



Caregiver Experience Survey

2017 Employee Experience Survey

UOP

2017 employee Experience Survey “By the Numbers”

PSJH



84,999 responses

We achieved an 81% participation rate across Providence St. Joseph Health!



2 weeks

The survey was administered from Sep 20 – Oct 4.



15 categories

Our survey collects feedback on important drivers and outcomes of the caregiver experience:

- *Burnout*
- *Commitment/ Intent to Stay*
- *Community*
- *Empowerment*
- *Mission & Values*
- *Quality*
- *Respect*
- *Role Success*
- *Safety*
- *Senior Leadership*
- *Supervision*
- *Sustainable Engagement*
- *Teamwork*
- *Total Rewards*
- *Workload*



1 open-ended question

We asked caregivers the question, “What else would you like to share with us about your experience here?”



3 formats

Options to respond via web, mobile, or phone.



6 languages

The survey was available in English, Chinese, Russian, Spanish, Tagalog, & Vietnamese.

How to Read Results

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NOTE THE DARK AND LIGHT COLORS; INDICATES DIRECTIONAL DIFFERENCE VERSUS STATISTICALLY SIGNIFICANT VARIATION

Scores

Scores shown are the total Percent Favorable (typically the top two options). For example:



Favorable Responses

Differences and Colors

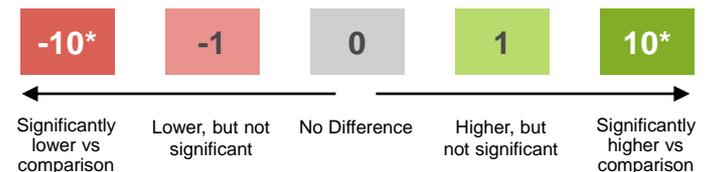
Differences to norms are shown as % points. Norms may include past surveys, parent groups, industry, national or high performance benchmarks.

For example:		Total Favorable Score	Historical	Parent Group	Company Overall	Industry Norm
Employee Engagement		86	-8*	3*	3*	-10*
3	I have a good understanding of our goals.	84	2*	1	-9*	2*
12	I have a good understanding of how my job contributes to achieving our goals. ★	88	4	10*	-1	0

Icons (if applicable)

- #** When a question number is shown in red it is a priority issue.
- ★ Key driver question.
- (N) On some questions disagreeing is the favorable response.

* **Statistically significant** differences are indicated with asterisks and darker colors. They are meaningful differences, where we are 95% confident it did not occur by chance. The cut-off for significance varies according to the size of the groups being compared. Small groups require a bigger difference for it to be significant.

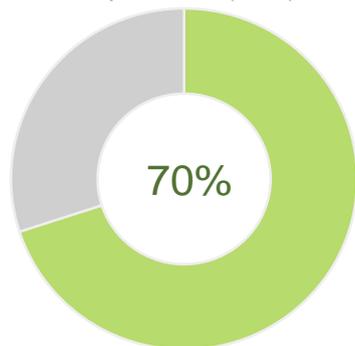


Overview

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Response Rate

108 Respondents (70%)



Results vs. US Education Norm

4 Out Of 6 Categories Are Below



Most Favorable

Sustainable Engagement 1
Empowerment 1

Least Favorable

Respect -19*
Role Success -18*
Supervision -5

Sustainable Engagement



UOP 2016



PSJH Overall 2017



US Education Norm



Strengths

▶ Mission & Values, Quality

Opportunities

▶ Mission & Values, Role Success

**RESPONSE RATE IN 2016 WAS 74%;
SUSTAINABLE ENGAGEMENT INDEX WAS 68%**

**SIX OF 12 CATEGORIES HAVE ENOUGH ITEMS
WITH BENCHMARKS TO BE COMPARED TO THE
NORM**

Sustainable Engagement Overview

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What is Sustainable Engagement?

The Sustainable Engagement Index provides insight into the experience caregivers are having, and how much they are willing and able to go "above and beyond" to support our shared goals. It is made up of 3 components:



Survey items included in the index:

Engaged

- ✓ I believe strongly in the goals and objectives of this organization.
- ✓ I am willing to put in a great deal of effort beyond what is normally expected to help my organization succeed.
- ✓ I am proud to tell others I work for my organization.

Enabled

- ✓ There are no substantial obstacles at work to doing my job well.
- ✓ I have access to the equipment and supplies I need to do my work.
- ✓ My department is able to meet our work challenges effectively.

Energized

- ✓ I am able to sustain the level of energy I need throughout the work day.
- ✓ My work gives me a sense of personal accomplishment.

Sustainable Engagement Segmentation

Segmentation groups caregivers based on their responses to the three components of Sustainable Engagement.

Sustainable Engagement Segments	Components of Sustainable Engagement		
	Engaged	Enabled	Energized
Highly Sustainably Engaged	●	●	●
Unsupported	●	●	●
Detached	●	●	●
Disengaged	●	●	●

Highly Sustainably Engaged: Above norm on all three components

Unsupported: Above norm on engaged, below on enabled and/or energized

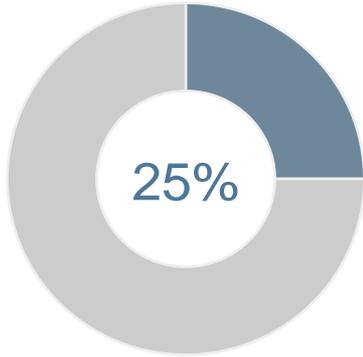
Detached: Below norm on engagement, above on enabled and/or energized

Disengaged: Below norm on all three components

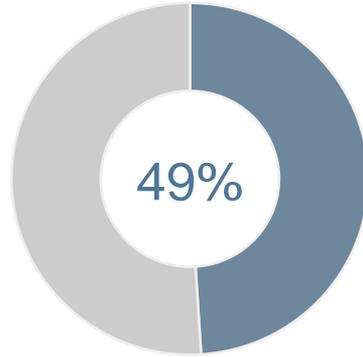
Team Profile

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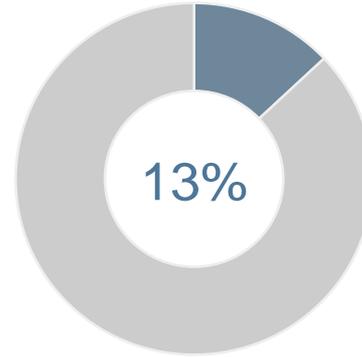
Highly Sustainably Engaged



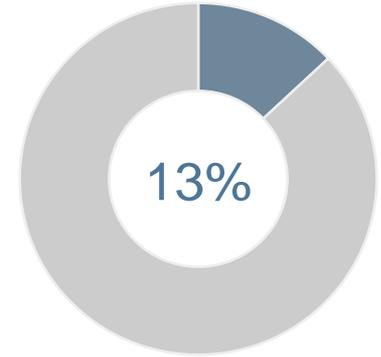
Unsupported



Detached



Disengaged



Engaged	Enabled	Energized
↑	↑	↑
Historical		23%
Company Overall		49%*

Engaged	Enabled	Energized
↑	↕	↕
Historical		57%
Company Overall		28%*

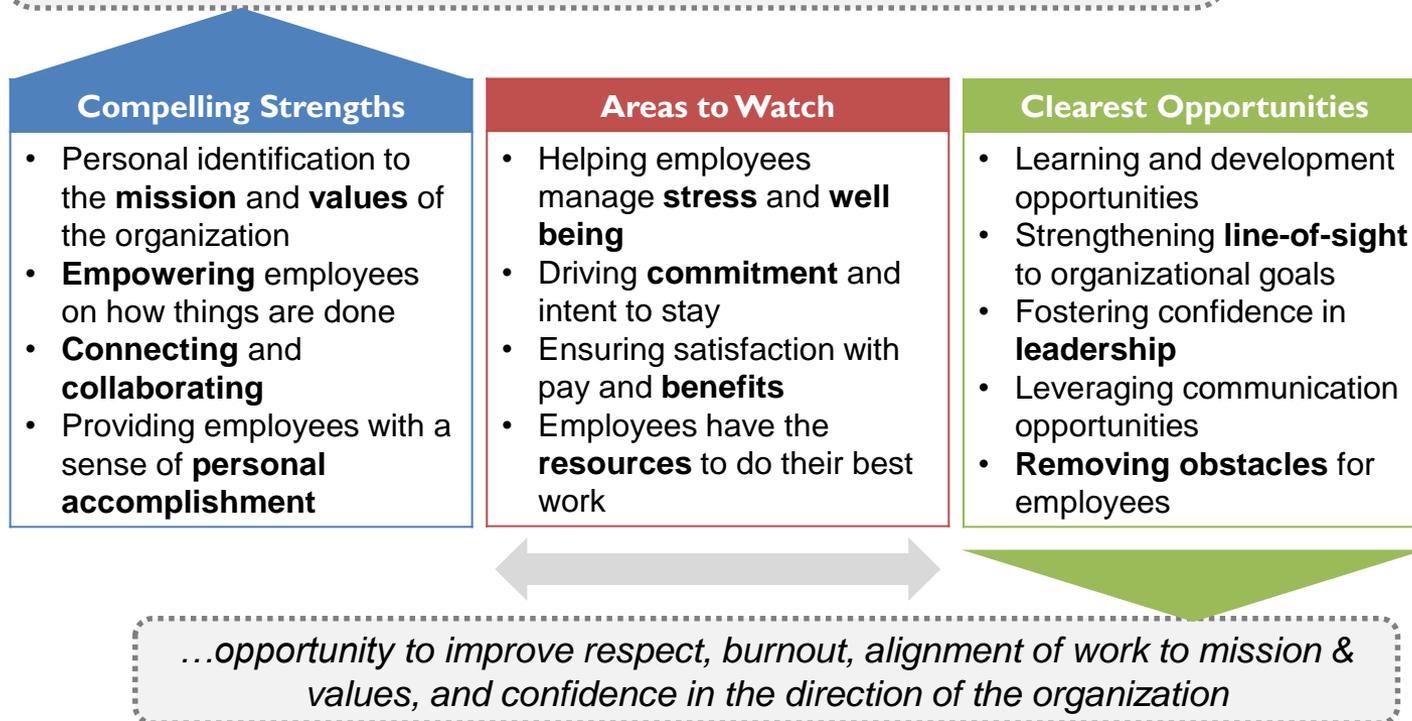
Engaged	Enabled	Energized
↓	↕	↕
Historical		10%
Company Overall		10%

Engaged	Enabled	Energized
↓	↓	↓
Historical		10%
Company Overall		13%

POSITIVE = FROM 2016, MORE EMPLOYEES ARE HIGHLY SUSTAINABLY ENGAGED AND MANY LESS EMPLOYEES ARE FEELING UNSUPPORTED.

CHALLENGES = FROM 2016, MORE EMPLOYEES ARE FEELING DETACHED AND DISENGAGED.

95% of respondents are willing to put in a great deal of effort beyond what is normally expected to help the organization succeed.



Sustainable Engagement

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**SUSTAINABLE ENGAGEMENT INDEX IS
COMPOSITE SCORE (AVG) OF 8 ITEMS**

		Total Favorable	UOP 2016	PSJH Overall 2017	US Education Norm
Sustainable Engagement		69	0	-10*	1
22	I believe strongly in the goals and objectives of this organization.	83	-6	1	5
23	I am willing to put in a great deal of effort beyond what is normally expected to help my organization succeed.	95	2	8*	11*
30	I am proud to tell others I work for my organization.	67	-7	-17*	-6
35	I am able to sustain the level of energy I need throughout the work day.	67	-9	-7	-5
37	My job provides me with a sense of personal accomplishment.	80	-3	-5	-3
39	My department is able to meet our work challenges effectively.	65	6	-7	3
50	There are no substantial obstacles at work to doing my job well.	37	11	-28*	-2
53	I have access to the equipment and supplies I need to do my work.	56	9	-21*	2

Categories vs. Multiple Benchmarks

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12 CATEGORIES OF QUESTIONS

	Total Favorable Score	UOP 2016	PSJH Overall 2017	US Education Norm
Sustainable Engagement	69	0	-10*	1
Burnout	58	n/a	-8	n/a
Community	72	n/a	-9*	n/a
Empowerment	69	n/a	-8	1
Mission & Values	65	n/a	-18*	n/a
Role Success	61	n/a	-18*	-18*
Quality	82	n/a	-6	n/a
Respect	54	n/a	-19*	-19*
Senior Leadership	35	n/a	-25*	n/a
Supervision	62	-3	-14*	-5
Total Rewards	38	n/a	-26*	n/a
Workload	53	n/a	-10*	-1

Top/Bottom Questions

UOP 2017

Top 5 Questions	Total Favorable	US Education Norm
Sustainable Engagement: I am willing to put in a great deal of effort beyond what is normally expected to help my organization succeed.	95	11*
Mission & Values: I personally identify with the mission and our values.	91	11*
Community: The people I work with collaborate to get the job done.	82	6
Empowerment: I have opportunities to provide input on how things are done in my department.	76	6
Workload: The stress levels at work are usually manageable. ★	58	6
Bottom 5 Questions		
Respect: Employees in this organization are treated with dignity and respect, regardless of their position or background.	42	-39*
Role Success: I receive the information I need to do my job effectively. ★	42	-29*
Senior Leadership: Where I work, ethical issues and concerns can be reported without negative consequences. ★	40	-26*
Role Success: I have received the training I need to do my job well.	46	-22*
Supervision: My supervisor and I regularly discuss my growth and development.	35	-13*

Key Drivers of Sustainable Engagement - Providence Health and Services Overall

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THIS REFLECTS “PROFILE” OF HIGHLY SUSTAINABLE ENGAGED EMPLOYEE BASED ON FAVORABLE SCORES ON QUESTIONS IN THESE CATEGORIES

UOP 2016	PSJH Overall 2017	US Education Norm	Total Favorable Score	
n/a	-18*	-18*	61	Role Success
n/a	-18*	n/a	65	Mission & Values
n/a	-10*	-1	53	Workload



Next Steps



Results-to-Action Overview

1

Understand your results



Identify opportunities for impact

2

Share and prioritize



Discuss issues, opportunities and priorities with your team

3

Engage everyone



Make it easier for people to choose engagement by involving them in action planning

4

Build and sustain momentum



Model practices that make engagement and performance the norm

Team Discussion – Where should we focus?

- Do these results accurately reflect people's experience?
- Do these key issues address people's concerns?
- How do people feel about the results and priority areas?

Agree the priority areas for action with the team:

1. XXX
2. XXX

Decide when the team will reconvene to discuss specific action ideas for priority areas