Employee Satisfaction Survey - Healthcare System Case

Facing a highly competitive labor market, a healthcare provider wanted to better understand the drivers of behavior based on their employee satisfaction survey.

### The Healthcare Client

- **Midwest** healthcare provider is one of the largest non-profit organizations in the U.S. and is comprised of a **regional network of hospitals and clinics**
  - 13 hospitals plus multiple community health locations
  - Services include inpatient and outpatient care, primary care, community health and wellness, workplace health, home health, community mental health, rehabilitation, long-term care and hospice
  - Net revenue of over $2.5 billion with approximately 4,500 licensed beds
  - Over 25,000 employees

- **Competition for critical skill employees** (e.g. emergency room nurses, technicians) is increasing rapidly as the supply of qualified employees is unable to keep pace with growing the demand for services

- Therefore, using **existing employee satisfaction data**, the Client needed to dig deeper into the cause-and-effect relationships between employee ratings and their stated perceptions and intentions

### Featured Client Case # 23

#### Healthcare Satisfaction Survey

1. **Project**
   - Analyze employee satisfaction survey data
   - Identify drivers of self-stated outcomes

2. **Approach**
   - Identify drivers of self-stated Satisfaction, Intent to Leave, Willingness to Recommend

3. **Analytic Results**
   - Differences exist between employee cost center segments, work groups, and hospital types

4. **Recommendations**
   - Focusing on 5 critical elements can significantly improve Clinical employee's Satisfaction
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We first focused our attention on identifying key drivers of individual-level turnover, then we expanded our investigation to cost centers within the system.

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<table>
<thead>
<tr>
<th>Client project was designed to address <strong>three objectives</strong> based on employee satisfaction survey data:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) With a special focus on critical skill employees, determine <strong>key drivers of three self-stated employee outcomes:</strong></td>
</tr>
<tr>
<td>- Overall satisfaction</td>
</tr>
<tr>
<td>- Willingness to recommend</td>
</tr>
<tr>
<td>- Intention to leave</td>
</tr>
<tr>
<td>2) Assess <strong>driver differences</strong> in these three self-stated perception and behavior between</td>
</tr>
<tr>
<td>- Hospital type (e.g. academic, children’s)</td>
</tr>
<tr>
<td>- Cost center segment (e.g. clinical, support)</td>
</tr>
<tr>
<td>- Cost center work group (e.g. surgery, medicine)</td>
</tr>
<tr>
<td>3) Identify <strong>improvements that will result in a percentage increase</strong> in these three employee outcomes</td>
</tr>
</tbody>
</table>
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Prior to modeling the outcomes, we used descriptive statistics to help inform our hypotheses, create a base for comparison, and prioritize analysis efforts.

- Prior to modeling, we generated descriptive statistics to better understand some of the underlying differences between employee cost center segment groups (i.e. Clinical, Medical, Support)
  - In the example below, we can see that based on self-stated intentions to leave Clinical employees are much more likely to leave than any other group

Employee Satisfaction Survey - % Likely to Leave
(Bottom 2 boxes: am actively looking, will be leaving in near future)

<table>
<thead>
<tr>
<th>Percent Likely to Leave (bottom 2 boxes)</th>
<th>Overall 10.8%</th>
<th>Clinical 12.1%</th>
<th>Medical 9.2%</th>
<th>Support 9.7%</th>
</tr>
</thead>
</table>

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To assess the three outcomes, we analyzed and modeled 21 additional survey questions – e.g. work environment, professional development, pay, benefits.

• We developed a rigorous approach to help identify differences across hospital type, cost center segment, and cost center work groups

   - Satisfaction Survey Responses
     Modeled overall satisfaction, willingness to recommend, and likelihood to stay/leave
   - Cost Center Segment
     3 distinct models identified
     - Clinical
     - Medical
     - Support
   - Hospital Type
     - Academic
     - Large metro
     - Rural
     - Midsize metro
   - Cost Center Work Group
     - Clinical – surgery, medicine, etc.
     - Medical – laboratory, pharmacy, etc.
     - Support – admitting, finance, etc.

   - Interaction Effects Model
     Looked at hospital type/cost center work group X satisfaction variable
     Applied same manual and automated selection process used earlier to find significant effects

   - Final Models
     9 total models developed and incorporated into a simulator

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For each of the three outcomes (i.e. satisfaction, recommend, intent to leave), we developed three models for three employee cost center segments (i.e. clinical, medical, support) … for a total of nine models.

• Below is an example of a summarization of the strength of different drivers within each of these models, e.g.

  – Confidence in senior management and teaming were important drivers of satisfaction for the Clinical employee group
  – Across all three groups, Pay and Benefits are NOT the strongest driver of satisfaction

Employee Satisfaction Survey – Satisfaction Model Summary

<table>
<thead>
<tr>
<th>Rewards</th>
<th>Clinical</th>
<th>Medical</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPRECIATION</td>
<td>Supervisor appreciates my work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CARE</td>
<td>Senior mgmt care about employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COOPERATE</td>
<td>Work group cooperates and works as team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEPTWORKS</td>
<td>Dept. works well with other departments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TEAM</td>
<td>Am part of a team working toward success</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AUTHORITY</td>
<td>Have authority to meet customer needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COACH</td>
<td>Supervisor is a good coach</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CONFIDENCE</td>
<td>Have confidence in senior mgmt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SECURE</td>
<td>Feel secure in having job if I perform well</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRAINING</td>
<td>Opportunities for training and development</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pay Benefits</th>
<th>Clinical</th>
<th>Medical</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAY</td>
<td>Pay is competitive with other places</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BENEFITS</td>
<td>Benefits are competitive with other places</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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Relative to a base case, we quantified the estimated % increase across the three outcomes assuming different improvements in the survey ratings.

- By improving employees’ responses to ALL 21 questions asked in the survey by 10%, the Client could realize about a 9% increase in overall satisfaction across all three employee cost center segments
  - The greatest lift in Satisfaction would come from Support
  - The least lift in Satisfaction would come from Medical employees

### Employee Satisfaction Survey – Base Case % Change in Overall Satisfaction

<table>
<thead>
<tr>
<th>Employee Cost Center</th>
<th>10% Increase</th>
<th>15% Increase</th>
<th>20% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical</td>
<td>9.3%</td>
<td>14.0%</td>
<td>18.8%</td>
</tr>
<tr>
<td>Medical</td>
<td>6.6%</td>
<td>12.9%</td>
<td>17.2%</td>
</tr>
<tr>
<td>Support</td>
<td>9.4%</td>
<td>14.2%</td>
<td>19.9%</td>
</tr>
</tbody>
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Running these scenarios revealed that if improvements are made across the 21 survey ratings, the greatest lift will occur in satisfaction and much less so in Willingness to Recommend.

### Analytic Results

#### Employee Satisfaction Survey – Base Case % Change in Willingness to Recommend

<table>
<thead>
<tr>
<th></th>
<th>Clinical</th>
<th>Medical</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>10% increase in survey ratings</td>
<td>5.7%</td>
<td>7.9%</td>
<td>6.6%</td>
</tr>
<tr>
<td>15% increase in survey ratings</td>
<td>11.5%</td>
<td>10.7%</td>
<td>8.0%</td>
</tr>
<tr>
<td>20% increase in survey ratings</td>
<td>14.1%</td>
<td>13.5%</td>
<td>12.0%</td>
</tr>
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Additional analysis indicated that there are also differences in employee outcomes across hospital types.

• Clinical employees working in Children’s hospital are the most likely to Recommend another to work at the Client; however, Clinical are also the least likely to Recommend within the Academic hospital
  – Employees in Children’s are the most likely to Recommend
  – Employees in Academic and Rural are the least likely to Recommend

Employee Satisfaction Survey – Willingness to Recommend Model

Percent Change from Base Case = Mid-size Metro

- Clinical Medical Support

<table>
<thead>
<tr>
<th>Hospital Type</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic</td>
<td>2.9%</td>
</tr>
<tr>
<td>Children’s</td>
<td>11.9%</td>
</tr>
<tr>
<td>Large</td>
<td>8.4%</td>
</tr>
<tr>
<td>Rural</td>
<td>7.0%</td>
</tr>
<tr>
<td>Mid-size Metro</td>
<td>4.1%</td>
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Recommendations were developed with scenarios that highlighted the most critical elements to focus on in order to significantly improve the three outcomes (i.e. Satisfaction, Recommend, Intent to Leave).

- Client could realize as much as a **0.30 improvement in Satisfaction rating score** by focusing on **improving only 5 rating scores**, i.e.
  - Confidence in senior management
  - Fidelity to mission
  - Job security based on performance, and pay
  - Teaming
  - Pay

**10% Increase in Satisfaction within the Clinical Group**

<table>
<thead>
<tr>
<th>Satisfaction Scale</th>
<th>Base Case</th>
<th>10% increase Confidence</th>
<th>10% increase Team</th>
<th>10% increase Mission</th>
<th>10% increase Secure</th>
<th>10% increase Pay</th>
<th>10% increase all other variables*</th>
<th>10% increase Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slightly Agree</td>
<td>4.65</td>
<td>0.11</td>
<td>0.03</td>
<td>0.05</td>
<td>0.03</td>
<td>0.15</td>
<td>0.30</td>
<td>5.3</td>
</tr>
<tr>
<td>Agree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
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