

Job Satisfaction: Finding Out What Employees Value

AOHC CACHCA NACHC

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Darlene Nicgorski

VP HR and Credentialing

Piedmont Health Services, Inc.

nicgorsd@piedmonthealth.org

919-357-0504



Piedmont Health Services, Inc.



www.piedmonthhealth.org

www.benesytes.com/piedmonthhealth benefits



Piedmont Celebrating 40 Years

- 6 CHC's in 4 counties
- Services include primary medical, dental with almost 50 MD's, FNP/PA's and Dentists
- 340b subsidized in-house pharmacy, care management support, WIC, nutrition, migrant/seasonal farmworker outreach
- FY2010 PHS goal: 40,000 users w 130,000 medical and dental visits
- Approximately 285 employees CHC and 35 at SeniorCare

Piedmont Health SeniorCare



www.piedmontseniorcare.org





PACE Program

- The Program of All-inclusive Care for the Elderly
- In 3 states with 7 CHC's participating
- In MA called ESP (Elderly Service Plan) and in CA called Senior Buena Care
- Founded in 2008, now 65 participants
- Capitated service paid by Medicare and Medicaid
- Age 55+, multiple chronic health conditions, assistance with ADL's
- Goal: keep them in the home



Exit Survey Data



Piedmont Health Services Exit Survey Management

System News

- Staff Satisfaction Component for ExitPulse
 - Enhancement - Filter Charts by Supervisor Name
 - Enhancement - New Sort Function
- [View details / news archive](#)

Survey Management

- Generate Exit Form
- View surveys in progress
- View excluded surveys

Survey Reporting

- View completed interviews
- Create charts & graphs
- Create verbal reports

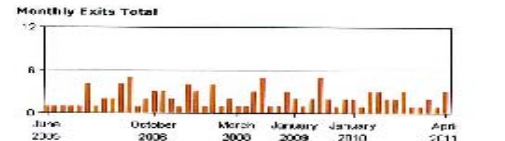
User Administration

- Edit Settings
- Add new user
- List all users
- Change my password

Exit Survey Dashboard

SHOW: ALL DATA 2006 2007 2008 2009 2010 2011

EXIT STATS at a glance - All data
 Exiting Employees YTD: 227 Participation overall: 46%
 Surveys Completed Overall: 104 Leaving for a new job: 51%

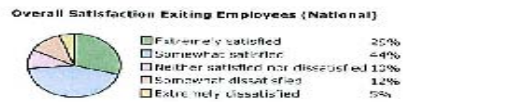
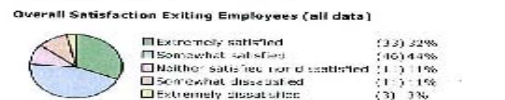


Top 5 reasons for leaving (all data)

Better job opportunity	(47) 45%
Better compensation/benefits	(41) 39%
Dissatisfaction with any aspect of your employment	(24) 23%
Moving/Relocating from area	(22) 21%
Returning to school	(19) 18%

Top 5 reasons for leaving (National)

Better job opportunity	40%
Dissatisfaction with any aspect of your employment	23%
Better compensation/benefits	20%
Moving/Relocating from area	12%
Family responsibilities	16%



For Technical Assistance contact Insightlink Communications:
 Email: support@insightlink.com Telephone: 1-866-807-8095 x704

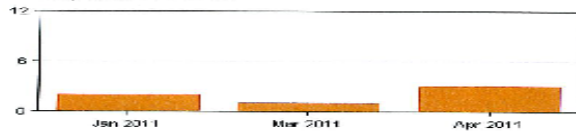
2011 Exit Survey

InsightEXIT Exit Survey Stats

EXIT STATS at a glance - 2011

Exiting Employees YTD: 10 Participation YTD: 60%
 Surveys Completed YTD: 6 Leaving for a new job: 67%

Monthly Exits YTD 2011



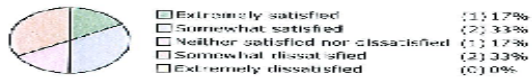
Top 5 reasons for leaving 2011

Better job opportunity (3) 50%
 Better compensation/benefits (3) 50%
 Family responsibilities (2) 33%
 Dissatisfaction with any aspect of your employment (2) 33%
 Change in career (1) 17%

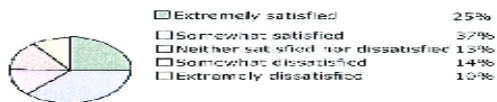
Top 5 reasons for leaving (National)

Better job opportunity 42%
 Dissatisfaction with any aspect of your employment 38%
 Better compensation/benefits 30%
 Moving/Relocating from area 18%
 Returning to school 15%

Overall Satisfaction Exiting Employees 2011



Overall Satisfaction Exiting Employees (National)



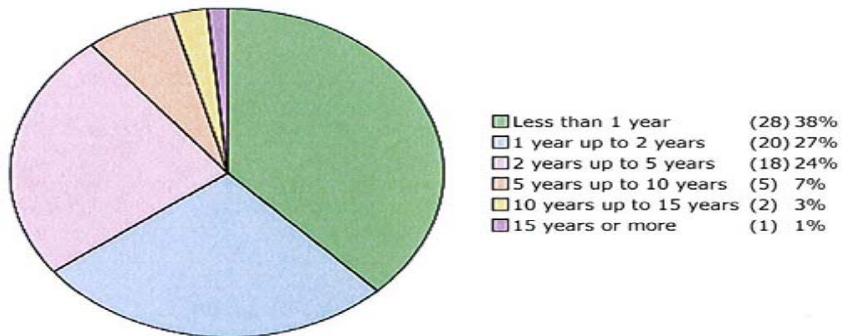
Nursing Dept.

InsightExit Piedmont Health Services 05/18/2011

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Piedmont Health Services Exit Interview Summary - 05/18/2011

How long have you worked for this organization?



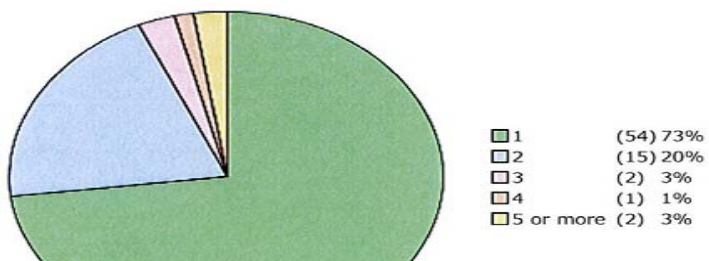
Date range: 08/01/2006 to 05/18/2011

Service Area: Nursing

Sub-area: Carrboro Community Health Center, Charles Drew Community Health Center, Corporate Office, Piedmont Health Services, Moncure Community Health Center, Prospect Hill Community Health Center, Scott Clinic

Separation: Voluntary

How many different positions did you hold while working at this organization?



Nursing Report

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Why Change Employee Satisfaction Survey?

- Previous survey used for 5 years
- Benchmarked sites against overall PHS
- StaffPulse benchmarks against other CHC's
- Employees less concerned with anonymity
- More comprehensive tool for reporting results
- HR Quality Improvement Plan—Plan, Study, Do, Act





Why StaffPulse?

- Positive results from Exit Pulse Conducted Employee Satisfaction Surveys since 2005
 - Web based; compare results; cost effective;
 - Ease of use; Written feedback; Confirmed problem depts. or sites. RN Manager at one site not communicating issues.
- Professional scientifically developed tool
- Need to get the pulse of the organization; don't wait for them to leave.
- Growth in CHC's will make it critical to stay in touch with employees at all locations
- Suitable for small, medium size and large CHC's
- Anonymity guaranteed





What's Different?

- Questions around healthcare workplace comparisons
- Compliance
- Patient/Staff Safety
- Larger section around communication
- StaffPulse 20-30 minutes vs. 10-15



What's Different Continued



- The Loyalty Matrix
- The Gap Tables

Cultural Importance vs. Performance

Communication Importance vs.

Performance

Compensation Importance vs.

Performance



Piedmont's Experience

- Administered in March as usual
- Organizational issues at the time
- Year long implementation of EMR
- Leadership changes at sites and Corporation
- Change from 3% COLA increase to incentive plan





Findings from StaffPulse

- Senior Leadership devastated
- Worst results ever
- Communication and Senior Leadership rated much worse than the Benchmark
- What was the pulse of the organization when the survey was done?





What next?

- Communication back at each site
- Highlighted differences from site to overall
- Focused on unique issues
- Developed a Corporate Communication Plan
- Asked for what areas they want more communication on or are not getting communication.





Communication Plan

- Corporate Communication Plan
 - Wrote out what we do now
 - Listed all the meetings, written communication, etc.
 - Corporate meetings and sites meetings
 - Ask for feedback about what employees want to know more about



Communication Plan Continued

Written Reports from Corporate

- CEO's Monthly Board Report to PHS
- Financial Reports to Senior Managers and site leadership
- Orientation list of new hires and transfers





PHS Communication Plan

Site Meetings

- Monthly Staff meetings Directors at staff meetings
- Some sites also departmental mtgs.
- HR DropIns available to managers and Staff
- HR Training 2-3 times a year
- IT planning training



Communication Plan Meetings

- **Regular Meetings Inclusive of Site Staff**
- **Medical Staff Meeting** monthly, agendas, and updates sent to all medical staff
- **Clinical Steering Committee** monthly includes Lead Providers, RN Managers and Clinical Directors
- **RN Managers and Lead Providers** mtgs. take place after Clinical Steering Com. mtgs.
- **Center Managers Meetings** twice monthly and often involve other depts.
- **The Quality Committee** meets at least monthly and includes dept. heads and distributes to all leadership staff.
- **The P & T Committee or Pharmacy and Therapeutics Committee** Includes all Pharmacy Managers, and several representative providers, meet monthly. Action items referred to the Medical Staff.



Communication Plan

Meetings

- **The Safety Committee** meets monthly and consists of various dept heads and some site staff. Action items are referred to The Quality Committee.
- **Senior Managers** for the CHC side meet monthly. All managers meet weekly with CEO or COO.
- **Dental Meetings** quarterly.
- **IT meetings** every 2 weeks.
- **All Managers** meetings are held at least 3 times a year for 4 hours off site.
- **The Board of Directors** meets 11 times a year and meetings are public.
- **EMR Workgroup Meeting monthly** via call with 1 representative per site.
- **SeniorCare** leadership and all staff meet weekly.



Additions to Communication Plan

- Follow up with short Surveymonkey to drill down further on a couple of issues
- Rapid testing of shorter regular e mails
- Sampled after news stories, headlines, then click on link if interested
- Piloting this
- Upgraded web site makes sharing of new media more possible
- Looking to us other social media





Feedback on Tool

- Great tool for expanding and multisite CHC's
- Effective tool for staying on top of the pulse of the organization annually
- Need manager buy-in
- Need to provide time for non-exempts to complete at work
- Including the compliance, safety and health questions most helpful
- Suggestion to improve data sorting by job titles





Senior Leaders Comments

- **CEO** "As we grow we need to stay in touch with our organization and learn the good and the bad so we can adjust making the needed changes to improve quality."
- **Medical Director** "Good tool to have an honest dialogue at the leadership level to build and maintain great staff."
- We appreciate NACHC's leadership in commissioning the development of this tool





Summary

- The more CHC's that participate the better our benchmarking
- Need to look at results, give feedback to employees and show some changes
- Champion both the ExitPulse and StaffPulse as cost effective tools for improving job satisfaction and retention



Questions?

