



# Caregiver Experience Survey

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**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:

Agree ☒ Tend to Agree ☒ ? ☐ Tend to Disagree ☐ Disagree ☐

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
<b>Employee Engagement</b>	<b>86</b>	<b>-8*</b>	<b>3*</b>	<b>3*</b>	<b>-10*</b>
<b>3</b> I have a good understanding of our goals.	<b>84</b>	<b>2*</b>	<b>1</b>	<b>-9*</b>	<b>2*</b>
<b>12</b> I have a good understanding of how my job contributes to achieving our goals. ★	<b>88</b>	<b>4</b>	<b>10*</b>	<b>-1</b>	<b>0</b>

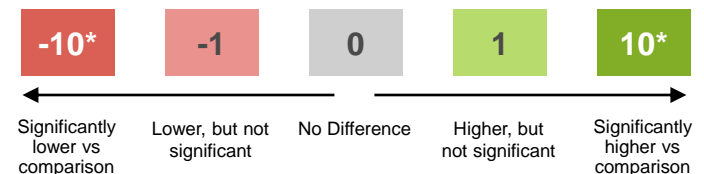
## Icons (if applicable)

# 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.

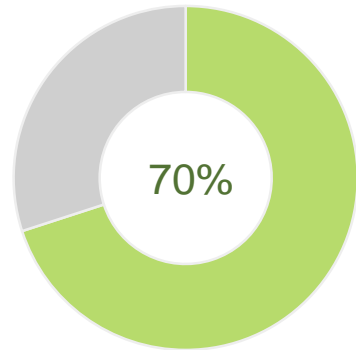


# Overview

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## Response Rate

108 Respondents (70%)



## Sustainable Engagement



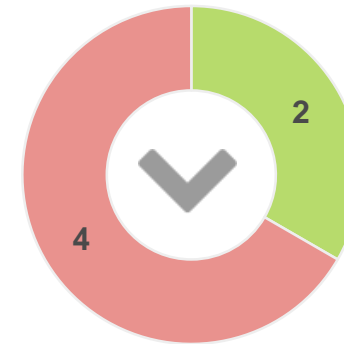
### Strengths

► Mission & Values, Quality

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

## 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

UOP 2016



PSJH Overall  
2017



US Education  
Norm



### Opportunities

► Mission & Values, Role Success

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:

Engaged

**Engagement:** caregivers' attachment to the organization, and to its goals & objectives

Enabled

**Enablement:** the degree to which the work environment supports performance

Energized

**Energy:** caregivers' sense of physical, social, & emotional well-being at work

## 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

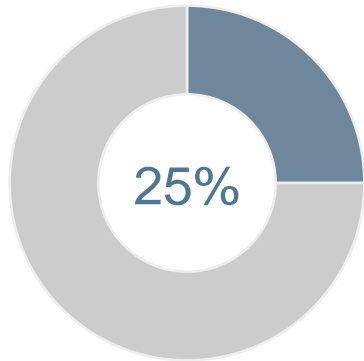
**Detached:** Below norm on engagement, above on enabled and/or energized

**Disengaged:** Below norm on all three components

# Team Profile

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## Highly Sustainably Engaged



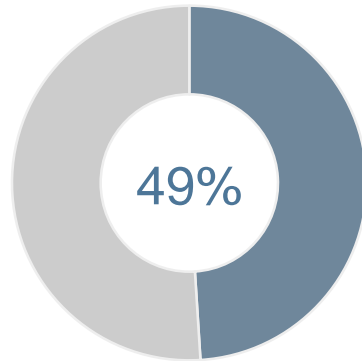
Engaged Enabled Energized



Historical 23%

Company Overall 49%\*

## Unsupported



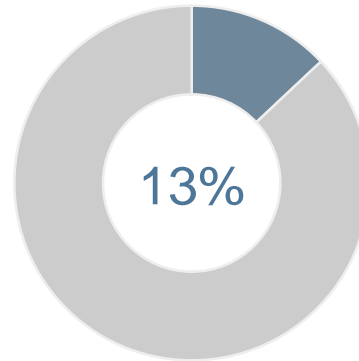
Engaged Enabled Energized



Historical 57%

Company Overall 28%\*

## Detached



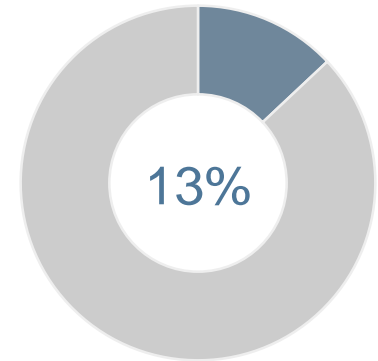
Engaged Enabled Energized



Historical 10%

Company Overall 10%

## Disengaged



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.*

## Compelling Strengths

- Personal identification to the **mission** and **values** of the organization
- **Empowering** employees on how things are done
- **Connecting** and **collaborating**
- Providing employees with a sense of **personal accomplishment**

## Areas to Watch

- Helping employees manage **stress** and **well being**
- Driving **commitment** and intent to stay
- Ensuring satisfaction with pay and **benefits**
- Employees have the **resources** to do their best work

## Clearest Opportunities

- Learning and development opportunities
- Strengthening **line-of-sight** to organizational goals
- Fostering confidence in **leadership**
- Leveraging communication opportunities
- **Removing obstacles** for employees

*...opportunity to improve respect, burnout, alignment of work to mission & values, and confidence in the direction of the organization*

# Sustainable Engagement

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

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



# Categories vs. Multiple Benchmarks

UOP

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

# Key Drivers of Sustainable Engagement - Providence Health and Services Overall

UOP

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



Sustainable Engagement

# 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