

Title: Employee Satisfaction

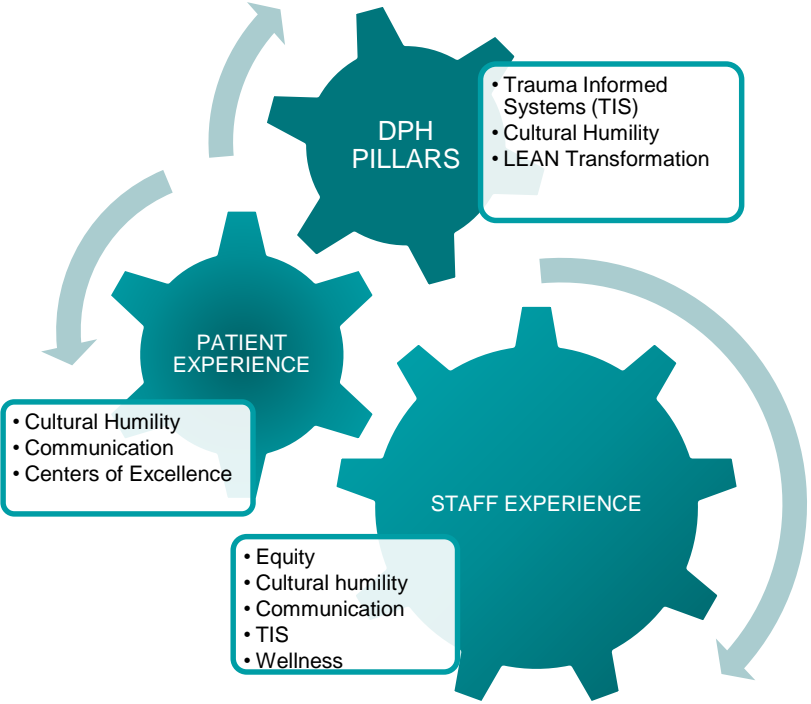
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I. Background:

DPH initiatives such as Trauma Informed Systems, Cultural Humility, Lean Management System has provided training to LHH and HAH staff for the past year aimed at personal development, wellness and leading improvement activities. In addition, as part of LHH's strategic planning process, improving communication and becoming a center of excellence for post-acute care are two organizational goals that support job satisfaction attributes.

In alignment with the SFHN's True North Metrics, LHH and HAH are committed to creating work environments that value and respect our employees.

Our True North-Workforce Goals aims to improve job satisfaction ratings among staff.



II. Current Conditions

Although frequent surveys of employee satisfaction and data at the departmental level lacking, employee satisfaction surveys were completed in 2014 and 2016 by the same market research firm. In comparing the two years, the data shows that overall job satisfaction is improving.

2016 staff satisfaction survey results include:  
**77%** (1,293 off 1,672 total responses) of campus employees rated their job as excellent or good.

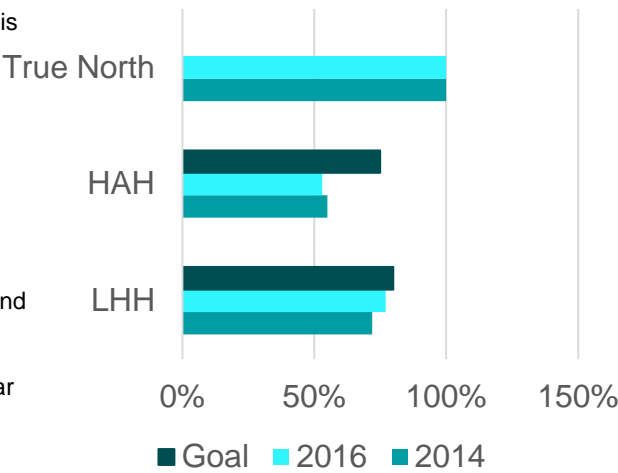
**88%** would recommend their organization as a place to work.

The three (3) highest rated attributes were: adequacy of equipment and supplies, quality of training, communication among co-workers/staff.

The three (3) lowest rated attributes were: safety of workplace, regular communication about my progress, and cooperation of LHH departments/units.

Areas of improvement from the 2016 survey include: opportunity to give input, management check in with staff and consistency in standards implementation.

Overall Satisfaction

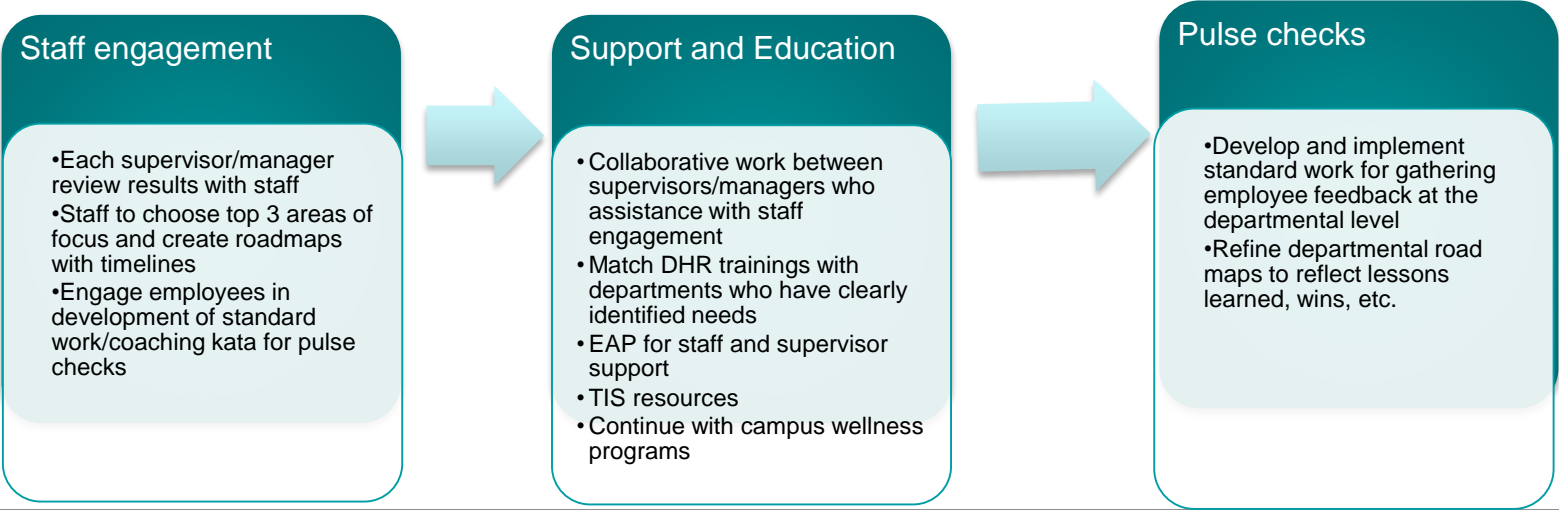


**Problem Statement:** LHH and HAH both fall short in achieving the goal of 80% of staff with an overall workplace satisfaction. More frequent and ongoing employee engagement surveys are lacking. Current measurement methods capture employee satisfaction every 1-2 years versus a department level pulse check. There is a need for a support system for employees to increase their level of engagement.

**III. Goals & Targets:** A) By 11/30/16, all departments complete a review of their 2016 employee satisfaction results and create staff-centric road maps with feedback and input from staff. B) By end of March 2017, implement a Lean management system such as a frontline visibility wall and frequent pulse checks to monitor progress with departmental workplace satisfaction roadmap. And C) By next survey measurement in 2017, increase percentage of employees rating excellent or good from 77% to 80% at LHH, and from 53% to 75% at HAH.

IV. Analysis	Re-survey	Department Road Maps	Management Support	Data Mgmt
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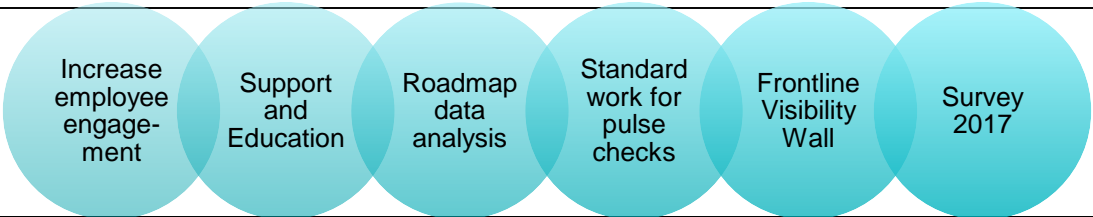
V. Recommendations / Proposed Countermeasures



VI. Plan

To Do	Plan	Do	Check	Act
1) Survey results review	Share info with Executive Staff, Department Heads, and employees	Reviewed and discussed August 2016 at Exec, with departments by November 2016. Leadership Forum December 2016	Completed	
2) Create Departmental Workplace Satisfaction Roadmaps	Roadmaps developed by employees to address interdepartmental issues	Each department to create a roadmap to address the top 3 areas of engagement by November 2016.	Completed	Continue monitoring road maps
3) Data analysis of Departmental Workplace Satisfaction Roadmap	Review and analyze all department action plans by executive sponsor	Look for interdepartmental trends across the organization to identify areas of focus to improve employee experience	Not completed.	Provide analysis to Exec/Quality Council and Leadership Forum, all departments by March 2017
4) Create standard work for department level 'pulse checks'	Work with departments to develop a standard work for departmental workplace satisfaction roadmaps	Review lean management techniques with employees and managers for follow up and monitoring of departmental workplace satisfaction roadmaps	Not completed	New workgroup following Employee Satisfaction results focusing on Manager and Supervisor skill development.
5) Increase employee engagement opportunities	Create employee focus group to evaluate and address engagement issues	LHH leaders to coordinate with HAH staff satisfaction chairperson and committee members to study process and impact of HAH's staff satisfaction committee. Engage with FUSE fellow to assist with focus group and identify best practices for employee engagement.	Not completed	Per above.
6) Provide support to managers and department heads	Executive sponsor to call managers and department heads at least 2x quarter and as needed	Assist managers and department heads to access training resources, tools to engage staff with roadmap, tools to address the 3 lowest rated attributes hospital-wide.	Completed with the departments with the lowest satisfaction ratings	On-going

VII. Follow-Up



Overall Satisfaction

