2017
Employee Satisfaction Survey
Laguna Honda Hospital

Lena Yue – Quality Management
Olivia Thanh – Administration
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

- Excellent/Good: 66%
- Fair: 21%
- Poor: 13%
Overall Satisfaction

- Excellent/Good: 66% (2017), 70% (2016), 71% (2014)
- Fair: 16% (2017), 16% (2016), 21% (2014)
- Poor: 13% (2017), 13% (2016), 8% (2014)

*Data has been weighted for comparison*
Highest/Lowest Job Satisfaction Attributes for 2017

Top rated

- Adequacy of equipment/supplies: 77%
- Quality of training: 70%
- Safety of workplace: 69%

Lowest rated

- Opportunities for growth/training: 59%
- Attentiveness of management to employee well-being: 58%
- Cooperation among all dept/units: 53%
Job Satisfaction Attributes
Difference between excellent/good rating 2017 vs 2016

- Overall job satisfaction: -4%
- Cooperation among all Laguna Honda departments/units: -11%
- Appreciation of cultural diversity: -7%
- Attentiveness of management to employee well-being: -7%
- Communication among co-workers/staff: -7%
- Appreciation of my work from my supervisor/manager: -6%
- Teamwork within my department/unit: -6%
- Opportunities for growth/training: -5%
- Regular communication about my progress: -5%
- Opportunity to give input: -4%
- Safety of workplace: -4%
- Access to management for employees: -4%
- Clear expectations from direct supervisor/manager: -4%
- Communication by my direct supervisor/manager: -3%
- Quality of training: -2%
- Adequacy of equipment/supplies: -0.5%
Job Satisfaction Attributes
2017 Quadrant Chart

Low Rating/High Impact (Opportunities for Improvement)
- Regular communication about my progress
- Attentiveness of management to employee well being
- Opportunity to give input
- Appreciation of my work from my supervisor/manager
- Appreciation for cultural diversity
- Opportunities for growth/training
- Cooperation among all Laguna Honda departments/units
- Teamwork within my department/unit
- Communication among co-workers/staff
- Communication by direct supervisor/manager
- Quality of training
- Safety of workplace
- Adequacy of equipment/supplies

High Rating/High Impact (Doing Well)
- Clear expectations from direct supervisor/manager
- Access to management for employees

PERFORMANCE (4 point scale: 1=poor to 4=excellent)
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
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.
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
# Manager Action Plans

## Department Employee Satisfaction Action Plan

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<th>Name:</th>
<th>Department:</th>
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**Date:**

**Self-Reflection Scores:** Lives Core Values ___ Goes and Sees ___ Practices Humility ___ Measures Results ___ Questions ___ Creates Values ___ Safety Focused ___

**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.

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<tr>
<th>Item #</th>
<th>Current Problem</th>
<th>Plan (Communication, Workshops, DMS)</th>
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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
Questions/Comments