

STUDER GROUP TOOLKIT

*Improving Employee Satisfaction and
Organizational Results by Effectively
Communicating Employee Attitude Survey Data*

EMPLOYEE ATTITUDE SURVEY

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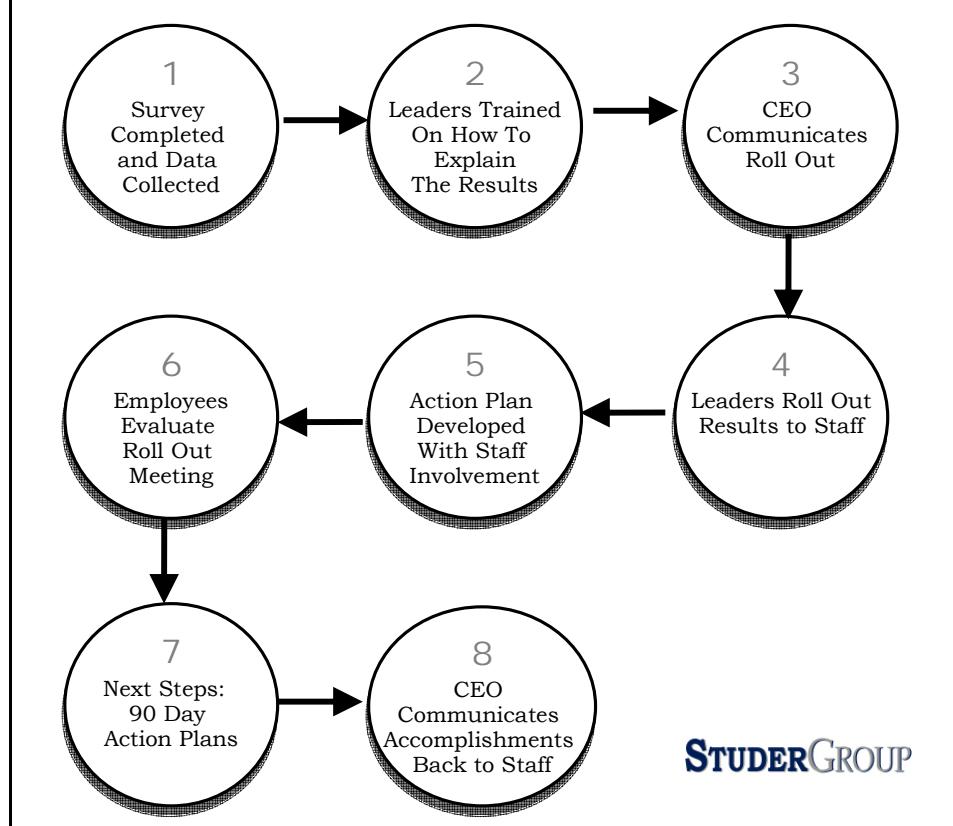
SECTION 1:

INTRODUCTION TO THE EMPLOYEE SATISFACTION ROLL OUT PROCESS

Satisfied employees do a better job. An important tool that drives employee satisfaction and results across all Five Pillars is an organization-wide employee survey. It is important to know the key to these surveys is not the data itself. The key is how well you *share the data* with the staff and how well you *communicate the action* based on their feedback.

The process defined below focuses you on eight key areas that lead you from the data itself to implemented and communicated actions. The details of each area are defined in the following pages of this tool kit and will provide you the information needed to help you accomplish a well planned, received and implemented employee satisfaction survey process.

**Figure 1:
Employee Satisfaction Result Roll Out Process**



SECTION 2: THE SURVEY ROLL OUT PROCESS DEFINED:

1. Survey Completed and Data Collected:

Many organizations already use an employee survey tool. For organizations that don't they can select one from many survey vendors or develop their own. It's the process after the survey is completed that is most important. When the data is complete and data has been collected, the process is ready to begin.

The CEO can be involved up front before this process begins to show his/her support of the upcoming survey as well as its' importance to the organization. Below is provided a sample CEO letter which outlines some key words and actions that can be used to kick off the process.

Tool A: Sample CEO Introduction Letter

<Date>

Employees of <Hospital Name>:

Beginning <date>, a survey will go out to all employees to determine how you feel about working here at <Hospital Name>.

Many organizations don't measure employee satisfaction, but we do because our goal is to be the Employer of Choice. We're serious enough about this to spend \$48,000 to keep this a confidential process by using an outside firm to facilitate it. They gather the data and compile the results. Leaders of <Hospital Name> do not see a single response, only the results in statistical form.

We consider this survey part of the <Hospital Name> report card. We have the bottom line responsibility to make sure we have the best people...and that those people are satisfied with their work.

Results of the 1997 survey showed tremendous improvement over the 1996 survey, in no small part because of actions taken as a result of the feedback gained from the surveys. Again, following the 1997 survey, we've worked hard to implement many additional changes. We hope to see even greater gain in employee satisfaction as a result of those efforts.

Please take the time to thoughtfully fill out the survey and return it by <date>, to the designated drop sites for each of your entities. <Survey Vendor Name> will tally the surveys and get the results back to us by <date>. We will share those results with you as soon as we have received them.

Thank you for helping us continue our journey toward becoming the Employer of Choice.

Sincerely,

<CEO Signature>

2. Leaders Trained On How To Explain the Results:

Once the survey is complete and the data has been collected, Studer Group recommends that all managers are trained on how to explain the results of the employee satisfaction survey. While survey vendors are excellent at helping an organization to interpret the data, it's also important to set leaders up for success as they communicate challenges and opportunities to employees. Our coaches recommend that the entire leadership team go off-site for a half day, roll out the survey results, and teach leaders how to develop key words and actions for the survey roll out meeting they will have with staff.

Below is provided a sample agenda of what this off-site leadership session can look like:

Tool B: Sample Off-site Leadership Meeting Agenda

Employee Roll-Out Planning Meeting

Goal: For the entire leadership team to understand the organization and their individual department employee attitude survey results, how to best communicate this information through developing key words at key times and how to lead the individual work groups to action.

Agenda:

8:00am – 8:30am:

Welcome and CEO Presentation of Employee Attitude Survey Results

8:30am – 9:00am:

Roll Out Process: How to Roll-Out Results and Lead Group to Action Steps

9:00am – 9:15am: Break

9:15am – 10:30am:

Division/Department Meeting Breakout sessions:

- Review Division and Department Specific Data
- Key Word/Key Time Development

10:30am – 10:45am: Break

10:45am – 11:30am:

Leadership Group Discussion and Wrap-up

For example, if a manager got bad results, we would urge him or her to share these results with staff by saying something like:

"The employee satisfaction results are back. Thank you for completing the survey. I want to tell you I'm disappointed. Obviously I'm not the leader that I want to be. But I want you to know that I'm committed to being a good leader. In fact, I'm going to get additional training in the areas you identified where I can improve. I do want to tell you that I'm committed to making this a better department and to being a good leader. I hope you'll help me."

Once you say, "I hope you'll help me," they are on your side.

3. CEO Communicates Roll Out:

An important step that is often missed is CEO involvement in the communication of the roll out. Before the leaders roll out their departmental results, we suggest the CEO roll out the overall hospital results at an employee forum. (For more information regarding Employee Forums, See the Studer Group Employee Forum Tool Kit)

The CEO should also outline the steps that will be taken by each leader in the roll out. This not only makes the CEO a visible part of the process, but also manages up the leaders and sets them up for success.

Tool C:

Sample Employee Forum Agenda – Employee Satisfaction Result Roll Out

EMPLOYEE FORUM AGENDA

I. Opening Prayer

II. Service

- What are our patients saying? – Patient Satisfaction Score Update
- Key Patient Satisfaction Drivers
- Physician Satisfaction

III. Quality

- Medicare LOS
- Clinical Effectiveness

IV. Financial

- Productivity
- Operating Income

V. People

- *Employee Satisfaction Results*
- *Next Steps*
- *Action Plans and Follow-up*

VI. Growth

- Market Share

VII. Door Prizes

4. Leaders Roll Out Results to Staff:

After the CEO has rolled out the general results to the staff, it is now time for the individual department leaders to meet with their employees regarding their department specific data. Careful attention and preparation is needed for this step as the effectiveness of the roll out is critical. This is why step 2 is so important. When leaders have the proper training in using key words during the roll out process, employees are more willing to listen, provide input and take part in improvements. (See Tool D for sample key words to use during a roll out meeting)

As you study the data and prepare to share the results:

- Review hospital overall results
- Review departmental results
- Circle factors +.3 or above in blue
- Circle factors -.3 or below in red
- Reorder factors from highest to lowest
- Look for themes within and across areas
- Prioritize results by importance
- Prepare charts and slides to present the results

The following steps provide a sample process of how we suggest a leader conduct an employee meeting. Remember the key is not just to present the results, but to allow employee involvement to results.

a. Review The Most Important Issues In The Department Based On The Data And Results:

Provide an overview of overall hospital results, the top scoring areas and the lowest scoring areas.

b. Give Opportunity For Employees To Add To The List:

A big part of the employee satisfaction discussions is the ability to be open about the results. Provide opportunity for employees to give input. Allow everyone the chance to respond as not to allow one employee to dominate. Guide the discussion to open and positive feedback.

For example, the same manager in a meeting with the department might say: *"Here are the areas that you told me are the most important issues in this department, but I think some of you didn't fill out the survey, plus things could have changed. Let's read the five most important issues, based on the survey results. But I also want to give everybody a chance to add to this list. Sally, do you have anything to add? Nancy, do you have anything to add?"*

c. Restate And Summarize All Of The Top Issues:

By giving opportunity for employees to add to the list, at the end of the meeting, you may have eight issues instead of just the top five from the survey. Summarize this new list of issues.

d. Vote On The Top Issues:

Ask everyone to vote on which one they believe is the biggest issue. This helps individuals to see that their priority might not be the same as everyone else's priority, even though they assumed it was.

e. After The Vote, Commit To Focus On The Top Three Issues:

Eventually, all of them will be addressed, but start with the top three. These could range from work pressure and communication issues to cleanliness or storage needs.

f. Harvest Some Quick Wins;

There are quick wins sitting there that leaders can address easily to build that emotional bank account with staff.

Tool D: Sample Key Words To Use During Roll Out

| Suggested Actions: | Sample Key Words: |
|--|---|
| A. Introduce and set up the meeting: <ul style="list-style-type: none">▪ Begin each session on a positive note.▪ Thank the employees for caring enough to fill out the survey, attend the session, and participate.▪ Be open and real to show your commitment that you will take action on the results. | <p><i>"On <date> Employee Satisfaction Surveys went out to all employees of <Hospital Name>. Employees answered 85 questions about how they felt about working here. <xx%> turned in the completed surveys. Thank you for caring enough to fill out the survey and responding so powerfully. I also appreciate you being here today to discuss the results together and for your participation.</i></p> <p><i>The goal of the survey was to determine how you felt about your job so that we could be more effective in future planning and decision making.</i></p> <p><i>We kept this a confidential process by using an outside firm to facilitate it. They gathered the data. We did not see any single response, only the results in statistical form.</i></p> <p><i>I consider this survey my report card. I have the responsibility to make sure we have the best people in this department ... and that those people (you) are satisfied with your work."</i></p> |
| B. Present <u>overall</u> hospital results. | <p><i>"The overall results for <Hospital Name> were _____. (Use words that describe your results -- i.e. very positive, showed some exciting areas to improve, etc.) In every category, <Hospital Name> employees reported that their level of satisfaction is _____. (Use words from your survey results - i.e. better than it was in 2003, up by nearly 8% and 28%</i></p> |

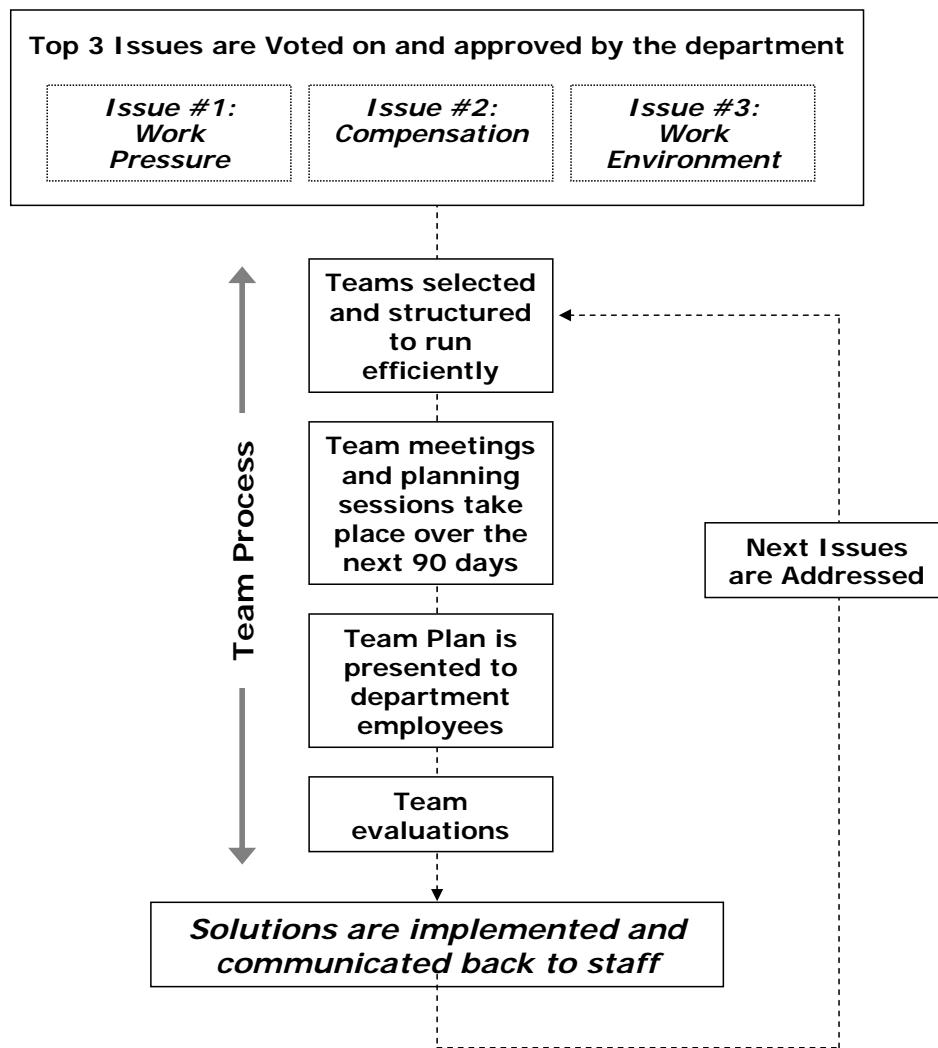
| | |
|--|--|
| | <i>higher than the industry norm, etc.)"</i> |
| C. Present top 3 <u>highest</u> ranked questions in your department, allow staff to add to/delete from as appropriate. <ul style="list-style-type: none"> ▪ Provide the results of the 3 highest scoring areas in a descriptive manner. ▪ Use graphs and tables to add interest. ▪ Give staff opportunity to explain the results where applicable. | <p><i>"Now let's look at the specifics of our own area, how we compare to the rest of the hospital and identify ways to improve . . ."</i></p> <p><i>"Let's first look at the top 3 high scoring areas . . ."</i></p> <p><i>"Did we miss anything or is there something new you would like to add?..."</i></p> |
| D. Present top 3 <u>lowest</u> ranked questions in your department, allow staff to add to/delete from this list and come up with solutions. <ul style="list-style-type: none"> ▪ Provide the results of the 3 lowest scoring areas in a descriptive manner. ▪ Use graphs and tables to add interest. ▪ Give staff opportunity to explain the results where applicable. (Spend time discussing problems but spend most of the time looking for solutions). ▪ Allow the group to add to or delete from the list. ▪ Ask the group to prioritize issues in order of importance. | <p><i>"Next let's review the top areas of concern . . ."</i></p> <p><i>"Here are the areas that you told me are the most important issues in this department, but I think some of you didn't fill out the survey, plus things could have changed. Let's read the five most important issues, based on the survey results. But I also want to give everybody a chance to add to this list. Sally, do you have anything to add? Nancy, do you have anything to add? . . ."</i></p> <p><i>If results are low:</i></p> <p><i>"I want to tell you I'm disappointed. Obviously I'm not the leader that I want to be. But I want you to know that I'm committed to being a good leader. In fact, I'm going to get additional training in the areas you identified where I can improve. I do want to tell you that I'm committed to making this a better department and to being a good leader. I hope you'll help me . . ."</i></p> <p><i>"Help me understand, what specifically did you mean when they scored the item? . . ."</i></p> |

5. Action Plan Developed with Staff Involvement:

After the data has been presented and the staff has voted on the top three areas in which to focus, the leader should move into developing an action plan. Staff involvement is critical to this success and ownership of the action plan.

- Vote on action steps to address the top issues.
- Assign responsibilities and/or teams.
Teams or individuals are selected to work on the top issues. (Ex: Work Pressures team, Compensation team, etc)
- Discuss next steps.
(Example: Plan is due in 90 days, Teams work on for 90 days, Team plan is presented, Solutions are implemented)

Tool E: Department Example of Working an Action Plan



Tool F: Sample Key Words To Use During Action Plan Development

| Suggested Actions: | Sample Key Words: |
|---|---|
| <ul style="list-style-type: none">▪ Review and summarize most important issues in the department based on the results of the above discussion.▪ Vote on the top 3 biggest issue.▪ Vote on action steps to address the top issues.▪ Assign responsibilities and/or teams.▪ Discuss next steps. | <p><i>“Let’s summarize and review what we have discussed . . .”</i></p> <p><i>“Now that these have been identified, let’s vote on the top 3 issues that we can work together to improve . . .”</i></p> <p><i>“Are there specific actions I could take that would improve my leadership to the degree that if you were to fill this survey out again, you could rate me a “5”? ”</i></p> |

6. Employees Evaluate Roll Out Meeting:

Finally, the employees will fill out an evaluation form (See Tool H) for the roll out meeting itself. The evaluation form is very important. How the leader rolls out the employee survey can make or break the success of that tool. By asking employees to evaluate the roll out meeting, you will accomplish three things:

- Hardwire the roll out process by holding the leaders accountable.
- Provide employees an opportunity to share additional feedback about the process from which the leader can learn.
- Monitor the success of the leader in the roll out process so the leader's supervisor can provide additional coaching as needed.

At each session, the supervisor distributes an evaluation form evaluating the effectiveness of the roll out. The leader asks employees to collect the completed forms, place them in a sealed envelope and send them to Administration. Then they are disseminated to the appropriate Vice President who meets with the leader. (Tool G provides sample key words to use)

This evaluation process – how well the leader rolled out the results and developed an action plan with staff – is the missing element of most survey roll outs. It is essential that the leader's supervisor understand how well he or she communicated the results to the staff.

We have found that about 95 percent of the time, when leaders have the proper training in using key words during our roll out process, employees are already ranking the leader highly in how well they communicated results and offered opportunities for input. This boosts the leader's self-confidence as they continue to roll out survey results to more employees. This is but one example of leadership training that creates a more self-confident leader.

For the five percent of leaders whose staff feedback shows they are struggling to do this well, the supervisor can provide help immediately, before the next survey. Senior leaders also gain an opportunity to further review this individual's leadership skill set and ability. That is leadership coaching development and accountability.

Tool G:

Sample Key Words To Use During Employee Evaluation of the Meeting

| Suggested Actions: | Sample Key Words: |
|--|--|
| <ul style="list-style-type: none">▪ Hand out the Employee Satisfaction Survey Discussion Evaluation Form.▪ Have the staff identify a volunteer to collect the evaluations place them in an envelope and deliver them directly to CEO. | <p><i>"It is important to me that I present this data in a complete and open manner. I am sincerely interested in your opinion . . ."</i></p> <p><i>"I have provided each of you an evaluation form and would ask that you complete the evaluation, pick someone to collect them and place them in this envelope and send them to the CEO . . ."</i></p> |

Tool H: Sample Evaluation Form

| Employee Satisfaction Survey Discussion Evaluation Form | | | | | |
|--|-------------------|----------|----------------|-------|----------------|
| Please complete the following survey/evaluation. All information will be anonymous and confidential. We are sincerely interested in your opinion. There will be absolutely no retribution for your candid responses. | | | | | |
| DEPARTMENT NAME: _____ | | | | | |
| Directions: Please answer the following questions by circling the number that best represents your opinion. | | | | | |
| | Strongly Disagree | Disagree | Somewhat Agree | Agree | Strongly Agree |
| 1) I received the information on the employee attitude survey in an open manner. | 1 | 2 | 3 | 4 | 5 |
| 2) I was given an opportunity to provide input and feedback during the meeting. | 1 | 2 | 3 | 4 | 5 |
| 3) We discussed and prioritized the next steps to be taken based on the survey results and our meeting. | 1 | 2 | 3 | 4 | 5 |
| 4) I feel action will be taken by my manager. | 1 | 2 | 3 | 4 | 5 |
| 5) I feel action will be taken by Administration. | 1 | 2 | 3 | 4 | 5 |
| Comments: | | | | | |

Thank you for filling out the survey. Your responses will be collected, sealed and delivered directly to <CEO Name> for review.

7. 90 Day Action Plans:

Once agreement about the top two or three opportunities for improvement has been reached with employees, they are placed on a written 90-Day action plan so they get addressed in the next quarter.

- The action plans are posted on the unit.
- A copy is sent to Administration.
- At the end of the 90 days, the leader sends a copy of the original plan with an update on progress to senior leaders.

We find that in a typical hospital, one issue per leader/department has been brought to closure. So in an organization with 100 leaders, you can expect 100 improvements for employee satisfaction as a result of that employee survey roll out meeting.

Tool I: Leader 90 Day Plan Example

| Pillar | Yearly Goal | 90-Day Goal | Action Steps | Manage Up Level | Results |
|----------------------------|--|--|--|-----------------|--|
| P E O P L E | Achieve >90% on Employee Satisfaction Scores | Employee Survey Response to Work Pressures | <ol style="list-style-type: none"> 1. Work Pressure Team is Formed 2. Study and adjust work load and staffing ratios as needed 3. Develop and Pilot Shift Change Checklist 4. Hold Focus Groups to identify top work pressures | 1 | Work Pressure Score to increase to 90% |

8. CEO Communicates Accomplishments Back to Staff

The final step is for the CEO to communicate these accomplishments back to staff. Connect the dots on how these achievements represent employee willingness to complete the survey initially, help prioritize their biggest concerns at the roll out meeting and take consistent action as identified in the 90-Day action plan. There are some great wins and this communication is critical to the roll out success.

Tool J: Sample Note from CEO

To: All Employees

By now all staff should have been a part of the employee attitude survey roll out, had input into action plans, and had chance to fill out survey on how your leader rolled out the survey results.

I am meeting with your leaders on Friday. We look forward to reviewing all of above data.

Thank you. Based on your employee input, our meetings, and our hard work over the last 90 days, we've accomplished 111 things to make this a better place for patients, physicians and employees. Here are a few examples . . .

1. Now offer a broadened employee assistance service.
2. Increased number of designated employee parking spaces.
3. Restructured reporting.
4. Space upgrades in equipment and copiers, fax machines

Thank you.

<CEO Name>

SECTION 3: SUMMARY AND FINAL TIPS

Again, the key to an employee satisfaction survey is not the data itself. The key is *how well you share the data with the staff, and how you communicate the action based on their feedback*. This process can be customized, but these actions create a systematic approach to drive employee satisfaction and results across all five pillars.

Here are a various additional tips collected from coaches that we have collected related to the employee satisfaction survey roll out that you will find helpful:

- For every 5% increase in Associate survey satisfaction, you can expect to have 2% increase in customer satisfaction within 90 days. In another 90 days, you can expect to see a .5% increase in revenue growth. (Reference: Harvard Business Review)
- Seize the opportunity to report all future positive changes as a result of the survey
- Share survey success stories at employee forums/board meetings – perhaps manager/employees could share actions they think contributed to their scores/results (choose the top scoring units)
- Survey update in the newsletter – “You Asked For It, We Listened”. Connect the dots every chance you get to remind them of actions that are a direct result of seeking their opinions.
- Put labels on each of the quick wins that are a result of the survey (for example lawn maintenance need new mowers, etc.)
- Count the number of suggestions for improvement and post in the cafeteria. Can create a graph for suggestions vs. implemented or responded to
- Respond quickly to some “quick wins” especially those that carry visible or tangible results
- Keep survey return rates high to sustain. Post the return rate (1500/2000) with the message “thanks to 90% of our employees who cared to respond to our employee survey”
- Conduct Focus groups – with all if possible, but definitely with employees that score 2 standard deviations either above or below your own mean score. If can do with all groups in confidential manner, this will tell you the WHY behind the numbers
- Script the managers on the rollout of the results so the message is consistent. Survey the employees for their satisfaction in the rollout by their manager.
- Request action plans from every manager to address identified issues.
- Without accountability –there will be no change



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