors/ management	20%
Management/Supervisors Are Unprofessional/Do Not Show Leadership/ Do Not Plan/Are Ineffective/Not Accountable	18%
No Support from Other Staff/Lack Of Teamwork/Coworkers Don't Put Forth Full Effort	15%
Overworked/Need to Hire More Staff	13%
Lack of Advancement Opportunities/Professional Development	13%
Atmosphere of Retribution/Bullying/Finger Pointing	12%
Feedback/Suggestions Are Ignored/No Support from Management/ Supervisors	8%
Do Not Feel Valued/Appreciated/Respected	7%
Management Micromanages/Is Overly Bureaucratic/Political/ Inefficient	6%
Lack of Diversity	4%
Management/Supervisors Dishonest/Do Not Follow Rules/MOU's	2%
Safety Issues	2%
Too Much Non-English Language Communication	2%
Poor Pay/Compensation	1%
Facilities/Equipment Old/Not Maintained Well/Need Upgrade	1%
Parking-Not Enough/Too Far/Too Expensive	1%
Supervisors Are Supportive/Professional/Seek Input	1%
Lack Tools/Resources Necessary to Perform My Job	1%
Great Teamwork/Cooperation/Good Coworkers	1%
Enough Supplies/Tools/ Resources to Perform Job	<1%
General "Improve Laguna Honda"	2%

Job Satisfaction Quadrant Analysis

The chart is designed to help set priorities for future initiatives to improve employee satisfaction. The chart quantifies how much impact each service characteristic has on overall satisfaction from an employee perspective (using the vertical axis) and shows the average employee rating for each characteristic (using the horizontal axis).

Values along the horizontal axis are average ratings. Employees marked their ratings on a scale of 1 = poor and 4 = excellent, so higher ratings on the right side of the Quadrant Chart are better scores and those on the left side are worse. The vertical axis ("Derived Impact") scale was derived by correlating each of the attributes with employees' overall satisfaction rating. Those attributes having strong correlations with overall satisfaction are seen as "More Impact," while those with weaker correlations are seen as "Less Impact."

For example, ratings of "Opportunity to give input" are very strongly correlated with overall satisfaction (i.e., employees are happy with their opportunity to give input tend to be more satisfied overall, and, conversely, employees that are disappointed with their supervisor/manager's appreciation of their work tend to be less satisfied overall). On the other hand, employee ratings of "Equipment/supply availability" have only a weak correlation with overall satisfaction (i.e., it is not uncommon for employees to rate adequacy of equipment/supplies highly, even though they are dissatisfied overall). Therefore, "Appreciation of my work…" is located in the upper part of the chart, while:" Adequacy of equipment/supplies" is located in the lower part.

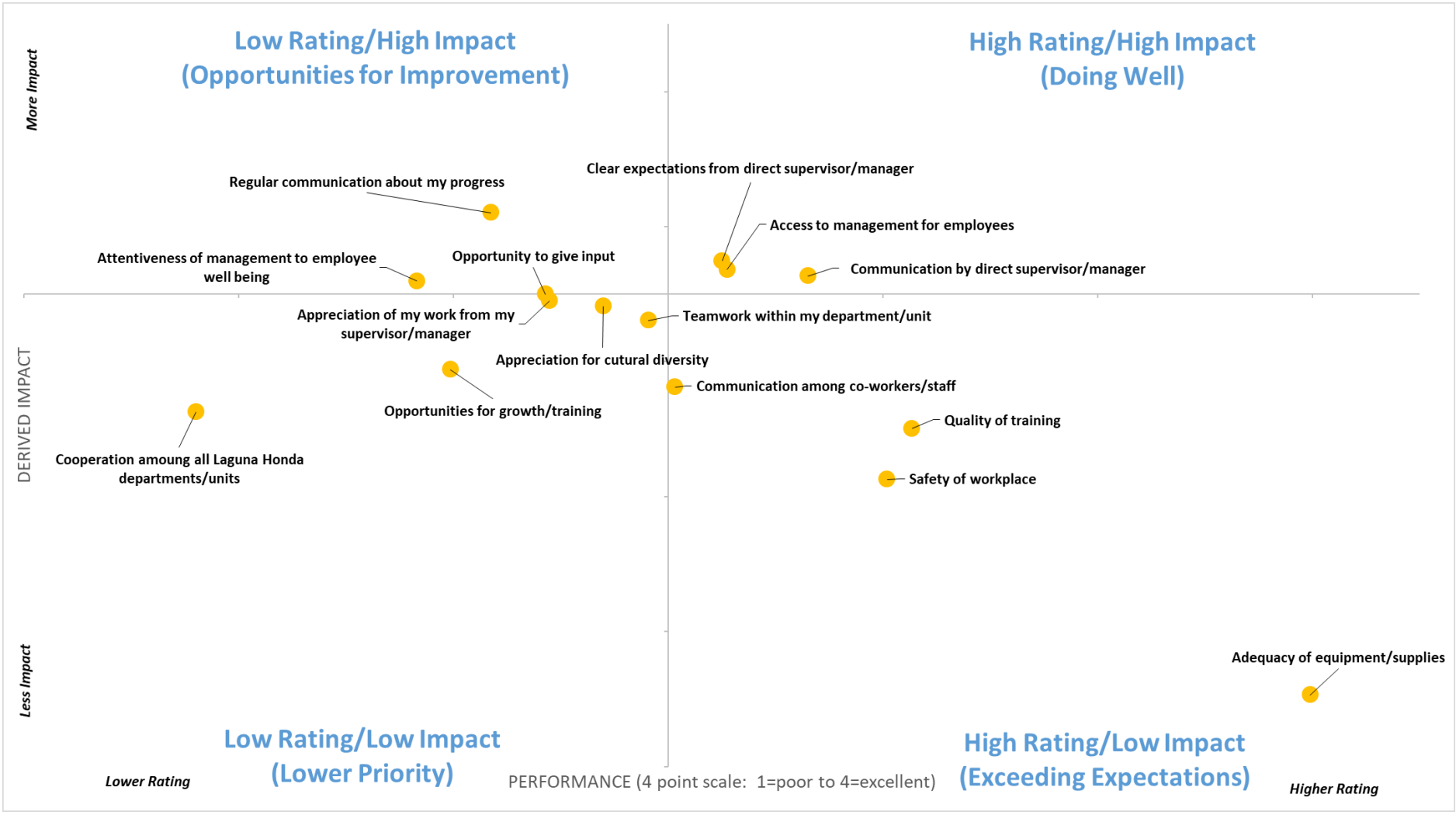
The Issues most affecting employee satisfaction are:

- Regular communication about my progress
- Attentiveness to employee well being
- Opportunity to give input
- Appreciation of my work from my supervisor/manager
- Appreciation for cultural diversity
- Teamwork within my department/unit

Note that the attributes are ranked left to right based on their rating, so while "Cooperation among all Laguna Honda department/units" has a low rating compared to the other attributes, it has the lower impact on satisfaction compared to the other attributes.

For comparison, the Quadrant Analysis chart from the 2016 survey is included after the 2017 chart.

2017 Employee Survey



Laguna Honda As A Place To Work

Q7 How would you rate your organization as a place to work?

		Best		Worst		
Department	N^	8-10	4-7	1-3	Blank*	Mean Score
Total	1,078	47%	41%	12%	36	6.82
Accounting	11	57%	39%	4%	-	7.70
Activity Therapy	25	19%	40%	40%	-	4.50
Administration	13	69%	31%	<1%	-	7.63
Admissions/Eligibility	8	14%	71%	14%	-	6.29
Clinical Nutrition	8	36%	29%	36%	-	5.79
Clinical Support (Lab, X-Ray, Resp Tx)	8	50%	38%	13%	-	7.38
EVS	75	31%	33%	37%	8	5.02
Facility	24	50%	36%	14%	-	6.77
Food Service	107	26%	59%	15%	6	5.89
H.R./Payroll	13	80%	20%	<1%	-	8.30
Health at Home	30	32%	65%	3%	-	6.95
Health Information	15	55%	35%	10%	-	6.95
Information Systems	16	44%	38%	19%	-	5.94
Materials/Management/CSR	9	67%	33%	<1%	-	8.00
Nursing-Admin/Other	24	36%	52%	12%	1	6.40
Nursing-CNA/PCA/HHA	343	59%	36%	5%	10	7.70
Nursing-RN/LVN	172	47%	38%	16%	2	6.60
Patient Financial Services	8	64%	32%	5%	-	7.82
Pharmacy	18	73%	27%	<1%	-	8.09
Physician/Provider	24	30%	48%	22%	-	5.78
Primary Care Telephone Communication	20	69%	28%	3%	1	7.72
Quality Management	11	33%	44%	22%	-	6.11
Rehab	20	33%	63%	4%	-	6.63
Sheriff	16	59%	35%	6%	-	7.65
Social Services	13	40%	60%	<1%	-	6.80
Billing/Managed Care/Blank/ Other	47	27%	56%	16%	8	5.98

^Number of responses for this department

*Blanks were not included in computing the mean score. The number shown in the blanks column is the number of blank responses to that question.

Q8 Would you recommend this organization as a place to work?

Department	N^	Definitely Yes 4	Probably Yes 3	Probably No 2	Definitely No 1	Blank*	Mean Score
Total	1,078	48%	34%	11%	7%	49	3.24
Accounting	11	48%	39%	13%	-	-	3.35
Activity Therapy	25	19%	17%	33%	31%	-	2.24
Administration	13	44%	44%	13%	-	-	3.31
Admissions/Eligibility	8	29%	57%	14%	-	-	3.14
Clinical Nutrition	8	31%	38%	8%	23%	1	2.77
Clinical Support (Lab, X-Ray, Resp Tx)	8	63%	25%	13%	-	-	3.50
EVS	75	34%	32%	12%	23%	10	2.76
Facility	24	48%	19%	19%	14%	1	3.00
Food Service	107	29%	53%	11%	7%	6	3.04
H.R./Payroll	13	60%	40%	-	-	-	3.60
Health at Home	30	33%	58%	6%	3%	1	3.22
Health Information	15	60%	20%	10%	10%	-	3.30
Information Systems	16	50%	19%	19%	13%	-	3.06
Materials/Management/CSR	9	67%	33%	-	-	-	3.67
Nursing-Admin/Other	24	40%	38%	15%	6%	-	3.13
Nursing-CNA/PCA/HHA	343	63%	27%	7%	3%	10	3.50
Nursing-RN/LVN	172	56%	23%	14%	7%	7	3.27
Patient Financial Services	8	59%	32%	5%	5%	-	3.45
Pharmacy	18	62%	38%	-	-	1	3.62
Physician/Provider	24	32%	32%	32%	5%	1	2.91
Primary Care Telephone Communication	20	41%	52%	3%	3%	1	3.31
Quality Management	11	28%	39%	33%	-	-	2.94
Rehab	20	26%	61%	13%	-	1	3.13
Sheriff	16	41%	53%	6%	-	-	3.35
Social Services	13	20%	73%	-	7%	-	3.07
Billing/Managed Care/Blank/ Other	47	35%	38%	19%	9%	10	2.98

^Number of responses for this department
*Blanks were not included in computing the mean score. The number shown in the blanks column is the number of blank responses to that question.

Key Improvements

Q15. What are one or two key improvements that Laguna Honda should focus on in the coming year?

	Total
Base (Provided an answer to Q15)	569
Percent who say…	%
Adequate/More Staff /Revised Staffing Procedures	21%
Staff Appreciation/Less Micromanagement/Antagonistic Management Style/ Reduce The "Us Vs. Them"/Finger Pointing Relationships Between Management and Workers	15%
Better Communication Up and Down the Hierarchy/Between Departments	13%
Better Teamwork/Collaboration/Communication Between Departments/Be More Hospital Centered and Less Department Centered	12%
Staff and Patient Safety/Security	11%
More Training/Opportunities for Cross-Training/Professional Development/Sharing Of Knowledge	11%
Treat Employees Equally/End Reliance on Favoritism/Nepotism/Race to Determine Advancement/Assignment/ Hiring/Discipline	10%
Increased Cultural Diversity	5%
Allow for Staff Input on Policy/Implement Methods for Reporting Ineffective Supervisors/Staff/Policy (Without Fear of Reprisal)/Utilize Staff Input, Instead Of Ignoring It	5%
Revised Work Procedures	5%
Accountability from Workers/Supervisors/Residents/Patients	5%
Free/Affordable Parking/More/Improved Parking Facilities	5%
Maintain/Increase Salary/Benefits	3%
Updated/Upgraded Facilities	3%
More Training/Care for New Employees/Better Integration of New Employees.	3%

Base (Provided an answer to Q15)	569
Percent who say…	%
Staff Wellness	2%
More Use of Computers/Software to Streamline Records/Communication/Patient Care	2%
Adequate/Up to Date Supplies/Materials/Equipment	2%
Focus on Patient Care	2%
Supervisors Are Qualified/Competent/Engaged	2%
Healthier/Cheaper/More Variety of Cafeteria Food/Extended Cafeteria Hours	1%
"English Language Preferred/Only" Policy	1%
Team Building and Team Building Activities (BBQ's, Team Building Outings, Retreats, Etc.)	1%
More Transparency/Honesty in Management	1%
Implement/Complete/Follow-Up Lean Process	1%
Employee Shuttle	1%
Nothing Needed/All Is Fine/Keep Up the Good Work	1%
Better Maintenance/Cleaning	1%
Doesn't Matter/Survey Is Ineffective/Nothing Ever Changes	<1%

Demographic Information

Base (All Respondents)	1,078
YEARS WORKED AT LAGUNA HONDA	
Less than one	10%
1-3 years	20%
4-5 years	15%
6-10 years	16%
More than 10 years	38%
Declined to state	1%
MEAN YEARS AT LAGUNA HONDA	**8**
HOURS WORKED	
Full time	90%
As needed	5%
Part time	3%
Declined to state	1%
SHIFTS WORKED	
Days	70%
Evening/PM	15%
Night/AM	10%
Declined to state	4%
PERMANENT ASSIGNMENT	
Yes	78%
No	19%
Declined to state	3%
GENDER	
Female	55%
Male	26%
Genderqueer/Gender Non-Binary	<1%
Declined to state	18%
AGE	
18-24	1%
25-34	15%
35-44	29%
45-54	32%
55-64	22%
65 And Over	2%
MEAN AGE	**46**

Base (All Respondents)	1,078
ETHNICITY	
Filipino	24%
Asian or Pacific Islander	23%
Black/African-American	11%
Hispanic/Latino	8%
White	8%
American Indian or Alaska Native	<1%
Other (Unspecified)	1%
Blank	21%
IS ENGLISH YOUR PRIMARY LANGUAGE?	
Yes	48%
No	25%
Blank	26%
DEPARTMENT	
Nursing-CNA/PCA/HHA	32%
Nursing-RN/LVN	16%
Food Service	10%
EVS	7%
Health at Home	3%
Activity Therapy	2%
Facility	2%
Physician/Provider	2%
Nursing-Admin/Other	2%
Primary Care Telephone Communication	2%
Rehab	2%
Pharmacy	2%
Information Systems	2%
Sheriff	2%
Health Information	1%
Social Services	1%
H.R./Payroll	1%
Administration	1%
Accounting	1%
Quality Management	1%
Materials Management/CSR	1%
Clinical Nutrition	1%
Patient Financial Svcs	1%
Admissions and Eligibility	1%
Clinical Support (Lab, X-Ray, Resp Tx)	1%
Billing	<1%
Office of Managed Care	<1%
Blank/Multiple Responses	3%

Appendix

Methodology

Methodology

Laguna Honda Hospital and Rehabilitation Center (Laguna Honda), a general acute care hospital located in San Francisco, has one of the largest number of skilled nursing facility beds in the United States. As part of its mission to provide high quality, culturally competent long-term care and rehabilitation services to the diverse communities of San Francisco, it was important for the organization to provide a work environment where employees are engaged, supported and empowered.

To evaluate its work environment, Laguna Honda distributed a survey designed to provide the organization with valuable information and constructive feedback concerning its work environment and work place practices. Corey, Canapary & Galanis (CC&G) was contracted to compile and evaluate the information for this assessment.

Questionnaires were distributed to Laguna Honda employees by their department. Employees were given the option to complete the survey either online or by using a paper survey. Paper surveys were collected in boxes at locations throughout Laguna Honda, which were emptied periodically by Laguna Honda staff, and collected by a member of CC&G.

Once paper surveys were delivered to CC&G, surveys were individually examined to verify completeness and check for duplication (as only one response per participant was permitted). Incomplete and duplicate surveys were removed. Surveys were then collated into random batches of 50 for data entry. Data from the surveys were then input into a database. Following inputting, randomly selected batches were pulled and reviewed for quality assurance.

Upon completion of data entry and after the open period for the online survey had passed, data from online surveys was downloaded to CC&G. Like the paper surveys, this data was also verified for completeness and duplication. This data was combined with the data from the paper surveys and arrayed in an Excel spreadsheet.

Duplicate Surveys

In total 730 surveys were purged from the final data file. Of these, 724 were online surveys and 6 were paper surveys. To ensure maximum accessibility, the link for the online survey was published on a public facing website at Laguna Honda, this may account for the large number of online duplicates.

Online surveys were judged as duplicates because:

- The elapsed time of the survey (from the first question to the last) was too brief;
    - Nearly all the purged online surveys were completed in less than one minute;
- The operating system and device used to complete the surveys was the same and they came from the same IP address;
    - Nearly all the purged online surveys used an I-phone with the same browser and operating system from the same IP address; and,
- The purged online surveys were completed in succession.

Paper surveys were judged as duplicates because:

- The handwriting was the same;
- Ratings on the closed end questions were the same; and
- Comments on open ended questions were nearly identical.

Weighting

Once the data was arrayed, the number of completes per department was examined. This was determined by examining answers to Q13 on the survey ("Select your department"). Comparing this data with the number of surveys distributed to each department revealed departments where the number of completes received (as Q13 was filled in by the respondent) was greater than the number of surveys distributed and larger departments where the number of completes was fewer than smaller departments. To ensure proportional representation of each department in the hospital (to prevent a large response from one single department unbalancing the hospital-wide results), it was decided to weight the data.

The initial step in weighting the data was to note what percentage each department had of the total distributed. For example, 1,655 surveys were distributed. Of these, 39 (or 2.3% of the total distributed) were assigned to the Physicians/Providers. CC&G received 1,078 completed surveys, which includes 60 surveys where respondents left Q13 blank. Of these 1,078 surveys, 23 (or 2.1% of the total received) were from Physicians/Providers. Conversely, Activity Therapy was distributed 40 surveys (or 2% of the total distributed). CC&G received 42 surveys with Activity Therapy marked in Q13 (or 4% of the total received).

The next step of weighting is to add a factor (based on the answer to Q13) to each entry to enable the data to be proportional at the hospital level. To use the previous example, results from Physicians/Providers Department would need to be 2.3% of the completed data and Activity Therapy would need to be 2% of the completed data. Entries from the Physicians/Providers Department were assigned a weighting factor of 1.064, and entries from Activity Therapy were assigned a weighting factor of 0.598.

The final step is completed by the tabulation program. When computing the results from the data, the program "multiplies" individual surveys by the weighting factor. In this example, answers from surveys from Physicians/Providers Department are counted 1.064 times and results from Activity Therapy Department are counted 0.598 times. In this way, when overall results are arranged by department, results from Physicians/Providers Department are 2.3% of the total and results from Activity Therapy are 2% of the total.

2017 vs. 2016 Unweighted Data Comparison

The following table compares the data from 2017 and 2016 without the benefit of data weighting to ensure statistical confidence.

2017 vs. 2016 Unweighted Data Comparison

	2017			2016			Difference		
	Excellent/Good	Fair/Poor	Mean	Excellent/Good	Fair/Poor	Mean	Excellent/Good	Fair/Poor	Mean
Overall job satisfaction	64%	36%	2.70	77%	23%	3.18	-12%	12%	-0.48
Adequacy of equipment/supplies	75%	25%	2.98	83%	17%	3.26	-8%	8%	-0.28
Quality of training	67%	33%	2.78	80%	20%	3.24	-13%	13%	-0.46
Communication among co-workers/staff	64%	36%	2.72	77%	23%	3.2	-13%	13%	-0.48
Appreciation of cultural diversity	63%	37%	2.70	75%	25%	3.18	-13%	13%	-0.48
Teamwork within my department/unit	63%	37%	2.71	75%	25%	3.18	-12%	12%	-0.47
Access to management for employees	65%	35%	2.75	75%	25%	3.17	-10%	10%	-0.42
Communication by my direct supervisor/manager	64%	36%	2.76	76%	24%	3.17	-11%	11%	-0.41
Clear expectations from direct supervisor/manager	64%	36%	2.73	75%	25%	3.15	-11%	11%	-0.42
Appreciation of my work from my supervisor/manager	59%	41%	2.66	72%	28%	3.12	-13%	13%	-0.46
Opportunity to give input	60%	40%	2.64	73%	27%	3.12	-13%	13%	-0.48
Attentiveness of management to employee well-being	57%	43%	2.60	73%	27%	3.11	-15%	15%	-0.51
Opportunites for growth/training	56%	42%	2.56	73%	27%	3.11	-17%	15%	-0.55
Safety of workplace	68%	32%	2.82	79%	21%	3.11	-11%	11%	-0.29
Regular communication about my progress	58%	42%	2.61	72%	28%	3.09	-14%	14%	-0.48
Cooperation among all Laguna Honda departments/units	52%	48%	2.49	71%	29%	3.09	-19%	19%	-0.60

Survey Instrument

SF HEALTH NETWORK
SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

LAGUNA HONDA HOSPITAL
AND REHABILITATION CENTER

Employee Satisfaction Survey 2017

Laguna Honda is conducting this Employee Satisfaction Survey 2017. Your answers will be compiled by an independent research firm and used to improve satisfaction among employees. Place your completed survey in one of the collection boxes at Laguna Honda (Nursing Office or Human Resources Department).

(Prefer to complete this survey online?...go to www.lagunahonda.org/employeesurvey)

1. How long have you worked at Laguna Honda?
   ☐ Less than one year ☐ 1 – 3 years ☐ 4 – 5 years ☐ 6 - 10 years ☐ More than 10 years

2. How often do you usually work per week?
   ☐ Full time ☐ Part time ☐ As needed

3. What shifts do you usually work at Laguna Honda?
   ☐ Days ☐ Evenings / PM ☐ Nights / AM

4. Do you have a permanent assignment?
   ☐ Yes ☐ No

RATINGS

5. As an employee of Laguna Honda, how would you rate each of the following … *(circle a rating)*

	Excellent	Good	Fair	Poor
a. Adequacy of equipment / supplies	4	3	2	1
b. Quality of training	4	3	2	1
c. Opportunities for growth / training	4	3	2	1
d. Opportunity to give input	4	3	2	1
e. Safety of workplace	4	3	2	1
f. Access to management for employees	4	3	2	1
g. Attentiveness of management to employee well-being	4	3	2	1
h. Clear expectations from direct supervisor / manager	4	3	2	1
i. Communication by direct supervisor / manager	4	3	2	1
j. Regular communication about my progress	4	3	2	1
k. Appreciation of my work by supervisor / manager	4	3	2	1
l. Communication among co-workers / staff	4	3	2	1
m. Appreciation for cultural diversity	4	3	2	1
n. Teamwork within (my) department/unit	4	3	2	1
o. Cooperation among all Laguna Honda departments/units	4	3	2	1
6. Overall job satisfaction	4	3	2	1

What are the key reasons for this rating?

_____

_____

LAGUNA HONDA

7. How would you rate this organization as a place to work? (circle a rating. 10 is rated as the best and 1 is the worst)

Best ← → Worst

10 9 8 7 6 5 4 3 2 1

8. Would you recommend this organization as a place to work?

- ☐ Definitely Yes
- ☐ Probably Yes
- ☐ Probably No
- ☐ Definitely No

DEMOGRAPHICS

9. Age:

- ☐ 18 - 24
- ☐ 25 - 34
- ☐ 35 - 44
- ☐ 45 – 54
- ☐ 55 - 64
- ☐ 65 and over
- ☐ Prefer not to answer

10. Gender:

- ☐ Male
- ☐ Female
- ☐ Transfemale
- ☐ Transmale
- ☐ Genderqueer/Gender non-binary
- ☐ Not listed
- ☐ Prefer not to answer

11. Ethnicity: *(Check one or more)*

- ☐ American Indian or Alaska Native
- ☐ Asian or Pacific Islander
- ☐ Black / African American
- ☐ Filipino
- ☐ Hispanic / Latino
- ☐ White
- ☐ Other (specify) _____
- ☐ Prefer not to answer

12. Is English your primary language?

- ☐ Yes
- ☐ No
- ☐ Prefer not to answer

POSITION

13. Select your department: *(Check only one)*

- ☐ Accounting
- ☐ Activity Therapy
- ☐ Administration
- ☐ Admissions & Eligibility
- ☐ Billing
- ☐ Clinical Nutrition
- ☐ Clinical Support (Lab, XRay, Resp Tx)
- ☐ EVS
- ☐ Facility
- ☐ Food Service
- ☐ H.R./Payroll
- ☐ Health at Home
- ☐ Health Information
- ☐ Information Systems
- ☐ Materials Mgmnt/CSR
- ☐ Nursing – Admin/Other
- ☐ Nursing - CNA/PCA/HHA
- ☐ Nursing- RN/LVN
- ☐ Office of Managed Care
- ☐ Patient Financial Svs
- ☐ Pharmacy
- ☐ Physician/Provider
- ☐ Primary Care Tele-phone Communication
- ☐ Quality Management
- ☐ Rehab
- ☐ Sheriff
- ☐ Social Services
- ☐ Other (specify – optional): _____

14. Are you a manager or supervisor? ☐ Yes ☐ No

15. Have you completed this Laguna Honda Employee survey in past years? ☐ Yes ☐ No

IMPROVEMENTS

16. What are one or two key improvements that Laguna Honda should focus on this year?

_____

_____

_____

_____

Thank you for participating!

Please return completed survey in collection box at Laguna Honda or mail it back.
One completed survey per employee

If mailing back, please send to: Laguna Honda Survey, c/o Corey, Canapary & Galanis Research, 447 Sutter Street – PH North, San Francisco, CA 94108