



2017

Employee Satisfaction Survey
Laguna Honda Hospital

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Survey Overview

Employee satisfaction survey

- Tracking survey, baseline conducted in 2014
- Identify reasons for satisfaction/dissatisfaction

Questionnaires distributed by department

Option to complete online or paper survey

Dates of fieldwork: June/July 2017

Questionnaires returned to Corey, Canapary & Galanis (CCG) Research in San Francisco

Sample Size and Response Rate

2017*

Sample size
1,078

788 by paper and
290 online

Response Rate
65%

2016

Sample size
1,293

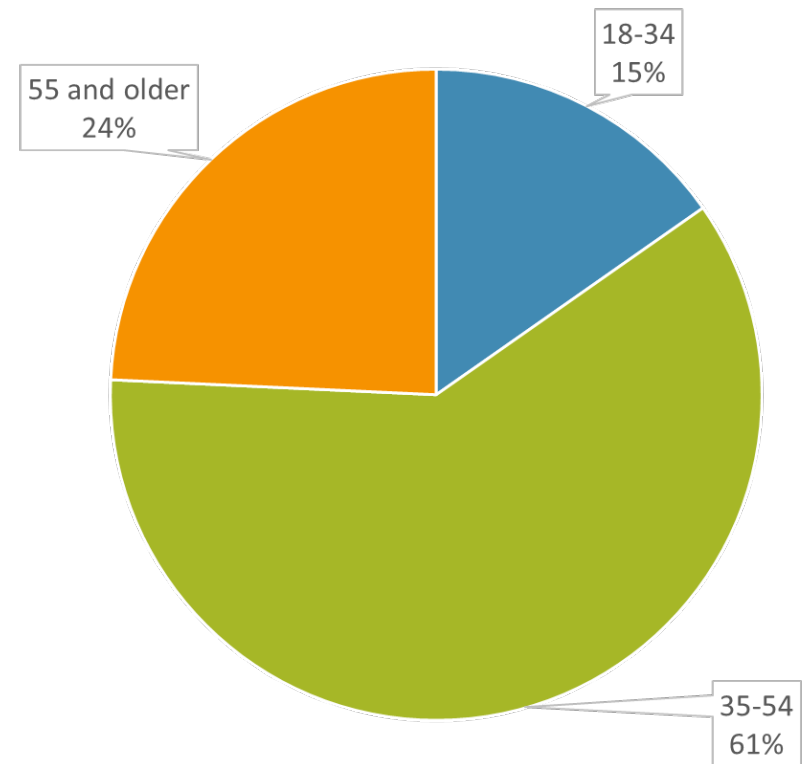
608 by paper and
685 online

Response Rate
77%

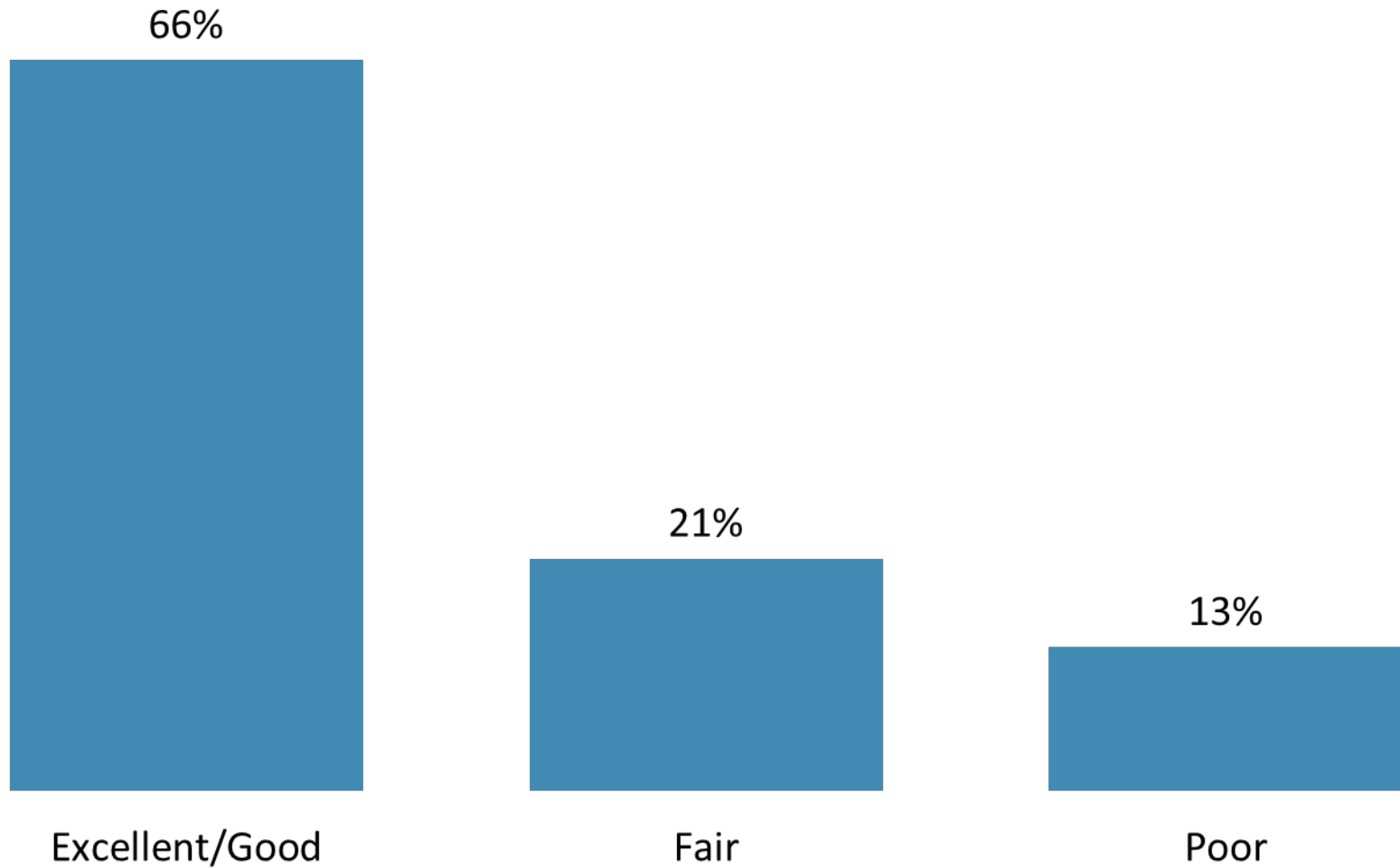
**Data has been weighted*

Demographics

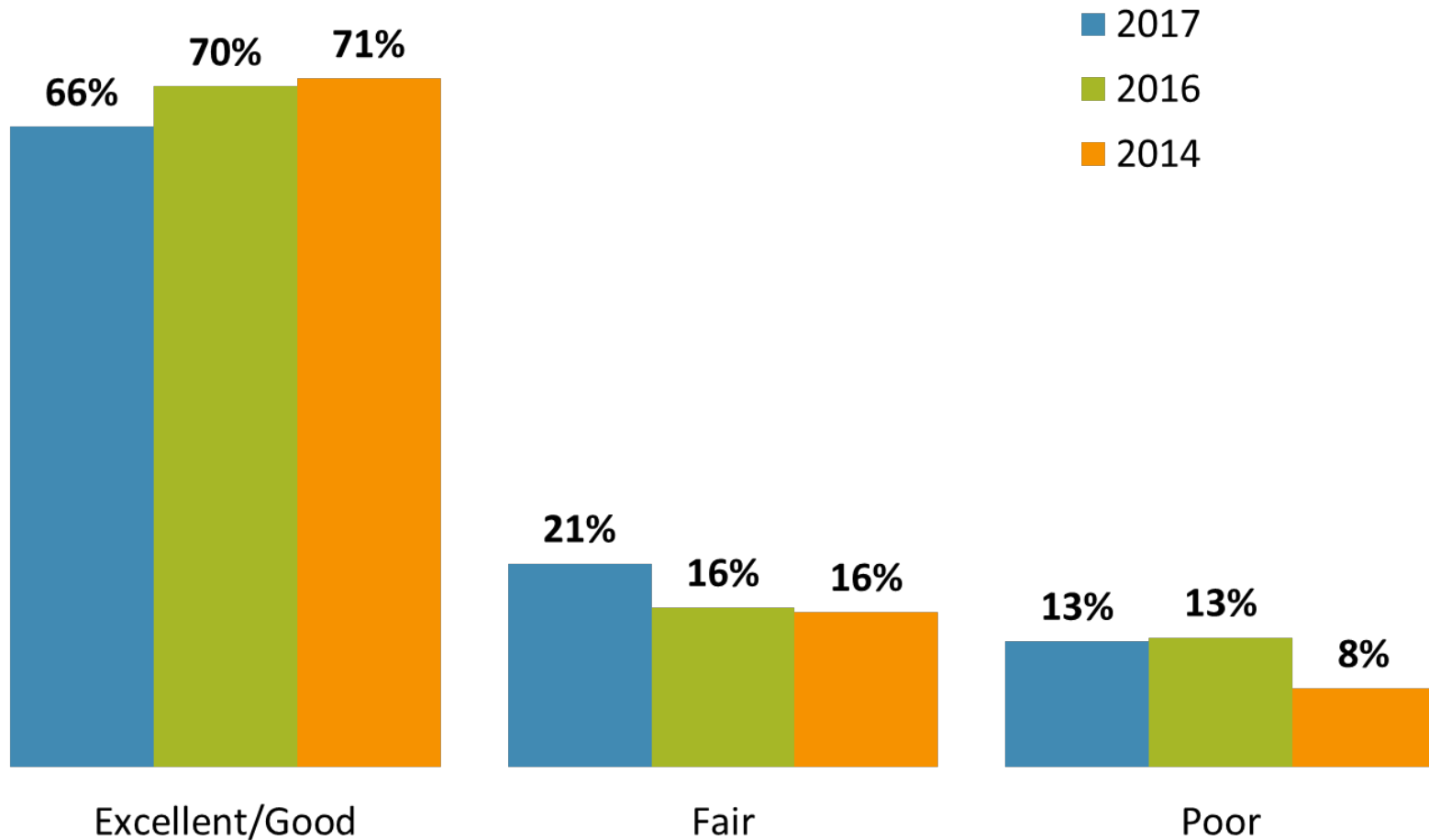
- 55% of respondents identified themselves as female, 26% male, <1% Genderqueer/Non-binary and 18% declined to state.
- 90% of respondents work full time, 5% as needed, 3% part time and 1% declined to state.
- Participation from new hires and long time employees (average tenure = 8 years).



Overall Satisfaction for 2017

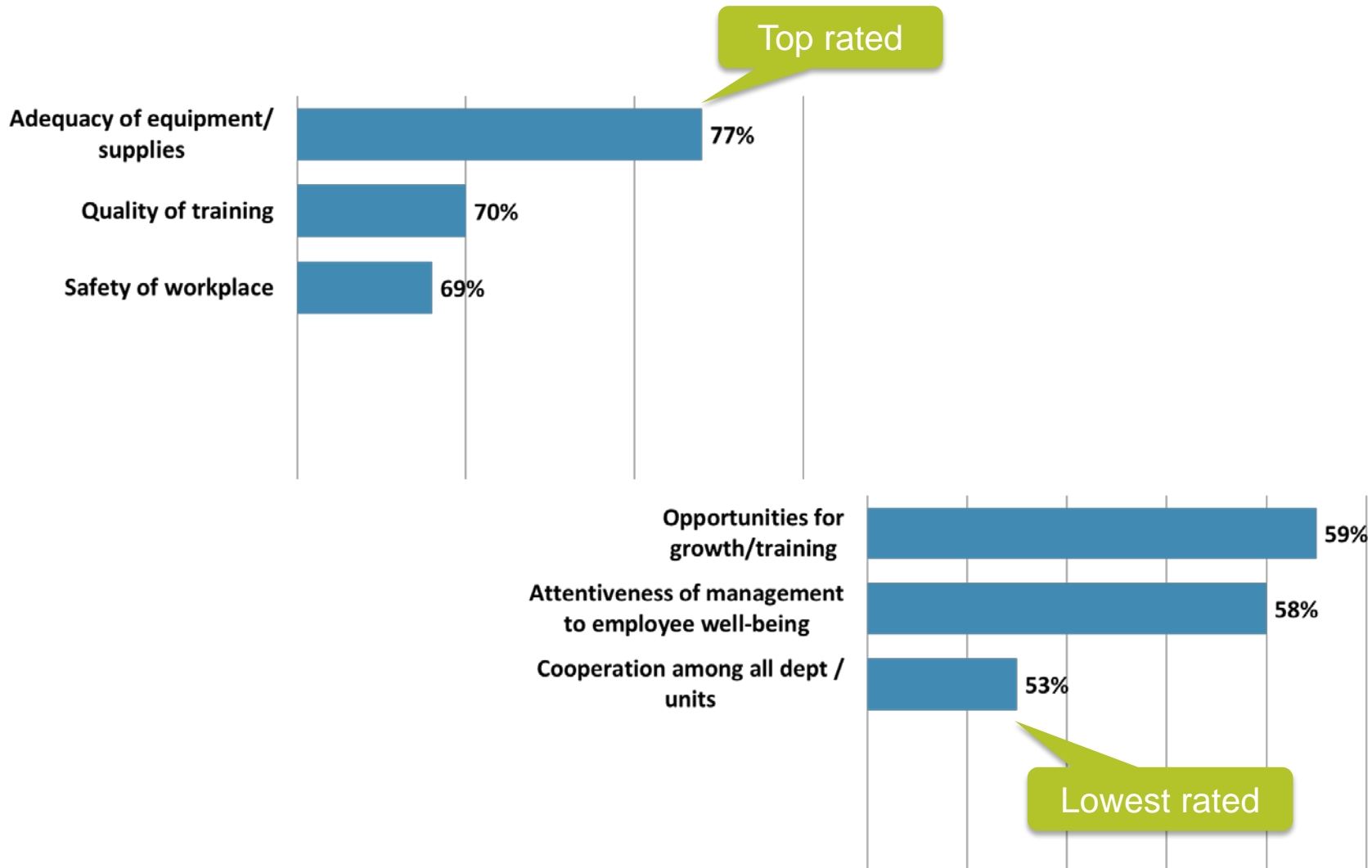


Overall Satisfaction



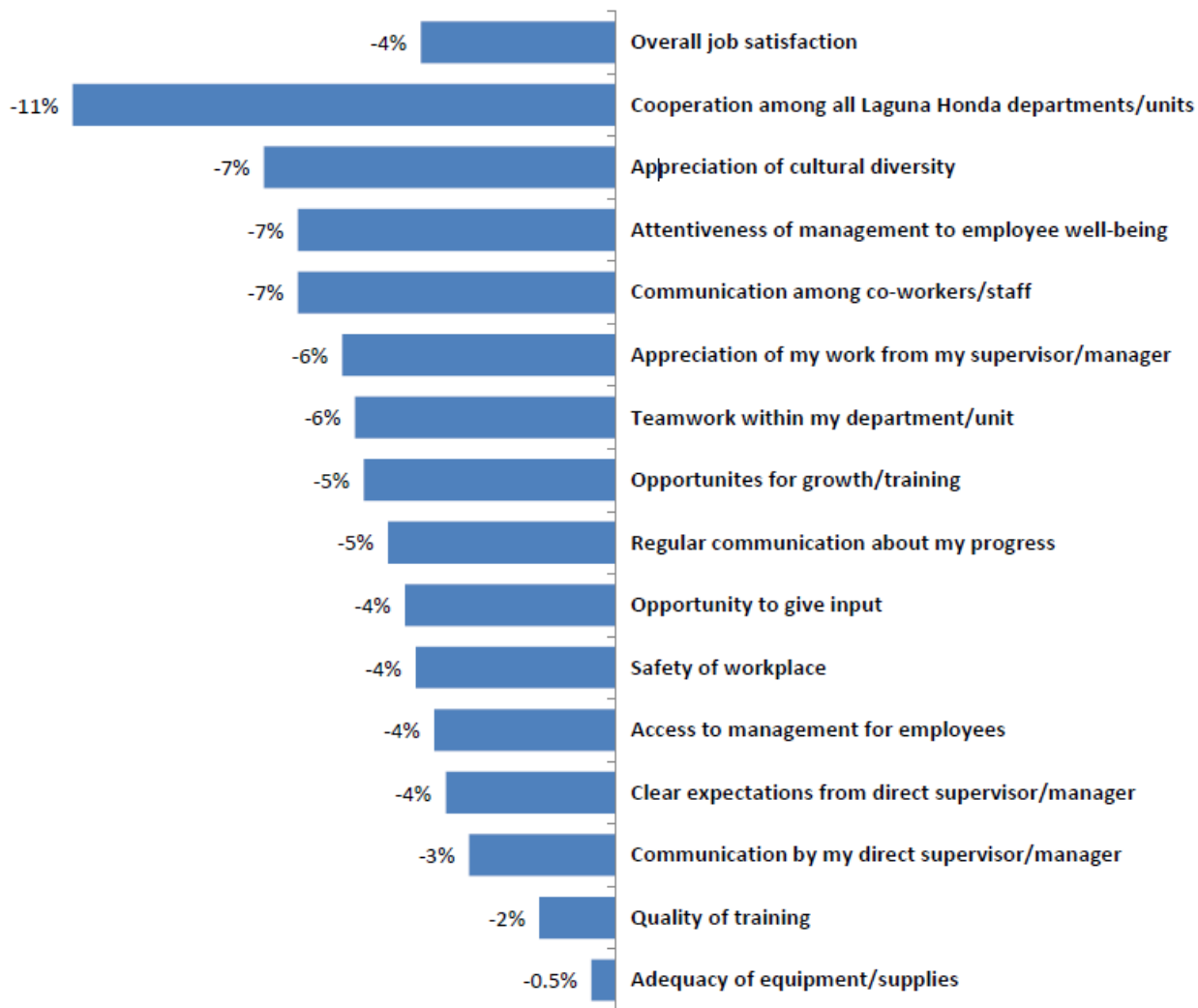
*Data has been weighted for comparison

Highest/Lowest Job Satisfaction Attributes for 2017



Job Satisfaction Attributes

Difference between excellent/good rating 2017 vs 2016



Job Satisfaction Attributes

2017 Quadrant Chart



Reasons for Overall Rating

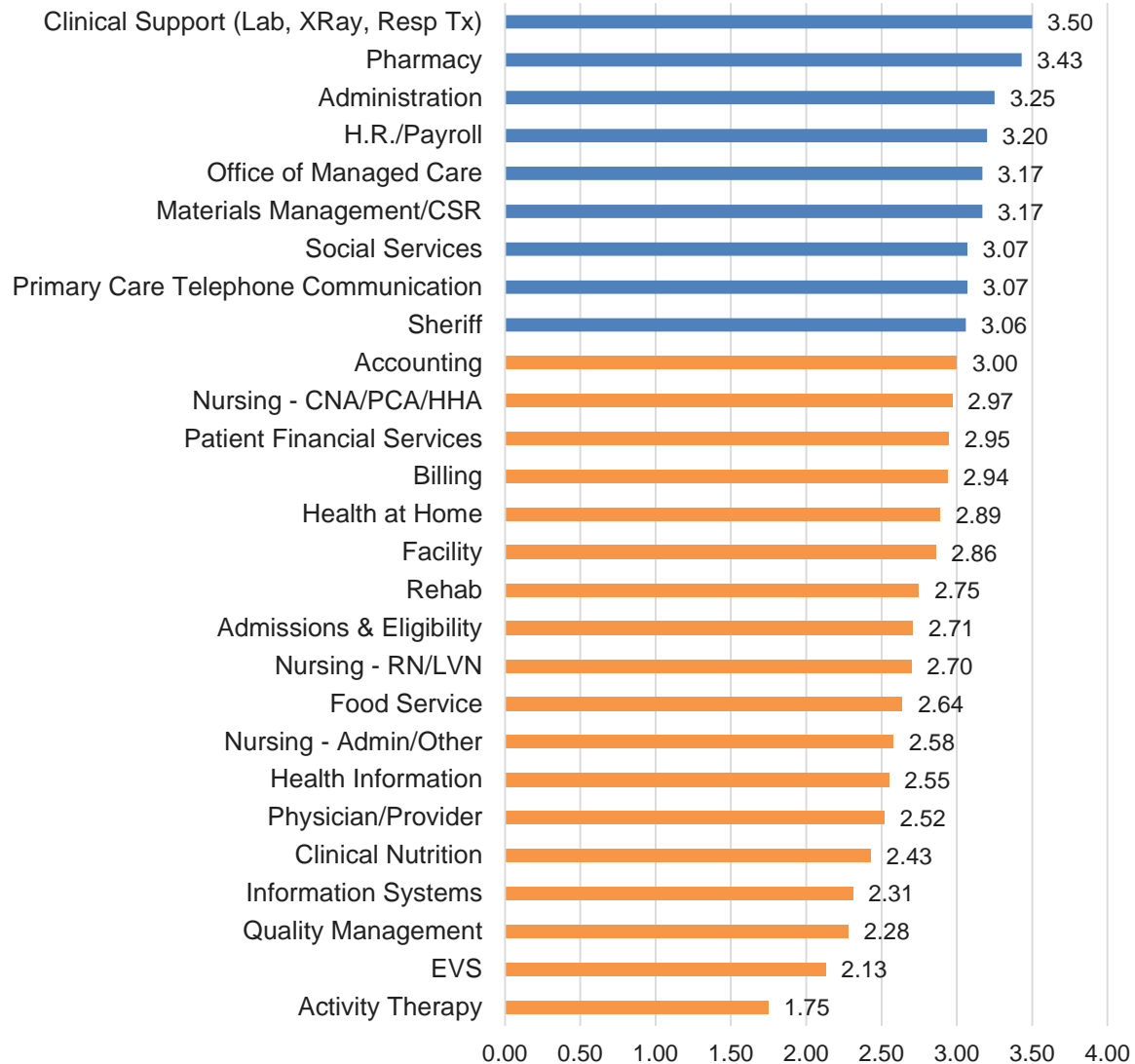
Reasons for Excellent/Good Rating

- Great teamwork/cooperation/Good co-workers
- Supervisors are supportive/professional/seek input
- Enjoy working here/Good place to work

Reasons for Fair/Poor Rating


- Favoritism/Nepotism/Racism/Inconsistent standards in assignment/discipline/promotion/hiring
- Lack of communication/clear expectations from supervisors/management
- Management/supervisors are unprofessional/do not show leadership/do not plan/are ineffective/are not accountable

Overall Satisfaction Attribute by Department




Survey Findings

In response to the survey results, we identified opportunities for improvement as an organization.



We focused on cooperation among all departments/units and attentiveness of management to employee's well-being as they have been the two lowest rated attributes for two consecutive years.



The Satisfaction Survey scores show an opportunity for improvement between management and their staff.



We dug a little deeper to determine the root cause.

Post Survey: Leadership Assessment

7

Question survey regarding leadership style, communication style and type of support needed

26

Managers/supervisors participated in the survey

Most common form of communication:

38% 1-1 meetings

27% via email

21% team meetings

How often managers/supervisors check in with their direct reports regarding their performance:

38% daily

15% weekly

15% monthly

Managers reported that **leadership courses, interpersonal communication strategies, and 1-1 coaching**

would help them be more effective leaders.



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Post Survey: Improvement Workshops

Self-Reflection

- 9 characteristics of lean leaders: lives core values, goes and sees, practices humility, measures results, questions, creates value, safety focused, results focused and teacher

Report Out/Catchball

- Reflect on an opportunity of improvement and share the current conditions, barriers to goals, plans and when can we expect to see changes

Department Employee Satisfaction Action Plan

Recommendations

- Value based meetings
- Utilizing DMS – Huddle Boards
- EAP @ Work Workshop – Managing for Success
- DHR Workshops: Leading Across Generations, Creating an Inclusive Environment, and Crucial Conversations

Additional Available Resources

- San Francisco Health Service System (MyHSS) – Wellness Center



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Manager Action Plans



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and Rehabilitation Center

Department Employee Satisfaction Action Plan

Name:
Department:
Date:
Self-Reflection Scores: Lives Core Values___ Goes and Sees___ Practices Humility___ Measures Results___ Questions___ Creates Values___ Safety Focused___
Results Focused___ Teacher___
Scoring: 1-Basic understanding of concepts but little to no practice
2-Understands basic concepts but practice is inconsistent and not deep
3-Applies deeper thinking; practice is more consistent and able to teach some to others
4-Demonstrates lean thinking (i.e., ability to diagnose systems and prescribe appropriate methods and techniques to improve). Practices consistently and with depth
5-Demonstrates synthetic thinking (combining and transforming opposites) through creativity in application. Consistent and deep practice.

Item #	Current Problem	Plan (Communication, Workshops, DMS)	Completion Date
1			
2			
3			
4			
5			

Due 12/31/2017

Identify opportunities for improvement

Provide a plan with timeline of when we may follow up



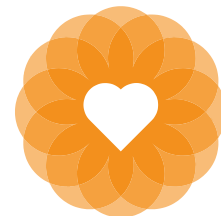
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Next Steps

- Operationalize Action Plans: implementation of Huddle Boards, additional courses/workshops or utilizing a Wellness Champion
- Track attendance for EAP Managing for Success series workshop or any DHR workshops
- Transition to new platform, Press Ganey, which will allow us to evaluate satisfaction scores more frequently



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Questions/Comments