

Employee Satisfaction A3  
Laguna Honda Hospital and Rehabilitation Center  
February 4, 2018

1. **Problem:** LHH and HAH both fell short in achieving the goal of 80% of staff with an overall workplace satisfaction in 2016. Current measurement methods capture employee satisfaction every 1-2 years versus a department level pulse check. A need for a support system for employees to increase their level of engagement was identified.
2. **Aim:** Via increased staff engagement, support and education for managers and supervisors, and departmental pulse checks, the goal was to increase the percentage of employees rating excellent or good from 77% to 80% at LHH, and from 53% to 75% at HAH.

3. **Intervention(s):**

- Employee Satisfaction Survey results were reviewed at the Leadership Forum and Performance Improvement Meetings. Department Managers were requested to review the results at their staff meetings and complete a department-level action plan based on their staff meetings.
- 75% of departments surveyed submitted completed road maps that were created with staff.
- Departments with the lowest scores were encouraged to have in-depth reviews and focused discussions of their satisfaction scores with their team members to gain deeper perspective, with the goal of developing countermeasures in the creation of each department's roadmap.
- Department of Human Resources, as well as Employee Assistance Program, educational opportunities were offered to Managers/Supervisors and staff to access as resources.
- Participation in the on campus Wellness program was encouraged; the Employee Wellness Hub was opened in August of 2017 as place for staff to rest and recharge during their work day.

4. **Measures/Indicators:**

Overall job satisfaction*	2014	2016	2017	Facility Goal	FY 16-17 True North Goal
LHH	72%	77%	66%	80%	80%

\*from the Corey, Canapary and Galanis surveys

- In 2016, the three highest rated attributes were:
  - *Adequacy of equipment/supplies* (83% excellent/good rating),
  - *Quality of training* (80% excellent/good rating), and
  - *Communication among co-workers/staff* (77% excellent/good rating)
- The three lowest rated attributes were:
  - *Safety of workplace* (79% excellent/good rating),
  - *Regular Communication about my progress* (72% excellent/good rating), and
  - *Cooperation among all Laguna Honda departments/units* (71% excellent/good rating).

## 5. Results:

- In 2017, overall job satisfaction decreased to 66%, with 65% response rate (1,078 from 1,655 possible).
- 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).
- While both the response rate and overall job satisfaction is high, this latest survey suggests we have continued work to do to reach our True North goal of overall job satisfaction to 80%.
- Analysis: LHH fell short in achieving the goal of 80% of staff with an overall workplace satisfaction in 2016. Conducting employee satisfaction surveys every 1-2 years is difficult to measure the gains over time. Having a department level pulse check on a more frequent basis allows for addressing satisfaction attributes on a more timely and frequent basis. In addition, the three lowest attributes differed in two domains between the 2016 and 2017 survey results. From the most recent results, a need for a support system for employees to increase their level of engagement emerged and validated by reviewing the results with staff.

## 6. Lessons Learned:

Directed employee engagement was initiated by the managers and supervisors who followed through with their departmental roadmaps for addressing workforce experience. Upon getting their feedback for continued and sustained gains, the following self-reflections were shared:

- If we provide managers and supervisors a support system during times of change, then we can increase their level of engagement with their staff using tools and best practices.
- If we support managers and supervisors as the process owners of their departments and give them a structure to increase transparency and visibility, then we can increase departmental employee engagement.
- If managers and supervisors are able to share their experiences in developing and implementing employee satisfaction roadmaps, then manager and supervisor peers can learn from each other.
- If we train managers and supervisors in leader standard work, and all staff in the Lean daily management system, then we help to address employee dissatisfaction in real time fashion.

## 7. Next Steps:

- Continue to educate Laguna Honda employees about the Wellness Hub. Schedule quarterly wellness community-wide events at the Wellness Hub.
- New workgroup will continue to follow Employee Satisfaction results for 2017 which are focusing on Manager and Supervisor skill development.
- When new measurement tool in place (Press Ganey), it is hoped that department level

pulse checks will be attainable versus annual surveys.

- “Embracing Change” as a performance objective has been added to performance appraisal tool for FY 17-18 and will be completed by managers and supervisors by September 2018.
- Planned implementation of leader standard work and the daily management system in FY 18-19.

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