# BENCHMARK REPORT

## 2016 Employee Engagement in Healthcare

### Elevate Engagement

**PROVIDED BY**

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**HealthStream®**

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# Introduction

## It is no secret that today's healthcare environment

presents unprecedented challenges for leaders, staff, and physicians. We are faced each day with new pressures that also seem to be hitting us at a record pace. Of the thousands of healthcare leaders, staff, and physicians with whom we have had an opportunity to work with over the years, a recurring theme is that we've been called to healthcare with a sense of purpose or mission. In most cases we are not pursuing our careers in healthcare driven by the desire to get rich or solely for personal financial gain. When Jim and I set out to write our annual benchmarking study, we had one central goal in mind—to equip healthcare leaders with the information to make a difference.

This study is designed to give you a glimpse into the state of Workforce Engagement today. As you review this report, please give consideration to:
- Your personal level of engagement
- The engagement of your team and those teams with whom you work
- What small changes can make a big difference
- Three actions you can take based on this information to feel more personally engaged and to create higher levels of engagement for your team

We also want to recommend ways you can best use this report:
- Share the summary findings with your board
- Share the results with your senior leaders, directors, managers, and supervisors
- Consider how your organization's results compare to our national findings
- Give this report to new leaders to help them learn common barriers to Employee Engagement and to be a resource to help them to create an engaged team

At HealthStream, we believe every patient deserves the best developed workforce. We want to start a conversation about the realities of Workforce Engagement, to create accountabilities to improve, and to make each day as rewarding as possible. After all, if it is our family receiving care, don't we want them to be in the hands of an engaged employee?

Thank you for allowing HealthStream be a part of your Workforce Engagement journey.

All my best,

*K. Owens*

**Katie Owens**

Vice President, HealthStream Engagement Institute

# Employee Engagement Trends

Nationally, Employee Engagement has remained stagnant between 2013 and 2016.

Managers report **3x** higher levels of engagement than that of the teams they lead.

The top two drivers for keeping the right people are:
- A hospital's success at hiring the best-qualified person to fill a job
- The degree to which staff members trust administrators

Only 39% of healthcare employees in our database are very satisfied with their immediate supervisor.

While the pay and benefits dimension is the lowest scoring in the database, none of the items represent key drivers of Workforce Engagement.
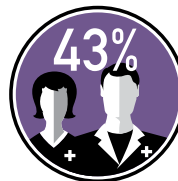
43% of employees intend to stay with their organizations for the next several years.

## Top 5 Drivers of Workforce Engagement

1. The degree to which you trust administrators
2. How well adminstrators direct the overall functions of this facility
3. How well leaders treat, appreciate and support employees
4. How well administrators understand the needs of your department
5. How openly and honestly administration communicates

# Defining Employee Engagement

**What does Engagement really mean?**

HealthStream defines Employee Engagement as an individual's cognitive, emotional, and behavioral connection with an organization's mission, vision, and values.

Engaged staff members view their work as a personal investment that manifests itself in positive effort, a demonstration of ownership, and enthusiasm for attaining organizational goals. At HealthStream, we believe Employee Engagement is grounded in two dimensions--Job Engagement and Organizational Engagement.

**Workforce Engagement**

**Organizational Engagement**
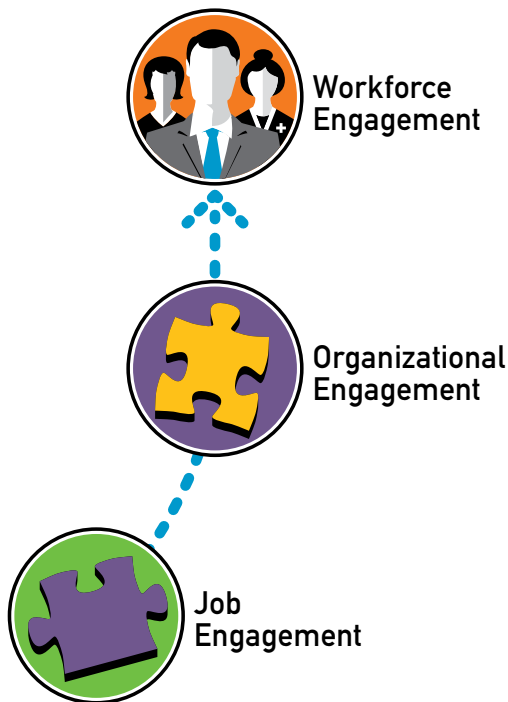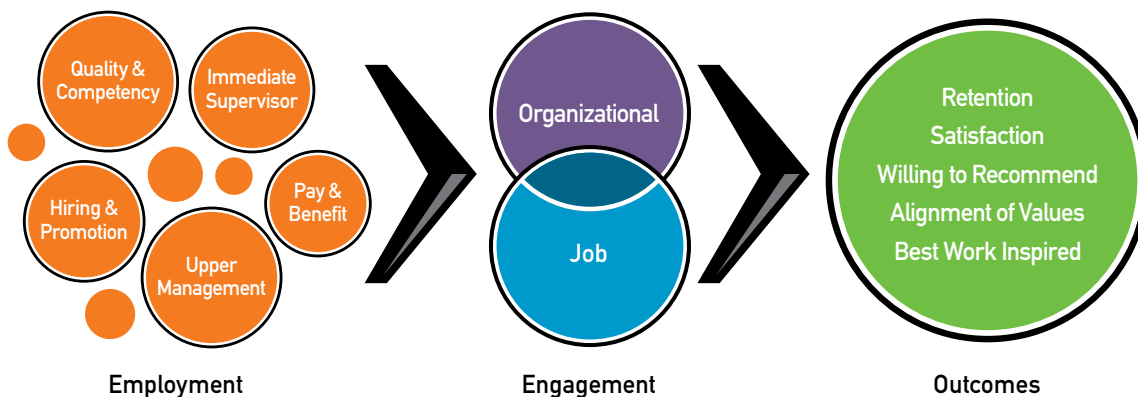
**Job Engagement**

**Job Engagement:** A degree of personal investment is needed to successfully accomplish the role an individual was hired to perform. The strongest drivers of Job Engagement are quality and competence in hiring and promotion, and the existence of regular learning opportunities. Job Engagement is influenced most by the quality of care delivered to patients and the technical ability and skill of their qualities. An equally strong influence on Job Engagement (that should not be overlooked) is the opportunity to grow professionally through learning and promotional opportunities within the organization.

**Organizational Engagement:** Ideally, an employee needs to have an emotional connection to and relationship with the organization, its mission, and the outcomes it must achieve. When Organizational Engagement is achieved, an employee feels a sense of pride with his or her part of the organization and feels rewarded and motivated to contribute to its success. The strongest drivers of Organizational Engagement are staff members' feeling of alignment with the organization and its values, open and honest dialogue with the executive team, and employees' need to feel appreciated and valued.

**Workforce Engagement:** This is the desired impact when Organizational and Job Engagement both occur. Employees' level of engagement in their jobs and the organization predict outcomes, such as intention to stay with the organization and the likelihood of recommending it as the best place to work. In turn, these outcomes are key predictors of performance across the balanced scorecard.

| Top Five Drivers: Job and Organizational Engagement | |
|---|---|
| Job Engagement | Organizational Engagement |
| JOB OPPORTUNITIES: Opportunities for you to move into new positions within the hospital. | ADMINISTRATOR TRUST: The degree to which you trust administrators. |
| ADMINISTRATOR TRUST: The degree to which you trust administrators. | MANAGING THE FACILITY: How well administrators direct the overall functions of this facility. |
| PROMOTING FAIRNESS: Fairness of system for promoting people to better jobs. | EMPLOYEE RECOGNITION: How well leaders treat, appreciate, and support employees. |
| MANAGING THE FACILITY: How well administrators direct the overall functions of this facility. | COMMUNICATION: How openly and honestly administration communicates. |
| COMMUNICATION: How openly and honestly administration communicates. | UNDERSTANDING NEEDS: How well administrators understand the needs of your department. |

## HealthStream's Employee Engagement Model:



Employment → Engagement → Outcomes

Employment: Quality & Competency, Immediate Supervisor, Hiring & Promotion, Pay & Benefit, Upper Management

Engagement: Organizational, Job

Outcomes: Retention, Satisfaction, Willing to Recommend, Alignment of Values, Best Work Inspired

## How can Employee Engagement accelerate key outcomes in healthcare today?

### Impact the Patient and Physician Experience

As one of the country's leading workforce development companies, HealthStream is devoted to measuring the voices of the healthcare community. In 2016, our researchers studied the relationships between categories and questions in our Employee Insights, Physician Insights, and Patient Insights surveys.

### Employee Insights:

Quality & Competence category in Employee Insights has the strongest correlation to HCAHPS scores.

The following Employee Insights Survey questions/items are most correlated with HCAHPS Scores:

**Customer Service:** The extent to which patients are treated as valued customers. (r=.59)

**Safe and Secure Environment:** Our effectiveness in providing a safe and secure environment for patients. (r=.56)

**Technical Ability:** The technical expertise of the staff who provide direct patient care. (r=.52)

**Competence of Your Department:** Job skills of employees in your department. (r=.32)

### Physician Insights:

Overall Nursing Staff category in Physician Insights has the strongest correlation to HCAHPS scores.

The following Physician Insights Survey questions/items are most correlated with HCAHPS Scores:

**Caregiver Availability:** Extent to which units and shifts are adequately staffed. (r=.33)

**Nursing Staff Response To Physicians:** How promptly and accurately nurses respond to physicians' orders. (r=.27)

**Manage Emergencies:** Availability of well-trained nursing staff to manage emergencies. (r=.24)

**Nursing Skill:** Competency of nursing staff. (r=.41)

Staffing related questions in Employee and Physician Insights have the strongest correlation to Nursing Communication and Responsiveness categories in HCAHPS.

**Employee Insights**

**Enough Staff:** How well your department is staffed to cover your regular workload. (r=.51)

**Physician Insights**

**Nurse Staffing:** Extent to which units and shifts are adequately staffed. (r=.36)

**The Role of Employee Engagement Surveys in Driving Execution**

As an essential part of an organization's workforce strategy, the annual Employee Engagement survey provides organization-wide feedback for an overall view of the health of an organization and the factors influencing its business outcomes. Employee Engagement is a critical metric that should not be underestimated. Such insight equips leaders to drive other key performance outcomes, such as financial or operational performance, quality, safety, and patient experience.

Thus, annual engagement surveys can take on strategic and tactical importance. When timed around annual planning periods, they give employees a voice in the setting of priorities and goals and help guide decision-making around initiatives that support an organization's business strategy. Such dialog is critical to strengthening workforce alignment with objective and encouraging personal accountability and ownership of the organization's mission, vision, and values. Additionally, when timed around organizational planning cycles, leaders can establish and be held accountable to making a demonstrable impact on their team's engagement--thus contributing to overall organizational improvement.
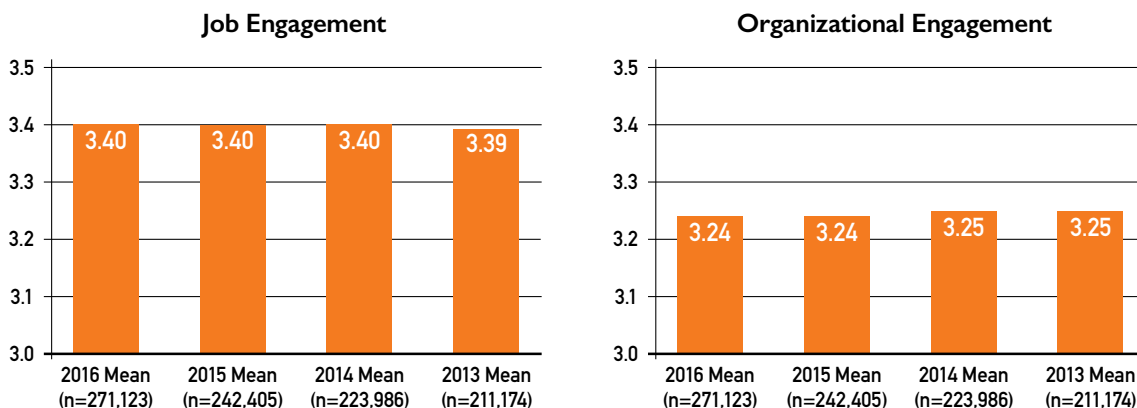
As a final note, it is worth underscoring the importance of follow-up and sharing survey findings with employees. Engagement and satisfaction are the concerns of more than you and your senior management—they belong to everyone in the organization. Sharing results will ensure that everyone takes ownership in building a positive and engaged culture.

Challenge Questions

1. Do you survey <u>at least</u> annually **and** share the results with your workforce?
2. Are your leaders accountable for improving Employee Engagement?
3. Do you have defined action plans based on evidence and techniques to improve your key drivers?

# Trends in Workforce Engagement

Nationally, Workforce Engagement is stuck. There has been little to no movement in our national database. Between 2014 and 2016, Job Engagement has remained steady at 3.40 (out of a 4-point scale). Organizational Engagement is statistically significantly lower than Job Engagement (3.24 vs 3.40) and has remained unchanged between 2014 and 2016. Our research indicates that today's healthcare employees have a higher degree of loyalty to their roles than to the organization where they are employed.

**Job Engagement**

| | 2016 Mean (n=271,123) | 2015 Mean (n=242,405) | 2014 Mean (n=223,986) | 2013 Mean (n=211,174) |
|---|---|---|---|---|
| | 3.40 | 3.40 | 3.40 | 3.39 |

**Organizational Engagement**

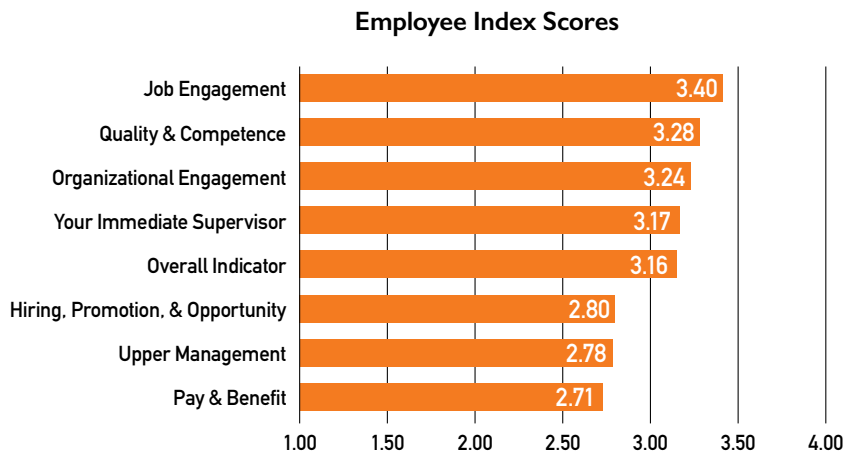| | 2016 Mean (n=271,123) | 2015 Mean (n=242,405) | 2014 Mean (n=223,986) | 2013 Mean (n=211,174) |
|---|---|---|---|---|
| | 3.24 | 3.24 | 3.25 | 3.25 |

# HealthStream Employee Engagement Index

Using a four-point scale, the index illustrates the mean score of responses to each category of HealthStream's employee survey questions. For example, on our four-point scale, job engagement has a means score of 3.40 and a percent positive score of 93.5% (47.5% Very Satisfied and 46% Satisfied). In contrast, Pay and Benefits has a mean score of 2.71 and a percent positive score of 65.1% (17.0% Very Satisfied and 48.1% Satisfied).

| HealthStream's 4-Point Scales | | | |
|---|---|---|---|
| **1** | **2** | **3** | **4** |
| Strongly Disagree | Disagree | Agree | Strongly Agree |
| Very Dissatisfied | Dissatisfied | Satisfied | Very Satisfied |

**Employee Index Scores**

| Category | Score |
|---|---|
| Job Engagement | 3.40 |
| Quality & Competence | 3.28 |
| Organizational Engagement | 3.24 |
| Your Immediate Supervisor | 3.17 |
| Overall Indicator | 3.16 |
| Hiring, Promotion, & Opportunity | 2.80 |
| Upper Management | 2.78 |
| Pay & Benefit | 2.71 |

**There are three bands of performance across the Survey Dimensions:**

- Highest Performing: Job Engagement
- Middle Performing: Quality and Competence, Organizational Engagement, Your Immediate Supervisor, and Overall Indicators
- Lowest Performing: Hiring, Promotion and Opportunity, Upper Management, and Pay and Benefits

The following illustration represents the context by which the mean score compares against our response scale.

| | 2.78 | 3.28 | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
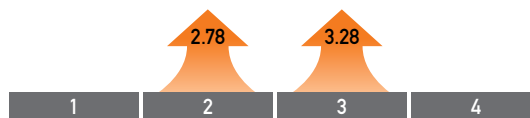
**Distribution of Responses across HealthStream's Engagement Dimensions**

| Question | Top Box<br>Percent<br>Very<br>Satisfied | Percent<br>Satisfied | Percent<br>Dissatisfied | Bottom Box<br>Percent<br>Very<br>Dissatisfied | % Positive | Mean |
|---|---|---|---|---|---|---|
| Your Immediate Supervisor | 39.5% | 43.8% | 11.1% | 5.6% | 83.3% | 3.17 |
| Quality and Competence | 37.6% | 54.1% | 6.5% | 1.7% | 91.8% | 3.28 |
| Upper Management | 19.9% | 48.6% | 20.6% | 10.9% | 68.5% | 2.78 |
| Hiring, Promotion, and Opportunity | 19.3% | 50.7% | 20.6% | 9.3% | 70.0% | 2.80 |
| Pay and Benefits | 17.0% | 48.1% | 23.7% | 11.2% | 65.1% | 2.71 |

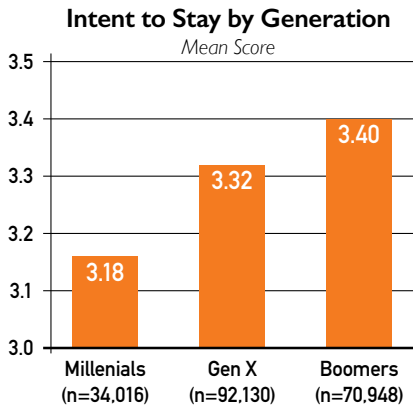| Question | Top Box<br>Percent<br>Strongly<br>Agree | Percent<br>Agree | Percent<br>Disagree | Bottom Box<br>Percent<br>Strongly<br>Disagree | % Positive | Mean |
|---|---|---|---|---|---|---|
| Job Engagement | 47.5% | 46.0% | 5.2% | 1.3% | 93.5% | 3.40 |
| Organizational Engagement | 38.0% | 50.2% | 9.3% | 2.5% | 88.2% | 3.24 |
| Outcomes | 35.8% | 48.0% | 12.1% | 4.1% | 83.8% | 3.16 |

Alarmingly, only 38% of the healthcare workforce is actively engaged with their organizations. Nearly 12% of the healthcare workforce is disengaged—the remaining 50% are in the middle.

# Retention

Retention is a key balanced scorecard measurement for most healthcare organizations. At HealthStream, we focus on responses to the following item to assess retention—"Do you intend to stay with the organization for the next several years." The response options on the 4-point scale range from Strongly Agree to Strongly Disagree. The following chart represents Intent to Stay by key job roles:

**Retention By Job Role**

| Job Role | Score |
|---|---|
| Administrative Nurse | 3.54 |
| Admin | 3.45 |
| Employed Physicians | 3.44 |
| LPN/LVN | 3.41 |
| Other Health Professional | 3.39 |
| Ops | 3.34 |
| Other Medical Personnel | 3.33 |
| RN | 3.27 |
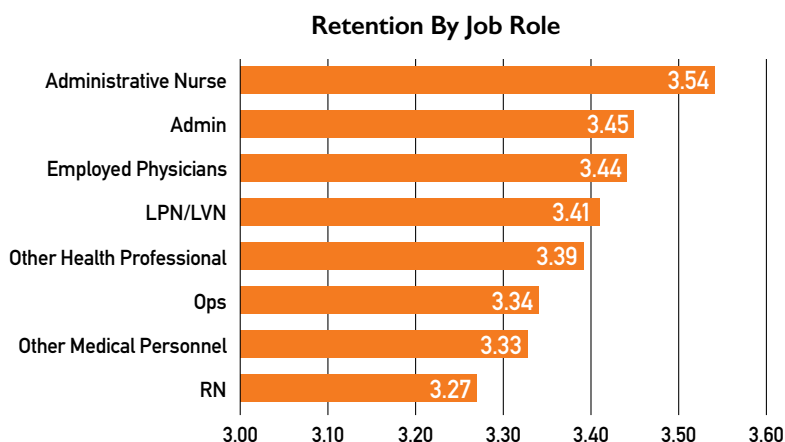
**45.3%** of employees intend to stay with their organizations for the next several years. Leaders must proceed with caution and ensure that those who intend to stay are the right employees.

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## Intent to Stay by Generation
*Mean Score*

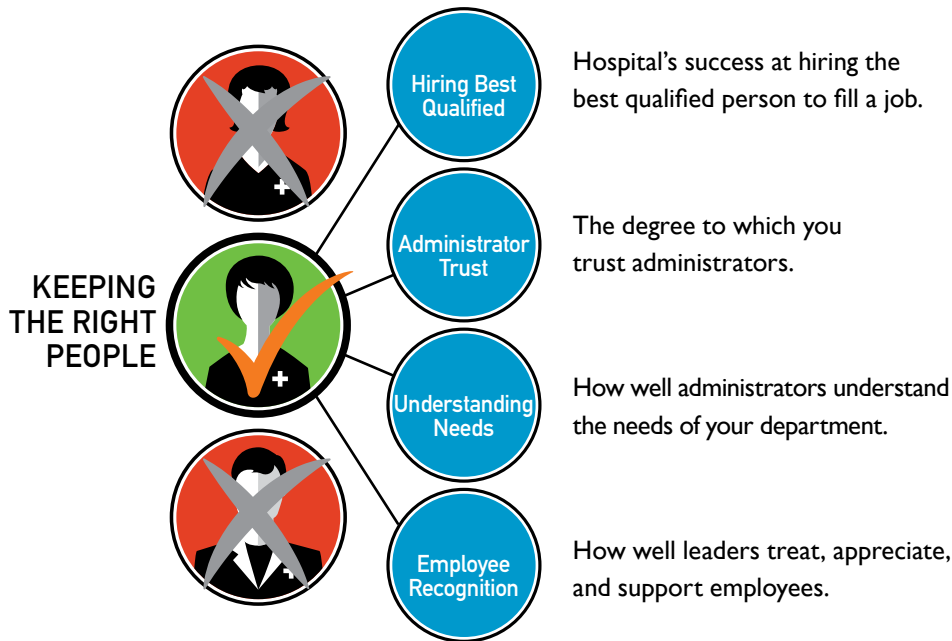| Generation | Mean Score |
|------------|-----------|
| Millenials (n=34,016) | 3.18 |
| Gen X (n=92,130) | 3.32 |
| Boomers (n=70,948) | 3.40 |

The three job roles reporting the highest levels of Intent to Stay include Administration categories (Administrative Nurses and Administration) and Employed Physicians. Nurses report the lowest Intent to Stay. This is alarming as the average cost of replacing a nurse between $22,000 and $64,000 (Robert Wood Johnson Foundation, 2013). Additionally, nurse turnover is linked to quality and patient safety (VHA, 2002). Below, the Top 10 Key Drivers of Job Engagement for Nurses are listed and should serve as insight for building action plans to retain this critical and significant percentage of your workforce.

There are variances in Intent to Stay by Generation with engagement increasing corresponding with age groups.

## Keeping the Right People

In order to positively impact retention, organizations must have a purposeful and proactive strategy to keep good employees. Our research indicates that the top drivers of retaining your best employees include the following four items:

**KEEPING THE RIGHT PEOPLE**

**Hiring Best Qualified** — Hospital's success at hiring the best qualified person to fill a job.

**Administrator Trust** — The degree to which you trust administrators.

**Understanding Needs** — How well administrators understand the needs of your department.

**Employee Recognition** — How well leaders treat, appreciate, and support employees.

# Engagement by Key Workforce Demographics

The following findings represent the state of Workforce Engagement across key demographic groups.

**Organizational Engagement by Job Role**

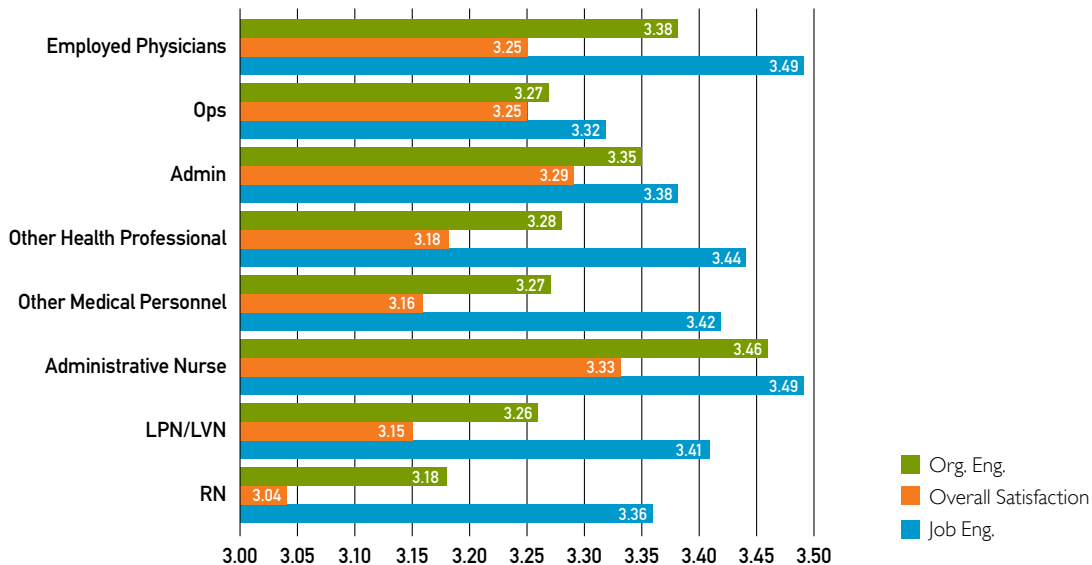| Job Role | Score |
|----------|-------|
| Administrative Nurse | 3.46 |
| Employed Physicians | 3.38 |
| Admin | 3.35 |
| Other Health Professional | 3.28 |
| Other Medical Personnel | 3.27 |
| Ops | 3.27 |
| LPN/LVN | 3.26 |
| RN | 3.18 |
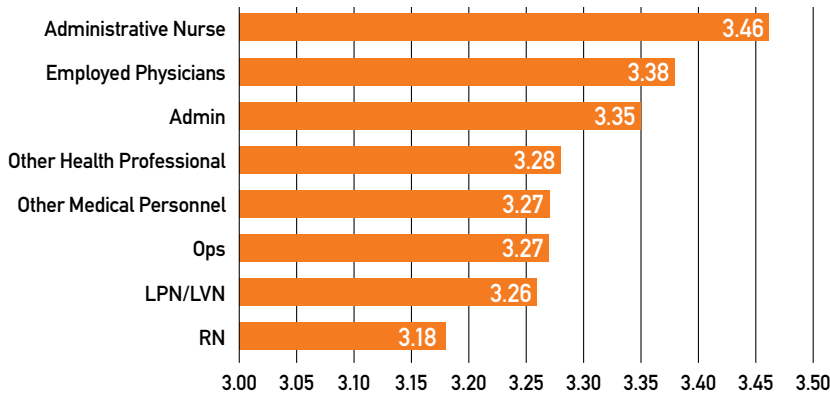
Administrative nurses, employed physicians and administration report the highest levels of engagement. Whereas operations, LPN/LVNs, and nurses report the lowest levels of engagement. While nurses have relatively low Satisfaction and Organizational Engagement, they have relatively high Job Engagement.

**Key Indicators by Job Role**

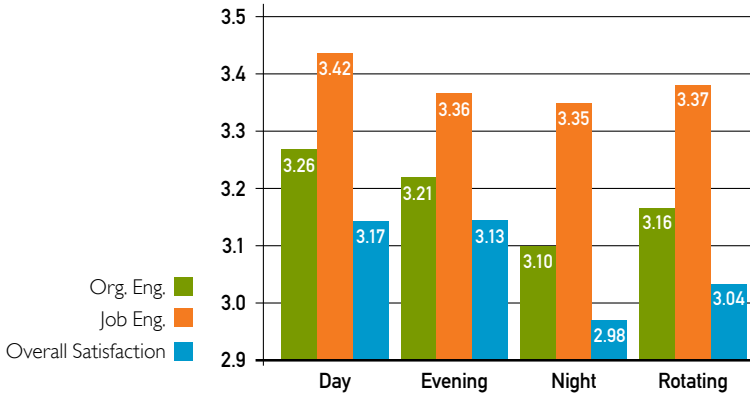| Job Role | Org. Eng. | Overall Satisfaction | Job Eng. |
|----------|-----------|----------------------|----------|
| Employed Physicians | 3.38 | 3.25 | 3.49 |
| Ops | 3.27 | 3.25 | 3.32 |
| Admin | 3.35 | 3.29 | 3.38 |
| Other Health Professional | 3.28 | 3.18 | 3.44 |
| Other Medical Personnel | 3.27 | 3.16 | 3.42 |
| Administrative Nurse | 3.46 | 3.33 | 3.49 |
| LPN/LVN | 3.26 | 3.15 | 3.41 |
| RN | 3.18 | 3.04 | 3.36 |

The most prevalent disparities between Job and Organizational Engagement are those providing direct patient care: Nurses, Employed Physicians, and LPN/LVNs. This finding indicates these personnel value their license over their organization and will make decisions about their employment accordingly.
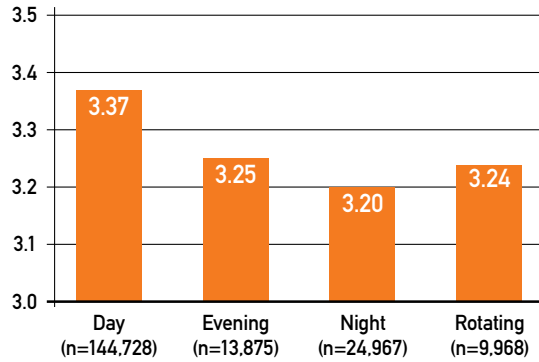
Nurses represent 24% of our HealthStream Database, but make up 32% of those reporting low Organizational Engagement.

## Shift

### Key Indicators by Shift



Legend:
- Org. Eng.
- Job Eng.
- Overall Satisfaction

Day: 3.26, 3.42, 3.17
Evening: 3.21, 3.36, 3.13
Night: 3.10, 3.35, 2.98
Rotating: 3.16, 3.37, 3.04

### You intend to stay with the organization for the next several years.



Day (n=144,728): 3.37
Evening (n=13,875): 3.25
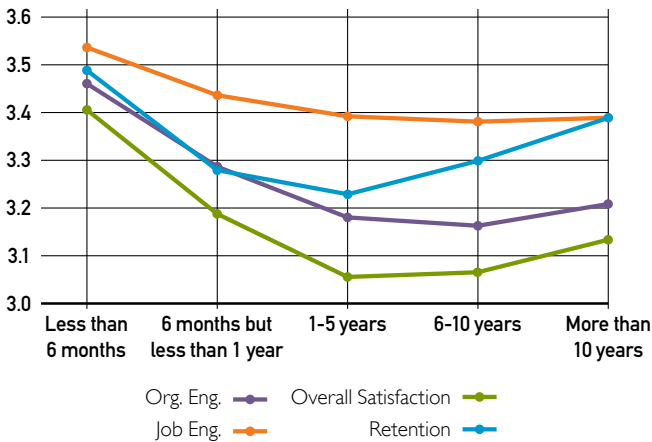Night (n=24,967): 3.20
Rotating (n=9,968): 3.24

Night shift employees report the lowest levels in all categories of Engagement and Retention. Focusing on reducing the gaps between Day and Evening/Night Shifts remains critical for healthcare leaders. Creating elevated levels of engagement beyond the day shift will allow organizations to assure the highest degree of consistent, quality of care at all hours. Since Evening/Night Employees represent 20% of the HealthStream National Database, this is a significant population requiring an additional focus as a means to create gains.

## Tenure

The first six months of employment is the peak of Engagement. Establishing an emotional connection to the organization has to begin at new employee orientation and should be a purposeful focus throughout tenure. Most organizations are diligent in their efforts to ensure the first 90 days are filled with getting new employees excited about the mission, vision, and values, as well as providing new employees with the necessary knowledge, skills and behaviors to become effective organizational members. However, our results by tenure illuminate an alarming decrease in Engag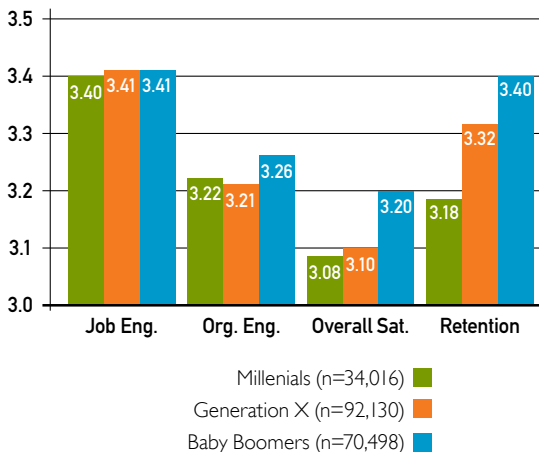ement that typically hits bottom between 1-5 years of employment. After six years of employment, Engagement levels often begin to rise again. Leaders today must focus on proactive Engagement and retention strategies to bridge the gap between onboarding and life afterwards.

The 5 year mark is a notable landmark in terms of retaining and engaging your workforce. When an employee crosses the 5th year of employment, his/her likelihood of remaining with the organization increases dramatically, yet the level of Engagement tends to "flat line." In practical terms, organizations need to ensure their tenured employees (who are more likely to stay) grow in their Organizational Engagement, align to business objectives, serve as brand ambassadors, and have a positive impact on their teams and customers. Coaching and optimizing your workforce is important throughout the entire employee life cycle.

### Key Indicators by Tenure



Legend:
- Org. Eng.
- Job Eng.
- Overall Satisfaction
- Retention

X-axis: Less than 6 months, 6 months but less than 1 year, 1-5 years, 6-10 years, More than 10 years

## Generation

### Employee Generation by Key Metrics



Millenials (n=34,016)
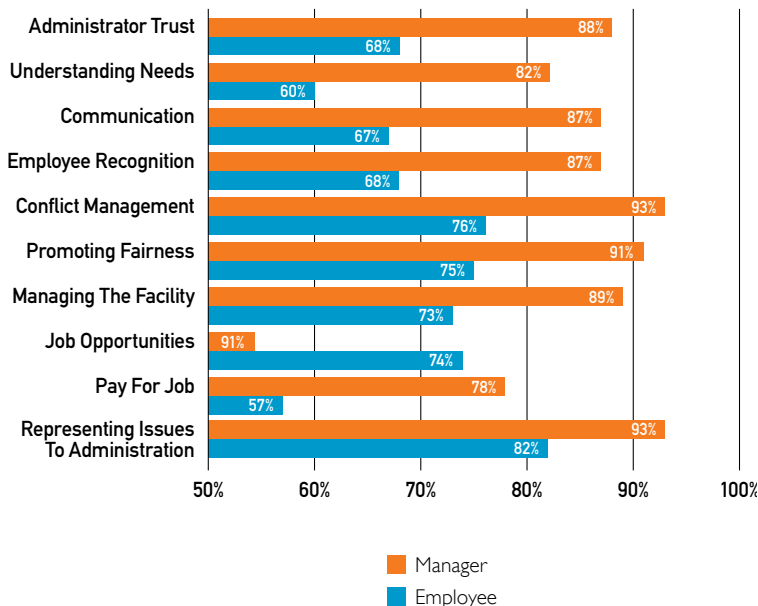Generation X (n=92,130)
Baby Boomers (n=70,498)

Across the outcome measures of Job Engagement, Organizational Engagement, Overall Satisfaction, and Retention:

- There is fairly consistent reported Job Engagement across the generations.
- Baby Boomers reported the highest levels of Engagement across all dimensions.
- Millennials reported the lowest level of Overall Satisfaction and Retention.
- The least satisfied age group is the Millennial and the most engage group across all dimensions are the Baby Boomers.

## Leadership and Staff

### Department Manager vs. Employee
*(Percent Positive)*



| | Manager | Employee |
|---|---|---|
| Administrator Trust | 88% | 68% |
| Understanding Needs | 82% | 60% |
| Communication | 87% | 67% |
| Employee Recognition | 87% | 68% |
| Conflict Management | 93% | 76% |
| Promoting Fairness | 91% | 75% |
| Managing The Facility | 89% | 73% |
| Job Opportunities | 91% | 74% |
| Pay For Job | 78% | 57% |
| Representing Issues To Administration | 93% | 82% |

Manager
Employee

## Department Managers and Employees

*(percent positive and negative)*

| Category | % Positive | % Negative |
|---|---|---|
| Keeping Staff – Manager | 77% | 23% |
| Keeping Staff – Employee | 58% | 42% |
| Understanding Needs – Manager | 82% | 18% |
| Understanding Needs – Employee | 60% | 40% |
| Promoting Fairness – Manager | 91% | 9% |
| Promoting Fairness – Employee | 75% | 25% |
| Managing The Facility – Manager | 89% | 11% |
| Managing The Facility – Employee | 73% | 27% |
| Job Opportunities – Manager | 91% | 9% |
| Job Opportunities – Employee | 74% | 26% |
| Employee Recognition – Manager | 87% | 13% |
| Employee Recognition – Employee | 68% | 32% |
| Communication – Manager | 87% | 13% |
| Communication – Employee | 67% | 33% |
| Administrator Trust – Manager | 88% | 12% |
| Administrator Trust – Employee | 68% | 32% |

■ % Positive
■ % Negative

There is a substantial degree of difference between how a manager perceives his/her organization compared to staff. In every category, managers report higher levels of Engagement than their employees. For instance, managers rate 87% satisfaction with communication versus only 67% of employees' perceived satisfaction. These findings reflect several key gaps:

- Managers have increased access to senior team members and information regarding the direction of the organization—how well they cascade that information and manage up with their employees is critical.
- Some managers may be disconnected from the day-to-day realities their employees face.
- Some of the largest gaps are also for key drivers: communication, understanding needs, and administrator trust.

# Factors Leading to Disengagement

Understanding factors leading to disengagement provides insight into key areas of priority. Nationally, only 15% of employees say their input always leads to change (HealthStream Engagement Institute Patient-Centered Excellence Survey, 2015).

Looking at 35,000 surveys, the lowest 13% (respondents who have low organizational engagement), the following survey items are the biggest dissatisfiers. All items below are also key drivers of retention.

**Organizational Engagement**

- **KEEPING STAFF:** This hospital's efforts to keep its good employees. (1.60)*
- **UNDERSTANDING NEEDS:** How well administrators understand the needs of your department. (1.63)
- **ADMINISTRATOR TRUST:** The degree to which you trust administrators. (1.67)*
- **COMMUNICATION:** How openly and honestly administration communicates. (1.73)*
- **EMPLOYEE RECOGNITION:** How well leaders treat, appreciate, and support employees. (1.75)*
- **MANAGING THE FACILITY:** How well administrators direct the overall functions of this facility. (1.85)*

# Key Drivers of Workforce Engagement

| Key Drivers of Organizational Engagement and Satisfaction | | |
|---|---|---|
| Rank | Question | Survey Theme |
| 1 | ADMINISTRATOR TRUST: The degree to which you trust administrators. | Upper Management |
| 2 | MANAGING THE FACILITY: How well administrators direct the overall functions of this facility. | Upper Management |
| 3 | EMPLOYEE RECOGNITION: How well leaders treat, appreciate, and support employees. | Upper Management |
| 4 | COMMUNICATION: How openly and honestly administration communicates. | Upper Management |
| 5 | UNDERSTANDING NEEDS: How well administrators understand the needs of your department. | Upper Management |
| 6 | KEEPING STAFF: This hospital's efforts to keep its good employees. | Hiring, Promotion, and Opportunity |
| 7 | PROMOTING FAIRNESS: Fairness of system for promoting people to better jobs. | Hiring, Promotion, and Opportunity |
| 8 | JOB OPPORTUNITIES: Opportunities for you to move into new positions within the hospital. | Hiring, Promotion, and Opportunity |
| 9 | HIRING BEST QUALIFIED: Hospital's success at hiring the best-qualified person to fill a job. | Hiring, Promotion, and Opportunity |
| 10 | LEARNING OPPORTUNITIES: Opportunities provided to you for job-related growth and development. | Hiring, Promotion, and Opportunity |

*Note- the key drivers are the same for both Organizational Engagement and Overall Satisfaction*

| | Key Drivers of Job Engagement | |
|---|---|---|
| Rank | Question | Survey Theme |
| 1 | JOB OPPORTUNITIES: Opportunities for you to move into new positions within the hospital. | Hiring, Promotion, and Opportunity |
| 2 | ADMINISTRATOR TRUST: The degree to which you trust administrators. | Upper Management |
| 3 | PROMOTING FAIRNESS: Fairness of system for promoting people to better jobs. | Hiring, Promotion, and Opportunity |
| 4 | MANAGING THE FACILITY: How well administrators direct the overall functions of this facility. | Upper Management |
| 5 | COMMUNICATION: How openly and honestly administration communicates. | Upper Management |
| 6 | EMPLOYEE RECOGNITION: How well leaders treat, appreciate, and support employees | Upper Management |
| 7 | UNDERSTANDING NEEDS: How well administrators understand the needs of your department. | Upper Management |
| 8 | LEARNING OPPORTUNITIES: Opportunities provided to you for job-related growth and development. | Hiring, Promotion, and Opportunity |
| 9 | CUSTOMER SERVICE: The extent to which patients are treated as valued customers. | Quality and Competence |
| 10 | SAFE AND SECURE ENVIRONMENT: This hospital's effectiveness in providing a safe and secure environment for patients. | Quality and Competence |

| Key Drivers of Job Engagement for Nurses (RN) | | |
|---|---|---|
| Rank | Question | Survey Theme |
| 1 | JOB OPPORTUNITIES: Opportunities for you to move into new positions within the hospital. | Hiring, Promotion, and Opportunity |
| 2 | ADMINISTRATOR TRUST: The degree to which you trust administrators. | Upper Management |
| 3 | EMPLOYEE RECOGNITION: How well leaders treat, appreciate, and support employees. | Upper Management |
| 4 | MANAGING THE FACILITY: How well administrators direct the overall functions of this facility. | Upper Management |
| 5 | CUSTOMER SERVICE: The extent to which patients are treated as valued customers. | Quality and Competence |
| 6 | SAFE AND SECURE ENVIRONMENT: This hospital's effectiveness in providing a safe and secure environment for patients. | Quality and Competence |
| 7 | PROMOTING FAIRNESS: Fairness of system for promoting people to better jobs. | Hiring, Promotion, and Opportunity |
| 8 | COMPETENCE OF YOUR DEPARTMENT: Job skills of employees in your department. | Quality and Competence |
| 9 | COMMUNICATION: How openly and honestly administration communicates. | Upper Management |
| 10 | TECHNICAL ABILITY: The technical expertise of the staff who provide direct patient care. | Quality and Competence |

**References:**

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Robert Wood Johnson Foundation, Business Case/Cost of Nurse Turnover, July 29, 2009

# HealthStream Engagement Institute Overview

*Founded to enable organizations achieve patient-centered excellence - because every patient deserves the best developed workforce. With over two decades of experience, our proven methodologies can transform organizations.*



Surveys & Reporting | Assessment | Learning & Performance | Software | Certification | Coaching

Our industry-leading experts equip and empower our clients to create cultures of person-centered care, while creating a culture of accountability across the continuum of care — including acute and post-acute system-wide settings,  emergency medicine settings, and physician practices. HealthStream Engagement Institute is an ecosystem of leading, evidence-based to equip organizations to improve the quality of the patient experience. HealthStream coaches organizations to become more consistent in their processes through evidence-based tools, tactics, and best practices. Our leadership-focused coaching teaches the key skills and techniques for recognizing, rewarding, and engaging employees and physicians/providers.

Our solutions draw on cadenced elements supported through leadership development, coaching, training, courseware, competencies and blended- learning curricula. It establishes senior team urgency, leader alignment, and grass-roots momentum at the staff level to improve the patient and employee experience. We are proud of our partnerships to support your organization's goals to improve.

# About the Authors

**Katie Owens**
Vice President, HealthStream
Practice Leader, HealthStream Engagement Institute

Katie has made patient-centered excellence a priority since she embarked on a career in healthcare. With two decades of experience helping organizations achieve service and operational excellence, Katie has proactively worked to gather the skillset and knowledge base to effect positive change in the healthcare industry. As a member of the HealthStream Leadership team, she oversees our coaching practice and the growth of our patient experience solution.

Katie is passionate about helping organizations create an environment that is fully focused on the patient. As leader of HealthStream's coaching practice, she is tasked with managing an expert group of experienced coaches who are dedicated to improving the quality of the patient experience. Katie is also an innovator in her field, constantly studying new ways to deliver patient-centered care.

Katie previously served on the leadership team of Baptist Health Care (BHC) in Pensacola, Florida, where she supported the system's sustained journey to excellence. She was instrumental in growing Baptist Leadership Group into one of the most respected healthcare coaching practices in the country—Baptist Leadership Group was acquired by HealthStream in 2013, now known as HealthStream Engagement Institute.

Prior to her tenure at BHC, Katie served as the Director of Market Research for the Methodist Le Bonheur Healthcare system, where she successfully led HCAHPS implementation for five acute care hospitals. Her well-rounded experience includes tenure at a leading children's healthcare system, a for-profit hospital, and a children's hospital. She is the lead author of The HCAHPS Imperative for Creating Patient-Centered Excellence and is currently working on her second book about the importance of speaking the patient's language. She is frequently quoted and has been published in HFM Magazine and Hospitals and Health Networks. Ms. Owens is an internationally-recognized speaker and presents regularly at conferences for leading organizations, including the American College of Healthcare Executives, the Society for Healthcare Strategy and Market Development, and the Healthcare Financial Management Association.

Katie has a Bachelor of Human Resources Development and a Master of Healthcare Administration.

**Jim Eggers**
Senior Research Analyst, HealthStream

Jim has made using and understanding data the focus of his career. He has spent the past two decades helping clients better understand their data and looking for important relationships in data, as well as in curating data to facilitate both. Over the years, Jim has continually strived to keep abreast of the latest analytic techniques via certifications, education, and coursework. Using this continual learning and experience, he looks to help customers focus on, understand, and act on their data to improve their outcomes.

Prior to HealthStream, Jim worked as a Data Analyst at Applied Data Resources linking and analyzing data from the Census Bureau, Bureau of Labor Statistics, Federal Bureau of Investigation, Bureau of Economic Analysis, the Centers for Disease Control and Prevention, among others. He also worked at the Gallup Organization in multiple offices and divisions as a data analyst and statistical analyst. Jim worked on client projects in customer satisfaction and employee engagement research in media, healthcare, finance, transportation and retail industries.

Jim received a Bachelor of Political Science from the University of Nebraska-Lincoln and a Master of Arts in Economics from Georgia State University. He will complete his Master of Science in Data Mining from Central Connecticut State University later this year.