

Job Satisfaction: Finding Out What Employees Value

2010 NACHC (CHI) September 10-13 2010

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Piedmont Health Services, Inc.



www.piedmonthealth.org

www.benesytes.com/piedmonthealth 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



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



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





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The National Association of Community Health Centers (NACHC) represents Community and Migrant Health Centers, as well as Health Care for the Homeless and Public Housing Primary Care Programs and other community-based health centers.

Founded in 1971, NACHC is a nonprofit advocacy organization providing education, training and technical assistance to health centers in support of their mission to provide quality health care to medically underserved populations.



NATIONAL ASSOCIATION OF
Community Health Centers

The NACHC Mission

To promote the provision of high quality, comprehensive and affordable health care that is coordinated, culturally and linguistically competent, and community directed for all medically underserved populations.



NATIONAL ASSOCIATION OF
Community Health Centers

**For further information about NACHC and
America's Health Centers**

Visit us at www.nachc.com



NATIONAL ASSOCIATION OF
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NACHC 2010 Community Health Institute (CHI) & EXPO

Tuesday, September 14, 2010, 1:00 to 2:30 p.m. Eastern

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NACHCPulse: StaffPulse and ExitPulse

www.NACHCPulse.com

By popular demand, NACHC and Insightlink Communications have bundled two of NACHC's web-based survey products into one comprehensive package. ExitPulse and StaffPulse have been designed specifically to meet health centers' needs. Although these products may be purchased separately, the bundled package offers additional savings and is available at a reasonable annual subscription fee with a preferred price to NACHC organizational members.

StaffPulse is a web-based staff satisfaction tool. One of the distinct advantages of StaffPulse is the ability for health centers and state and regional primary care associations to compare their results against national and regional benchmarks. This database serves as an important resource to promote America's Health Centers as a preferred place of employment.

ExitPulse is an online exit survey system designed specifically to survey departing health center employees. Health centers can learn valuable information about the reasons employees leave and their attitudes toward the health center. Real-time individual health center data can be compared to the national database of aggregate results from all participating health centers nationwide. This is information health centers can then use to design effective retention strategies.

Listen to and view the free Web Conference, "Building a Stronger Primary Care Workforce by Addressing Staff Turnover and Improving Staff Satisfaction" in the NACHC LiveLEARNING CENTER at www.nachc.com - <http://www.softconference.com/nachc/slist.asp?C=2761> to learn more.

For additional information about ExitPulse and/or StaffPulse, please contact Katja Laepke at klaepke@nachc.com.



Additional Relevant Resources

- **Other related Educational Sessions at this meeting:**
 - Available after in the NACHC LiveLEARNING CENTER (LLC) at www.nachc.com -- <http://softconference.com/nachc/>
- **Free Web Conferences in LLC at** <http://www.softconference.com/nachc/slist.asp?C=2761> , e.g.:
 - “Building A Strong Primary Care Workforce By Addressing Staff Turnover And Improving Staff Satisfaction”
 - “Health Center Board Members’ Roles In Provider Recruitment And Retention”
 - “Physician Recruiting In An Era of Doctor Shortages”
 - “Selection And Grooming Of Medical Directors In Community Health Centers”
 - “Staffing Your Health Center In An Era Of Health Reform”



Contacts for Follow-ups

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Coming Later This Year to the NACHC Website

National Human Resources Clearinghouse

- For Human Resource Staff At FCHC's and PCA's
- Find Sample checklists, policies, links and personal reflections from HR professional peers

Benefits Recruiting Retention

Staff Training Compliance Legal

Credentialing Compensation

Questions?

